



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

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

SUBJECT: Prioritization of Effort in Planning, Design, and Construction of Infrastructure Across the Army Civil Works Program

1. References:

a. Executive Order 14210 (Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative), February 11, 2025.

b. Executive Order 14356 (Ensuring Continued Accountability on Federal Hiring), October 15, 2025.

2. Purpose: This memorandum provides policy direction to the U.S. Army Corps of Engineers (Corps) regarding the resourcing of Army Civil Works programs, projects and activities. This direction is needed to ensure a leaner and more nimble Corps that strategically utilizes the resources available both inside and outside of the agency to most efficiently deliver on its primary missions of flood and coastal storm risk management, commercial navigation, and restoration of nationally significant aquatic ecosystems in accordance with the goals and objectives of the President. This memorandum does not apply to the Regulatory, Flood Control and Coastal Emergency, and Formerly Utilized Sites Remedial Action Programs.

3. Bands of Emphasis: The President has clearly established public safety and economic development as priorities of his administration. Corps efforts must reflect those priorities when delivering the Civil Works Program. When assessing where to emphasize resource allocation to projects, Corps policy will be to prioritize using human capital and discretionary resources in the following order:

1. Protecting human life and safety (including emergency potable water)
2. Protecting Infrastructure economically or strategically significant to nation
3. Maintaining efficient navigation and minimizing disruptions to the supply chain
4. Protecting human property
5. Restoration of nationally significant aquatic ecosystems
6. Protecting state level infrastructure
7. Protecting municipal infrastructure

Work outside of these areas should be considered lesser priority and should generally be conducted by outside resources.

SACW

SUBJECT: Prioritization of Effort in Planning, Design, and Construction of Infrastructure Across the Army Civil Works Program

4. Per references 1.a. and 1.b. above, the President has ordered that taxpayer dollars are to be used efficiently, improve services provided to Americans, and focus those services on Administration priorities by ensuring that government be optimally staffed to meet critical mission needs. The Corps has been reluctant to utilize resources outside of the Corps, or even within the Corps but outside of the district where a particular project may be located. This has resulted in inefficient project and program delivery. The Corps must modernize its project and program delivery by fully utilizing all options available. These include the following:

a. Leveraging Non-Federal Capabilities. Now more than ever local sponsors and non-Federal partners have significant technical expertise and resources that can allow them to more effectively address water resource problems without relying on the federal government. Several authorities are available (Section 203, Section 204, Section 1043 etc.) that allow capable non-Federal interests to conduct feasibility studies and implement projects with limited assistance from the Corps. My policy is to encourage and facilitate non-Federal interests pursuing solutions to their community's water resource problems through those authorities and local capabilities. Recently completed studies and projects have demonstrated the abilities of non-Federal interests to complete work at lower costs and shorter timelines.

b. Resourcing among Major Subordinate Commands (MSCs) and districts. There has historically been resistance among some districts and MSCs to share workload with outside districts. This has resulted in substantive inefficiencies in project and program delivery while unnecessarily increasing the size of the Corps workforce. Moving forward, Corps Headquarters must ensure that workload be directed to districts that have the available manpower and expertise to maximize project delivery. Doing so will reduce inefficient use of resources while ensuring that expertise is developed and maintained across the enterprise. My policy is that in instances where a district does not have the staff available to complete priority work, all opportunities to complete the work using existing Corps personnel from other districts must be pursued prior to hiring new staff or leveraging contracting capabilities. Hiring actions should not be the first choice as such hires increase Agency size and have lasting impacts.

c. Contracting. If it is not feasible for priority work to be completed by non-Federal interests or with existing staff, the Corps will look for all opportunities to utilize contracting resources for work that is not inherently governmental. See Federal Acquisition Regulation 7.503 (listing examples of functions considered to be inherently governmental functions). Additionally, my policy is that work not included as priority work in paragraph 3 such as environmental infrastructure, technical assistance studies, and comprehensive or watershed type planning that do not lead to implementable construction work will be accomplished by contractors as a first priority given the readily available private sector expertise. These and other non-priority efforts that are not inherently governmental will be contracted unless a compelling reason exists to

SACW

SUBJECT: Prioritization of Effort in Planning, Design, and Construction of Infrastructure Across the Army Civil Works Program

complete the work in-house. If the Corps determines that such a reason exists, it must coordinate that decision with my office.

5. Initial Implementation Meeting. The Corps should provide me a briefing NLT 14 March 2026 addressing Corps plans for implementing this directive. In addition, quarterly briefings will be held thereafter to assess progress on these initiatives and ensure continued momentum on their ongoing implementation.

6. 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](mailto:robyn.s.colosimo.civ@army.mil) or (703) 614-3977.



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