



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
441 G STREET NW
WASHINGTON, D.C. 20314-1000

SEP 2 2010

CECW-CO-N

MEMORANDUM FOR COMMANDER, SOUTH ATLANTIC DIVISION (CESAD-DE)

SUBJECT: Proposal to Establish an Invasive Species Management Mandatory Center of Expertise in Jacksonville District

1. Reference CESAD-PDS-O memorandum (Enclosure 1), dated 2 May 2010, subject as above, wherein you requested that HQUSACE review and conceptually support the proposal to establish an Invasive Species Mandatory Center of Expertise in Jacksonville District.

2. Over the past several months, HQUSACE-level briefings on the proposed Center have been made to the Director of Civil Works, business line managers, Engineering and Construction, Operations and Regulatory, Programs and Project Management, Planning and Policy, and Office of Counsel. The overall reaction to these briefings was positive and HQUSACE conceptually supports the subject proposal for the subject center.

3. However, when developing the Approval Request Report, request you review and address the following comments:


a. It is important to determine the appropriate type of Center to be established. Though you have proposed a Mandatory Center of Expertise (MCX), HQUSACE comments relative to the intent and focus of the proposed Center indicated it would be more prudent to establish a Technical Center of Expertise (TCX) rather than a MCX. Please provide the rationale for establishing an MCX versus a TCX.

b. In addition to information required by ER 1110-1-8158, Corps-wide Center of Expertise Program, please also address the following by incorporating into the Approval Request Report: prioritization and justification of the proposed goals, objectives, and focus of the proposed Center; documentation demonstrating that the benefits of the Center exceed the costs; information concerning the projected annual cost of the Center; and how it will be funded.

4. Be advised that ER 110-1-8158 is being updated. The most current draft is provided for your reference (Enclosure 2). Questions should be directed to Mr. Tim Toplisek, CECW-CO-N, at (202) 761-4259.

FOR THE COMMANDER

2 Encls


MICHAEL G. ENSCH
Chief, Operations
Directorate of Civil Works



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
SOUTH ATLANTIC DIVISION, CORPS OF ENGINEERS
ROOM 9M15, 60 FORSYTH ST., S.W.
ATLANTA GA 30303-8801

CESAD-PDS-O

4 11 10 6 0

MEMORANDUM FOR Commander, HQ USACE (Mike Ensich/CECW-CON)

SUBJECT: Proposal to Establish an Invasive Species Management Mandatory Center of Expertise in Jacksonville District

1. Reference memorandum, SAJ-OD, 30 April 2010, subject: Proposal to Establish an Invasive Species Management Mandatory Center of Expertise, encl.
2. Invasive species, both terrestrial and aquatic, have been a growing challenge at many of our lakes and waterways across the nation, and impact all Corps' missions. While we have been vigilant and proactive in addressing this challenge, additional action is needed. The establishment of an Invasive Species Management Mandatory Center of Expertise (ISM-MCX) will allow a national approach that will support Objectives 2a and 2b of Goal 2, "Engineering Sustainable Water Resources," of the USACE Campaign Plan.
3. Jacksonville has been exploring this idea over the last few months in discussions with ERDC, other districts/MSCs, and HQ staff. Their proposed concept is to physically host an ISM-MCX in Jacksonville District, with virtual membership and experts from across USACE. Jacksonville District is a logical geographic host for this MCX for several reasons. Jacksonville currently serves as the USACE nationally designated "Aquatic Plant Control Operational Support Center" and has an established relationship with many districts across the nation as well as HQ USACE. In addition, Jacksonville has established an "Invasive Species Management Branch" led by Dr. Bill Zattau who served as the first co-chair of the national USACE Invasive Species Leadership Team.
4. We are seeking your review and conceptual support of Jacksonville's proposal prior to developing and forwarding an Approval Request Report in accordance with ER 1110-1-8158, Appendix A, Corps-Wide Centers of Expertise Program.
5. My point of contact for information regarding the subject is Mr. Jim Jeffords, Chief, Operations Division, Jacksonville District, who may be contacted at (904) 232-1123.

Encl *STRONGLY ENDORSE*
SAJ AS A MCX FOR
INVASIVES - WE MUST
CENTERS OF EXPERTISE, THIS IS AN
EXCELLENT EMERGING
CAPABILITY FOR A
GROWING THREAT.

