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Subject: DD Form 1391 Preparation Planning Charrette Process

Applicability: Guidance. This document is applicable to the Army MACOMs, installations, USACE MSCs and districts with a mission to support the design and/or construction of MCA and AFH projects.

1. Purpose. The purpose of the planning charrette process is to produce a draft DD Form 1391 ready for the installation commander's signature and certification by the Major Army Command (MACOM), U.S. Army Information Systems Engineering Command (USAISEC) and U.S. Army Corps of Engineers (USACE) Major Subordinate Command (MSC) to be used for programming and to initiate design of proposed Military Construction, Army (MCA), and Army Family Housing (AFH) projects.

2. References.

a. Army Regulation (AR).

(1) AR 415-15, Army Military Construction Program Development and Execution, located at the following website: http://www.usapa.army.mil/pdffiles/r415_15.pdf.

b. Department of the Army (DA) Pamphlet (PAM).

(1) DA PAM 190-51, Risk Analysis for Army Property, located at the following website: http://www.usapa.army.mil/pdffiles/p190_51.pdf.

(2) DA PAM 415-15, Army Military Construction Program Development and Execution, located at the following website: http://www.usapa.army.mil/pdffiles/p415_15.pdf.

3. Definitions.

a. Department of Defense (DD) Form 1391. The DD Form 1391 is a programming tool used to request and justify a construction need. It defines the site, scope and cost estimate for the project. It must be relevant, factual, clear and concise. The documentation and cost estimates ensure functionality, operability, maintainability, efficiency, and economy. It clearly defines the user's needs and expectations for the selected site.

b. Planning Charrette Process. The DD Form 1391 preparation planning charrette is a process that includes the entire time frame of preparation, planning, on-site workshop and completion. The participants are an interdisciplinary team brought together to reach consensus on the site, scope and cost estimate for a project. There is broad participation by the user, installation staff, USACE staff, technical criteria specialists, and others with vested interests in

the project. The user's needs and expectations are accurately defined as functional and technical requirements. The facility and site requirements are described in sufficient detail to develop a project scope. The costs are based on the requirements to provide a reliable project cost. The deliverable is a complete draft DD Form 1391, to include TAB A through TAB J, ready for the installation commander's signature and certification by the MACOM, USAISEC and USACE MSC.

c. On-Site Workshop Charrette. The on-site workshop is the charrette. It is an intensive effort taking place over several days. A successful on-site workshop charrette requires significant investment in preparation time.

4. Funding. The source of funding includes Headquarters, Department of the Army (HQDA), MACOM, installation, and USACE Installation Support funds.

5. Responsibilities. The responsibilities are described as follows.

- a. The Assistant Chief of Staff for Installation Management (ACSIM).
 - (1) Prepare MILCON programming guidance for the central funding of the planning charrette process.
 - (2) Directs which projects will receive central funding for the planning charrette process.
- b. Headquarters, U.S. Army Corps of Engineers (HQUSACE), Directorate of Military Programs, Programs Management Division (CEMP-M).
 - (1) Manage the central funds for the planning charrette process.
 - (2) Provide guidance for the planning charrette process.
- c. USACE Major Subordinate Command (MSC).
 - (1) Attend the on-site workshop charrette, when possible.
 - (2) Provide guidance to the district for the planning charrette process.
- d. USACE District.
 - (1) Facilitate the planning charrette process in coordination with the installation.
 - (2) Obtain required support from the Centers of Standardization (COS), Directory of Expertise (DX) and Mandatory Centers of Expertise (MCX).
 - (3) Ensure the user's needs are fully and accurately identified in the DD Form 1391.
 - (4) Ensure the project scope complies with Army standards, criteria and cost engineering requirements; the site meets the requirement; the site meets environmental compliance or mitigation techniques; and the project scope and costs are accurate, complete and clearly defined in the DD Form 1391.
 - (5) Support the installation in preparing and inputting the DD Form 1391 into the DD Form 1391 Processor.
 - (6) Document the planning charrette process including all minutes, notes and alternatives in TAB C of the DD Form 1391 in the DD Form 1391 Processor.

e. Centers of Standardization (COS), Directory of Expertise (DX) and Mandatory Centers of Expertise (MCX). A list of these centers is available at the following website:

<http://www.usace.army.mil/inet/functions/cw/cecwe/coexpert/index.htm>.

- (1) Provide area of expertise support to the project, when requested.
- (2) Review the project requirements for meeting the standards.

f. Major Army Commands (MACOM).

- (1) Attend the on-site workshop charrette, when possible.
- (2) Provide a list of projects to ACSIM for planning charrette process central funding.

g. Installation.

