

DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, DC 20314-1000

\*ER 5-1-10

CEMP-IS

Regulation No. 5-1-10

26 January 2022

Management  
USACE WORK ASSIGNMENTS AND RESPONSIBILITY

1. Purpose. This regulation establishes policy and procedures for the assignment of work within the United States Army Corps of Engineers (USACE).
2. Applicability. This regulation applies to all USACE activities.
3. Distribution. Approved for public release, distribution is unlimited.
4. References.
  - a. Permanent Order Number 246-01, Change in USACE Military Construction Boundaries.-  
[https://www.publications.usace.army.mil/Portals/76/Users/182/86/2486/ER\\_5-1-13.pdf?ver=GzFLU7gkHk7qLkL-86ujw%3d%3d](https://www.publications.usace.army.mil/Portals/76/Users/182/86/2486/ER_5-1-13.pdf?ver=GzFLU7gkHk7qLkL-86ujw%3d%3d)
  - b. Annual Report of the Secretary of the Army on Civil Works Activities, "Definition of Civil Works Work Area Boundaries.-  
[https://www.publications.usace.army.mil/Portals/76/Users/182/86/2486/FY20CorpsAFR11-16.pdf?ver=bxG7OkXPB9pPzhc2LC\\_CYw%3d%3d](https://www.publications.usace.army.mil/Portals/76/Users/182/86/2486/FY20CorpsAFR11-16.pdf?ver=bxG7OkXPB9pPzhc2LC_CYw%3d%3d)
  - c. USACE OPORD 2020-04 (USACE Mission Realignment Implementation)-  
<https://team.usace.army.mil/sites/HQ-CO/PDT/HQ-G33/SiteAssets/PublishedOpord.aspx#InplviewHash24224c1c-b371-4e20-a6f0-551ca5a05af7=WebPartID%3D%7B24224C1C--B371--4E20--A6F0--551CA5A05AF7%7D>
  - d. Army Regulation 600-20- [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/ARN30511-AR\\_600-20-002-WEB-3.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN30511-AR_600-20-002-WEB-3.pdf)
  - e. ER 5-1-11, USACE Business Process-<https://usace.dps.mil/sites/PUBS-HQ/Lists/ER/DispForm.aspx?ID=1085&e=uELMYI>
  - f. ER 1110-1-8158, Engineering and Design Corps-Wide Centers of Expertise Program-  
<https://usace.dps.mil/sites/PUBS-HQ/Lists/ER/DispForm.aspx?ID=477&e=zI6otM>

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\*This Regulation supersedes ER 5-1-10, dated 1 April 2009 and incorporates ER 5-1-9 which has been rescinded and will no longer be published.

g. ER 1140-1-211, Support for Others Reimbursable Services-  
<https://corpslakes.erdc.dren.mil/employees/policy/ER/ER-1140-1-211.pdf>

5. Records Management (Recordkeeping) Requirements. The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Army Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers are in ARIMS/RRS-A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see Department of the Army (DA) PAM 25-403, Guide to Recordkeeping in the Army.

6. Policy.

a. Work Assignments. The Commanding General of Headquarters, USACE (HQUSACE) and Programs Directors (Director of Military Programs, Director of Civil Works, and Director of Research and Development) are responsible for ensuring the prudent allocation of all enterprise work in a manner that allows USACE to effectively posture and sustain its capabilities to meet mission requirements. This is accomplished through designation of specified geographic, functional, and/or technical Areas of Responsibility (AORs) to all Major Subordinate Commands (MSCs), Districts, Field Operating Activities (FOAs), Centers (technical centers not within an MSC and centers of expertise) and labs. MSCs, Districts, FOAs, and Centers are permitted to accept project-funded work which resides exclusively within their respective AORs and as provided in ER 1140-1-211.