Todd T. Semonite
 TODD T. SEMONITE
 Major General, USA
 Commanding

ENCLOSURE - 1



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
JACKSONVILLE DISTRICT CORPS OF ENGINEERS
P. O. BOX 4970
JACKSONVILLE, FLORIDA 32232-0019

30 APR 2010

CESAJ-OD

MEMORANDUM FOR Commander, South Atlantic Division (CESAD-PDS-O)

SUBJECT: Proposal to Establish an Invasive Species Management Mandatory Center of Expertise

1. This memorandum proposes the establishment of an Invasive Species Management Mandatory Center of Expertise (ISM-MCX) and a physical location at the Jacksonville District. The majority of activities will occur 'virtually' between the ISM-MCX membership and subject matter experts. Proposed responsibilities of the ISM-MCX include providing assistance in the planning and operational phases of invasive species management programs, civil works, and ecosystem restoration projects. The ISM-MCX will also provide training and workshops. These services may be reimbursable or centrally funded.
2. The need for the ISM-MCX exists within the Corps. Invasive plant and animal species are an increasing problem across the nation and impact all Corps missions. HQUSACE estimates that \$120M in USACE funds are spent each year as a result of invasive species problems and this cost is growing at a rate of \$7-8M each year.
3. The extent of these challenges was addressed with the establishment of the Invasive Species Leadership Team (ISLT) in 2005 to assist HQUSACE in the development of national policy and program management. The invasive species policy memorandum was signed by MG Temple in June 2009. Goals and objectives include increased partnering; prevention, early detection and rapid response capabilities; monitoring of Corps projects; budget initiatives; restoration goals; research and development programs; and education and public awareness. Formation of the ISM-MCX will ensure consistent implementation advance achievement of these objectives and goals. In addition, it will expedite the Corps moving from "Good to Great" and supporting objectives 2a and 2b of Goal 2 "Engineering Sustainable Water Resources" of the USACE Campaign Plan.
4. The proposed ISM-MCX will consist of four components: (a) a physical location at a host district; (b) the membership of the Invasive Species Leadership Team and allied subject matter experts; (c) participation by HQUSACE proponents; and (d) participation by ERDC technical representatives.
 - a) A physical location is required to host the MCX and serve as a destination site for requests, inquiries, and consultations; provide financial and budgetary services; track collaborative efforts; assemble and maintain up-to-date lists of contributors and subject matter experts (SMEs); and maintain education and outreach materials. The Jacksonville District offers to serve as the host as explained in paragraph 5 below.

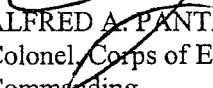
CESAJ-OD

SUBJECT: Proposal to Establish an Invasive Species Management Mandatory Center of Expertise

- b) The ISLT membership consists of one representative from each Division office and a representative from one of the District offices within each Division. Each member has been nominated by their Division in recognition of their high level of expertise and experience with existing and emerging problems with invasive plant and animal species. The SMEs not serving on the ISLT will be requested to serve as ad hoc members of the ISM-MCX.
- c) The Invasive Species Senior Policy Advisor at HQUSACE will serve as the ISM-MCX champion. Proponents from HQUSACE will also include representatives from the applicable Communities of Practice.
- d) U.S. Army Engineer Research and Development Center Civil Works Environmental Engineering and Sciences Laboratory representatives will serve as the technical proponents for the research community.

5. Jacksonville District offers to house the ISM-MCX as it can be established quickly and effectively if aligned with the Invasive Species Management (ISM) Branch and Aquatic Plant Control Operation Support Center (APCOSC). In 1980, HQUSACE established the APCOSC to serve as a national center of expertise charged with supporting all Corps districts in addressing invasive aquatic vegetation issues. The ISM Branch has kept up with all the emerging invasive species issues and is providing expertise for several ongoing invasive species initiatives including the Comprehensive Everglades Restoration Plan in Jacksonville District; the Great Lakes and Mississippi River Interbasin Feasibility Study and the Asian Carp Dispersal Barrier Efficacy Study in Chicago District; the Lake Chautauqua Feasibility for Pittsburg District; and assessing and making recommendations regarding invasive plant problems for Buffalo District.

