NATIONAL INFORMATION EXCHANGE MODEL (NIEM) BUSINESS ARCHITECTURE COMMITTEE (NBAC) STRATEGIC ROADMAP

FY2017-2018

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# OVERVIEW

The National Information Exchange Model (NIEM) is a community-driven, government- wide, standards-based approach to exchanging information. Diverse communities can collectively leverage NIEM to increase efficiencies and improve decision-making. Used in all 50 states and internationally, NIEM is available to everyone. It includes a data model, governance, training, tools, technical support services, and an active community to assist users in adopting a standards-based approach to exchanging data. NIEM is a working and collaborative partnership between organizations at all levels of government, operational practitioners, standards bodies, private industry, and other stakeholders.

The NIEM Business Architecture Committee (NBAC) is one of two committees within the NIEM governance structure. The NBAC operates in concert with the NIEM Technical Architecture Committee (NTAC) and the NIEM Program Management Office (PMO) to meet the goals and objectives of the NIEM program. The NBAC is made up of stakeholders across diverse communities. NIEM’s domains—communities that are formally established to officially manage and govern a portion of the NIEM data model— serve as the foundation of the committee.

The NBAC is an active committee, with effective tiger teams and subcommittees. The NBAC has balanced representation across diverse domain and user communities, making it uniquely positioned to gain requirements and ideally— leverage resources where possible across multiple and varied enterprises throughout the government.

Additionally, the NBAC has demonstrated proven success through its experienced leadership, standard processes, and evolved technologies.

To continue success in maturing and supporting NIEM, the committee will work collaboratively with the PMO and NIEM Technical Architecture Committee (NTAC) to mature and support NIEM. In addition the NBAC members will conduct open dialogues with their respective user community and will also have open dialogues within the NBAC to share requirements, best practices, and lessons learned.

# PURPOSE

This purpose of this roadmap is to capture the strategic initiatives and objectives of the NBAC during fiscal years (FY) 2017-2018. It should be viewed as a living document to the degree that it seeks to provide a snapshot of what NBAC is and how it operates, while framing the strategic considerations and issues that drive NBAC activities. It may be updated to reflect changes in deliverable status or issue evolution or supplemented through periodic reporting and associated deliverables.

While the emphasis of this document is on high level guidance designed to provide overview and purpose, and articulate the NBAC values codified in NBAC Core Ideology (described below), there are also elements designed to help align with tactical considerations, including working group details and possible deliverables.

# NBAC CORE IDEOLOGY

The core ideology describes the consistent identity of the NBAC that transcends all changes related to its relevant environment. Core ideology consists of three notions: core vision (the guiding principal for the future), core mission (the organization’s purpose), and core values (essential and enduring principles that guide an organization).

## Core Vision

For over 10 years, The National Information Exchange Model (NIEM) has enabled information exchanges across a wide variety of mission spaces and subject areas in law enforcement, homeland security, and other communities. By providing consistent, reusable, and repeatable data terms, definitions, and processes integral to NIEM, the NBAC will continue to facilitate the adoption of NIEM to resolve information and data Interoperability challenges in modernized and new information exchange environments.

## Core Mission

The mission of the NBAC is to set the business architecture and requirements of NIEM, manage NIEM core, and facilitate the processes for the regulation and support of NIEM domains.

* Business architecture: The NBAC shall oversee and validate the construction, maintenance, and use of a business architecture framework for NIEM.
* NIEM core: The NBAC provides management and oversight of the NIEM core, the central part of the NIEM data model that is commonly understood across all domains.
* Community: The NBAC serves as the forum for the admission of new domains, interaction among domains, orchestration of domain models in relation to core, and coordination of action to maintain the NIEM community.

## Core Values – “Duty, Integrity, Ethics, Honor, Courage, and Loyalty” 1

Core Values are the moral reference points that underwrite, circumscribe, and guide an organization’s goals and work. Specifically, for the NBAC, guiding responsibilities include the desire to share data, discover new opportunities to share data, think outside each respective program’s goals and mission, and to consider the systemic impact of data to the common constituents we serve— the citizens. In other words, the NBAC desire’s integration and interoperability, and sharing technology and data to help provide effective and efficient services across agencies and programs. Data standards are a facility to help support these principles. As such, each Core Value merits both special attention and careful reflection. However, each additionally deserves critical examination – especially since each is intended to communicate to the NBAC’s members, particularly its newest members, its core ethical commitments. Critical examination includes questions such as:

* How successfully and comprehensively do NBAC best practices communicate the Core Values of the organization? For example, NBAC domains should routinely communicate NIEM updates independently within their respective user communities to coordinate requirements and user needs. Conversely, NBAC domains should regularly share lessons learned and best practices with the NBAC.
* How well do the Core Values imbue the members of the organization with a sense of what it means to belong to an innovative information technology team?
* How well do the Core Values enable representing the needs of the community including collaboration with other domains and data sharing partners, evangelizing NIEM to new partners, and disseminating NIEM communications in a timely basis?
* 1 John Mark Mattox, Values Statements and the Profession of Arms - <http://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-68/JFQ-68_59-63_Mattox.pdf>

# NBAC FUNDAMENTAL DRIVERS

## Value 1) Benefit to Whole of Government While Embracing Industry Impact

The NBAC will improve data and address the information sharing desires across the whole of government –in terms of driving requirements— to include state, territorial, local and tribal entities, and internationally among other nations; and with the private sector –in terms of implementation and the needs and capabilities of industry. This benefit will strengthen NIEM support into the national emergency response systems for ongoing national security missions, as well as enable more comprehensive response during natural disasters or man-made catastrophic events— both domestically and internationally. Using NIEM will improve responsiveness and mission accomplishment. Additionally, the commonality of syntactical and sematic content and reusability of sharing protocols reduces development and maintenance costs for any entities seeking information sharing links. Finally, NBAC broadens accessibility of information in terms of data and information sharing development.