(1) There are certain occasions, HQUSACE may assign alternate work assignments, hereafter called "Mission Assignments", outside of, or in addition to, the assigned AORs. Consideration for assignments in this manner will be assessed based on mission characteristics. This includes the nature of the mission requirement, the ability of the designated regional, functional, and/or technical and subordinate elements to effectively perform the work, efficiency of delivery, and the necessity for a centralized vs. decentralized delivery model. Boundaries and associated limitations of AORs are expressly conveyed in the formal designation of a Mission Assignment.

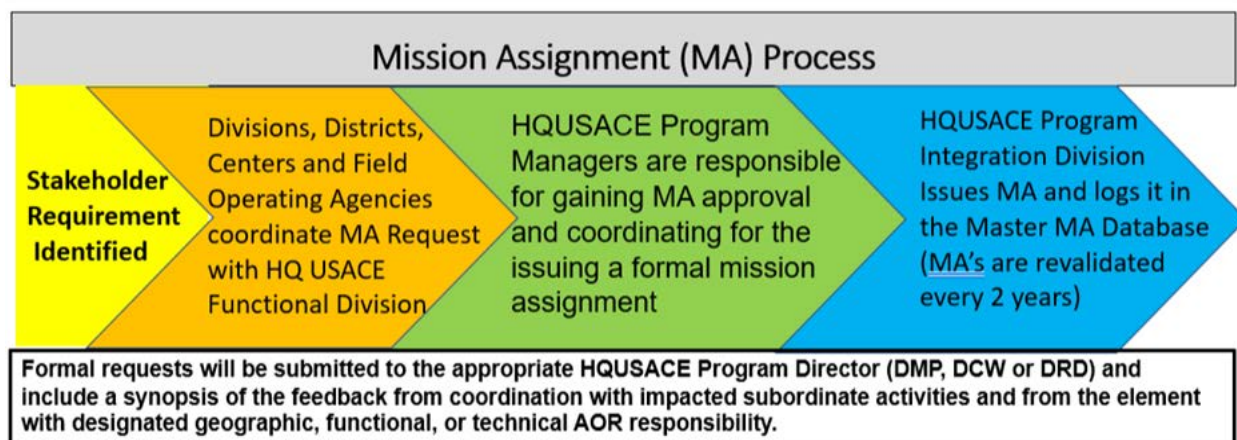
b. Work Responsibilities (Execution) Within A Designated AOR.

(1) USACE Divisions and Districts are responsible for the execution of work within their designated Military Programs and Civil Works geographic boundaries as defined in Permanent Orders (References a and b). Divisions and Districts may accept and execute project-funded work that resides wholly within their geographic boundaries and as provided in ER 1140-1-211. Centers and FOAs may accept and execute project-funded work that is consistent with specified functional and technical AOR designations across the enterprise and as provided in ER 1140-1-211. USACE ER 5-1-11, USACE Business Process, provides additional guidance regarding the work acceptance process.

(2) Acceptance of work demonstrates positive acknowledgement that associated risks have been assessed and adequate resources are, or will be, available to perform the work effectively and efficiently.

c. Work Execution Outside A Designated AOR. Subordinate USACE activities may execute work outside of their respective AOR designations under the express conditions defined below.