6. If approved, an ISM-MTX PDT will be established to address resource requirements needed to establish and sustain the MCX. Point of contact is Mr. Jim W. Jeffords, Chief, Operations Division, Jacksonville District, 904-232-1123.


ALFRED A. PANTANO, JR.
Colonel, Corps of Engineers
Commanding

44126114

Sir,
Jacksonville District has the largest and most comprehensive Invasive Species program in the Corps. Clearly our team of experts are amongst the best in the Nation. They possess enormous energy, innovation, and initiative. This effort is NOT a Jacksonville effort. The TEAM wants to do this for the good of the Corps and the Nation.
Very Respectfully, AAP

<p>CECW-CE</p> <p>Engineer Regulation 1110-1-8158</p>	<p>Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000</p>	<p>ER 1110-1-8158</p> <p>14 July 2010</p>
	<p>Engineering and Design</p> <p>CORPS-WIDE CENTERS OF EXPERTISE PROGRAM</p>	
	<p>Distribution Restriction Statement Approved for public release; distribution is unlimited.</p>	

ENCLOSURE-2

CECW-CE

Regulation
No. 1110-1-8158

14 July 2010

Engineering and Design
CORPS-WIDE CENTERS OF EXPERTISE PROGRAM

1. Purpose. This regulation defines the policy and process for establishing and maintaining expert designations under the Corps-Wide Centers of Expertise (CX) Program. The program provides an inventory of specialized knowledge and skills within the U.S. Army Corps of Engineers (USACE) that can furnish beneficial and expert assistance to all Corps elements. This regulation also prescribes policy and guidance concerning CX use by USACE major subordinate commands (MSC), districts, laboratories, and field operating activities (FOA). This revision changes the designation for the Centers of Standardization (COS) from DX to MCX based on their unique expert services mandated under current military business process; makes the designation DX obsolete in favor of the designation TCX, technical center of expertise and clarifies the approval process of a MCX, mandatory center of expertise. The current listing of approved Centers of Expertise including their approved roles and responsibilities is available on the USACE Technical Excellence Network (TEN) at <https://ten.usace.army.mil>

2. Applicability. This regulation applies to all USACE Commands.

3. References.

- a. ER 5-1-9, *Assignment and Transfer of Project Responsibilities.*
 - b. ER 5-1-10, *Corps-Wide Areas of Work Responsibility.*
 - c. ER 5-1-11, *Corps of Engineers Business Process*
 - d. ER 70-1-5, *Corps of Engineers Research and Development Program.*
 - e. ER 1110-1-12, *Quality Management.*
 - f. ER 1110-2-1150, *Engineering and Design for Civil Works Projects.*
 - g. ER 1110-345-100, *Design Policy for Military Construction.*
 - h. ER 1140-1-211, *Support for Others: Reimbursable Work.*
 - i. ER 1140-3-1, *Support to Defense Departments and Agencies.*
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This ER supersedes ER 1110-2-8158, 16 January 1998

4. Distribution. Approved for public release, distribution is unlimited.

5. Definitions. This regulation establishes a two-tiered CX program: mandatory and voluntary. The mandatory portion is designated "Mandatory Centers of Expertise," and the voluntary portion is named "Technical Center of Expertise." Organizations with these designations are considered the "lead activities" in their own specialized area.

a. Centers of Expertise (CX). CX are designated USACE organizations, (District, Lab or Center) that have demonstrated capability and expertise in a specialized area. They improve capabilities and management, eliminate redundancy, and optimize the use of specialized expertise and resources. They also enhance Corps-wide consistency, facilitate technology transfer, help maintain institutional knowledge in key areas, and improve service to customers including rapid response to emergencies.

(1) Mandatory Centers of Expertise (MCX). An MCX is a USACE organization that has been approved by HQUSACE as having a unique or exceptional technical capability in a specialized subject area that is critical to other USACE commands. Mandatory services to be rendered by an MCX are identified on TEN. These services may be reimbursable or centrally funded.

(2) Directory of Expertise (DX). Designation no longer used. All centers formally established as a DX or any other center, center of expertise formally establish and currently recognized and not meeting the standard for a MCX are now designated as a Technical Center of Expertise, TCX.

