



DEPARTMENT OF
THE AIR FORCE

SAFETY

STRATEGIC PLAN

FY2026 - 2030

*Preserve Combat Power through proactive policy,
analysis, training, and risk management
across all domains.*



LEADERSHIP
AT ALL LEVELS



RISK
INFORMED



DATA
DRIVEN



GLOBALLY
FOCUSED



MISSION
READY

A Safety Enterprise that Accelerates and Secures DAF's Warfighting Advantage

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CHIEF OF SAFETY'S CALL TO ACTION

Safety professionals – we have always approached our mission with exceptional pride, passion, and professionalism. However, the demands of today's strategic environment require us to build on that record of performance and take our enterprise to the next level. Renewed strategic competition demands immediate evolution of our safety structure, people, culture, reporting tools, processes, and software programs. We must align our approach and resources with strategic guidance and our nation's highest priorities. This plan provides a focused, resource-informed framework to position safety as a critical force multiplier for combat power and readiness.

This is a call to integrate safety into the very fabric of DAF operations. We must set the conditions for Airmen and Guardians to execute with speed, agility, and disciplined initiative. We will harness the power of data, analytics, automation, and artificial intelligence (AI) to build an integrated, proactive, technology-enabled safety enterprise that anticipates hazards and delivers timely, actionable insight at every echelon. We must also equip our workforce with the operational, technological, and risk-management competencies required to support joint operations in complex, contested environments.

Realizing this strategy's intended effects requires ownership, accountability, resources, and disciplined execution at every echelon. We will preserve combat power, accelerate and secure our warfighting advantage, and help ensure the DAF remains the world's most capable, lethal, and respected fighting force. Here is my guidance.

Safety Enterprise Guidance – DAF Chief of Safety

1. Prioritize high-impact initiatives that are aligned with operational risk reduction.
2. Integrate safety into existing Department of War (DoW) and DAF processes before creating new structures or requirements.
3. Leverage data, analytics, automation, and enterprise tools to scale effectiveness.
4. Continuously assess performance, adapt based on evidence, and scale for impact.
5. Document residual risk and elevate risk that exceeds delegated authority.



OTIS C. JONES, Brig Gen, USAF
Chief of Safety, Department of the Air Force
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STRATEGIC LANDSCAPE

Global Context: A New Era of Strategic Competition and Risk

The global security landscape is shaped by rapidly evolving multi-domain threats and strategic volatility, demanding a resilient, combat-ready DAF. We must be prepared to deter aggression and win any future conflict. The National Defense Strategy (NDS) establishes the homeland as the primary theater of operations and the Indo-Pacific as the priority region. Across all domains, adversaries are rapidly integrating advanced and asymmetric technologies—including AI, hypersonic weapons, autonomous systems, and advanced cyber capabilities—to contest U.S. interests, erode our military advantage, and challenge the policy of peace through strength. The accelerating pace of technological change, coupled with persistent constraints in funding, time, and personnel, demands urgent strategic recalibration to preserve our competitive edge.

Department of the Air Force: Our Role in a Contested World

In this era of rapid technological disruption, safety is not a bureaucratic impediment but a critical enabler of combat power and victory. Our military advantage is not guaranteed; it must be earned daily through readiness, aggressive modernization, and a robust warrior culture. As the DAF integrates next-generation platforms, uncrewed collaborative systems, space-based capabilities, and complex digital engineering, the scope and complexity of the safety mission continue to expand faster than available manpower and resources. This growing mission-capacity gap increases operational risk and requires us to align people and resources with the highest-priority missions, modernize how we deliver safety capabilities, and empower Airmen and Guardians to take smart, informed risks in highly technical and rapidly evolving environments. We must remain ready to “Fly, Fix, and Fight” with purpose and discipline.