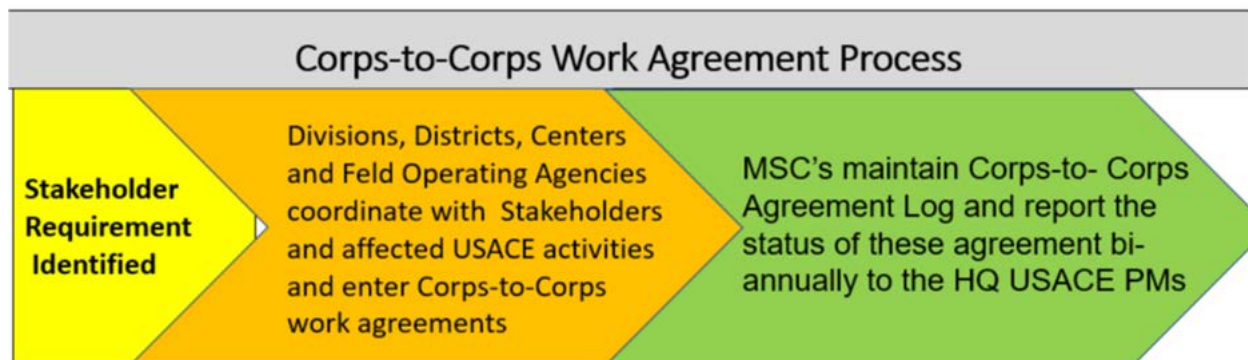
(1) HQUSACE Mission Assignment HQUSACE may issue a Mission Assignment for work to be performed outside of a designated AOR for a specific project, an entire program, or parts thereof. The HQUSACE Functional Division Chief aligned with the proposed work is responsible for formally requesting a Mission Assignment. Formal requests will be submitted to the appropriate HQUSACE Programs Director (Director of Military Programs (DMP), Director of Civil Works (DCW) or the Director of Research & Development (DRD) and include a synopsis of the feedback resulting from coordination with potentially impacted subordinate activities using the AOR Staff Action Summary form. The synopsis should specifically address feedback from the element with designated geographic, functional, or technical AOR responsibility. HQUSACE Program Managers are responsible for working with the appropriate Functional Division Chief to gain approval of all proposed Mission Assignments from the DMP, DCW, or DRD respectively and issuing a formal mission assignment. The formal Mission Assignment will include the terms of the assignment, roles and responsibilities of geographic/functional owners and executing activities, acquisition authority, and duration. The aligned HQUSACE Functional Division Chief is responsible for re-validating Mission Assignments bi-annually with the appropriate Program Director.



(Figure 1)

(2) Corps-to-Corps Work Agreement USACE subordinate activities may enter into mutual agreement, heretofore referred to as a "Corps-to-Corps Work Agreement," allowing work to be accepted and executed by an activity with responsibility outside the geographic, functional, or technical AOR where the work is to be performed. Corps-to-Corps Work Agreements must be executed in a written format and include the following components: a detailed scope of work; well-defined roles and responsibilities for both parties to the agreement; statements that the Corps-to-Corps work will be performed in the most efficient and cost-effective manner by the non-AOR activity to perform the requested work; and a "sunset" provision that causes the assignment to expire. The MSC initiating the work agreement will provide a copy of the approved Corps-to-Corps Work Agreements to the HQ USACE Functional POC within 30 days.

1.) Development and approval of Corps-to-Corps Work Agreements between Districts, Centers, and FOAs will be signed by the subordinate activity Commanders. Agreements executed at the MSC level require approval by the MSC commanders, SES, or their designated representatives. If the terms of a Corps-to-Corps Work Agreement cannot be reached between subordinate activities, the designated HQUSACE Functional Division Chief will be responsible for adjudicating and directing final terms and obtaining the appropriate Program Director's approval. Shared technical work, such as the performance of technical design or specialized submittal reviews, does not require a Corps-to-Corps Work Agreement, but the activity performing the work must keep the geographic commander in the AOR they are working in informed.



(Figure 2)

d. Documentation and Internal Coordination Requirements.

(1) Both Mission Assignments and Corps to Corps Work Agreements are required to explicitly define assigned roles and responsibilities for acquisition and workload execution accountability.

(2) The USACE subordinate activity assigned responsibility through a formal Mission Assignment or Corps to Corps Work Agreements for accepting and executing work, is responsible for working with the designated HQUSACE Program Manager to develop and maintain an Enterprise Program Management Plan (EPMP) no later than forty five days following formal issuance of a Mission Assignment or execution of a Corps to Corps Work Agreement. Consideration should be made when developing the EPMP to allow the subordinate activity with designated geographic, functional, or technical responsibility to perform as much of the work locally as is practical.

