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Subject: Implementation of Project Definition Rating Index (PDRI)

Applicability: Guidance. This document is applicable to the Army Regions, Major Army Commands (MACOM), Army Installations, USACE Major Subordinate Commands (MSC), and US Army Corps of Engineers (USACE) districts with a mission to support the design and/or construction of Military Construction, Army (MCA) projects. Use of the PDRI tool on all USACE managed MCA projects is a requirement beginning with the FY 2011 program.

1. Purpose. The Project Definition Rating Index tool provides for early identification and management of project risk elements. As the USACE process matures, PDRI ratings will become a valuable tool to report, track, and manage risk across entire programs. In addition, the PDRI score may be used to support the MILCON planning, programming, and budget development process. The PDRI tool has the potential to institutionalize our approach to risk mitigation and enable better command visibility of program risk.

2. References.

- a. Army Regulation (AR) and guidance.
 - (1) AR 420-1, "Army Facilities Management," dated 12 Feb 08
 - (2) Memorandum, DAIM-ZA, "Planning Charrettes for Military Construction, Army (MCA) Projects," dated 3 Mar 03.
 - (3) Memorandum, DAIM-FD, "Conducting a Planning Charrette for Military Construction, Army (MCA) Projects," dated 2 Apr 03
- b. Department of the Army (DA) Pamphlets (PAM).
 - (1) DA PAM 190-51, "Risk Analysis for Army Property," dated 30 Sep 93, (see website http://www.usapa.army.mil/pdffiles/p190_51.pdf).
 - (2) DA PAM 420-1-2, "Army Military Construction and Non-Appropriated Funded Construction Program Development and Execution," dated 2 Apr 2009.
- c. Corps of Engineers Regulation (ER) and Technical Manual (TM).
 - (1) ER 5-1-11, "U.S. Army Corps of Engineers Business Process," dated 17 Aug 01, (see website: <http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/toc.htm>).
 - (2) Program Management Plan for ACSIM Funded Planning Charrettes, dated 13 Aug 2005.

(3) Design Charrette Guidance for Army Military Construction (MILCON) programs, ECB 2002-13, dated 6 Sept 2002

3. Background. Project Definition Rating Index (PDRI) is a scope definition rating tool that was developed by private industry to assess project risk by evaluating specific and standardized contributing factors. Use of the tool during the planning and/or design charrette process allows the project team to identify and describe the status of each essential factor in a scope definition package, allowing an assessment of which contributing elements will be at risk during project execution. The tool is based on a weighted scoring system where the lowest score indicates the least amount of risk. Analysis of prior data has revealed a strong correlation between low PDRI scores and project success.

PDRI can help the project delivery team identify strengths and weaknesses early in the overall project cycle. The identification of issues through use of the PDRI tool allows visibility of risk areas and focused attention by the team on timely resolution of issues to avoid delays in project execution. Although use of the PDRI tool at the planning stage can facilitate earlier resolution of issues, it is not a substitute for the more detailed design and requirements definition conducted to with MILCON Planning and Design (P&D) funds later in the project life cycle.

Funding. Costs associated with use of the PDRI tool will be funded from the appropriate fund source based on the phase of project development at the time of the assessment. Planning charrettes for Army MILCON are an advance planning function and are appropriately funded from operations and maintenance (O&M) appropriations. Use of the PDRI tool during the design phase (design codes 2, 3, 6, or 7) will be funded from MILCON P&D appropriations. The Office of the Assistant Chief of Staff for Installation Management (ACSIM) centrally funds planning charrettes through USACE for selected projects. The Installation Management Command (IMCOM) Region or installation may also fund planning charrettes on a reimbursable basis at their discretion. In addition, Planning Charrettes for Sustainable Range Program projects classified as “New Mission” or “Transformation” are funded separately by the HQDA Training Ranges Proponent and conducted by the Range and Training Land Program (RLTP) Mandatory Center of Expertise (MCX), (point of contact (POC): Mr. William Stephenson, 256-895-1534). Only Operations and Maintenance, Army (OMA) funds are used for Planning Charrettes.

4. Roles and Responsibilities.

a. HQUSACE will coordinate with the Office of the Assistant Chief of Staff for Installation Management (OACSIM) for the following information:

(1) MILCON programming guidance for the central funding of the Planning Charrette process.

(2) List of projects that will receive central funding for the Planning Charrette process.

HQUSACE will provide guidance to MSCs on procedures and processes to be used in executing the annual centrally funded planning charrette program.

b. USACE District. Because USACE has valuable, established experience in performing charrettes and also has essential information on costing, criteria, and standards, OACSIM

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recommends that Army installations use the USACE geographic district as a key resource for planning charrette support. Responsibilities and expectations of USACE districts in support of planning charrettes are as follows:

(1) Project Management: Appoint a project manager (PM) as the planning charrette process leader for requested USACE services.

(2) Cost Engineering: Appoint a cost engineer who is present at the planning charrette workshop and is able to develop and update cost information electronically at the workshop.

(3) Other District Support: Other disciplines and criteria specialists may be included as justified by the project.

(4) The PM assembles a team to include:

(a) Provide an expert facilitator at the Planning Charrette workshop.

(b) Coordinate support from the Centers of Standardization (COS) (see Appendix B), Centers of Expertise (DX and MCX) (see Appendix C) and the HQUSACE lead economist (Ms Donna Smigel, tel 202-761-0217).

