

Strategic Plan

Office of Biometric Identity Management
U.S. Department of Homeland Security

Fiscal Years 2025–2029



Homeland
Security

Office of Biometric Identity Management Strategic Plan: Fiscal Years 2025–2029

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Message from the Director

The Office of Biometric Identity Management (OBIM) Strategic Plan for Fiscal Years 2025–2029 aims to leverage cutting-edge biometric solutions, drive innovation, and enhance security across the Homeland Security Enterprise. This plan underscores OBIM's commitment to customer focus by advancing and delivering identity solutions that support the Department of Homeland Security mission.

OBIM provides biometric identity services and solutions that enhance security, facilitate information sharing, and enable our mission partners' operations. This is reflected in our mission: *OBIM delivers biometric and identity capabilities, services, and expertise to the Homeland Security Enterprise to provide identity assurance for decision making.* We will focus our efforts through three strategic goals:

Goal 1: Design and Delivery: Design and deliver biometric and identity services that support the Homeland Security Enterprise


Goal 2: Advocacy, Governance, and Engagement: Strengthen collaboration and coordination on biometrics and identity across the Homeland Security Enterprise to improve unity of effort

Goal 3: Identity Innovation: Pursue advancements in biometrics and identity

Through pursuit of these goals, we move closer to realizing our vision: *OBIM leads the advancement of identity for a safer world and improved quality of life.*

I am excited about the opportunities that lay ahead as we work towards enhancing security, efficiency, and collaboration through innovative biometric and identity technologies and services. Our commitment to excellence and customer experience drives us to deliver impactful identity solutions that meet the evolving needs of our stakeholders.

I invite you to explore this strategic plan and look forward to collaborating with you to advance the mission of the Department and our partners through the power of identity.



Shonnie R. Lyon



Introduction

OBIM Strategic Plan Fiscal Years 2025–2029

The plan describes OBIM’s priorities to support Department of Homeland Security (DHS) and mission partners over the next 5 years and sets forth our vision for the future.

The plan outlines how biometric and identity solutions are designed and delivered, strengthened through governance, and advanced through innovation. Goals and objectives serve as the foundation for the actions and decisions OBIM makes in pursuit of the mission. Specific implementation activities will be detailed and updated annually in OBIM’s Integrated Planning and Execution Guidance (IPEG).

OBIM Mission and Vision

OBIM enables and supports stakeholders around the world through 24 hour a day, 7 day a week service delivery. OBIM’s mission is to *deliver biometric and identity capabilities, services, and expertise to the Homeland Security Enterprise to provide identity assurance for decision making.*

OBIM MISSION:

OBIM delivers biometric and identity capabilities, services, and expertise to the Homeland Security Enterprise to provide identity assurance for decision making

OBIM provides advanced biometric identification, information sharing, and analysis to authorized front line decision makers, in order to accurately identify the individuals they encounter, both to assess whether they pose a risk to the United States and to streamline the delivery of services and benefits. OBIM’s unique mission lends itself to being a centralized solutions hub for all matters relating to biometrics and identity within DHS. In addition, OBIM functions as the business owner of the DHS biometric identity management mission area, providing capabilities, services, and expertise that result in greater identity assurance for the Homeland Security Enterprise (HSE).¹

The OBIM mission aligns to the Department’s [*The Third Quadrennial Homeland Security Review*](#), specifically:

Mission 1: Counter Terrorism and Prevent Threats

Mission 2: Secure and Manage Our Borders

Mission 3: Administer the Nation’s Immigration System

Mission 5: Build a Resilient Nation and Respond to Incidents

Mission 6: Combat Crimes of Exploitation and Protect Victims

¹ The Homeland Security Enterprise (HSE) is defined as the collective efforts and shared responsibilities to maintain critical homeland security capabilities, to include federal, state, local, tribal, and territorial governments; non-governmental, private-sector, and international partners; and individuals, families, and communities. (DHS, 2017) [DHS Lexicon | Homeland Security](#).

