



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 13 2009

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Revised Real Property and Installations Lifecycle Management (RPILM)
Investment Review Board (IRB) Charter

Reference: (a) Directive-Type Memorandum (DTM) 08-020, "Investment Review Board
(IRB) Roles and Responsibilities," January 26, 2009

The revised RPILM IRB charter (Attachment A) supersedes the original IRB charter, dated July 27, 2005. I am issuing this charter based on my authority as the Certification Authority for defense business systems in support of acquisition, logistics, installations and environment activities under 10 USC 2222. The revised charter is effective immediately.

This revision achieves two purposes. First, it incorporates changes to IRB roles and responsibilities as identified in reference (a). Second, it incorporates the structure, mission, roles, and responsibilities of the Installations and Environment Domain Governance Board (DGB), established March 30, 2004, with those of the RPILM IRB. As a result, it also supersedes and cancels the DGB charter (Attachment B).

My point of contact is Mrs. Lora Muchmore at 703-604-6025 and
lora.muchmore@osd.mil.


Ashton B. Carter

Attachments:
As stated

DISTRIBUTION:

Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Deputy Chief Management Officer
Assistant Secretaries of Defense
General Counsel of the Department of Defense
Director, Operational Test and Evaluation
Inspector General of the Department of Defense
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Director, Administration and Management
Director, Cost Assessment and Program Evaluation
Director, Net Assessment
Directors of the Defense Agencies
Directors of the DoD Field Activities

OCT 13 2009

**REAL PROPERTY AND INSTALLATIONS LIFECYCLE MANAGEMENT
INVESTMENT REVIEW BOARD
CHARTER**

I. ESTABLISHMENT

The Real Property and Installations Lifecycle Management (RPILM) Investment Review Board (IRB) was established by the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD(AT&L)) as the Certification Authority to execute business capabilities, business and investment management, and business transformation oversight responsibilities in accordance with 10 USC 2222.

By policy memorandum dated October 4, 2005, USD(AT&L) delegated Certification Authority responsibilities, including chairmanship of the RPILM IRB, to the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)) for defense business systems supporting the RPILM Core Business Mission Area (CBMA).

The RPILM IRB, hereafter referred to as “the IRB,” shall also perform its functions consistent with:

- Directive Type Memorandum (DTM) 08-20, “Investment Review Board (IRB) Roles and Responsibilities,” January 26, 2009;
- Subtitle III of 40 USC (formerly subtitle E of the Clinger-Cohen Act of 1996);
- Office of Management and Budget Circular A-130, Management of Federal Information Resources;
- DoDD 8000.01, Management of the Department of Defense Information Enterprise, February 10, 2009; and,
- Other applicable laws, regulations, and policies.

II. MISSION/PURPOSE

To provide an effective, functionally knowledgeable and integrated business transformation framework that provides leadership, identifies capability gaps, defines functional requirements, directs process reengineering efforts, eliminates duplicative efforts, assesses defense business system (DBS) investments, and enables rapid delivery of necessary business capabilities aligned to enterprise goals and priorities.

III. IRB ROLES AND RESPONSIBILITIES

The Certification Authority exercises oversight responsibilities for DBSs that support Installations & Environment (I&E) activities, business management, and business transformation in accordance with DTM 08-20.

The IRB is the forum for deliberating and recommending to the Certification Authority, for later certification to the Defense Business Systems Management Committee (DBSMC), the investments in information systems and resources that will impact core business mission area (CBMA) capabilities, in the context of the Department's enterprise-wise business capabilities. Investment review includes assessing the project costs, benefits, and risks associated with the planning, design, acquisition, development, and deployment of systems that support the RPILM CBMA.

Working with stakeholders, the IRB will work to ensure the rapid deployment of DBS that:

- Address current gaps in capability
- Effectively deliver business capabilities in support of DoD missions
- Align with DoD strategic mission, goals and objectives
- Align with AT&L guidance and direction
- Align with the DoD Business Enterprise Architecture (BEA) to:
 - Enhance process integration
 - Enhance interoperability and business system integration
 - Ensure the implementation of net-centric data sharing
 - Exploit common processes and core data elements
- Support the Business Mission Area (BMA) Federation Strategy

The IRB shall consider both materiel and non-materiel requirements and make recommendations to the DBSMC via the IRB Chair and the appropriate DoD official within the context of other DoD investments (enterprise and Component).

