



Department of Defense

Biometrics Enterprise Strategic Plan

2008-2015

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EXECUTIVE SUMMARY

Biometrics are measurable physical and behavioral characteristics that enable the establishment and verification of an individual's identity. Once established, a biometric identity can be used to regulate individual access to DoD services and resources or to deny a criminal or adversary the ability to hide his true identity by stripping away anonymity with swift, accurate, and definitive identity verification. The DoD Biometrics Enterprise is an entity comprised of the Department's joint, Service, and Agency organizations working together to integrate biometrics into the identity transactions needed to support military operations and departmental business functions. It is envisioned to be a flexible, global biometrics enterprise that protects rights and enables services for our personnel, friends and partners, and denies anonymity to adversaries. It is also envisioned to be a service that continuously adapts to any business process or military mission. Enterprise operations are governed by law, and national and departmental policies. The Director, Defense Research and Engineering, and the DoD Biometrics Executive Committee, comprised of senior representatives from the DoD Components, provide oversight of the Biometrics Enterprise and its activities.

The Enterprise mission is to provide enduring biometrics capabilities to the Department of Defense and its mission partners to enable identification of individuals in support of national security interests. The intent is to use biometrics to enhance identity determinations to the highest degrees of certainty while doing so to standards across all operational conditions and the full range of military operations.

The Enterprise will achieve its vision and mission by accomplishing four strategic goals. Derived from the DoD goals, the Enterprise goals focus on *meeting warfighters' biometrics needs in military operations* and *enhancing the Department's business functions*, both of which must be *institutionalized across the Department*. The fourth goal supports the other three goals by creating *unity of effort* among the DoD, interagency, and multinational biometrics communities.

Each strategic goal has supporting objectives. An implementation plan will be developed to provide the detailed actions needed to achieve the 21 objectives outlined in this plan. This strategic plan and the implementation plan that will follow are "living" documents reflecting the dynamic development of the Biometrics Enterprise. They will be reviewed annually and modified as required to ensure the Biometrics Enterprise remains on course toward the envisioned end state. The timing of the reviews, modifications, and completion of subsequent plans will align with the DoD Planning, Programming, Budgeting, and Execution process.

The Nation is currently engaged in the Global War on Terrorism, requiring new and innovative methods to identify and thwart non-traditional adversaries. Stripping away the anonymity of adversaries and verifying identities are national security interests of the highest order. The Department of Defense needs to acquire, and optimize the employment of, biometrics capabilities to address these security interests. This plan provides the strategic direction for the DoD Biometrics Enterprise to meet the Department's biometrics needs.

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INTRODUCTION

DEPARTMENT OF DEFENSE BIOMETRICS ENTERPRISE:

The DoD Biometrics Enterprise meets the criteria outlined by the Federal Chief Information Officers Council to be declared an enterprise.¹ It is an entity comprised of the Department's joint, Service, and Agency organizations working together to integrate biometrics into the identity transactions needed to support military operations and departmental business functions. It also coordinates and shares information with other governmental and multinational entities, and coordinates with academia and members of the science and technology domains. Enterprise operations are governed by law, and national and departmental policies. The Director, Defense Research and Engineering, and the DoD Biometrics Executive Committee, comprised of senior representatives from the DoD Components, provide oversight of the Biometrics Enterprise and its activities.

VISION:

A flexible, global biometrics enterprise that protects rights and enables services for our personnel, friends, and partners, and denies anonymity to our adversaries.

This vision describes the ideal future state of the DoD Biometrics Enterprise. Biometrics are measurable physical and behavioral characteristics that enable the establishment and verification of an individual's identity. Once established, a biometrics-enabled identity can be used to monitor individual access privileges to DoD services and resources, or to deny a criminal or adversary the ability to hide his true identity by stripping away anonymity with swift, accurate, and definitive identity verification. The foundational purpose of the Enterprise is to employ biometrics to enable the determination of an individual's identity to a high degree of certitude.