Path Forward: A Resilient, Innovative, and Lethal Force

To meet the demands of this high-tech battlespace, the DAF Safety enterprise must fundamentally evolve. We must accelerate the shift from a predominantly reactive, compliance-based posture to an integrated, proactive, technology-enabled warfighting enterprise. By leveraging advanced data analytics, machine learning, and predictive modeling, we must equip commanders with cutting-edge tools for risk-informed decision-making. We will foster disciplined risk management across the force, enabling Airmen and Guardians to exercise sound judgment while operating alongside autonomous and AI-enabled systems in contested, degraded, and disconnected environments.

ABOUT DAF SAFETY

Enterprise Purpose: DAF Safety preserves combat power and accelerates our warfighting advantage across all domains by enabling successful operations and capability development through active mishap prevention efforts; proactive analysis, training, and policy; and enhanced readiness through embedded risk-informed decision-making by Airmen and Guardians—on or off duty.

Chief of Safety's Role: Led by the Chief of Safety (AF/SE)—who also commands the Air Force Safety Center (AFSEC) at Kirtland Air Force Base, NM—the organization develops safety policies, guidance, and mishap prevention programs for both the U.S. Air Force and U.S. Space Force.

Air Force and Space Force Scope: AF/SE is supported by a safety team at the Pentagon including the Deputy Chief of Safety, Safety Issues Division, (1S0-Safety) Career Field Manager, and an executive staff, who integrate efforts with AFSEC to support the safety enterprise. AFSEC is composed of a highly experienced cadre of active-duty, guard, reserve, civilian, and contractor personnel within four operational safety divisions: Aviation, Occupational, Weapons, and Space; and two specialized divisions: Operations Support (Human Performance, Analysis & Cyber, and Training & Education) and Personnel & Resources. AFSEC also provides specialized legal, public affairs, weapons special duty management, medical, strategic data, analytics, and information insight, and executive staff support, under the operational direction of the Deputy Commander.

MAJCOM, FLDCOM, DRU, Joint and Coalition Reach: Our enterprise extends from MAJCOMs, FLDCOMs, and DRUs through every subordinate echelon, strengthened by vital partnerships across the joint force and with federal, state, local, international, and coalition partners.

Airmen and Guardians: Every Airman and Guardian is both a safety sensor and a safety officer—uniquely positioned to identify hazards, recognize emerging risks, and act before those risks degrade the mission. We depend on their disciplined judgment, personal accountability, and willingness to speak up, whether on duty, off duty, at home station, or in a contested environment.

See Appendix C for the DAF Safety organizational structure.

VALUES, VISION, AND MISSION

SAFETY ENTERPRISE VALUES

- **Integrity** – provide objective, transparent risk analysis that commanders and leaders trust to inform critical decisions.
- **Excellence** – pursue superior safety practices that directly contribute to readiness and mission success.
- **Persistence** – maintain unyielding vigilance and proactive risk management at any pace, across all missions, and in all environments.
- **Adaptability** – anticipate change and evolve with emerging threats, technologies, and operational concepts.

VISION

A Safety Enterprise that accelerates and secures DAF's warfighting advantage.

This vision establishes DAF Safety as an operational enabler that helps the Department move faster, manage risk deliberately, and preserve the people and capabilities required to prevail. It guides the enterprise beyond mishap prevention toward anticipating hazards, enabling responsible innovation, informing commander decisions, and integrating safety across force design, training, sustainment, and operations. By leveraging data, technology, and disciplined risk-informed judgment, DAF Safety accelerates readiness, prevents avoidable loss, and strengthens the Department's warfighting advantage across all domains.

MISSION

Preserve Combat Power through proactive policy, analysis, training, and risk management across all domains.