OBIM VISION:
**OBIM leads the advancement of identity for a
safer world and improved quality of life**

OBIM’s vision to *lead the advancement of identity for a safer world and improved quality of life* emphasizes the organization’s aim to be at the forefront of innovation in biometric and identity solutions. This is achieved through development and refinement of solutions to improve how identities are verified and managed. OBIM’s vision aspires to continuously enhance safety and security, which are essential components for an improved quality of life and are the purpose of the pursued technological and customer-focused advancements. Improved security, convenience, and efficiencies brought by advances in biometric and identity solutions lead to enhanced public safety, streamlined processes, and more personalized services, which directly enhance the quality of life for individuals and communities around the world.

Trust in an identity provider is essential for the fulfillment of this vision, which increasingly describes an identity ecosystem through architectures built on trusted digital identities. This vision is rooted in the understanding that effective biometric and identity management is critical to addressing modern security challenges and facilitating services and benefits.

By focusing on the integration of robust, secure, and user-friendly identity technologies, OBIM aims to support DHS and mission partner operations, as well as empower individuals by fostering a society where personal information is protected and efficiently utilized.

OBIM Strategic Framework

The OBIM Strategic Plan Fiscal Years 2025–2029 serves as a blueprint for fulfilling its mission to proactively address future stakeholder needs while continuing to deliver the worldclass identity management services that our customers have come to expect from our trusted agency. The framework (Figure 1) represents OBIM’s approach to aligning actions throughout the organization beginning with three goals, each of which represent a strategic focus to drive OBIM’s continued effectiveness:

- ❖ **Goal 1 – Design and Delivery**
- ❖ **Goal 2 – Advocacy, Governance, and Engagement**
- ❖ **Goal 3 – Identity Innovation**

Each goal is supported by objectives shown in Figure 1. These objectives describe high-level initiatives OBIM will undertake. Additionally, timebound objective outcomes released with the Integrated Planning and Execution Guidance (IPEG) serve as milestones to help focus specific actions that must be accomplished to ensure alignment with DHS resourcing processes.