IV. MEMBERSHIP

All IRB members and their designated representatives must be Federal Government employees.

A. Principal Members

1. Chair: The Deputy Under Secretary of Defense for Installations & Environment (DUSD(I&E)) shall serve as the IRB Chair.
2. Executive Secretary: The Director of the Office of the Deputy Under Secretary of Defense for Installations & Environment Business Enterprise Integration (ODUSD(I&E)BEI) shall serve as the Executive Secretary. The Executive Secretary's role is to ensure the meeting is conducted in accordance with established procedures and to serve as the Chair in his or her absence as appropriate.
3. Members: Each of the following organizations shall provide one senior level (Senior Executive Service, Flag Officer, or equivalent) Government representative who shall participate in IRB deliberations and recommendations to the IRB Chair.

- Joint Staff (J-4)
- Assistant Secretary of Defense (Networks and Information Integration)/DoD Chief Information Officer
- Assistant Secretary of the Army (Installations and Environment)
- Assistant Secretary of the Navy (Installations and Environment)
- Assistant Secretary of the Air Force (Installations, Environment and Logistics)
- Deputy Under Secretary of Defense (Financial Management)
- Director, Defense Facilities Directorate, Washington Headquarters Services

B. Advisory Members:

1. Policy/Capability Advisors: The advisory members below represent their Service, Component, or Defense Agency viewpoints during IRB discussions and support policy, business capability, and investment deliberations.

- Deputy Assistant Secretary of Defense for Reserve Affairs (Materiel and Facilities)
- Deputy General Counsel of the Department of Defense, Environment and Installations
- Assistant Chief of Staff for Installation Management, U.S. Army
- Director, Military Programs, U.S. Army Corps of Engineers
- Director, Ashore Readiness Division, Office of the Chief of Naval Operations
- Commander, Naval Facilities Engineering Command
- Assistant Deputy Commandant, Installations and Logistics (Facilities), U.S. Marine Corps
- The Air Force Civil Engineer
- Director, Enterprise Support, Defense Logistics Agency
- Chief Technical Officer, Office of the Deputy Chief Management Officer
- Director, Business Transformation Agency
- Financial Management (FM) IRB Chair
- Human Resources Management (HRM) IRB Chair
- Weapons Systems Lifecycle Management (WSLM)/Materiel Supply and Services Management (MSSM) IRB Chair
- DoD Chief Information Officer (CIO) IRB Chair

2. Acquisition Advisors: As part of its investment reviews and oversight, the IRB will advise the Milestone Decision Authority (MDA) on Major Automated Information System (MAIS) and Major Defense Acquisition Program (MDAP) defense business system acquisition decisions. Therefore, specific organizations within the Office of the Secretary of Defense, including but not limited to those identified below, will be invited to participate in acquisition reviews.

- Under Secretary of Defense, Acquisition, Technology and Logistics (Acquisition Resources and Analysis)
- General Counsel of the Department of Defense
- Director, Operational Test and Evaluation
- Director, Cost Assessment and Program Evaluation

V. GENERAL IRB GUIDELINES

A. The IRB shall meet at least quarterly or as required. If an IRB member is unable to attend, the designated alternate should attend. IRB business may be conducted virtually (i.e., via e-mail or teleconference). When mutually beneficial, the IRBs may conduct joint meetings with other core business mission area (CBMA) IRBs to facilitate cross-functional reviews.

B. Quorums.

1. **Investment Recommendations:** A quorum of five (5) Principal Members is required for all IRB investment recommendations (such as certifications, re-certifications, and de-certifications). The quorum must consist of at least three (3) Members as well as the Executive Secretary and/or the IRB Chair.

2. **MAIS/MDAP Acquisition Recommendations:** A quorum of six (6), consisting of at least three (3) Members, at least one (1) Acquisition Advisor, and the Executive Secretary and/or the IRB Chair, is required for all IRB acquisition recommendations (e.g., in support of acquisition milestone decisions).

3. **Policy/Capability Recommendations:** A quorum of six (6), consisting of at least a Member or a Capability Advisor from each of the three (3) Military Departments and the Executive Secretary and/or the IRB Chair, is required for all policy and capability-related recommendations. Types of recommendations may include (but are not limited to):

- Additions, modifications, and deletions to I&E business capabilities;
- Initiation of a business process reengineering or transformational effort;
- Approval of reengineering results;
- Establishment of working groups;
- Identification and implementation of enterprise solutions (through portfolio management);
- Issuance, modification, and rescission of policy; and,
- Establishment, modification, and rescission of milestones related to the implementation of existing or reengineered capabilities, policy, and data quality.