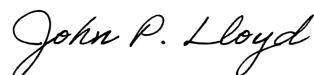
(3) Work execution outside a designated geographic AOR requires the entity performing work to keep the geographic district informed as to the key dates, engagements, and milestones. Additionally, the geographic district must maintain situational awareness of work performed by outside entities in their AOR. Both entities identified in the Corps to Corps Work Agreement must attend all partnering and Project Management Agreement development meetings. Functional MSCs, FOAs, and Centers must coordinate with impacted geographic MSCs/Districts no later than the start of field work for AOR situational awareness and local support to the extent appropriate.

including the USACE Project Delivery Business Process (Ref. e).

7. Maintaining an Enterprise Perspective Relative to Work Execution. As industry leaders consisting of an organization of technical and engineering professionals, USACE continually strives to provide all project stakeholders with the most efficient cost-effective means while operating within established principles and standard, including USACE's work assignment and execution structure. By maintaining an enterprise perspective, USACE can leverage the full extent of its capabilities to best serve stakeholders. USACE leaders at each echelon are expected to evaluate the nature of potential work and determine whether the work can and/or should be executed within the existing authorities defined in this work assignment and execution structure prior to entering an agreement to execute work. If a stakeholder requests work to be performed by a subordinate activity outside of its designated AOR, the requested activity must coordinate with the appropriate activity to assist the stakeholder in meeting its mission requirements within defined authorities.

8. Supplemental Guidance. HQUSACE Program Directors may supplement this policy as needed to provide for additional guidance and direction associated with management, oversight, resource allocation, and establishment of clear lines of accountability for program and project execution. The Programs Directorates are responsible for maintaining an electronic record of all current approved Mission Assignments for 2 years after project completion via USACE SharePoint.

FOR THE COMMANDER:



JOHN P. LLOYD  
COL  
Chief of Staff

#### Appendixes

- a. Permanent Orders No 246-01, Military Programs boundaries
- 24 Oct 03 (Military Programs Boundaries)
- b. Civil Works Boundaries
- c. [OPORD 2020-04 \(USACE Mission Realignment Implementation\)](#)
- d. USACE Project Delivery Business Process
- e. Sample Mission Assignment
- HQUSACE/MSA Staff Action Summary (29-May-18) Version 6
- f. Sample Corps-to-Corps Work Agreement

#### Figures

- 1 Mission Assignments Process
- 2. Corps-to Corps Work Agreement Process
- 3 Military Program Boundaries
- 4 USACE Civil Works Boundaries
- 5 USACE Business Process Sample



