



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
CIVIL WORKS
108 ARMY PENTAGON
WASHINGTON DC 20310-0108

SACW

FEB 23 2026

MEMORANDUM FOR COMMANDING GENERAL, U.S. ARMY CORPS OF ENGINEERS

SUBJECT: Prioritization of Effort within the Army Civil Works Program

1. Background: The American Public's demand for Army Civil Works activity is outstripping supply by an extreme margin. To correct this deficiency, the program must be optimized for quality, speed, and cost to deliver actual infrastructure rather than decades of paperwork. To achieve this optimization, Army Civil Works and the U.S. Army Corps of Engineers must clearly articulate its priorities and hold Commanders accountability for their actual delivery. In recent years, the Corps has prioritized every effort all at once, which of course means there are no priorities and that we can mask lack of delivery with progress on paper. The net result of this approach is that each effort may make some regular incremental progress, but often by the time milestones are reached, conditions have changed, costs have escalated, and yet more paperwork is required. Our enterprise has demonstrated that it can do impossible things fast when it enters "Army Mode." The purpose of this memorandum is to empower Commanders to overcome this morass by establishing a clear process for prioritization of effort and accountability within the Army Civil Works portfolio. Allowing our Commands to enter "Army Mode" against clear priorities will ensure that the Corps can surge its limited resources to deliver infrastructure for the American Public right away rather than perpetuating paperwork and calling it progress.

2. Direction: I am directing a process to develop fully informed priorities for Army Civil Works. We already have in place an annual process for formulating the Army recommendation for consideration in the development of the President's Budget. This directive shall efficiently leverage the established rhythms of that process, but the purpose of this directive is not for budget formulation in and of itself. Resourcing is only one component of infrastructure delivery. Establishment of priorities should precede and inform budget formulation. This bottom-up process will begin at Corps districts. The process is as follows:

a. Each Corps District Commander will identify and rank order no fewer than five top priorities from their district.

b. These priorities will be forwarded to the respective Corps Division Commanders for review by 6 March 2026.

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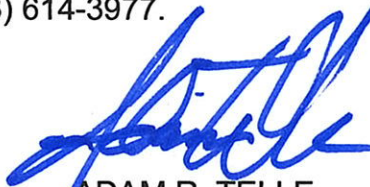
SUBJECT: Prioritization of Projects within the Army Civil Works Program

c. The Division Commanders will then rank order no fewer twenty top priorities to the Corps Headquarters by 13 March 2026.

d. Finally, the Chief of Engineers will review the recommendations and rank order no fewer than twenty priorities to be forwarded to the Assistant Secretary of the Army for Civil Works for concurrence by 20 March 2026.

3. I expect the Corps at all levels will consider the strategic national value of these efforts, to include protecting life, health and safety; enabling economic activity; and expanding the Civil Works program's reach to as many American communities as feasible. Commanders' judgement will be highly valued in this process, and recommendations should be appropriately informed by authorizations and appropriations made by law as well as stated Administration priorities, including those contained in the annual President's budget. This process will not only enhance transparency but also promote a collaborative approach in establishing priorities that are critical for delivering Civil Works efforts faster and in a more cost-effective manner. It is my hope that this type of structured focus will enable the Corps to surge expertise, personnel, and resources from across the enterprise to deliver for the public.

4. Questions regarding the policy in this memorandum should be directed to Robyn Colosimo, Deputy Assistant Secretary of the Army, Project Planning and Review at robyn.s.colosimo.civ@army.mil or (703) 614-3977.



ADAM R. TELLE

CF:
DCG-CEO, USACE
DCW, USACE