(3) Technical Centers of Expertise (TCX). A TCX is a USACE organization that has been approved by HQUSACE as having a unique or exceptional technical capability in a specialized subject area that is beneficial to other USACE commands. The services to be rendered by a TCX are voluntary, advisory, and reimbursable. TCX's and services rendered are identified on TEN.

b. HQUSACE Proponent (proponent). Each MCX and TCX category will have a designated HQUSACE proponent. The proponent is a HQUSACE employee, assigned by the directorate responsible for the MCX or TCX category. The proponent is responsible for providing HQ oversight, monitoring and overall coordination of the MCX or TCX category.

6. Policy. The successful accomplishment of USACE activities requires a thorough working knowledge of many specialties, including planning, engineering, design, construction, and operations, many of which involve emerging or rapidly changing technologies. Maintaining state-of-the-art capabilities in critical technologies is basic to the successful execution of the USACE mission, including readiness. Therefore, a process has

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been established within this regulation to confer expert status upon designated organizations in certain critical technology and mission areas to encourage technology transfer. The CX program is a valuable technical asset, and Corps elements are strongly encouraged to make use of TCX organizations, and are required to use the services of MCX as defined on TEN.

7. Responsibilities.

a. HQUSACE - Program. Chief, Engineering and Construction (E&C) is assigned the overall responsibility for program policy, oversight and review of the CX program. The Chief E&C will assign CX Program Manager responsibilities to a HQUSACE employee, as a peripheral duty. The CX Program Manager is responsible for coordinating all approval request reports, including keeping information current, and maintenance of official record copies. Overall technical monitoring of individual MCX or TCX categories is assigned to a proponent.

b. Proponent.

(1) Operating and Reporting. The proponent is responsible for establishing operating and reporting procedures with the cooperation of the assigned MCX or TCX. These procedures may be in the form of a program management plan, a memorandum of agreement, or an authorizing letter. Approved documents will be posted on TEN, and will (as a minimum):

- (a) Detail the responsibilities of the MCX or TCX category.
- (b) Identify services that are to be provided through central funding, if any.
- (c) Establish procedures and criteria to streamline acceptance and accomplishment of reimbursable work in accordance with ER 5-1-9 and ER 5-1-10.
- (d) Establish procedures for periodically reporting the program activities of the CX.
- (e) Establish enforceable customer service criteria.
- (f) Detail the management responsibilities of the organization that houses the CX staff.

(2) Internet Updating. The proponent for each MCX or TCX is responsible for maintaining and providing to the CX Program Manager approved information on current centers and their roles and responsibilities, in electronic format, so TEN can be

periodically updated. Pursuant to this regulation, TEN is the primary source of current approved detailed information on the CX program.

(3) MCX Approval and Recertification. The proponent is responsible for presenting the MCX for approval to 1) the Directors of Civil Works and Military Programs and other director or chief if appropriate as described in paragraph 7.d below for initial endorsement; 2) the National Management Board for recommended approval; and 3) to the Commander USACE for approval. The approval and recertification process Approval Request Report format are in Appendix A.

(4) TCX Approval and Recertification. The proponent for a TCX category is responsible for identifying the organization and managing the TCX certification process. The process is outlined in Appendix B. Approval will be made by the HQUSACE division chief responsible for the function. Prior to approval the division chief will ensure funding is available for any centralized activities or services the center would be required to perform on a recurring basis. If the responsible office or directorate does not have a division chief; then the office chief when delegated by the directorate director, will have approval authority. Recertification of TCX designations will be accomplished every five years. The proponent will ensure that the expertise is still retained by the TCX organization and other MSC and district commands are regularly using the center's expertise and services. The proponent will then prepare a recertification memorandum for the record, for signature by the responsible HQUSACE division chief.

c. MSC and District Commands.

(1) Assigned Commands. The MSC, district command, command center or laboratory to which centers of expertise are assigned has the responsibility to establish, maintain and support those centers. Support will include the provision of sufficient training opportunities and funding to enable assigned personnel to maintain state-of-the-art proficiency in their assigned mission area. Specific responsibilities of MCX and TCX designees will be as defined below:

(a) Mandatory Centers of Expertise. Maintain state-of-the-art technical expertise in the assigned specialty. Provide technical assistance and specific services to HQUSACE, all other USACE commands, and other organizations per the mission and function statements posted on the homepage. Maintain minimum customer service quality standards established in operating procedures.

