**Executive Summary: NIEMOpen Leadership Workshop(16 Feb – 17 Apr 2025, Ashburn, VA)**

**BLUF:** The NIEMOpen Leadership Workshop brought together key stakeholders to:

* Identify immediate and strategic actions to expand NIEMOpen sponsorship revenue to support sustainability and growth
* Identify, plan, and implement projects to monetize NIEMOpen activities and services (i.e., training, tech support, model harmonization and model content QA, new domain instantiation, …)
* Implement greater burden sharing among project sponsors by transferring predominantly DOD management support activities and contract tech support resourcing to Project Governing Board Members

**LOCATION:** Integrated Justice Information Systems (IJIS) Institute, Ashburn, Virginia

**DATES:** 16 April – 17 April 2025

**PARTICIPATION:** Representatives from the U.S. Joint Staff J6, representatives from OASIS Open Project, NIEMOpen Project Governing Board members, NIEMOpen Project Technical Steering Committee (TSC) (NIEM Technical Architecture Committee TSC, NIEM Business Architecture Committee TSC, and NIEM Management Office Committee TSC) Co-Chairs, and Community of Interest partner organizations/participants.

**BACKGROUND:** The National Information Exchange Model (NIEM) underpinnings arose from the DOJ ‘s pre-release of the Global Justice XML Data Model and the creation of the Department of Homeland Security and its initial data standardization efforts. In 2005, DOJ and DHS formally launched NIEM as a seamless, interoperable model for data exchange across government agencies. In part as a response to Clinger-Cohen Act mandates, DOD CIO Tereasa Takai announced the adoption of NIEM as the best suited option for standards-based data exchanges. DOD in collaboration with the NIEM Program Management Office created the Military Operations Domain (MilOps) as part of NIEM. 2019 DOD chairs the NIEM Executive Steering Council (ESC) with principal members DOD, DOJ, DHS and HHS. October 2022, Mr. Clark Cully, DOD CDO, Acting sunsets the NIEM ESC transferring NIEM to the Organization for the Advancement of Structured Information Standards (OASIS) Open Project Program.  On October 20, 2022, NIEM governance shifts to the new NIEMOpen Project Governing Board (PGB). The PGB exercises leadership, provides guidance, establishes policy, and approves model releases and content under the auspices of the OASIS Open Project Program.

* 2022-2023 Katherine Escobar elected chair of PGB
  + Creates initial NIEMOpen Charter under auspices of OASIS
  + Overseas transition of NIEM equities to NIEMOpen Project
  + Establishes NIEMOpen Management Office
  + NIEM contributes Model Version 5.2 to NIEMOpen
  + Sponsorship grows from 4-8 organizations
* 2024-2025
  + NIEMOpen sponsorship grows to 10 organizations
  + Major updates to Naming and Design Rules Specification
  + New Model Version 6.0 specification
  + Common Model Format tool developed – renders schema in CMF, XML. JSON, RDF, …
  + API 2.0 in development – automation tools and model management
  + Message Exchange Package tool – facilitates production of IEPDs/MEPS
  + Training Updates reflecting Model Version 6 and LMS platform enhancements

**DISCUSSIONS and KEY TAKE AWAYS:**

* **MilOps Reliance on NIEMOpen Model/Products for Data Exchanges**
  + Ongoing initiatives include:
    - US Message Text Format (USMTF)
    - DISA – Electromagnetic Spectrum
    - Universal Command & Control (UC2)
    - Multilateral Interoperability Program (MIP)/MIP Information Model (MIM).
* **NATO Core Data Framework**
  + Currently leverages NIEMOpen Model updates, specifications, and tools.
  + Transition to an Open-Source environment (NIEMOpen)
* **Reduce DOD Footprint**
  + Transition responsibilities among sponsoring organizations & committees
  + Reduce DOD technical resources/support
  + Reduce DOD management support/roles and responsibilities (NOM)
  + Broadly realign NIEMOpen governance, roles and responsibilities at committee level
  + Stand up workgroup to consider alternatives and present to PGB
* **Increase Revenue Available to NIEMOpen:**
  + Diversify funding sources.
  + Reduce historical reliance on DOD and other Federal partner largesse.
  + Emphasized the need for broad NIEMOpen participation in cultivating sponsors, focus on maintaining current sponsors and identifying and onboarding new sponsors.
  + 13 near tear sponsor prospects identified, capture managers assigned, ~ 330K near term budget plus-up.
  + Pursue monetizing NIEMOpen services – training & tech support.
  + Investigate feasibility of establishing a requirement for new domain organizations to become sponsors and pay instantiation fee.
  + Pursue Congressional line item in budget in consonance with new Administration focus on Federal interoperability.
* **Identify Ways to Distribute and Resource Lead Developer Tasks**
  + Historically NIEM relied on Lead Developer contract support for technical architecture and model tasks (2-2 1/2 Senior FTEs)
  + Identified historical/current Lead Developer tasks:
    - Model maintainer
    - Harmonization process lead
    - Domain content QA
    - Configuration management
    - Model change management documentation
    - Specification and model release process.
  + Revisit Technical Steering Committee Roles and Responsibilities to realign support for Lead Developer activities
    - Assemble Working Group to explore alternatives and report to PGB at 27 May PGB Meeting.
    - Identify tasks that can be absorbed by NTAC & NBAC
    - Identify support-in-kind from sponsoring and member organization/participants
  + Pursue 100K bridge funding from NIEMOpen PGB.
    - Create business case for 27 May PGB Meeting
    - Pre-stage SOW expecting favorable PGB vote.
* **Establish Priorities**
  + Decrease DOD Footprint.
  + Finish tooling.
    - CMF Tool
    - API 2.0 + model management tasks as feasible
    - MEP tool compatibility with API 2.0 and Model Version 6.0.
  + Identify and secure near-term sponsorship and funding for tech support.
  + Capture PGB support for 100K tech bridge funds.
  + Develop COAs for NBAC, NTAC, NMO to reduce DOD footprint and ameliorate Lead developer tasks.
  + Articulate new Vision highlighting new NDR, model version and tooling as marketing tool.
  + Develop view of future NIEM architecture incorporating knowledge graph and AI technologies.
  + Explore methodologies of comporting other standards with NIEM.

**RECOMMENDATION(S):**

* Support key takeaways and priorities to reduce NIEMOpen reliance on DOD while ensuring DOD equities for MilOps, NATO and other warfighter data exchange requirements leveraging NIEM are sustained.