Proactive policy, predictive analysis, mission-focused training, and integrated risk management enable the DAF Safety enterprise to anticipate threats, inform commanders, and preserve combat power across all domains. By embedding safety throughout force design, capability development, training, sustainment, and operational execution, we identify and mitigate hazards before they compromise personnel, readiness, or critical capabilities. We equip Airmen and Guardians with the knowledge, tools, and disciplined judgment required to manage risk and operate effectively in complex, contested, and rapidly evolving environments. Through this mission, DAF Safety safeguards the force, sustains operational tempo, and strengthens the Department's ability to deter aggression and prevail in conflict.

PRIORITIES AND OBJECTIVES

Strategic Priority #1: Integrate Risk Management

Intent: Accelerate the transformation of DAF Safety from a predominantly reactive, compliance-focused function into a proactive warfighting enabler by embedding risk-informed decision-making throughout force design, capability development, acquisition, training, operations, sustainment, and mission execution.

- Objective 1.1: Institutionalize Risk-Informed Decision-Making
 - Embed standardized risk assessment and mitigation tools into mission planning, exercises, and operational execution at all echelons.
- Objective 1.2: Strengthen Commander Risk Awareness
 - Provide commanders with timely, relevant risk insights that enable informed trade-offs between safety, readiness, and mission accomplishment.
- Objective 1.3: Normalize Safety as a Warfighting Enabler
 - Shift organizational culture to consistently view safety and risk management as integral contributors to combat power and mission success.

Strategic Priority #2: Create Decision Advantage

Intent: Harness data, advanced analytics, AI, and predictive modeling to equip leaders with tools that anticipate and mitigate hazards before they degrade readiness and combat power.

- Objective 2.1: Modernize Safety Data Integration
 - Consolidate and standardize safety data sources across the Department of the Air Force to enable enterprise-level visibility and analysis.
- Objective 2.2: Enable Predictive Risk Analytics
 - Develop, employ, and integrate AI-enabled predictive analytics to identify emerging hazards, mishap trends, and systemic risk before mission impact occurs. Deliver timely, actionable risk forecasts through operational command-and-control tools to commanders, squadron safety professionals, frontline supervisors, and Airmen and Guardians at the tactical edge.
- Objective 2.3: Accelerate Decision Support Tools
 - Deliver accessible, user-focused digital tools that translate safety data into actionable insights for operational leaders and planners.

PRIORITIES AND OBJECTIVES

Strategic Priority #3: Build Enterprise Readiness

- **Intent:** Build the people, organizations, authorities, specialized capabilities, partnerships, and resources required to support Air Force and Space Force missions across all domains.
- Objective 3.1: Build a Future-Ready Safety Workforce
 - Develop the operational, technical, digital, and joint competencies to support missions in complex and contested environments.
- Objective 3.2: Enhance Organizational Agility
 - Align manpower, resources, workforce capacity, structures, and processes with mission demand to enable rapid adaptation. Integrate validated risk information from cyber, acquisition, supply-chain, and other mission partners into a comprehensive operational risk picture that improves commander awareness and decision-making.
- Objective 3.3: Strengthen Talent Development and Retention
 - Modernize education, training, certification, and human capital development. Establish deliberate development pathways, mentoring, and career opportunities to attract, develop, and retain high-quality safety professionals.
- Objective 3.4: Mature Space Force Safety
 - Establish and mature the authorities, organizational structures, competencies, and operational support required to provide mission-focused safety assurance across Space Force operations.
- Objective 3.5: Strengthen Nuclear Surety and Mission Assurance
 - Institutionalize disciplined risk management, assurance, and learning across nuclear operations, mission-critical programs, and other high-consequence activities to preserve strategic capabilities and prevent catastrophic loss.

FY2030 Enterprise End State

By FY2030, the DAF will operate an integrated, data-enabled safety enterprise that anticipates operational risk, informs commanders at the speed of relevance, embeds risk management throughout the capability and operational lifecycles, and fields trained professionals capable of supporting DAF missions in contested environments.

DAF SAFETY STRATEGY | STRATEGIC GUIDANCE MAP | FY2026–2030

STRATEGIC DIRECTION

ENTERPRISE ACTION

WARFIGHTING EFFECT

AUTHORITATIVE GUIDANCE

Preserve combat power and accelerate warfighting advantage.