- (1) The installation is the DD Form 1391 proponent.
- (2) Host the on-site workshop charrette.
- (3) Coordinate with the USACE district on the planning charrette process.
- (4) Assist tenants in project formulation and documentation.
- (5) Identify an approved site.

h. Installation Tenant Activities.

- (1) Participate in the planning charrette process.
- (2) Coordinate the project with the installation and host MACOM.

i. U.S. Army Information Systems Engineering Command (USAISEC).

- (1) Provide information systems expertise, when requested.

6. Team Members. Team members are determined by the functional requirements of the project or as warranted by specific conditions. All team members must be authorized to make binding decisions for their organizations. The team members collect all background data, maps, materials and references; and identify points of contact. The team members may include the following.

a. MACOM representative.

b. USACE Major Subordinate Command (MSC) representative.

c. Installation.

- (1) User/Customer.
- (2) Director of Public Works (DPW).
- (3) Director of Housing.
- (4) Director of Community Activities.
- (5) Director of Information Management (DOIM).
- (6) Provost Marshal.
- (7) Force Protection Officer.
- (8) Master Planner.
- (9) Environmental Officer.
- (10) Fire Marshal.

- (11) Safety Officer.
- (12) DPW staff to represent all utilities, base operations and engineering.
- (13) Army and Air Force Exchange Service (AAFES) for non-official telephone service.

e. USACE District.

(1) Project Manager (PM). The PM is the planning charrette process leader. The PM is responsible for the development and execution of the process. The PM will plan, schedule, and manage the planning charrette process to include the following: coordinate with the user and agencies to develop a schedule and agenda; assemble the team; and maintain focus on the planning charrette process. Prepare a schedule to account for each hour and distribute to the team members prior to the on-site workshop charrette.

(2) Cost Engineer. Use the Parametric Cost Estimating System (PACES) to prepare an estimate based on the standard design and the information available from the installation.

(3) Other disciplines and criteria specialists to include the following: architect, civil engineer, economist, electrical engineer, environmental engineer, geologists, hydrologists, landscape architect, mechanical engineer or value engineer.

f. COS, DX or MCX representatives as determined by the project requirements.

7. Process. The planning charrette process includes the entire time period of the preparation, data collection, interviews, on-site workshop charrette and data completion. The elements of the process are described as follows.

a. Preparation. To maximize the benefits and minimize the cost of the planning charrette process, the following requirements need to be accomplished prior to the on-site workshop charrette.

(1) Gather the sources of information that are needed to determine facility requirements (reference Appendix A).

(2) User interviews and questionnaire. Team members should schedule interviews with the user prior to the on-site workshop charrette. A questionnaire or survey may be used as a tool to identify the requirements or needs. A well designed questionnaire should stimulate discussion and become part of the interview.

(3) Prepare a comprehensive checklist of items to include or resolve.

(4) Identify participants early and firmly schedule their time. Ensure the participants can make decisions for their agency. Control the quantity of on-site workshop charrette attendees.

(5) Assign homework so the participants attend the meeting with the information needed. Resolve as many issues as possible prior to the on-site workshop charrette.

(6) Consider a rehearsal to create the agenda, identify the decision points and accommodate realistic presentation timelines.

b. Facilitator. Select an experienced facilitator early in the planning stages to facilitate the on-site workshop charrette. The facilitator, in coordination with the PM, will execute the schedule and maintain focus. Establish the goals and objectives for the on-site workshop charrette. Establish the rules towards achieving those goals.

c. **Project Definition.** This effort defines user requirements; and describes the functional and technical requirements ensuring an executable project. All elements are defined to allow validation of the project scope, site and costs.

d. **Site Visit.** Accomplish a site visit. Determine the project requirements defined by the user/customer as being compatible with the existing site conditions and adjacent land uses. Resolve site issues.

e. **Primary and Supporting Facilities.** Use project scoping methods to validate the need and quantify the primary and supporting facility requirements. Be alert to unique requirements and special use areas as they impact the project cost. Quantify the requirements. Evaluate the requirements with the Sustainable Project Rating Tool (SPiRiT) to identify the maximum rating of the project.

f. **Building Area Analysis.** The functional analysis of a building should provide both the net and gross areas of the facility. This analysis provides a table of room areas for determining a realistic estimate of building area and function.

g. **Sustainable Project Rating Tool (SPiRiT).** The project needs to support the sustainable design goal established in the use of the Sustainable Project Rating Tool (SPiRiT). For projects not selected as Showcase projects the required minimum level rating to achieve is BRONZE. Projects selected as Showcase projects need to achieve higher than BRONZE level rating. Current guidance needs to be reviewed to ensure the required level rating is achieved. The website for SPiRiT is the following: <http://www.cecer.army.mil/sustdesign>. It is important to note that site location has a large impact on the sustainable design rating.