The DoD Biometrics Enterprise is envisioned to be a flexible service that is adaptable to any DoD business process or military mission. The intent is for real-time, verifiable recognition with a high degree of assurance, under any conditions, throughout the spectrum of cooperation. This is a global enterprise with accurate collection, rapid data enrollment and storage, reliable matching through multimodal fusion, real-time reach-back access, and timely reply to meet the needs of the DoD biometrics customer any time, anywhere.

To achieve this vision, the Enterprise will ensure that biometrics data are shared with internal, interagency, and foreign partners in accordance with law and policy. It will protect biometrics data from unauthorized access, misuse, corruption, and theft; and ensure that the privacy rights of U.S. citizens are protected. The Enterprise also will provide biometrics and associated contextual data for incorporation into DoD, intelligence community, and interagency activities.

The Biometrics Enterprise is a standards-based service. Standardization permits secure access and interoperable sharing by all functional processes while preserving the underlying integrity of the service data. Inherent in the Enterprise's ability to enhance and enable DoD

¹ The Federal CIO Council, *A Practical Guide to Federal Enterprise Architecture*, (February 2001), p. 68.

business functions is the high level of assurance that the data are secure and the privacy of the Total Force and the Department's allies and partners are preserved.

MISSION:

Provide enduring biometrics capabilities to the Department of Defense and its mission partners to enable identification of individuals in support of national security interests.

An anonymous individual who is an adversary of the United States can be a strategic threat to this nation's security. Stripping away this anonymity and verifying identities are national security interests of the highest order. Collectively, they form the operational purpose for the DoD Biometrics Enterprise and its assigned mission. The intent is to use biometrics to enhance identity determinations to the highest levels of certainty while doing so to standards across all operational conditions and the full range of military operations.

The Enterprise will achieve its vision and mission by accomplishing the four strategic goals shown in Figure 1 below. Derived from the DoD goals, these Enterprise goals focus on meeting warfighters' biometrics needs in *military operations* and enhancing the Department's *business functions*, both of which must be *institutionalized* across the Department. The fourth goal supports the other three goals by creating *unity of effort* among the DoD, interagency, and multinational biometrics communities.