FY2030 ENTERPRISE



NSS
National
Priorities



NDS
Defense
Objectives



SECAF
Department
Priorities



CSAF
Air Force
Direction



CSO
Space Force
Direction



JOINT
Joint and Coalition
Priorities

PRIORITY 1

INTEGRATE RISK MANAGEMENT

- Institutionalize Risk-Informed Decision-Making
- Strengthen Commander Risk Awareness
- Normalize Safety as a Warfighting Enabler

1

Risk
anticipated before
mission impact

2

Commanders
decide at the
speed of relevance

3

Critical capabilities
preserved and available

PRIORITY 2

CREATE DECISION ADVANTAGE

- Modernize Safety Data Integration
- Enable Predictive Risk Analytics
- Accelerate Decision Support Tools

4

Airmen and Guardians
ready for contested operations

5

Airpower and Spacepower
ready, resilient, lethal

PRIORITY 3

BUILD ENTERPRISE READINESS

- Build a Future-Ready Safety Workforce
- Enhance Organizational Agility
- Strengthen Talent Development and Retention
- Mature Space Force Safety
- Strengthen Nuclear Surety and Mission Assurance

DECISIVE EFFECT

*A safety enterprise that
accelerates and secures
DAF's warfighting
advantage.*

EXECUTION DISCIPLINE

Prioritize High-Impact Initiatives

Integrate with Existing Processes

Leverage Data and Automation

Assess, Adapt, and Scale

Document and Elevate Risk

STRATEGIC ASSESSMENT

Strategic assessment will focus on whether our actions produce meaningful and sustained operational outcomes across the three priorities of integrating risk management, creating decision advantage, and building enterprise readiness.

The DAF Chief of Safety is accountable for the execution and continued relevance of this strategy. Designated enterprise leads are responsible for advancing each strategic objective through supporting implementation plans that define outcomes, milestones, measures, resource requirements, dependencies, and risk. Quarterly reviews will evaluate progress, remove enterprise-level barriers, inform resource decisions, and elevate issues requiring senior-leader action. An annual strategic assessment will measure overall effectiveness, validate key assumptions, and realign priorities as the mission, threat, technology, and resource environment evolve.

Assessment will balance Measures of Performance (MOPs) with Measures of Effectiveness (MOEs). MOPs will track whether required actions, capabilities, and milestones are delivered on time and to standard. MOEs will determine whether those actions produce the intended operational effects, such as improved risk awareness, faster hazard identification, stronger workforce readiness, better-informed commander decisions, and reduced recurrence of preventable events. Together, these measures will connect enterprise activity to mission outcomes while preventing task completion from becoming a substitute for strategic progress.

A supporting implementation plan will translate this strategy into accountable action and include a focused enterprise scorecard with defined baselines, targets, owners, data sources, and reporting requirements for each strategic priority. Measures will be reviewed for relevance, reliability, and decision value, with emphasis on leading indicators that identify emerging risk before it degrades readiness or combat capability. Commander feedback and insights from Airmen and Guardians at the tactical edge will complement quantitative data and help determine whether enterprise initiatives are effective in real-world operations.

This disciplined assessment process will keep the strategy relevant, adaptable, and focused on results. Initiatives that demonstrate measurable value will be sustained and scaled; those that do not will be modified, consolidated, or discontinued. Through continuous assessment and accountable oversight, the DAF Safety enterprise will direct resources toward the highest-impact efforts, strengthen mission execution, and preserve the people and capabilities required to prevail.

GUIDANCE & EXECUTION DISCIPLINE

This strategy is ambitious but grounded in reality. Resource constraints demand disciplined choices and sustained focus on the activities that provide the greatest operational value. We must continue to meet statutory, regulatory, and mission-essential requirements while redirecting available capacity from low-value administrative activity toward initiatives that measurably strengthen readiness and preserve combat power.