h. **Cost Data.** Prepare a parametric cost estimate for the entire project using the Parametric Cost Estimating System (PACES) software. Line items and their related costs for all the site preparation and utility costs may be developed within the MicroComputer Aided Cost Estimating System (MCACES). Provide the total project cost estimate in a format compatible to the DD Form 1391 Processor. Ensure that the unit costs are in accordance with Department of Defense (DoD) guidance. Identify costs to be incurred during the warranty period, such as training for new heat, ventilation and air conditioning (HVAC) systems. Ensure the information system and the Antiterrorism/Force Protection (AT/FP) costs are accurate. Parametric information system cost estimates will be prepared with the Information System Planning, Programming, and Cost Estimation (ISPPCE) Software. Accurate life-cycle costing is essential to support the sustainable design goal of SPiRiT.

i. **Economic Analysis.** There should be an evaluation of alternatives at the time of the on-site workshop charrette. Evaluate life cycle cost of long-term operation and maintenance costs to support SPiRiT.

j. **Facility Requirements Sketch.** Develop a sketch site layout. The sketch should be a single line drawing containing the footprint of the proposed primary and supporting facilities, circulation, other site improvements, and utilities. Show AT/FP setback information.

k. Acquisition Strategy. Determine the project acquisition strategy considering delivery schedule, funding profile (type, availability and appropriation year), and methodology assessment from perspective of customer, project scope, industry, and executing agent. The project acquisition strategy should address contract type (definite or indefinite delivery), pricing strategy (fixed price or cost reimbursable), delivery method (design-bid-build or design-build), and consideration of small business objectives.

l. Coordination and Additional Work Effort. Accomplish required coordination and the follow-up work needed to complete the DD Form 1391.

8. Deliverables. The planning charrette process results in two deliverables, the complete draft DD Form 1391 and the Facility Requirements Sketch.

a. DD Form 1391. The complete draft DD Form 1391 includes the "front page" and supporting documentation TAB A through TAB J ready for the installation commander's signature and certification by the MACOM, USAISEC and USACE MSC. Each TAB is described as follows.

(1) TAB A - DD Form 1391. Define the objective of the facility and establish the need. Document the methods by which the need is currently being met. Define and validate all special use, technical and functional requirements. Identify all items of work to include special items. Clearly and concisely describe all principal features of work that are included in the project cost. Provide the additional required paragraphs based on project location and function. Insure that all items shown in the cost estimate have a text description. Include a short description of Sustainable Design Elements that are planned to be included in the facility. Costs associated with sustainable design elements will not be a separate line item on the DD Form 1391. The costs need to be rolled into primary or supporting costs.

(2) TAB B - Planning and Design. The USACE district completes this TAB. Provide design and construction milestones to include start dates and completion dates, acquisition strategy, use of standard designs, and total planning and design costs associated with the project. When Design-Build is the acquisition strategy, the projects need to include the cost for design after award - 4 percent.

(3) TAB C - General Justification Data. Provide the planning charrette process documentation to include all minutes, notes and alternatives. Provide the major topics to include mission statement, site description, and traffic analysis. Address the overall reason for the project. Provide narrative analysis of facility deficiencies citing how they limit the desired performance of mission accomplishment. Describe unusual site conditions. Identify the sources of Army standards, criteria and guidance used to develop the project scope. Discuss provisions for storage, handling or use of classified information. Discuss anticipated traffic for the facility and the expected impact on existing circulation patterns. Provide the installation engineer name and telephone number. Include details on any Sustainable Design Elements that are to be used on the project.

(4) TAB D - Economic Analysis. The economic analysis contains a project objective describing the requirement, a listing and description of each considered option, and a discussion of the feasibility of each alternative. When a feasible option to the proposed project exists, the project is required to be supported by an Economic Analysis.

(5) TAB E - Furnishing & Equipment. Identify by fund type and procurement date, items of furnishings and equipment necessary to facilitate functional occupancy of the completed facility.

(6) TAB F - Information Systems Support. Include all communications costs both inside and outside the building by fund type. All OMA, OPA, and ISEC items need to be identified and concurrently programmed in the appropriate procurement and supply channels.

(7) TAB G - Antiterrorism/Force Protection (AT/FP) Data. The project must be evaluated for AT/FP measures. The needs for physical security are separate from AT/FP and are not to be included in the AT/FP costs. A discussion of the "Design Basis Threat" and the "Level of Protection" should be included. Include details of the AT/FP items used in determining the cost estimate.

(8) TAB H - Present Accommodations and Disposition. Account for the facilities currently being utilized to meet the project mission. Account for the disposition of any existing facilities affected by the construction of the proposed project. Any facilities that are not designated for demolition must have the proposed reassignment and use indicated.