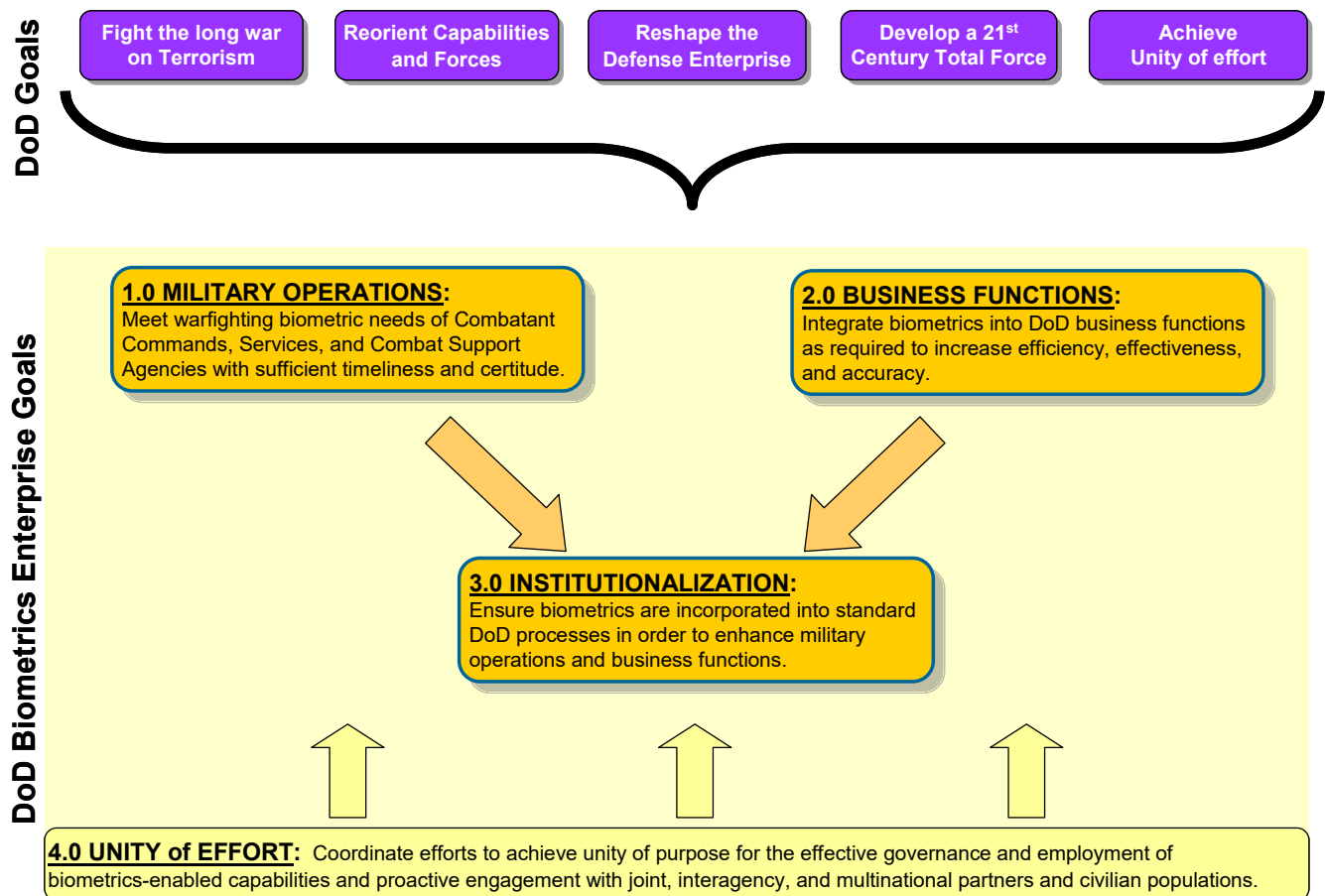


Figure 1: Goal Relationships

BIOMETRICS ENTERPRISE STRATEGY MAP

Figure 2 below depicts the complete Enterprise Strategy Map with the supporting objectives aligned below the goal they support.