Prioritize High-Impact Initiatives: Align personnel, funding, and organizational effort with strategic priorities and objectives established in this plan. Focus resources on opportunities with the greatest potential effect on mission readiness, operational capability, and protection of Airmen and Guardians.

Integrate with Existing Processes: Embed safety into established DoW and DAF planning, acquisition, training, sustainment, and operational processes before creating new structures or requirements. Integration will reduce duplication, strengthen shared accountability, and position safety as an operational partner rather than a separate compliance function.

Leverage Data and Automation: Use authoritative data, analytics, AI, and enterprise tools to automate routine activity, improve risk visibility, and accelerate decision-making. Reducing administrative burden will allow safety professionals to devote more time to predictive analysis, operational advising, and complex problem-solving.

Assess, Adapt, and Scale: Continuously evaluate performance and operational effectiveness. Adjust efforts based on evidence and commander feedback. Scale initiatives to those that reduce risk, improve readiness, or support mission execution. Other activities should be modified, consolidated, or discontinued.

Document and Elevate Risk: When resources are insufficient to execute all requirements, commanders will prioritize within their delegated authority, document residual risk, and elevate risks that exceed their authority or threaten statutory, regulatory, or mission-essential requirements. This strengthens accountability, informs senior-leader decisions, and creates a clear demand signal for future resources.

Through disciplined prioritization, integration, innovation, and continuous assessment, the DAF Safety enterprise will maximize the value of every available resource and remain a decisive force multiplier—enabling the mission, preserving combat power, and securing the Department's warfighting advantage.

GAPS, SEAMS, AND OPPORTUNITIES

A successful strategy must not only chart a course forward but also honestly assess the challenges that lie between our current state and our desired end state. This plan's effectiveness hinges on our ability to identify and address critical gaps in our capabilities, bridge the seams between our organizations and processes, and capitalize on emerging opportunities.

Gaps: Building the Capabilities We Need

Our most significant capability gap is the growing imbalance between mission demands and available personnel, resources, technology, and expertise. Achieving a proactive, operationally focused safety enterprise requires deliberate investment in recruiting, developing, and retaining the right talent while aligning capacity with DAF's highest priorities. We must also modernize training to bridge the gap between traditional home-station requirements and competencies needed to support agile, expeditionary, and contested operations. Closing these gaps will ensure safety professionals can deliver relevant, timely risk insight wherever the mission demands.

Seams: Strengthen Connections

Organizational, functional, and procedural seams create friction, delay decisions, and limit our ability to manage risk. We must integrate safety with operational units as a trusted mission partner, embed safety expertise early in acquisition and capability development, and strengthen interoperability and data-sharing across the joint force. Closer collaboration with medical, behavioral health, public health, and prevention communities will also help address the human factors that contribute to mishaps. Bridging these seams will accelerate capability delivery, strengthen decision-making, and improve mission readiness.

Opportunities: Seize Initiatives

This era of rapid change presents unique opportunities. The explosion of data and AI offers the potential to move from a reactive posture to a proactive and truly predictive one. By harnessing automation, we can reduce the administrative burden on our personnel and unlock their capacity for high-level analysis. We have an opportunity to reinvigorate our processes, empowering commanders at the tactical edge with the authority and tools to make rapid, risk-informed decisions. Finally, the cultural shift toward viewing safety as a warfighting enabler gives us the mandate to challenge outdated compliance-based thinking and demonstrate safety's direct contribution to preserving combat power and mission success.

CONCLUSION

The DAF Safety Strategic Plan establishes a clear path to accelerate the transformation of the safety enterprise from a predominantly reactive, compliance-focused posture to a more integrated warfighting enabler. Through our three strategic priorities—integrating risk management, creating decision advantage, and building enterprise readiness—we will anticipate hazards, strengthen commander decision-making, preserve critical capabilities, and enable Air Force and Space Force missions across all domains. Safety will not stand apart from operations; it will be embedded throughout force design, acquisition, training, sustainment, and mission execution as a fundamental component of readiness and combat power.