(b) Technical Centers of Expertise. Maintain state-of-the-art technical competence and awareness in the assigned specialty. Provide advisory assistance or specific design services in the assigned specialty to HQUSACE, USACE commands and other

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organizations upon request. Maintain minimum customer service quality standards established in operating procedures.

(2) Using Commands. All MSC and district commands will coordinate with and use the expertise and services of the centers as presented on TEN to satisfactorily accomplish their mission. They will use the expertise and advisory service of centers as they would any other consulting service and will monitor and review those services in accordance with the provisions of ER 1110-2-1150, ER 5-1-11 and ER 1110-345-100. Using commands will provide adequate funding for CX services. Each district will maintain familiarity with the MCX categories as listed on TEN. MCX functions and services that are listed as mandatory on TEN will be used by all USACE elements. Any USACE command involved with the disciplines or business processes having an MCX must contact the appropriate MCX to determine which services of the MCX are mandated for use. Involvement by the MCX must be initiated as early as possible in the planning and design process. To allow MCXs to manage their workload effectively, all USACE commands involved in a project with an assigned MCX will keep the appropriate MCX advised of all applicable project developments. Service-related problems should immediately be brought to the attention of the proponent.

d. Directors of Civil Works and Military Programs. The Director of Civil Works (DCW) and Director of Military Programs (DMP) will jointly review request to establish a MCX and if favorably endorsed forward that decision to the National Management Board (NMB) for further consideration. Proposals to the DCW and DMP for MCX will be in a written report, whose format and requirements are provided in Appendix A. If a proposed MCX is located outside of the Civil Works and Military Programs Directorates, the Director of the Directorate or Office Chief responsible for the MCX function will share the MCX review and approval responsibility.

e. USACE National Management Board. The NMB shall evaluate a request and make a recommendation to the Commander, USACE. Once the Commander USACE has made a decision, the NMB shall notify all USACE activities. The NMB shall maintain a list of all approved requests. This allows the NMB to monitor Corps-wide work assignments, consistent with ER 5-1-10.

f. Commander, USACE. The Commander USACE will make the final decision on MCX requests.

8. Procedures.

a. Task Initiation. USACE commands may request the services of a CX by letter, memorandum of agreement, or any other authorizing document. This document will

outline the required scope of service, funding for reimbursable services, and required scheduling constraints.

b. Administration. Administrative requirements, including transfer of funds, are the same as those usually performed for any reimbursable service.

c. Services. The services provided by a center will be included in, and become a part of, the appropriate project documents, and will be subject to the same review and approval actions as any other product furnished by a USACE command.

d. Work for Others. Procedures for performing services for other agencies of the Federal Government, state and local governments, and private firms are outlined in ER 70-1-5 for research and development laboratories and ER 1140-1-211 and ER 1140-3-1 for all other USACE commands.

9. Exceptions. The use of MCXs is mandatory. Exceptions to their mandatory use may exist. Specific exceptions, if any, can be found on TEN. Other exceptions must be fully justified, and submitted to the HQUSACE proponent for approval. TCX use is always voluntary.

10. Enforcement of MCX Use. MSCs will monitor the usage of MCX in the design activities of their districts, and are responsible for ensuring their appropriate use in accordance with ER 1110-1-12. Districts will include statements in their project documentation, signed by the Chief of the Engineering function, certifying that MCXs have been appropriately utilized in the planning, design, and execution of the project; will fully document any approved exceptions to MCX use; and will certify that use of TCX assets has been appropriately considered.

11. Right of First Refusal. TCX organizations maintain a need to execute their own missions; therefore, TCX organizations maintain the right of first refusal for work that districts elect to send to them. TCXs may refuse additional work only when there is adequate justification; however, they are encouraged to refuse work sparingly. Concerns regarding non-acceptance of work should be referred to the proponent for resolution. MCXs may not refuse work in their assigned specialty without approval of the proponent.