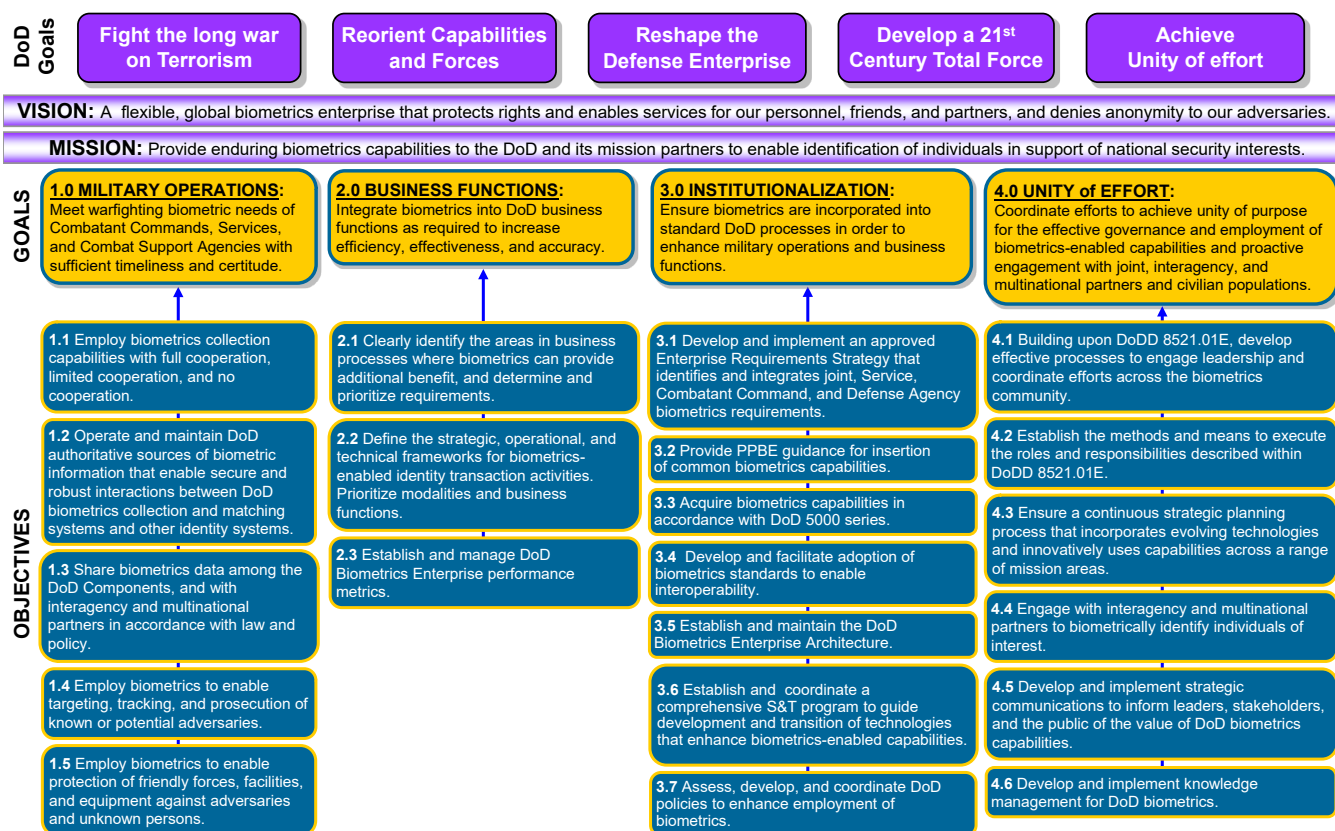


Figure 2: DoD Biometrics Enterprise Strategy Map

GOAL 1.0 MILITARY OPERATIONS

Meet warfighting biometric needs of Combatant Commands, Services, and Combat Support Agencies with sufficient timeliness and certitude.

Anonymity provides adversaries with significant advantages. Biometrics provides the capability to establish the identity of adversaries and unaligned persons, and facilitates the linking of that identity to other information, thereby stripping away the protection of anonymity. This goal seeks to enhance biometrics capabilities to permit success in conditions of full, limited, or no cooperation. Meeting the warfighters' biometrics needs in offensive, defensive, and stability operations will normally be the DoD Biometric Enterprise's top priority. Supporting these needs requires a rapid, secure, accurate, and dependable process of collecting, storing, matching, and sharing biometrics-enabled identity information about friendly forces and adversaries.

OBJECTIVE 1.1

Employ biometrics collection capabilities with full cooperation, limited cooperation, and no cooperation.

Meeting the biometrics needs of the warfighter requires the ability to collect biometrics data in all conditions: permissive, uncooperative, or defiant; including in austere environments with limited or no communications capabilities. Using collaborative partnerships and early involvement of stakeholders, the DoD Biometrics Enterprise will provide recommendations for accelerating the integration of improved, emerging biometrics technologies into existing capabilities.

OBJECTIVE 1.2

Operate and maintain DoD authoritative sources of biometric information that enable secure and robust interactions between DoD biometrics collection and matching systems and other identity systems.

The DoD Biometrics Enterprise will meet the biometrics needs of warfighters and other DoD customers and partners by maintaining the Department's authoritative sources of information and entering into agreements to make tailored biometric information available on demand through a secure, reliable, and seamless network that is capable of supporting net-centric operations. Through this service, the Enterprise will provide the DoD biometrics customer with the critically important capability to establish identities, verify the claimed identities of individuals, and identify persons of interest.