OBIM Strategic Planning Framework

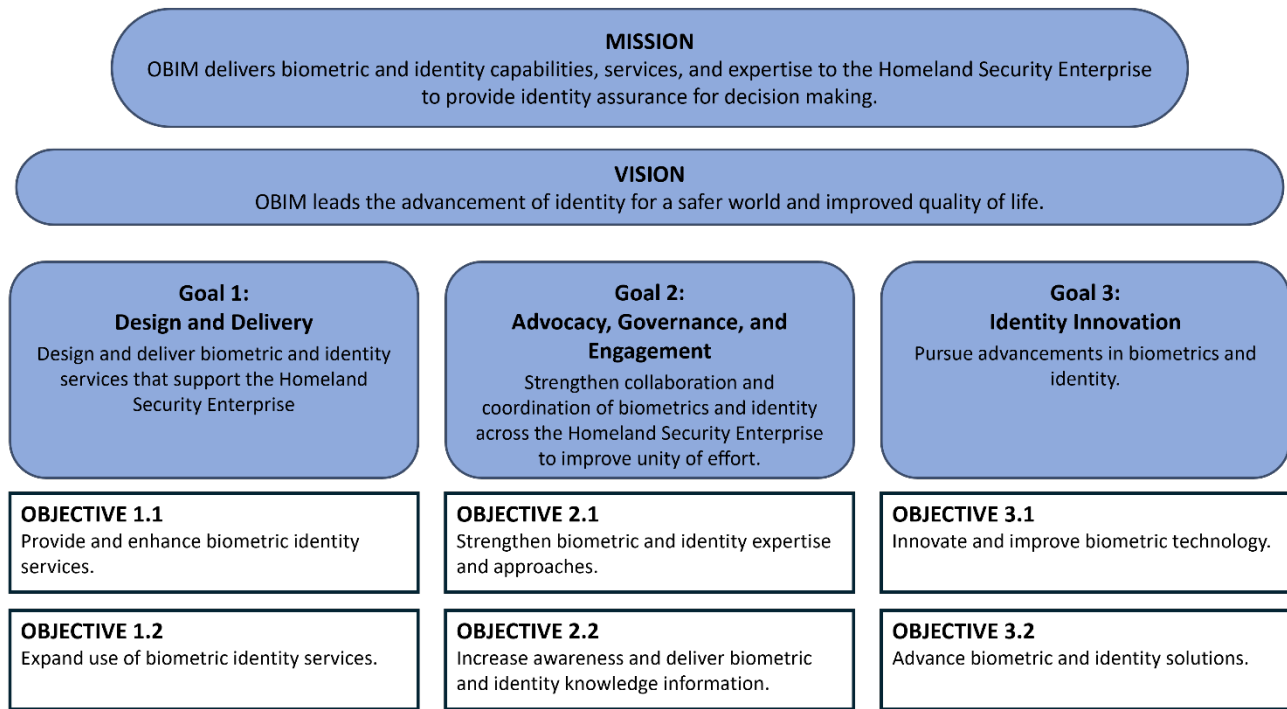


Figure 1. OBIM Strategic Framework

OBIM Strategic Goals and Objectives

Goal 1: Design and Delivery

Design and deliver biometric and identity services that support the Homeland Security Enterprise.

OBIM’s commitment to the design and delivery of enterprise biometric and identity solutions that are user-centric and interoperable across the HSE underscores the organization’s focus to meet the diverse needs of its stakeholders. Providing and coordinating 24/7 biometric identity solutions is central to OBIM's mission. A holistic approach to enabling customer solutions is essential, including helping current customers fully utilize DHS biometric and identity capabilities and expanding both domestic and international customer bases.

OBIM's workforce is the most experienced and prepared in DHS to lead the biometric identity mission. By fostering partnerships and focusing on customer needs, OBIM delivers comprehensive services across the biometric spectrum. As the Department's biometric experts, OBIM's team is well-positioned to advance the mission throughout the entire HSE.

End State: OBIM meets or exceeds service level agreements, key performance parameters, and measures of performance in support of all customer missions. In addition, OBIM advances new and existing capabilities designed with the customer in mind, meeting customer and enterprise requirements.

Objective 1.1 – Provide and enhance biometric identity services.

OBIM delivers existing capabilities and services while coordinating replacement system transition activities. Accurate and responsive biometric identity solutions are central to OBIM's mission. Maintaining continuity of operations throughout periods of pending change will be critical for the life of this plan. The organization aims to establish innovative approaches and processes within OBIM to ensure the efficient and effective delivery of biometric and identity capabilities, which includes looking internally and across the HSE. For example, DHS conducts biometric identification operations in the performance of its mission. Several Components and external federal agencies have a need to access biometric capture devices (BCDs) to strengthen identity verification and security across federal agencies. OBIM is working to establish a strategic sourcing vehicle for BCDs that can leverage the Government's purchasing power for economies of scale. These coordinated efforts reinforce a commitment to maintaining secure, efficient, and interoperable biometric and identity services.

Objective 1.2 – Expand use of biometric identity services.

The demand for biometric and identity solutions continues to grow. OBIM aims to help existing customers leverage additional services, develop new solutions to meet emerging needs, and deliver these services to new customers. The organization is focused on expanding the use of biometric and identity services within DHS as well as increasing onboarding of new customers and biometric information sharing partnerships within the HSE. Building new relationships will also extend to the advancement of DHS-prioritized international partnerships for bilateral identity information exchange practices, seeking to enhance public safety, bolster national security, and enable global collaboration.

Goal 2: Advocacy, Governance, and Engagement

Strengthen collaboration and coordination on biometrics and identity across the Homeland Security Enterprise to improve unity of effort.