Achieving this vision requires disciplined execution and shared accountability at every echelon. Commanders must deliberately manage risk, leaders must align resources with the highest operational priorities, and safety professionals must deliver timely, relevant, and actionable insight. Every Airman and Guardian must serve as a safety sensor and exercise the disciplined judgment required to identify hazards, communicate risk, and protect the force—on duty, off duty, at home station, and in contested environments.

This strategy is a living framework that will evolve with changes in threat, mission, technology, and resources. Its success will be measured not by completed tasks, but by improved readiness, informed decisions, reduced preventable loss, and sustained combat capability. Through collective commitment, accountability, and continuous adaptation, we will enable the mission, preserve combat power, and accelerate and secure the DAF's enduring warfighting advantage.

APPENDIX A – GLOSSARY OF TERMS

ACRONYM	MEANING
1SO	Safety Career Field
AF/SE	Department of the Air Force Chief of Safety
AFSEC	Air Force Safety Center
AI	Artificial Intelligence
CDAIO	Chief Data, Analytics, and Information Officer
CFM	Career Field Manager
CSAF	Chief of Staff of the Air Force
CSO	Chief of Space Operations
CSS	Commander Support Staff
DAF	Department of the Air Force
DoW	Department of War
DRU	Direct Reporting Unit
DS	Director of Staff
FLDCOM	Field Command
HQE	Highly Qualified Expert
JA	Staff Judge Advocate
JSC	Joint Safety Council
MAJCOM	Major Command
MOE	Measure of Effectiveness
MOP	Measure of Performance
NCMAS	National Commission on Military Aviation Safety
NDS	National Defense Strategy
NSS	National Security Strategy
PA	Public Affairs
SAF/IE	Assistant Secretary of the Air Force for Energy, Installations, and Environment
SAF/IEN	Deputy Assistant Secretary of the Air Force for Operational Energy, Safety and Occupational Health
SECAF	Secretary of the Air Force
SDM	Special Duty Manager
SEF	Aviation Safety Division
SEG	Occupational Safety Division
SEI	Safety Issues Division
SEL	Senior Enlisted Leader
SEO	Operations Support Division
SER	Personnel and Resources Division
SES	Space Safety Division
SEW	Weapons Safety Division
SG	Surgeon General
USAF	United States Air Force
USSF	United States Space Force