OBJECTIVE 1.3

Share biometrics data among the DoD Components, and with interagency and multinational partners in accordance with law and policy.

The DoD Biometrics Enterprise, in support of United States Government policies and initiatives, will implement a dynamic, standards-based and interoperable biometrics capability that will permit the sharing of biometrics identification data among the DoD Components, other Federal agencies, and approved multinational partners. The Enterprise will ensure integrity, quality, security, and availability of the biometrics data, while simultaneously providing the safeguards required for privacy and civil-liberties protection.

OBJECTIVE 1.4

Employ biometrics to enable targeting, tracking, and prosecution of known or potential adversaries.

The DoD Biometrics Enterprise will provide biometrics and associated contextual data to appropriate DoD Components for integration into intelligence; offensive, defensive, and stability operations; and military law-enforcement processes to support the identification of and action against high value individuals by US forces across the full range of military operations.

OBJECTIVE 1.5

Employ biometrics to enable protection of friendly forces, facilities, and equipment against adversaries and unknown persons.

The DoD Biometrics Enterprise will integrate biometrics into force protection processes and procedures to support biometric screening of individuals, biometrics-enabled access control, and identification of threats to US forces. These processes and procedures will include the protection of friendly force biometrics from collection, matching, and sharing by adversaries.

GOAL 2.0 BUSINESS FUNCTIONS

Integrate biometrics into DoD business functions as required to increase efficiency, effectiveness, and accuracy.

Biometrics is a key enabler for managing identity within the business functions of the Department of Defense. Meeting the Department's biometrics needs requires joint collaboration, unity of purpose, shared responsibility, demonstrations of biometrics in operationally relevant environments, and the ability to transform a proven biometrics capability into an operational business process. The DoD Biometrics Enterprise will provide strategic, operational, and technical frameworks for biometrics to better enable identity transactions. The Enterprise will collaborate with the DoD Components to discover areas in which biometrics-enabled identity transaction processes can enhance and support DoD business functions, and assist in determining solutions, priorities, performance, conformance, and quality metrics.

OBJECTIVE 2.1

Clearly identify the areas in business processes where biometrics can provide additional benefit, and determine and prioritize requirements.

The DoD Biometrics Enterprise will identify process, technology, and policy areas in DoD business functions where biometrics could provide benefit by improving effectiveness, efficiency, timeliness, cost-effectiveness, or accuracy. The Enterprise will collaborate with the business-function stakeholders to identify, choose, and prioritize biometric solutions.

OBJECTIVE 2.2

Define the strategic, operational, and technical frameworks for biometrics-enabled identity transaction activities. Prioritize modalities and business functions.

The DoD Biometrics Enterprise will work closely with managers of identity information to define frameworks for biometrics-enabled identity transaction activities through experimentation and demonstrations, including Advanced Technology Demonstrations and Joint Capability Technology Demonstrations. This "learn-by-doing" model will allow identity managers to inform and prioritize policy, requirements, and budgeting processes regarding biometrics technologies and modalities, business functions, and strategy. The Enterprise will develop standardized frameworks for design, development, and fielding of biometrics applications.

OBJECTIVE 2.3

Establish and manage DoD Biometrics Enterprise performance metrics.

The DoD Biometrics Enterprise will collect relevant performance data and provide feedback throughout the biometrics community to ensure the continuous improvement and optimization of DoD biometrics. The Enterprise will develop a systematic process for continuously monitoring the technical and operational efficacy of biometrics. In addition, the Enterprise will establish and manage standardized and efficient reporting mechanisms that ensure the reported information is sufficiently thorough and accurate for conducting evaluations and drawing conclusions.

GOAL 3.0 INSTITUTIONALIZATION

Ensure biometrics are incorporated into standard DoD processes in order to enhance military operations and business functions.