By leveraging committees, leading working group discussions for interagency collaboration and international cooperation, participating in and leading initiatives that advance our stakeholder needs, OBIM directly impacts dozens of DHS missions, resulting in greater effectiveness and efficiency for the HSE, and more solidified unity of effort across the Department. This focus also helps to balance the benefits of biometric identity services with the need to safeguard individual rights and maintain the public trust.

This approach facilitates a more integrated biometric sharing framework that not only enhances transparency and accountability but also empowers stakeholders to actively participate in the coordination and sharing of identity information.

Through regular engagement and advocacy efforts within Government and industry, OBIM cultivates a culture of open communication, ultimately leading to more effective and responsive service delivery and product.

End State: OBIM leads collaboration and support coordination efforts as the voice of both the customer and the biometric identity service enterprise.

Objective 2.1 – Strengthen biometric and identity expertise and approaches.

As the Department’s lead for enterprise biometric and identity services, coordination is critical to ensure delivery of services and capabilities. OBIM leverages its different roles, responsibilities, authorities, and partnerships to lead biometric and identity advancement. Through a myriad of different committees and working groups within the Department and on the international stage, OBIM is the voice of biometric and identity service stakeholders as both an advocate and champion.

OBIM facilitates robust biometric modality and system testing, along with providing evaluation capabilities and guidance. This initiative aims to ensure that all biometric systems conform to established standards and interoperability requirements within DHS and among mission partners. In addition, OBIM advances data compliance practices to promote adherence to the legal, policy, and privacy frameworks that govern DHS biometric comparison, storing, and sharing. By focusing on these areas, OBIM strengthens the integrity and interoperability of Departmental biometric capabilities, ensuring they meet the highest standards of performance and compliance.

Objective 2.2 – Increase awareness and deliver biometric and identity knowledge and information.

OBIM establishes and implements awareness and knowledge sharing activities aimed at increasing and standardizing subject matter expertise in the realm of biometrics and identity. A biometric information portal provides information, training, and comprehensive technical and administrative solutions to DHS mission partners. It also offers access to invaluable resources throughout the entire life cycle of the biometric continuum. Through these activities, OBIM enhances biometric expertise in the organization and the entirety of the HSE, while providing a centralized, accessible platform to support customers and enhance the overall efficiency and effectiveness of biometric and identity services.

Goal 3: Identity Innovation

Pursue advancements in biometrics and identity.

Leading advancements in biometric and identity innovation, OBIM can transform the landscape of biometric and identity solutions within the HSE in the realms of research, enhanced service, capability, and policy. Pursuit of new and emerging concepts such as digital identity enables an improved product and new capability for enterprise use. This results in improvements in technology, associated guidance and policy, and application of capabilities. Evaluating and incorporating new technologies and methodologies enables OBIM to stay at the forefront of biometric and identity management, ensuring the highest level of security, quality assurance, and efficiency in operations.

End State: OBIM leverages relationships to identify and explore technology, program administration activities, and social advancements to lead biometric and identity management solutions in the future.

Objective 3.1 – Innovate and improve biometric and identity services technology.

To bolster the HSE, OBIM looks to continually innovate and enhance biometric and identity technologies. OBIM addresses and overcomes any potential administrative and technical challenges that may arise, ensuring smooth integration and application of these advanced capabilities. As the business owner and operator of the Department’s enterprise biometric identity services system, as well as the business owner of the future system, OBIM is responsible for identification and

reconciliation of challenges within the biometric continuum. Through advocacy for stakeholders and application of innovative approaches to overcome identified challenges or advance these areas, OBIM champions customer needs resulting in improved services and delivery for all. OBIM advocates for and supports the establishment of cooperation and standards across various sectors. These actions are crucial to guarantee the secure and compatible application of biometric and identity technologies, thereby enhancing overall efficiency and security. By achieving this objective, OBIM aims to advance biometric and identity capabilities that are more secure, reliable, effective, and accessible within the HSE.