Appendix A  
USACE Military Programs Boundaries

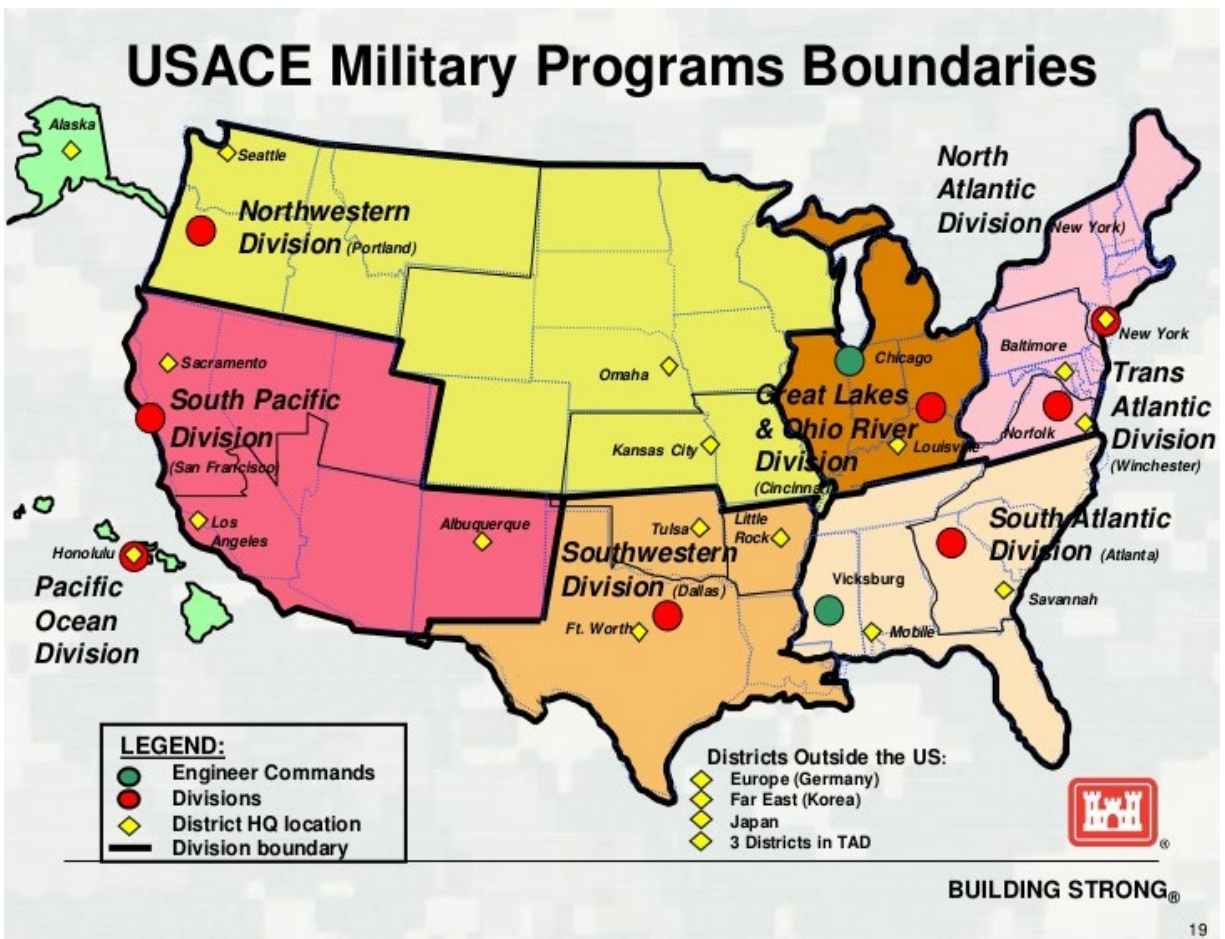


Figure 3

Link to Permanent Order 246-1 <https://cops.usace.army.mil/sites/RM/CERM-P/Shared%20Documents/ER%205-1-13%20Rev>

Appendix B  
USACE Civil Works Boundaries



Figure 4  
[OPORD 2020-04 \(USACE Mission Realignment Implementation\)](#)