The DoD Biometrics Enterprise will collaborate with the Combatant Commands, Services, Chairman of the Joint Chiefs of Staff, and the Defense Agencies to ensure that biometrics are integrated into the planning and execution of missions and tasks across the full range of military operations and the Department's business processes. Biometrics-related lessons will be obtained from operations and business processes and synthesized within the Enterprise to provide standardized biometrics processes and information for use by the DoD Components, and by external organizations as permitted by policy and law. The Enterprise will establish an architecture, assess and develop standards and policies, and develop acquisition, science, and technology strategies to integrate the employment of biometrics in operations and business functions.

OBJECTIVE 3.1

Develop and implement an approved Enterprise Requirements Strategy that identifies and integrates joint, Service, Combatant Command, and Defense Agency biometrics requirements.

The DoD Biometrics Enterprise will engage the Joint Capabilities Integration Development System to help define the integrated, interoperable, biometrics-enabled solution sets needed by the DoD Components, and to identify and meet future emerging requirements. Successfully addressing these needs and gaps requires integrated solutions, including biometrics programs of record, to ensure consistent funding within the Future Years Defense Plan. Additionally, the Enterprise will leverage the *Biometrics in Support of Identity Management Capabilities Based Assessment*, along with other studies and analyses, to provide guidance and recommendations to the biometrics community on how to harness and coordinate relevant processes to meet the Department's current and future operations and business requirements across the areas of doctrine, organization, training, materiel, leadership and education, personnel, and facilities.

OBJECTIVE 3.2

Provide planning, programming, budgeting, and execution guidance for insertion of common biometrics capabilities.

The Enterprise stakeholders will collaborate to develop the strategy for managing and employing biometrics within the Department. Key elements of this strategy will be submitted for inclusion in department-level defense reviews and planning guidance. The DoD Components will program for the resources necessary to support the strategy. The Enterprise also will develop and publish the DoD Biometrics Enterprise Implementation Plan to provide guidance on intent, performance metrics, milestones, timelines, and expected outcomes. Implementation will be monitored and assessed and subsequent strategic and implementation plans will be revised to ensure that outcomes meet the desired end states. Planning reviews will occur annually.

OBJECTIVE 3.3

Acquire biometrics capabilities in accordance with the DoD 5000 series.

The Biometrics Enterprise will apply the DoD acquisition process for acquiring materiel solutions that adhere to DoD standards and are interoperable within the DoD Enterprise. The Enterprise will also foster agile test and evaluation to ensure conformance to standards and the delivery of useful and interoperable biometrics capabilities to the Department of Defense.

OBJECTIVE 3.4

Develop and facilitate adoption of biometrics standards to enable interoperability.

The DoD Biometrics Enterprise will establish and maintain a set of biometrics standards essential for DoD mission requirements, to include common standards for all aspects of biometrics technology. The Enterprise will coordinate with the DoD Components, U.S. Government agencies, and international organizations to develop national and international biometrics standards; ensure standards compliance, and ensure that interoperable and extensible processes are adaptive to joint, interagency, and allied tasks and missions. The Enterprise will work with the test and evaluation community to develop biometrics testing and evaluation methodologies and tools. The Enterprise will register all standards with the Defense Information Technology Standards Registry.

OBJECTIVE 3.5

Establish and maintain the DoD Biometrics Enterprise Architecture.

The DoD Biometrics Enterprise will provide an architecture with the capability for DoD personnel to use authoritatively matched biometrics data confidently, regardless of system solution, across the full range of military operations. This architecture will have the flexibility to respond to all warfighting missions and business requirements by aligning with national and DoD goals toward an overall strategy for identity management. The result will be an enterprise capability that can share biometrics data with US Government and multinational partners, in accordance with law and policy, while simultaneously remaining secure from unauthorized access, misuse, corruption, and theft.

OBJECTIVE 3.6

Establish and coordinate a comprehensive science and technology program to guide development and transition of technologies that enhance biometrics-enabled capabilities.