4. Quorum for Investment or Acquisition Recommendations may be established through attendance by the Principal Members (or their designees) and/or the Acquisition Advisors (as appropriate) at the decisional meeting, by phoning into a decisional meeting, by

teleconference between Principal Members and Acquisition Advisors (if appropriate), or by e-mail response for virtual decision coordination. If a quorum is not established during the meeting or by the end of the identified virtual coordination period, the Chair may table a decision until a subsequent IRB meeting and proceed with other IRB business for which a quorum is not required.

5. Quorum for Policy/Capability Recommendations may be established through attendance by the Policy/Capability Advisors or Principal Members (or their designees) at the decisional meeting, by phoning into a decisional meeting, by teleconference, or by e-mail response for virtual decision coordination. If a quorum is not established during the meeting or by the end of the identified virtual coordination period, the Chair may table a decision until a subsequent meeting and proceed with other business for which a quorum is not required.

C. The IRB Chair shall have final decision-making authority for all recommendations to the Certification Authority or other appropriate DoD officials. For acquisition recommendations, the IRB Chair shall also share opposing viewpoints with the Milestone Decision Authority.

D. The IRB Chair may designate business capabilities and/or systems of IRB interest in accordance with DTM 08-20 and the IRB Guidance. IRB Interest Programs do not have to meet a specified minimum threshold of new development or modernization investment to be reviewed by the IRB. The level of oversight and review to be applied to a given system may be determined by the IRB Chair (in consultation with the other Principal Members) and may be based on the system's contribution or significance to achieving a business capability or on its current budget.

E. The IRB shall define and manage the scope of the CBMA capabilities, directing additions, modifications, and/or deletions to it through the Business Enterprise Architecture's (BEA) products (e.g., Operational View – Activity Model and Node Tree (OV-5)) and processes.

F. The IRB Chair, in coordination with other Principal and Advisory Members, may establish various working groups to support the responsibilities of the IRB. Any working groups chartered by the IRB (or previously by the I&E Domain Governance Board) will be managed and led by ODUSD(I&E)BEI, unless otherwise designated in writing by the IRB Chair, and will be comprised of appropriate Component functional experts/representatives.

1. The IRB Chair may establish working groups to address specific short-term efforts, such as business process reengineering initiatives. The results of these efforts shall be approved by the IRB, promulgated through BEA products (as appropriate), and enforced through the IRB investment review and certification processes.

2. The IRB Chair may establish configuration support panels (CSP) to address requirements management and change management for RPILM CBMA business

capability initiatives. Once established, a CSP is a standing organization that will meet periodically according to its charter.

3. The IRB Chair may direct the establishment of communities of interest (COI) to support data interoperability across the Department of Defense.

The Executive Secretary may approve working group, CSP, and COI recommendations on behalf of the IRB, except where the implementation of one or more business capabilities is compromised or at risk, or where the resources that are required to implement the recommendations are considered significant. Cases of exception will be briefed to the IRB by the lead of the recommending body. With consideration of advice from the Principal Members, the IRB Chair shall have the final decision-making authority for all recommendations.

VI. ADMINISTRATIVE SUPPORT

The ODUSD(I&E) BEI shall act as the lead staffing and support organization for this IRB. It shall provide IRB meeting planning, execution, and documentation support. It shall also liaise with DoD Component Pre-Certification Authorities (PCAs), their support staffs, and defense business system owners on IRB requirements. It shall coordinate certification and annual reviews with RPILM CBMA subject matter experts and other IRBs as appropriate.

VII. EFFECTIVE DATE

This Charter becomes effective immediately.

Approved:



Ashton B. Carter
Under Secretary of Defense
for Acquisition, Technology and Logistics



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

MAR 30 2004

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Installations and Environment Domain Governance Board

This memorandum transmits the approved Installations and Environment Domain Governance Board Charter. I am issuing the charter based on my authority as the domain owner designee of the Installations & Environment (I&E) Domain pursuant to USD (Comptroller) memorandum "Domain Owner Designees in Support of the Financial Management Modernization Program (FMMP)" of April 21, 2003.

The charter incorporates the component comments and the results of discussions at board meetings.

We look forward to working with you and your staffs in making this critical Secretary of Defense initiative a success.