(c) Complete PDRI Process:

- Read description of each element
- Discuss issues and review documents as needed
- Select consensus definition level for each element
- Note issues and areas of weakness
- Review score
- Develop plan for low definition items
- Complete documentation

(5) Other – specify.

c. USACE Centers of Expertise (CX) to include Centers of Standardization (COS), Directory of Expertise (DX) and Mandatory Centers of Expertise (MCX) (see Appendices B and C): The scope of work may include teleconferencing or actual Planning Charrette workshop participation and review of the draft DD Form 1391 and PDRI analysis. Participation of COS personnel in planning/design charrette is not funded with charrette funds. In general CX services are reimbursable and are funded by the district from funds received from HQUSACE (for centrally funded planning charrettes) or from reimbursable funding provided by IMCOM or the installation. A list of CX is available at the following website:

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

d. Installation Management Command (IMCOM) Region:

(1) Attend the planning charrette and participate in the PDRI analysis, when possible.

(2) Provide quality control to insure that the installations have the expertise and funds to execute the work.

e. Garrison Commander: The Garrison Commander is the lead for organizing, conducting, and facilitating the planning charrette and has the lead responsibility for conduct of the planning charrette, to include the following responsibilities.

(1) Appoint an Installation Project Manager to be responsible for all Planning/Design Charrette activities and for delegation of responsibilities to USACE.

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- (2) Coordinate with the USACE district on the Planning/Design Charrette process.
 - (3) Assist tenants in project formulation and documentation.
 - (4) Identify an approved site.
 - (5) Ensure the following participants in the charrette and PDRI process.
 - (a) Installation Project Manager
 - (b) Director of Public Works (DPW).
 - (c) Installation Master Planner.
 - (d) Environmental Officer
 - (e) Force Protection Officer
 - (f) Provost Marshal
 - (g) Director of Information Management (DOIM).
 - (6) Ensure the following garrison functions participate in the charrette and PDRI process, as required.
 - (a) Director of Housing.
 - (b) Director of Community Activities.
 - (c) Fire Marshal.
 - (d) Safety Officer.
 - (e) DPW staff to represent all utilities, base operations and engineering.
- f. Primary User/ Tenant/Proponent:
- (1) Participate in the Planning/Design Charrette and PDRI process.
 - (2) Coordinate the project with the installation and host MACOM.
- g. U.S. Army Information Systems Engineering Command (USAISEC). Teleconference or participate at the Planning Charrette workshop providing information systems expertise (POCs Tracy Sebold at (301) 619-6524).
5. More details regarding the PRDI process and deliverables is provided by Enclosure. HQUSACE POC is Howard Moy, CEMP-IS, 202-761-8736.

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PDRI Process:

The PDRI process is a team meeting typically 90 to 120 minutes for a thorough assessment with specific observations documented. This group-evaluation aids in determining areas of project development that may need additional work or study. Typically conducted at the 75% stage of the planning charrette, each element is weighted; an algorithm generates a composite score for the project from 0 to 1000. A score of 500 is “good” at the planning stage; 200 is “good” in early design.

There are three decision points (“PDRI Gates”) at which PDRI assessments will be conducted in each project. After each of the “gates”, the project manager has responsibility to track status of items identified on the PDRI Action List, with a focus on defining the project further. Some of the Action Items may appropriately be targeted for resolution at a later stage; that date which should be identified as specifically as possible. It is acknowledged that mission requirements may occasionally require that a project proceed past a gate before the PDT has been able to sufficiently define the project.

The first of the three gates is at the planning charrette Code 0. A typical score within the range of 400 to 500 is considered “good” enough to pass the first gate. If a project did not have a planning charrette, PDRI should be conducted during the Code 3 Parametric Estimate design phase. The second gate is at the Design Charrette, where a score of 300 is considered “good.” The third gate is triggered upon a Tier 3 rating in the Budget Year. The PDRI score may be used to support the MILCON funds allocation process.

The PDRI Dashboard will be used to execute each of the PDRI assessments, and will be the repository for all of the assessments; this is located at <http://155.84.71.195/Default.aspx>. The PM (or Charrette Leader, as appropriate) is responsible for obtaining previous assessments on any project. Successive PDRI assessments should use previous ones to populate data initially, then review each of the 64 elements (including ratings of 1), and updating the status of each as determined by consensus discussion around the table.

1. Deliverables. At each stage at which the PDRI analysis is conducted, the process results in the following deliverables:

- a. PDRI Analysis. (Mandatory) The PDRI process is a team meeting typically just over hour duration with specific observations documented. This group-evaluation aids in determining areas of project development that may need additional work or study.
- b. PDRI rating at 75% stage of planning and/or design charrette
- c. Action List with assignment of responsibilities for follow-up actions to resolve issues that are driving high risk scores.
- d. PDRI assessment documented in Tab C of the DD1391. Attach copy of PDRI worksheet in the Attachments Tab of the DD1391. The assessment and PDRI score is to be documented in Tab C of the DD Form 1391 at each “gate” at which the PDRI assessment is completed or updated by the project delivery team. Gates at which PDRI assessment is to be performed are:
 - (1) Code 0 = Planning Charrette
 - (2) Code 3 = Project manager update of rating based on review of status of action list during ENG 3086 budget estimate submission process, or complete team assessment if PDRI not conducted at the planning charrette.
 - (3) Code 6, 7 or T = Design charrette/RFP development
 - (4) Ready to Advertise (RTA) = PDRI assessment to be completed and documented prior to reporting project as RTA.