APPENDIX B – REFERENCE MATERIAL

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2. National Defense Strategy, 23 January 2026.
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6. Joint Publication 3-0, Joint Campaigns and Operations, 18 June 2022.
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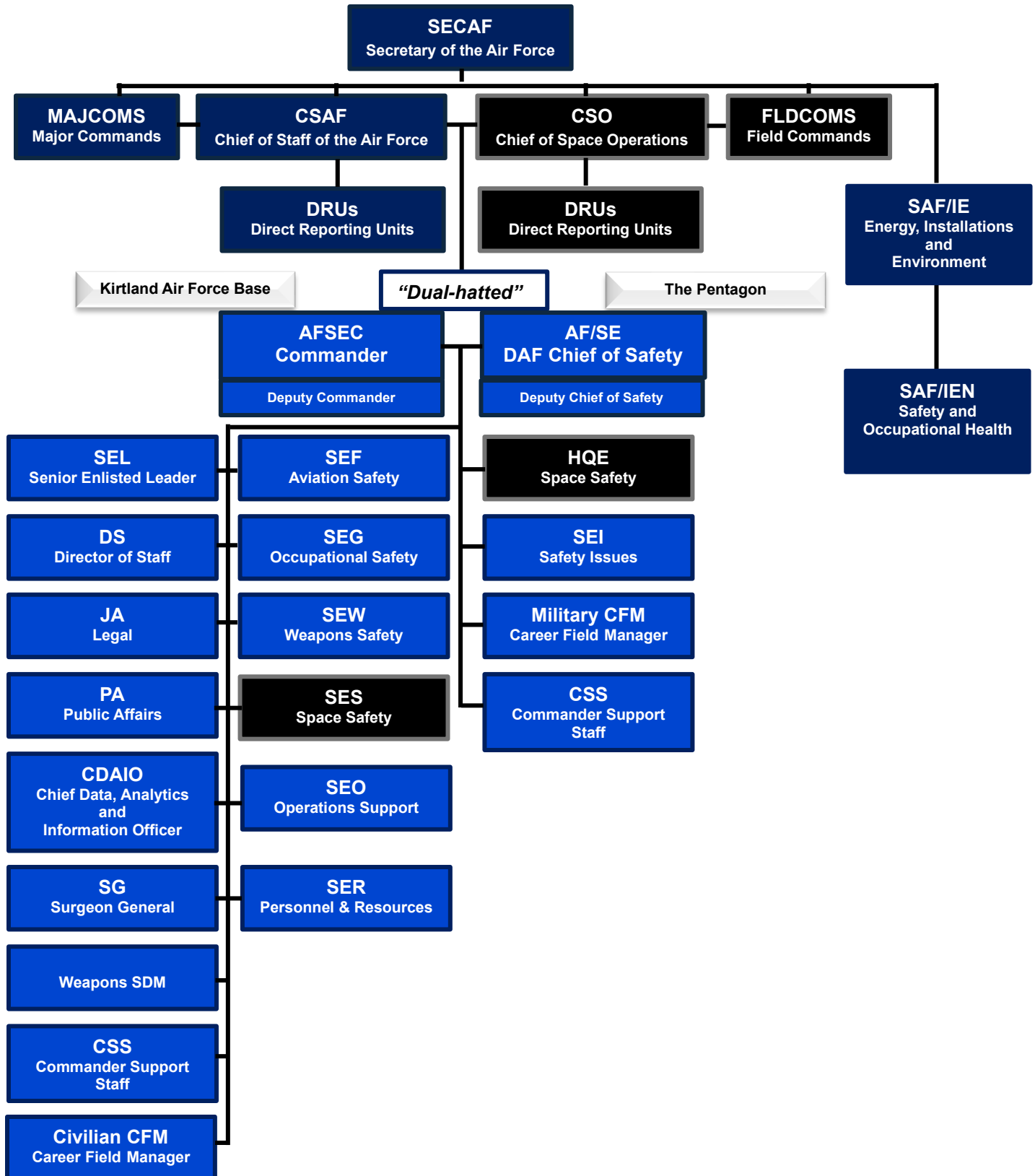
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10. Space Warfighting: A Framework for Planners, March 2025.
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12. Chief of Space Operations Notice to Guardians, C-Note 31, Decision-Making, 20 September 2024.
13. Chief of Space Operations Notice to Guardians, C-Note 38, Space Acquisitions—A Warfighting Imperative, 24 April 2024.
14. Competitive Endurance: A Proposed Theory of Success for the United States Space Force, 11 January 2024.

SAFETY AND MISHAP-PREVENTION GUIDANCE

15. Joint Safety Council Campaign Plan, 2025.
16. National Commission on Military Aviation Safety Report, 2020.

APPENDIX C – SAFETY STRUCTURE





DEPARTMENT OF
THE AIR FORCE

SAFETY

STRATEGIC PLAN

FY2026 - 2030



<https://www.safety.af.mil/>



<https://www.facebook.com/AFSafetyCenter>



<https://x.com/AFSAFETY>



<https://www.youtube.com/user/AirForceSafetyCenter>



<https://www.linkedin.com/company/air-force-safety-center/>



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AT ALL LEVELS



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