## Value 2) Benefit to NIEM Community and Domains

In expanding availability of information in terms of data and information sharing development, the NBAC demonstrates value to existing domains, new domains, and increases adoption among users who collectively participate in domains. As NBAC domains routinely communicate NIEM updates independently within their respective user communities, this serves to coordinate requirements and user needs, and regularly share lessons learned and best practices within the NBAC. NIEM presents clear value and benefit to its domains and the community. Going forward, domains should fully participate in NIEM governance, model harmonization, information exchange, architectural updates, tool evolvement, and growth per the strategic initiatives and objectives in this roadmap.

Furthermore, NIEM provides a best-practices data model that will help in interacting with Open Standards Organizations (e.g. Organization for the Advancement of Structured Information Standards (OASIS), Open Geospatial Consortium (OCG), etc.) and tool support that is provided for developers. NIEM constituents benefit in aligning existing eXtensible Markup Language (XML) data standards, across the whole of government.

Additionally, the adoption of NIEM directly supports the various Net-Centric Data Strategies to improve interoperability by making data visible, accessible, and understandable on the enterprise level. Finally, establishment of new domains facilitate that Communities of Interest (COIs) comply with Executive and Legislative direction to increase use of standard data and information sharing practices.

# GOALS AND DELIVERABLES

**Goals and deliverables named within this section are intended to be appropriately mapped to specific committee membership and or working groups.**

## Goal 1: Advance the Enterprise Model approach to adopt NIEM.

Deliverable: In coordination with NTAC, update existing specification documents to mature the enterprise model approach.

## Goal 2: Lead internationalization of NIEM.

Deliverable: Submit International content for inclusion in to NIEM Core. Continue enhancement the NIEM Model content. Identify avenues for international participation in governance both at NBAC and Domain levels.

## Goal 3: Advance each NIEM domain’s maturity. Emphasize outreach and plan relaunch and development of stagnant domains. In doing so, seek and foster the onboarding process of new NIEM domains.

Deliverable: NBAC co-chair conduct domain assessment and present to NBAC, a recommended path forward for less mature or stagnant domains.

## Goal 4: Maintain alignment across NBAC, NIEM PMO and NTAC.

Deliverable: Organize and conduct Face to Face annually.

## Goal 5: Produce periodic quality model content update.

Deliverable: Promulgate model updates according to the release optimization cycle.

## Goal 6: Increase adoption of NIEM.

Deliverable: Domain Stewards increase outreach with an emphasis on state, local, territorial, and tribal representation as at-large representatives

within the NBAC. Share Lessons learned and best practices. Define primary stakeholders, governance structure, and news dissemination method.

## Goal 7: Ensure continuous committee improvement.

Deliverable: Conduct NBAC Annual Review.

## Goal 8: Elevate NIEM implementation.

Deliverable: Submit niem.gov success stories, share and reuse information exchanges, and nominate candidates for the Best of NIEM.

## Goal 9: Embrace transparency in governance and model management.

Deliverable: Publically share the list of activities NBAC is working on.

## Goal 10: Maintain NIEM relevance as technologies emerge.

Deliverable: Track technological advances and shifting software development paradigms, and contribute to determination of prioritization of new implementation requirements.

# Appendix A - RESOURCES

* 1. Getting Started with NIEM - <https://preview.niem.gov/getting-started>
	2. About NEIM - <https://preview.niem.gov/about-niem>
	3. Communities - <https://preview.niem.gov/communities>
	4. Training - <https://preview.niem.gov/training>
	5. Technical Hub - <https://preview.niem.gov/techhub>
	6. Current Releases - <https://preview.niem.gov/techhub/niem-model/current-release>
	7. Tools Catalog - <https://preview.niem.gov/tools-catalog>

# Appendix B - ACRONYMS

**NIEM** – National Information Exchange Model **NBAC** – NIEM Business Architecture Committee **PMO** - Program Management Office

**NTAC** - NIEM Technical Architecture Committee

**IEPD** - NIEM Information Exchange Package Documents

**JSON** – JAVA Script Object Notation

**OASIS** – Organization for the Advancement of Structured Information Standards

**OGC** – Open Geospatial Consortium **XML** - eXtensible Markup Language **COI** - Communities-of-Interest

# Appendix C - REFERENCES

* 1. John Mark Mattox, Values Statements and the Profession of Arms <http://ndupress.ndu.edu/Portals/68/Documents/jfq/jfq-68/JFQ-68_59-63_Mattox.pdf>
	2. NIEM Business Architecture Committee (NBAC) Annual Report, FY 2016.
	3. NIEM Face-to-Face Meeting, October 5-6, 2016.
	4. Project Management Institute, Strategic Plan, Prepared by the Board of Directors, revised 30 November 2012.