Objective 3.2 – Advance biometric and identity solutions.

OBIM continuously guides the development and transition of new biometric capabilities and approaches into the DHS biometric identity services enterprise. This ongoing effort ensures the adoption of cutting-edge technologies and methodologies to strengthen identity management systems. OBIM focuses on leveraging and developing expertise and analysis of biometrics and associated data. By initiating activities aimed at increasing the quality and maintaining the integrity of identity assurance, OBIM enhances its ability to verify and protect identities accurately and efficiently. Leveraging its expertise and leadership, OBIM will investigate and if appropriate lead the establishment and application of a Digital Identity Domain. OBIM will facilitate standardized and secure data exchange, further bolstering the identity verification process. Together, these efforts position OBIM at the forefront of biometric technology and identity assurance, enhancing the security and effectiveness of the DHS enterprise.

Implementation

While organizational goals and objectives are clearly focused on providing biometric and identity customer service across the HSE, it is through effective implementation and risk management that the organization can achieve tangible results and measurable success. It is OBIM's intent to adapt to emerging roles in the Department and support the design, delivery, and implementation of biometric and identity solutions. Through advocacy, governance, and engagement, OBIM plans to identify existing areas where biometrics can advance customers' missions while at the same time forecasting and gathering emerging requirements. With an eye towards the future, OBIM advocates for innovation where appropriate. Ensuring wherever there is a human in the loop, biometric and identity solutions provide the assurance that decision makers need to help protect the HSE. The following methodology leads the organization in accomplishment and implementation of the new mission, vision, and goals:

Align Efforts with New Mission, Vision, and Goals: To realize the new mission and vision, OBIM aligns efforts to three core goals and establishes specific initiatives each year to achieve associated objectives tracked in the IPEG. This enables the organization to embrace its role as a centralized solutions hub for biometrics and identity, operating as the business owner for the largest Government biometric identity system in the United States.

Engage with Stakeholders: OBIM leverages existing relationships with customers and stakeholders while at the same time building new ties to industry and future partners across the HSE. Ensuring OBIM collectively moves towards refined objectives strengthens communication with internal and external stakeholders. Open dialogue and collaboration are pivotal in this period of change.

Embrace Technological Shifts: OBIM’s entire organization must be prepared for the transition from technology provider to business owner and customer service champion. This involves reevaluating existing procedures and workflows and keeping an eye to future requirements and customer capability needs across the Department.

Through the release of the annual IPEG and related quarterly reviews, OBIM continuously captures the status of the strategic implementation actions and activities. The IPEG drives implementation by capturing division and branch strategic activities and recording objective progress, which ultimately fosters goal achievement and mission support to the Department. This approach allows OBIM to examine all the elements of the strategy and determine when and where to adjust.

Strategy and effective implementation set the stage for OBIM to successfully support operational missions with reliable and innovative biometric identity services throughout the fiscal years 2025–2029 timeframe.

The Way Forward

Implementation of the strategic plan hinges on leveraging both OBIM’s biometric identity expertise and its critical partnerships with DHS, the Departments of Justice, Defense, and State and the global HSE. Through effective championing of the Department’s biometric identity system and capabilities, coupled with focused management of customer requirements both new and existing, OBIM possesses the necessary expertise and partnerships to meet the plan’s goals. Utilizing the goals laid out in this biometric and identity strategy, OBIM moves forward with a customer service focused mission.

OBIM directly supports mission partners with biometric and identity solutions, developing new technologies and informing new policies and standards that usher in the next generation of service delivery. OBIM leaders and staff engage actively and address strategic challenges related to the future biometric identity management space wherever and whenever they arise. OBIM continues to meet and exceed the needs of its customers, the Department, other stakeholders, and ultimately the American public.

Acronyms

BCD	Biometric Capture Device
DHS	Department of Homeland Security
HSE	Homeland Security Enterprise
IPEG	Integrated Planning and Execution Guidance
OBIM	Office of Biometric Identity Management