The DoD Biometrics Enterprise will advance biometrics technology through a robust science and technology program, and coordinate related efforts to leverage resources and provide the warfighters and DoD business-process users with the best biometric technology candidates to meet their needs. The DoD Biometrics Enterprise will assess advanced technologies and identify those with the potential to address the capability gaps identified by the Department, and facilitate their transition into the acquisition and user communities.

OBJECTIVE 3.7

Assess, develop, and coordinate DoD policies to enhance employment of biometrics.

The DoD Biometrics Enterprise will participate in the development of international, governmental, and joint biometrics and identity management policies. It will research and analyze existing and proposed national, interagency, and DoD biometrics and identity management policies; assess their impact on the Enterprise; identify the need for revisions to policy; provide recommendations for policy development; and develop and coordinate department-level policies for approval.

GOAL 4.0 UNITY of EFFORT

Coordinate efforts to achieve unity of purpose for the effective governance and employment of biometrics-enabled capabilities and proactive engagement with joint, interagency, and multinational partners and civilian populations.

Meeting the DoD warfighting and business biometrics needs and incorporating biometrics into DoD processes will require effective collaboration among members of the biometrics community, both internal to the Department of Defense and external, including government, industry, and academia. This collaboration is dependent upon continuous and effective communications within the biometrics community; execution of assigned responsibilities; dynamic biometrics planning and technology advancement; proactive engagement with Service, interagency, and multinational partners; and strategic communications to inform audiences outside the biometrics community. The Enterprise will employ knowledge management assets to facilitate decision making, increase productivity, and improve efficiency and customer service.

OBJECTIVE 4.1

Building upon DoD Directive 8521.01E, develop effective processes to engage leadership and coordinate efforts across the biometrics community.

A centralized DoD Biometrics Enterprise Portfolio Management System will be established to reinforce and improve the existing Biometrics Enterprise governance structure. Accessible to all community stakeholders, this system will have a portal for providing streamlined reporting of

decisions and other outputs from critical governance bodies. It will provide a real-time, transparent, scalable governance “front-end” that is compliant with DoD acquisition, funding, and requirements oversight bodies. The portfolio management system will highlight the interdependencies and critical coordination points across DoD and interagency sectors, while providing useful information to senior executive leadership, subject-matter experts, and other biometrics community members. The Enterprise will develop cross-source and cross-organization data searching and managing capabilities that comply with privacy and security protection requirements. It will lead the harmonization of biometrics processes within the Global Information Grid to pass identification-based queries to and from fielded applications and secure data stores.

OBJECTIVE 4.2

Establish the methods and means to execute the roles and responsibilities described within DoD Directive 8521.01E.

In accordance with DoD Directive 8521.01E, *Department of Defense Biometrics*, each DoD Component will plan, program, and budget for component-required biometrics capabilities. The Components will establish the methods and means for complying with the Directive, and will coordinate their strategies, concepts, and requirements with the DoD Biometrics Executive Committee. The Components will annually assess their compliance with the DoD Directive, this strategic plan, the supporting Biometrics Enterprise implementation plan, and internal biometrics policies and plans. They will provide a report of this assessment to the Principal Staff Assistant for DoD Biometrics in support of the annual report to the Secretary of Defense on the status of the DoD Biometrics Program. The Components also will inform the DoD Biometrics Executive Committee when a critical issue arises that may pose a significant risk to attaining the DoD Biometrics Enterprise’s goals and objectives.

OBJECTIVE 4.3

Ensure a continuous strategic planning process that incorporates evolving technologies and innovatively uses capabilities across a range of mission areas.

An Enterprise strategic planning process will be established that enables the Enterprise stakeholders to collaborate on achieving the mission and vision. The process output is a strategic plan that documents the biometrics community’s consensus on supporting goals and objectives. The plan is an authoritative DoD document for guiding the community as they participate in other DoD strategic processes including, programming, planning, and budgeting; joint capabilities integration and development; science and technology development; readiness; and military operations. This will be a continuous process with discrete events, and will incorporate senior leader guidance to shape the inputs from across the community. The plan will be a living document that is reviewed annually and revised as necessary to ensure it addresses the Department’s most recent and relevant biometrics requirements, technology capabilities, and resource priorities. The strategic planning process will be included in a DoD instruction to specify the relationship of the process to the overall governance structure and related processes.

