



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS, SOUTHWESTERN DIVISION
1100 COMMERCE ST, STE 831
DALLAS, TX 75242-1317

CESWD-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Southwestern Division (SWD) Continuing Authorities Program (CAP) Improvements

1. References:

a. CECW-P Memorandum dated 3 September 2020, (Continuing Authorities Program (CAP), Feasibility Phase Process Changes).

b. CECW-P Memorandum dated 19 May 2016, (Model Feasibility Cost-Sharing Agreements (FCSAs) for Cost-Shared Feasibility Studies for Continuing Authorities Program Projects).

2. Purpose: The purpose of this memorandum is to approve immediate actions that will provide substantial and long-lasting improvements to SWD's CAP overall project performance from initiation through construction. In FY21, the Division/Districts must work collaboratively to effect meaningful operational change in our CAP performance. This will set conditions for successful implementation of the further delegations approved by the Chief of Engineers.

3. CAP Improvement Team: I have empowered an interdisciplinary CAP Improvement Team with personnel from the Regional Planning and Environmental Center (RPEC), all Districts, and Division, who are developing a CAP Improvement Plan that prescribes aggressive CAP timeline targets for all CAP authorities. The Plan identifies current challenges and issues and outlines recommendations for improvement across the program, production and review aspects of CAP that can be implemented within SWD as well as some recommendations for HQUSACE's consideration. The complete plan will be provided by 30 November 2020 and will include programmatic tools and actions to help improve communication, transparency, and consistent expectations and performance within SWD CAP. **We need everyone to action this plan!**

4. CAP Program Oversight: A SWD CAP Deep Dive is scheduled for 19 November 2020 and will review each current and potential project. Each project will discuss its current status, path forward to the next milestone and completion, and obstacles in applying CAP improvement measures, including aggressive timelines. All follow-up project coordination will occur during regular vertical team program review engagements. **We must make CAP a priority!**

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5. **Timeline Targets:** We are proposing aggressive timelines from initiation to completion that will be applied on existing CAP projects. The targets will be piloted now, and final target timelines will be adopted no later than when delegation authorities are revisited within the next 3 years. It will require substantial revision to our processes, level of detail, and analysis, requiring change at all levels of the organization to meet these timeline targets. Each project is unique and having targets will allow us to focus on risks to schedule, mitigate those risks, and deliver projects expeditiously with our partners.

6. **CAP Milestones:** An SWD standardized set of P2 milestones has been established that will be used to clarify coordination with and between SWD and its districts. Funded CAP studies in SWD must use the standardized SWD P2 milestones (Enclosure 1) and fully schedule those projects with funding requirements.

7. **Feasibility Cost Sharing Agreements:** In accordance with Reference 1.a., I exercise my authority to further delegate the review and approval of Feasibility Costs Sharing Agreements (FCSAs) for the Continuing Authorities Program (CAP) to the District Commanders. This delegation, which may be revoked at any time, is limited to FCSAs that follow the model FCSA for the study's approved CAP authority and shall not extend to any FCSA that deviates from the prescribed model. Per reference 1.a., FCSA may not be executed without authorization by HQ USACE CAP Program Manager. Approval of and authorization to execute are separate actions.

8. **CAP Review Plans:** I hereby approve the SWD CAP Program Review Plan (PgRP) (Enclosure 2), which covers all CAP authorities and shall be used for all CAP studies moving forward. As part of the CAP PgRP and in accordance with Reference 1.a., I exercise my authority to further delegate the Review Management Organization (RMO) role to the project's home district commander. This delegation is limited to CAP projects that do not require an Independent External Peer Review (IEPR) and may be revoked at any time. For projects requiring an IEPR the RMO will be the SWD during the study phase, and the Risk Management Center (RMC) for the Safety Assurance Review (SAR). The CAP PgRP shall be posted on each District's website.

9. **Delegated Milestone Decisions:** In accordance with Reference 1.a., I exercise my authority to further delegate the approval of the Federal Interest Determination (FID) approval for CAP projects to the RPEC, Chief of Planning. This delegation is limited to projects where the district has been designated RMO, as prescribed in the CAP PgRP and Reference 1.b. This delegation will be reassessed every 3 years to ensure compliance with the requirements for the delegation found in Enclosure 3 of Reference 1.a. but may be revoked at any time.

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10. The proponent for this memo is Trish Anslow, at (469) 487-7154 or email
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Encls

CHRISTOPHER G. BECK, P.E.
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