## Appendix D

### USACE Business Process

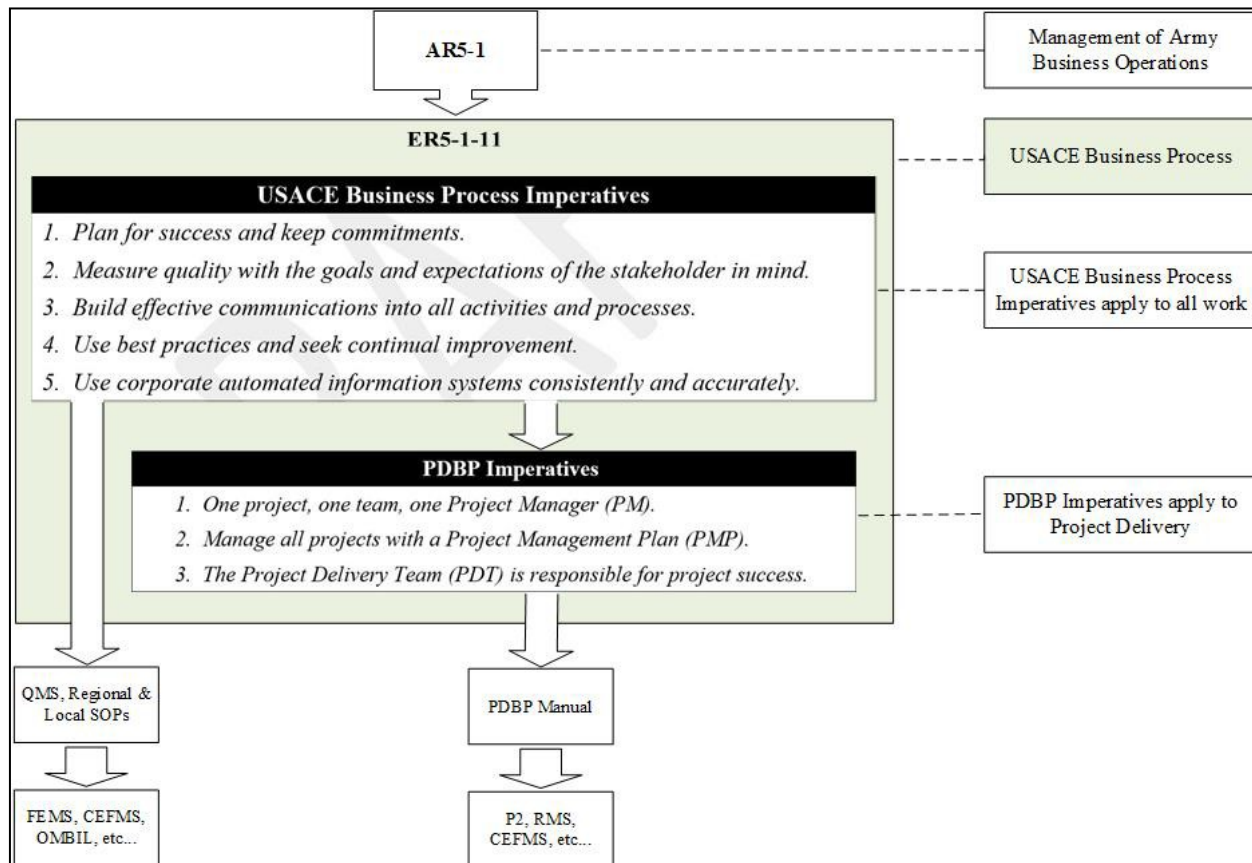


Figure 5

The above is a graphical representation of the organization of ER 5-1-11 as well as its relationship to other doctrine, business processes and Automated Information Systems (AIS)'s.

The USACE Business Process Imperatives are applicable across the organization, just as we apply the Army values within USACE. These universally applicable principles include, for example: planning for success, measuring goals based on stakeholder expectations, emphasizing effective communications, seeking best practices and maintaining accurate corporate data.

The Project Management Delivery Process, PDBP, focuses on the management of projects, while other processes focus on the management of other work. Although both types of work share important characteristics applying the most appropriate processes and tools to different types of work will bring greater efficiencies and effectiveness to each. All USACE work ("project" or "other") requires effective management by the best, and most appropriate, business rules and tools applicable to the requirement. Some of these requirements, and tools,



will vary between such efforts as the Civil Works Regulatory Program and the FUDS program, or between lock operations and CFO compliance. It is, however, key for the success of the Regional Business Centers (RBC) and for USACE efforts across division boundaries that individual functional processes should remain consistent across all USACE commands. Furthermore, an important element for all business management processes and tools is the capability to capture resources required to perform all work. All USACE efforts will be captured in P2; however, the level of detail will be dependent upon the specific program and category of work.