12. Program Maintenance. Once established by HQUSACE, an assigned CX will be maintained by the MSC, district command, command center or laboratory to which it is assigned. As Corps responsibilities and missions change, the missions and functions of established centers may be altered, established centers abandoned, or new centers established. Changes to mission and function statements must be approved by the DCW and DMP (and other director, if appropriate) for MCX, or HQUSACE division chief (or equivalent) for TCX. Approved changes will then be posted to TEN.

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13. Recommendations for Program Improvement. Comments and recommendations concerning this regulation or the CX portion of the homepage are welcome. They may be submitted by memorandum to HQUSACE (CECW-CE), Washington, D.C. 20314-1000.

FOR THE COMMANDER:

2 Appendices

APP A - Mandatory Centers of

Expertise (MCX)

Approval Process

APP B – Technical Centers of Expertise

(TCX) Certification Process.

STEPHEN L. HILL

Colonel, Corps of Engineers

Chief of Staff

APPENDIX A

Mandatory Centers of Expertise Approval Process

1. Purpose. This appendix outlines the process for approval and recertification of Mandatory Centers of Expertise (MCX) by the Chief of Engineers, through the Director of Civil Works (DCW), Director of Military Programs (DMP), other director or office chief if applicable and the National Management Board. Use of this approval process for each MCX ensures that the MCX is in the corporate best interests of the USACE, and that its continuation is critical to support important USACE missions.

2. Process.

a. Establishment of New MCX. A new MCX may be proposed at any time at the request of the responsible HQUSACE division chief (or equivalent position). A HOUACE proponent will be designated, and he will prepare and submit an Approval Request Report utilizing the process described herein.

b. Approval Request Report. The proponent will prepare a report in the format established in paragraph 3 below. The proponent will solicit qualification statements from each District, Center or Lab wishing to be considered as the MCX. The Division Chief (or equivalent position) will evaluate the qualification statements against the criteria in paragraph 3b and 3e and designate one organization as the proposed MCX. Qualification statements received will be made an attachment to the report.

c. Coordination. The proponent will coordinate the Approval Request Report with appropriate elements (e.g., CECW-CE, CEMP, CERD for engineering disciplines) including CERM, to ensure there is no overlap with capabilities or responsibilities of existing elements, including MCX, TCX categories, or laboratories.

d. Report Submitted. The responsible HQUSACE division chief working through the CX Program Manager (or equivalent position) will submit the approval request report, with copy furnished to the HQUSACE Resource Management Directorate.

e. Endorsement. The CX Program Manager shall coordinate the submission of the report to DCW and DMP for endorsement and submittal to NMB.

f. MCX Approval. The Commander, USACE will make the decision on approval/disapproval of the MCX, as well as exceptions to mandatory use, and definition of roles and responsibilities.

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g. Internet Recordkeeping. Current approved detailed listings of MCX, roles and responsibilities, and exceptions will be maintained on the USACE Technical Excellence Network (TEN). This data will be available in a user-friendly format that can be easily accessed. The MCX proponent is responsible for providing the designated CX Program Manager with approved information in an electronic format for posting on TEN. An MCX may provide links to their own organizational homepage to provide additional details on the MCX such as works and services that have been completed for the customers.

h. Recertification. Existing MCXs will complete their recertification process as described herein, within six months of publication of this revision. Thereafter, an MCX will be recertified every five years. COS providing unique mandatory services under the military business process have been re-designated as a MCX and will complete their certification process within six months of publication of this regulation.

i. Eliminated MCX. MCX disapproved for continuation, or not initially approved, will immediately be considered for certification as a Technical Center of Expertise (TCX). A transition plan will be jointly developed by HQUSACE and the CX to minimize the impacts of the elimination on the MCX organization.

3. Approval Request Report Format. Content and Evaluative Criteria for new and recertification of Centers.

a. Document Need. Identify need, and verify that MCX is the appropriate designation based on the following criteria:

(1) The function is highly specialized and requires unique or exceptional technical knowledge and experience.

(2) The function requires expertise that is not consolidated anywhere else in the Corps.

(3) Performing the function at a single center will optimize responsiveness, cost-effectiveness, uniformity and quality within the USACE.

(4) The function is a critical mission area for the USACE, and significant adverse corporate and individual project impacts could result from its absence of an MCX.