OBJECTIVE 4.4

Engage with interagency and multinational partners to biometrically identify individuals of interest.

In a global sense, biometrics can only be effective in denying adversaries the ability to maintain anonymity in a larger population when they can be shared rapidly with security partners across organizational, mission, national, and international boundaries to identify and track those individuals who pose security threats. For the DoD Biometrics Enterprise, sharing involves more than merely reaching an agreement. It involves adherence to applicable laws and policies, and participation in a structured process to achieve national and international consensus on the development and maintenance of technical standardization. It also requires consensus on technical interoperability to ensure a truly global capability to collect, match, store, and share biometrics files in support of mutual security interests and other operational and business-related functions.

OBJECTIVE 4.5

Develop and implement strategic communications to inform leaders, stakeholders, and the public of the value of DoD biometrics capabilities.

The DoD Biometrics Enterprise will strengthen relationships with the greater biometrics community and provide information to help the public understand the value of biometrics capabilities. The Enterprise will establish a strategic communications plan for employing communications outreach tools, public affairs, conference support, multimedia production, graphics, education, and online resources to design and deliver its tailored messages. The Enterprise will work directly with biometrics leaders and stakeholders of the DoD Components, as well as with government agencies and identity management organizations, academia, industry, and the general public to convey the strategic importance of the DoD Biometrics Enterprise to national security interests.

OBJECTIVE 4.6

Develop and implement knowledge management for DoD biometrics.

Knowledge management is an ongoing, organic, and ever-evolving process of systematically and actively managing and leveraging the stores of knowledge in an organization or community. The DoD Biometrics Enterprise business environment is a dynamic climate that demands anticipatory and adaptive actions. To meet these demands, the Enterprise will leverage its knowledge management assets to facilitate better, more-informed decisions; contribute to the intellectual capital of the Enterprise; and increase insight and innovation by encouraging the free flow of ideas.

IMPLEMENTATION

The DoD Biometrics Enterprise Strategic Planning Working Group will guide the Enterprise strategic planning process. Each of the four strategic goals will have a goal-focused working group comprised of representatives from the Biometrics Enterprise stakeholders who have equities in the respective goal and its associated objectives. The strategic goal working groups are responsible for developing the supporting actions needed to successfully

accomplish and manage the objectives. These supporting actions include further refining the objectives and identifying timelines, key milestones, outcomes, performance measures, and other planning and execution factors. The supporting actions will be published in an Enterprise implementation plan and submitted to the Biometrics Enterprise Executive Committee for approval and oversight. The Executive Manager for DoD Biometrics will provide a format template for development of the implementation plan. Each supporting action will have an assigned lead responsible for action development, execution, and progress reporting. Progress reports will be provided to the Director, Biometrics Task Force.

The strategic and implementation plans are “living” documents reflecting the dynamic development of the Biometrics Enterprise. They will be reviewed annually and modified as required to ensure the Biometrics Enterprise remains on course toward the envisioned end state. The timing of the reviews, modifications, and completion of subsequent plans will align with the DoD Planning, Programming, Budgeting, and Execution process.

SUMMARY

Stripping away the anonymity of adversaries and verifying identities are national security interests of the highest order. The Department of Defense needs to acquire and optimize the employment of biometrics capabilities to address these security interests. This strategic plan establishes a framework of Vision, Mission, Goals, and Objectives that provides direction to the DoD Biometrics Enterprise. By following this plan, the Enterprise will provide enduring biometrics capabilities to the Department and its mission partners to enable the identification of individuals in support of national security interests, and to enable appropriate access to DoD services and resources.