<b>STAFF ACTION SUMMARY (HQUSACE/MSC)</b>		Control#:		Date:	
				Suspense:	
Subject:					
<b>PART 1: MISSION ASSIGNMENT REQUEST</b>					
Office Symbol:		Action Officer:		Telephone#:	
				E-Mail:	
1. Request is for (use separate sheet if necessary):					
Separate Sheet Attached (yes/no):					
2. Locations of Request (Projects or Program):					
Separate Sheet Attached (yes/no):					
3. Estimated Value (\$000):				4. Estimated Duration (years):	
5. Authority under which work will be performed:				6. Appropriation:	
7. Proponent/Stakeholder (funds provider):					
8. Agreements in Place or Required:					
9. Acquisition Planning:					
10. Nature of Request:					
		Yes	No		
a. Does the Geographic District Have a Role in the effort.		<input type="checkbox"/>	<input type="checkbox"/>	d. Other: _____	
b. Project or Single Undertaking with duration <5 years		<input type="checkbox"/>	<input type="checkbox"/>		
c. Program of broad geographic scope		<input type="checkbox"/>	<input type="checkbox"/>	e. Approval Level:	
				HQ	MSC
				<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>
11. Proposed USACE Responsibilities by Organization:					
<b>Role</b>		<b>Assigned Organization</b>		<b>Proposed Organization</b>	
Program Management					
Project Management					
Design/Design Review					
Contracting/KO Function					
Alternate Contracting Officer (ACO)					
Contracting Officer's Representative					
Construction Quality Assurance					
Safety Officer					
Accounting/Financial					
P2 Reporting					
Other (Describe)					
12. MSC Approval					
<b>Organization (MSC/District)</b>		<b>Concur</b>		<b>Non Concur</b>	
District Counsel (OCONUS Only)					
MSC Counsel (OCONUS Only)					
District Approval:					
MSC Recommendation:					
MSC Approval:					

<b>STAFF ACTION SUMMARY (HQUSACE/MSC)</b>	Control#:	Date:	
		Suspense:	
Subject:			
<b>PART 2: MSC STAFFING</b>			
<b>13. MSC Coordination</b>			
Organization (MSCs/Centers)	REQ	Concur	Non Concur
HNC			
LRD			
NAD			
NWD			
POD			
SAD			
SPD			
SWD			
TAD			
<b>PART 3: HQUSACE STAFFING</b>			
<b>14. Nature of Work:</b>			
<b>15. HQ Coordination</b>			
Organization (Headquarters)	Concur	Non Concur	
HQ Counsel (OCONUS Only)			
Programs Integration Division			
Installation Readines Division			
Environmental Division			
Interagency & International Division			
Real Estate Division			
Engineering. & Construction Div.			
Organization (Headquarters Approval)	Approved	Disapproved	
Director of Military Programs			

<b>STAFF ACTION SUMMARY (HQUSACE/MSC)</b>	Control#:	Date:
		Suspense:

Subject:

**PART 1: MISSION ASSIGNMENT REQUEST**

1. Request is for (use separate sheet if necessary): **\*\*Continued\*\***

## STAFF ACTION SUMMARY (HQUSACE/MSC)

### General Instruction:

The staff action summary will be completed and used to document the collaboration and concurrence requirements per the Adherence to Mission Assignments and Alignment of Acquisitions with Missions – Directorate Policy Memorandum. Can be used to request a Mission Assignment or to work in the Geographic District's Area of Responsibility.

The intent is to facilitate timely decisions regarding execution responsibility, with formal Memoranda of Agreements or other required documentation to be completed within 90 days of the initial determination of responsibility. HQUSACE functional proponents will respond to requests provided using the staff action summary within two (2) weeks of receipt.

Block 5. Location(s) Project or Program: If work is on Navy, Marine, Air Force, Joint Base, or other installation where USACE is not the designated DoD Construction Agent, coordination with DoD Construction Agent and approval of the Director of Military Programs is required.

OCONUS work proposed to be performed (project or program) by other than the assigned geographic district requires a plan for compliance with host nation and international agreements/requirements; and concurrence of the responsible geographic MSC and district.