(5) There is Department of Defense (DOD), Army, or USACE Policy or Regulation (ER) that mandates the central services.

(6) Only one MCX will be designated for a given function.

b. Organizational Selection Criteria. MCX will be proposed based on the following criteria:

(1) Recognize how the function is presently being accomplished.

(2) Evaluate the organizational structure, staffing, and other personnel resources that will optimize performance of the function.

(3) Evaluate the technical abilities, specialized skills, experience, expertise, and equipment that will optimize performance of the function.

(4) Recognize which existing Corps organizations closely match the organizational structure and specialized skills that will optimize performance of the function.

(5) Recognize which existing Corps organizations have performed similar functions in a responsive, cost-effective manner.

(6) Identify which commands are willing to actively support and maintain the organization, skills, and other resources needed to perform the function in a responsive, cost-effective manner.

c. Center Description. Describe the organization and function of the proposed MCX.

d. Basis for Function. Evaluate the basis for the function using the following criteria:

(1) The function is in alignment with USACE Vision, and the current Campaign Plan.

(2) A USACE mission or recurring need is being met by performing the function.

(3) A USACE directive, regulation, or other key driver requires the function be performed.

(4) The function is highly specialized or unique.

(5) The function requires specialized skills and expertise to accomplish.

(6) The Corps-wide workload for performing the function is significant.

(7) The regional workload is insufficient to perform the function in several commands.

(8) The expertise to perform the function is fragmented and scattered throughout the Corps.

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(9) Consolidation optimizes the utilization of USACE talent and resources.

(10) Consolidation optimizes USACE responsiveness, cost-effectiveness, uniformity and quality in performing the function.

(11) The function is not readily available from the private sector and/or there is a poor track record in executing contracts for this function.

(12) Changes within the Corps have affected the capability to perform the function at most district commands.

e. Qualifications. Evaluate the skills, resources, and technologies of the proposed MCX using the following criteria:

(1) The center possesses all the unique and specialized skills, technical ability and expertise, experience, equipment, and capacity, required to perform its function in a responsive, cost-effective manner.

(2) The center possesses sufficient fiscal and FTE resources to perform its function in a responsive, cost-effective manner.

(3) The center maximizes use of information-age technology to perform its function.

(4) The center optimizes technology transfer throughout the Corps.

(5) The center has formalized Quality Control/Quality Assurance processes in place (e.g., ISO 9000).

f. Performance. Evaluate the performance of the center using the following criteria (as applicable):

(1) A significant number of requests for service are acted on annually by the center.

(2) A significant number of different users/customers have requested assistance from the center since the last evaluation.

(3) A significant dollar amount of reimbursable work is received annually by the center.

(4) Requests for service are completed on schedule.

(5) Complaints and disputes from user/customers are insignificant. All complaints are resolved.

(6) The center measurably improves cost-effectiveness for the function within the Corps.

(7) The center measurably improves the quality of the function within the Corps.

(8) The center measurably improves responsiveness to the customer and the speed of accomplishing the function within the Corps.

g. Alternatives. Evaluate alternatives for performing the function as an MCX using the following criteria:

(1) The function cannot be eliminated without adversely affecting the USACE mission.

(2) The private sector does not have the required technical ability, experience, and resources to perform the function in a responsive, cost-effective manner; nor could this technology be easily transferred to the private sector.

(3) No other government agency has the required technical ability, experience, and resources to perform the function in a responsive, cost-effective manner.

(4) Less than one Corps district command in each division has the required technical ability, experience, resources, and customers to perform the function in a responsive, cost-effective manner.

(5) No Corps laboratory has the required technical ability, experience, resources, capacity, and customers to perform the function in a responsive, cost-effective manner.

(6) No other Corps center of expertise has the required technical capability, experience, resources, and customers to perform the function in a responsive, cost-effective manner.

(7) No two centers of expertise with a similar mission could be combined to perform this function in a responsive, cost-effective manner.

h. Roles and Responsibilities. Identify specific roles and responsibilities of the MCX. Identify which services are mandatory, and which are optional. Identify the appropriate area of responsibility for the MCX (consistent with ER 5-1-10).

i. Coordination. Document coordination with other appropriate elements to ensure no overlap of responsibilities will occur.