(9) TAB I - Real Property Maintenance Data. Provide a projection of the continuing funding requirement for the operation, maintenance and functional use of the facility that includes the total cost of not only the new facility, but the projected costs to operate and maintain the new facility, as well as net changes in real property assets.

(10) TAB J - Regulatory Data. This data includes commercial activities; environmental consequences; protection of historical and archeological sites; flood hazards; encroachment on wetlands; summary of energy/utility requirements; and provisions for the handicapped

b. Facility Requirements Sketch. As described above, the sketch should show the outline of the proposed primary and supporting facilities, circulation, other site improvements, and utilities. Show AT/FP setback information.

9. Coordination. In addition to the agencies mentioned above, the project may require coordination with other agencies to determine facility requirements. A few of these agencies are listed as follows.

- a. Defense Commissary Agency (DeCA).
- b. Army and Air Force Exchange Service (AAFES).
- c. U.S. Army Aeronautical Services Agency (USAASA).
- d. U.S. Army Corps of Engineers (USACE) COS, DX and MCX.
 - (1) Antiterrorism/Force Protection (AT/FP) MCX at Omaha district.
 - (2) Army Range and Training Land Program (RTLTP) MCX at the Huntsville Center.
 - (3) Electronic Security System (ESS) MCX at the Huntsville Center.
- e. U.S. Army Information Systems Engineering Command (USAISEC).
- f. U.S. Army Training Support Center (ATSC), Army Training Modernization Directorate (ATMD).

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APPENDIX A

SOURCES OF INFORMATION FOR DETERMINING FACILITY REQUIREMENTS

1. To maximize the benefits and minimize the cost of an on-site workshop charrette, the following sources of information are to be used for determining facility requirements. The team members should coordinate with the points of contact to obtain this information.

a. Installation Real Property Master Plan (RPMP) defining the orderly management and development of the real property assets of the installation including land, facilities and infrastructure. Required RPMP products include the following.

(1) Capital Investment Strategy (CIS) defining the commander's plan for investing in real property to satisfy the total requirement.

(2) Topographic map showing two (2) foot contours.

(3) Site Plan or area map showing the proposed project location.

(4) Land use and circulation analyses.

(5) Building Constraints Map showing wetlands, environmentally sensitive areas, explosive safety distances, noise contours and all compatible use zones.

(6) Utility maps showing all the utility lines in the area of the project site. The utilities include water, sanitary sewer, natural gas, electrical, industrial waste, communications, energy distribution and storm drainage.

b. Strength reports to include the Standard Installation/Division Personnel System (SIDPERS) and the Army Stationing and Installation Plan (ASIP).

c. Existing facility information to include the Installation Status Report (ISR), Integrated Facility System (IFS), Real Property Inventory (RPI), Building Information Schedule (BIS), and Real Property Planning and Analysis System (RPLANS).

d. Utilization Reports, Housing Market Analysis, Military Family Housing Justification and Workload Projections.

e. Installation Design Guide.

f. Department of the Army (DA) Facilities Standardization Program standard design for the facility type proposed located at the following website: <http://155.74.8.101/stddgn> or <http://cadlib.wes.army.mil/html/cos/cfusion/MainPage.htm>.

g. Antiterrorism/Force Protection (AT/FP) risk and threat analysis.

h. Sustainable Design and Development (SDD). Army activities use the Sustainable Project Rating Tool (SPiRiT) to evaluate sustainability. For projects not selected as Showcase projects the required minimum level rating to achieve is BRONZE. Projects selected as Showcase projects need to achieve higher than BRONZE level rating. Current guidance needs to be reviewed to ensure the required level rating is achieved. These costs need to be entered in the DD Form 1391. The website is the following: <http://www.cecer.army.mil/sustdesign>.

i. Seismic Mitigation Requirements. Provide seismic evaluation and a list of structural deficiencies to obtain the rehabilitation concepts. These concepts are required to develop cost.

j. Regulatory Information. Required regulatory information include the following.

APPENDIX A

SOURCES OF INFORMATION FOR DETERMINING FACILITY REQUIREMENTS

- (1) Flood hazard and encroachment on wetlands evaluation.
- (2) Historic or archeological site evaluation.
- (3) Asbestos and lead paint surveys of existing facilities.
- (4) Installation Compatible Use Zone (ICUZ)/Air Installation Compatible Use Zone (AICUZ) clearances.
- (5) Explosive safety clearances and Department of Defense Explosives Safety Board (DDESB) requirements.
- (6) Environmental documentation to include the Categorical Exclusion (CX); Record of Environmental Consideration (REC); Environmental Assessment (EA) and Finding of No Significant Impact (FONSI); or an Environmental Impact Statement (EIS) and Record of Decision (ROD).