Block 11. Agreements in Place or Required: Reference existing Memorandum of Agreement, Interagency Agreement, Enterprise Program Management Plan, or other documentation under which the project or program will be undertaken, if applicable. If there is not an existing agreement, but execution will require establishment of an agreement, describe the type of agreement and proposed signatories.

Block 12. Acquisition Planning: Discuss any new contracts that may be required to execute the project or program, as well as whether Command Services Executive Review/approval will be required.

Block 13. Provide proposed recommendation that needs coordination and approval. Need responsible Geographic MSC and District Counsel for OCONUS work to be performed by other than assigned geographic district.



1. Request is for (use separate sheet if necessary): **\*\*Continued\*\***

## **STAFF ACTION SUMMARY (HQUSACE/MSC)**

### **General Instruction:**

The staff action summary will be completed and used to document the collaboration and concurrence requirements per the Adherence to Mission Assignments and Alignment of Acquisitions with Missions – Directorate Policy Memorandum.

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OCONUS work proposed to be performed (project or program) by other than the assigned geographic district requires a plan for compliance with host nation and international agreements/requirements; and concurrence of the responsible geographic MSC and district.

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Block 13. Provide proposed recommendation that needs coordination and approval. Need responsible Geographic MSC and District Counsel for OCONUS work to be performed by other than assigned geographic district.

Appendix G  
Sample Corps-to-Corps Work Agreement



**DEPARTMENT OF THE ARMY  
CORPS OF ENGINEERS,  
BALTIMORE DISTRICT 2  
HOPKINS PLAZA,  
BALTIMORE, MD 21201  
XX MAY2021**

**CORPS-TO-CORPS WORK  
AGREEMENT BETWEEN  
U.S. ARMY CORPS OF ENGINEERS, BALTIMORE DISTRICT  
AND  
U.S. ARMY CORPS OF ENGINEERS, OMAHA DISTRICT**

**SUBJECT: Corps to Corps Work Agreement between USACE Baltimore District and Omaha District for Execution of NRO Recapitalization Program at Aerospace Data Facility Colorado, ADFC, Buckley, AFB, CO**

1. The Aerospace Data Facility-Colorado is a 24-hour, 7 day a week, non-interruptible multi-mission National Reconnaissance Office (NRO) ground station responsible for supporting worldwide defense operations and multi-agency collection, analysis, reporting, and dissemination of intelligence information. It provides data to defense, intelligence, and civil agencies supporting the U.S. Government and its Allies.
2. USACE has established a collaborative team consisting of elements from NAB and NWO to execute the NRO ADFC Recapitalization Program. This program will revitalize the electrical infrastructure at ADFC over the course of five years at an estimated cost of approximately \$400M. NAB will provide Program and Project Management with all aspects of acquisition, associated engineering, planning, and design. NWO will provide all aspects of construction contract administration including ACO and COR.
3. A Project Delivery Team (PDT) will be established for all projects. Members will minimally include the following positions: NRO PM, NAB and NWO Project Managers (PM), NAB EE-SME PM Support, NAB Design Manager (OM), Resource Management (RM) Budget Analyst, NRO Finance POC, and the NRO Security POC, NWO Construction Staff to include Area Engineer, Resident Engineer, and Quality Assurance Representative(s). The final configuration of the PDT on specific projects will be dictated by the collaboratively drafted SOW and the most current approved Program Management Plan.
4. The corps to Corps work will be performed in the most efficient and cost-effective manner by the non-AOR activity performing the requested work

5. This collaboration agreement is in effect for a period of five years for the date of final signatures. The point of contact for this memorandum is Joe John [John.Doe@usace.army.mil](mailto:John.Doe@usace.army.mil)

Mr. XXXXX  
Deputy District Engineer, Baltimore District  
District

14 May xxxx

(Date)

Mr. XXXXXXXX  
Deputy District Engineer, Omaha

14 MAY xxxx

(Date)