Raymond F. DuBois
Deputy Under Secretary of Defense
(Installations and Environment)

Attachment:
As stated



DISTRIBUTION:

ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS AND ENVIRONMENT)

ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS AND ENVIRONMENT)

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DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH BUDGETS AND FINANCIAL POLICY)

DEPUTY GENERAL COUNSEL (ENVIRONMENT AND INSTALLATIONS)

COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND

AIR FORCE CIVIL ENGINEER

ARMY ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT

NAVY CHIEF OF NAVAL OPERATIONS (N-46)

MARINE CORPS ASSISTANT DEPUTY COMMANDANT FOR INSTALLATIONS AND LOGISTICS (FACILITIES)

DEPARTMENT OF DEFENSE
INSTALLATIONS AND ENVIRONMENT DOMAIN GOVERNANCE BOARD

CHARTER

Purpose:

This Charter establishes the Installations and Environment Domain Governance Board (I&E DGB) under the governance structure of the Department of Defense Business Management Modernization Program (BMMP).

Mission:

The Installations and Environment Domain Governance Board will oversee the development and implementation of the DoD Business Enterprise Architecture (BEA) for all real property, installation management and environmental business areas under the purview of the Deputy Under Secretary of Defense (Installations and Environment), the "Domain Owner Designee." The Board will serve as the primary interface between the BMMP governance structure and the DoD Component's I&E organizations in implementing the BEA architecture within the I&E community.

Membership:

Chair:

Deputy Under Secretary of Defense (Installations and Environment)

Members:

Department of the Army

Assistant Secretary of the Army (Installations and Environment)
Army Assistant Chief of Staff for Installation Management

Department of the Navy

Assistant Secretary of the Navy (Installations and Environment)
Navy Chief of Naval Operations (N-46)
Marine Corps Assistant Deputy Commandant for Installations and Logistics (Facilities)

Department of the Air Force

Deputy Assistant Secretary of the Air Force (Installations)
Air Force Civil Engineer

Washington Headquarters Services

Director, Real Estate and Facilities, Washington Headquarters Services

Advisors:

Joint Staff

Director for Logistics (J-4)
J-8 (As needed)

Office of the Secretary of Defense

Deputy Assistant Secretary of Defense (Materiel and Facilities), OUSD (P&R)
Deputy Assistant Secretary of Defense (Health Budgets and Financial Policy), OUSD (P&R)
DoD Deputy General Counsel, Environment & Installations
Comptroller (As needed)

Defense Agencies/Field Activities

Director, Defense Logistics Agency Support Services

Department of the Army

U.S. Army Corps of Engineers (As needed)

Department of the Navy

Naval Facilities Engineering Command

The Chair may add other members and advisors as appropriate.

Roles and Responsibilities:

The business and functions of the I&E Domain Governance Board (I&E DGB) will be conducted as follows:

1. The Chair will:
 - Direct all Board activities.
 - Approve agendas, schedule, and preside at meetings of the full Board.
 - Consider the issues presented during full Board meetings, and provide guidance or assign specific tasks to be accomplished.
 - Establish working groups within the Board to recommend ways to meet specific facets of the I&E DGB and BMMP mission.
2. I&E DGB Members and Advisors will:
 - Designate an alternate Board representative responsible for attending meetings of the Board in the absence of the primary member or advisor.
 - Participate in discussions and provide guidance on issues that come before the Board.
 - Speak for their organizations in developing consensus on ways to accomplish the I&E DGB and BMMP mission.
 - Bring concerns to the full Board for full and open discussion.
 - Designate members and subject matter experts for standing and ad hoc working groups as agreed by the DGB.

3. Advisors will act in an advisory capacity to the I&E DGB and may be asked to participate as members of the Board and its working groups, when deemed necessary by the Chair.
4. The Director, Business Transformation, ODUSD (I&E), will act as Executive Secretary to the I&E DGB and its working groups, and will provide staff resources for their operation, including:
 - Scheduling and announcing meetings at the direction of the Chair, maintaining agendas, and preparing minutes of meetings.
 - Providing ancillary contractor support as required.

Working Groups:

The I&E DGB may conduct its business through standing or ad hoc working groups.

Working groups are deliberative bodies that review specific segments of I&E's business transformation, make recommendations to the I&E DGB on courses of action, and coordinate and facilitate their implementation.

Meetings:

I&E DGB will meet as called by the Chair. Working group meetings will occur monthly or more often as required.