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j. Funding Sources. Identify anticipated funding sources and amounts, including central funding sources.

k. Exceptions to Mandatory Use. Identify specific exceptions to mandatory services, if any are appropriate. Exceptions must be specific, narrowly focused, and fully justified. Evaluate potential impacts of exceptions.

APPENDIX B

Technical Center of Expertise Certification Process

1. Purpose. This appendix outlines the process for establishing and maintaining a Technical Center of Expertise (TCX). The TCX is an organization with certain specialized expertise beneficial to other USACE organizations. The HQUSACE division chief (or equivalent position) responsible for the technical function will approve organizations designated as technical centers of expertise.

2. Process.

a. Establishment of New Technical Centers of Expertise. A new TCX can be created at any time. They must be evaluated by a HQUSACE proponent based on the criteria established herein, and approved by the responsible HQUSACE division chief (or equivalent position).

d. Coordination. Prior to establishing selection criteria, the proponent will coordinate with appropriate HQUSACE elements (e.g., CECW-CE, CEMP, CERD for engineering disciplines), including CERM, to ensure there is no overlap with capabilities or responsibilities of existing elements, including MCX, TCX, or laboratories.

e. Establishment of Selection Criteria. The proponent will determine appropriate selection criteria, depending on the specific TCX function. Suggested guidelines for evaluative criteria are furnished in paragraph 3 below.

f. Solicitation. Once criteria are established, proponents will solicit qualified organizations to ensure all potential qualified Districts Centers or Labs are given a fair opportunity.

g. Nomination. In response to a solicitation of potential organizations must be accompanied by a statement that the organization of the proposed TCX will make the necessary resources available to support the designation, and make the TCX available for use as a corporate resource.

h. Selection Process. The HQUSACE division chief (or equivalent position) will make a selection evaluating proposal received against the criteria as discussed in paragraph 2e above.

i. Approval Memorandum. An approval memorandum will document the selection process. It will be prepared by the proponent, approved by the responsible HQUSACE division chief (or equivalent position), and kept on file in the proponent's office.

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j. Internet Recordkeeping. Current approved information on a TCX will be housed on TEN. This data will be available in a user-friendly database that can be easily accessed and queried. The proponent is responsible for providing the designated CX Program Manager with approved information in an electronic format for posting on TEN. A TCX may provide links to their own organizational homepage to provide additional details on the TCX such as works and services that have been completed for the customers.

k. Recertification. The recertification process as described herein, will be accomplished within six months of publication of this revision for each existing TCX. Thereafter, a TCX will be reevaluated every five years. The proponent will certify that the organization upon whom the TCX designation is based is still available to perform the function and other MSCs and district commands are regularly requesting for the center's expertise and services.

c. Elimination of Unneeded Center. A TCX can be eliminated if it is determined that they are no longer required, or are not being adequately utilized. Elimination must be approved by the responsible HQUSACE division chief.

3. Evaluative Criteria. The following criteria are suggested for consideration by proponents while performing TCX evaluations.

a. Determination of need.

- (1) Does the proposed center align with the Chief of Engineers' Vision, and the current output of the Campaign Teams?
- (2) Is a key mission area (existing or emerging) or recurring need met by the center?
- (3) Does a regulation or directive exist mandating the center?
- (4) Does usage pattern, frequency of use, and current and projected workload confirm utilization and need for a center?
- (5) Is expertise generally available within Corps?
- (6) Can the center be eliminated with minimal impact?
- (7) Is expertise reliably and readily available in the private sector?
- (8) Is there overlap with another category, MCX, or Lab?
- (9) Does the center enhance cost-effective use of resources?
- (10) If need is especially critical, should this be an MCX?

b. Selection criteria. Establish specific criteria for each TCX considering the items listed below.

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(1) The center possesses all the unique and specialized skills, technical ability and expertise, experience, equipment, and capacity, required to perform its function in a responsive, cost-effective manner.

(2) Evaluate the technical abilities, specialized skills, experience, expertise, and equipment that will optimize performance of the function.

(3) The center possesses sufficient fiscal and FTE resources to perform its function in a responsive, cost-effective manner.

(4) The center maximizes use of information-age technology to perform its function.

(5) The center optimizes technology transfer throughout the Corps.