

Advance Questions for Major General Robert B. Flowers

Defense Reforms

More than a decade has passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of those reforms, particularly in your joint assignment.

Do you support full implementation of these defense reforms?

Yes, I support full implementation of these reforms. The objectives of the Goldwater-Nichols legislation are as important today as when the Act passed. They promote the effectiveness of military operations, strengthen civilian control, provide for more efficient and effective use of defense resources, and improve the management and administration of the Department of the Army and Department of Defense.

What is your view of the extent to which these defense reforms have been implemented?

I understand that the Goldwater-Nichols reforms have been implemented fully within the Department of the Army. As the Chief of Engineers, I will continue to support these reforms and be guided by the objectives of this important legislation.

What do you consider to be the most important aspects of these defense reforms?

The Goldwater-Nichols reforms further a number of important objectives. Four that are particularly important are: 1) enhancing the effectiveness of military operations; 2) strengthening civilian control; 3) improving the management and administration of the Department of Defense; and 4) providing for more efficient use of defense resources.

The goals of the Congress in enacting these defense reforms, as reflected in section 3 of the Goldwater-Nichols Department of Defense Reorganization Act, can be summarized as strengthening civilian control; improving military advice; placing clear responsibility on the combatant commanders for the accomplishment of their missions; ensuring the authority of the combatant commanders is commensurate with their responsibility; increasing attention to the formulation of strategy and to contingency planning; providing for more efficient use of defense resources; and enhancing the effectiveness of military operations and improving the management and administration of the Department of Defense.

Do you agree with these goals?

Yes, I fully support the goals of the Goldwaters-Nichols Act. They are as important today as they

were when the legislation was enacted in 1986.

Relationships

Please describe your understanding of the relationship of the Chief of Engineers, United States Army to the following offices:

Secretary of Defense

As head of the Department of Defense, the Secretary of Defense has full authority, direction and control over all its elements. He exercises this power over the Corps of Engineers through the Secretary of the Army, whose responsibility for, and authority to conduct all affairs of the Army is subject to the authority, direction and control of the Secretary of Defense. If confirmed, I will cooperate fully with the Secretary of Defense in fulfilling the administration's national defense priorities and efficiently administering the Corps of Engineers in accordance with the policies established by the Office of the Secretary of Defense.

The Chairman of the Joint Chiefs of Staff

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the armed forces; advises the Secretary of Defense on requirements, programs and budgets identified by the commanders of the unified and specified combatant commands; develops doctrine for the joint employment of the armed forces; reports on assignment of functions (or roles and missions) to the armed forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as may be prescribed by law or by the President or Secretary of Defense. If confirmed, I will cooperate fully with the Chairman in his performance of these responsibilities. I will establish a close and professional relationship with him, and will communicate directly and openly with him.

The Secretary of the Army

As head of the Department of the Army, the Secretary of the Army is responsible for, and has the authority necessary to conduct, all affairs of the Department of the Army. He may assign such of his functions, powers and duties as he considers appropriate to the Under Secretary of the Army, as well as the Assistant Secretaries of the Army, and require officers of the Army to report to these officials on any matter. As the Chief of Engineers, I will support the Secretary in the performance of his important duties. I will strive to establish and maintain a close, professional relationship with the Secretary of the Army, based on full and candid communication with him on all matters assigned to me.

The Under Secretary of the Army

It is the prerogative of the Secretary of the Army to specifically define the relationship between the Under Secretary and the Chief of Engineers. The Under Secretary is the Secretary of the Army's principal civilian assistant and senior advisor on key Army issues. If confirmed, I will work closely with the Under Secretary of the Army as I perform my responsibilities as Chief of Engineers.

The Assistant Secretary of the Army for Civil Works

The Assistant Secretary of the Army for Civil Works (ASA(CW)) is principally responsible for the overall supervision of the Army's civil works functions, including programs for conservation and development of the national water resources, flood control, navigation, and shore protection. The complex issues that arise in this area demand a close, professional relationship between the ASA(CW) and the Chief of Engineers, based on mutual respect, trust, cooperation and full communication. I am committed to establishing and maintaining such a relationship with the ASA(CW), in order to respond effectively to the President's priorities and the policy directives of the Congress.

The other Assistant Secretaries of the Army

The Assistant Secretaries of the Army perform such duties and exercise such powers as the Secretary may prescribe. Each of the Assistant Secretaries of the Army possesses clear duties and responsibilities. The Chief of Engineers cannot properly exercise his authorities without working closely with each Assistant Secretary on Corps of Engineers matters that affect their respective areas of responsibility. I look forward to establishing and maintaining close, professional relationships with these officials.

The General Counsel of the Army

The General Counsel is the chief legal officer of the Army and serves as counsel to the Secretary and other Secretariat officials. If confirmed, I will establish a close and professional relationship with the General Counsel and will actively seek his guidance in order to ensure that Army Corps of Engineers policies and practices are in strict accordance with the law and the highest principles of ethical conduct.

The Chief of Staff of the Army

The Chief of Staff of the Army performs his duties under the authority, direction and control of the Secretary of the Army and is directly responsible to the Secretary. The Chief of Staff also performs the duties prescribed for him by law as a member of the Joint Chiefs of Staff. If confirmed, I will establish and maintain a close, professional relationship with the Chief of Staff. I will communicate with him directly and openly as he performs his prescribed duties.

The Army Staff

The Army Staff assists the Secretary of the Army in carrying out his responsibilities, by furnishing professional advice and operational expertise to the Secretary, the Under Secretary, and the Assistant Secretaries of the Army and to the Chief of Staff of the Army. Under the authority, direction and control of the Secretary of the Army, the Army Staff prepares for and assists in executing any power, duty or function of the Secretary or the Chief of Staff; investigates and reports on the Army's efficiency and preparedness to support military operations; supervises the execution of approved plans; and coordinates the actions of Army organizations, as directed by the Secretary or Chief of Staff. As a member of the Army Staff, the Chief of Engineers must develop close, professional relationships with the Chief of Staff, the Vice Chief of Staff, the Deputy and Assistant Chiefs of Staff, The Surgeon General, The Judge Advocate General, the Chief of Chaplains and the Chief of Army Reserve, in order to ensure that the Army Staff works harmoniously and effectively in assisting the Army Secretariat. I am committed to establishing and maintaining such relationships with the members of the Army Staff.

The Chief Executive of the States, Territories and the District of Columbia

The Corps of Engineers must remain committed to working cooperatively with State and local authorities for the mutual benefit of local citizens and the protection of natural resources. These cooperative efforts must be undertaken in the context of the Corps' authorities and legal responsibilities. These responsibilities often require a balancing of diverse interests. The proper reconciliation of these interests demands open communication among all parties. I am committed to establishing and maintaining a full dialogue with the Chief Executives of the States, Territories, and District of Columbia on all issues that we must cooperatively address.

Describe the chain of command for the Chief of Engineers on:

(a) military matters

The Chief of Staff presides over the Army Staff. The Vice Chief of Staff has such authority and duties with respect to the Army Staff as the Chief of Staff, with the approval of the Secretary of the Army, may prescribe for him. As a member of the Army Staff, the Chief of Engineers reports to the Chief of Staff, through the Vice Chief of Staff, with respect to military matters.

(b) civil works matters

The supervisory duties of the ASA(CW) extend to all civil works functions of the Army, including those relating to the conservation and development of water resources and the support for others program. The Chief of Engineers reports to the ASA(CW) on civil works functions.

(c) operational matters

The Chief of Engineers serves both as a member of the Army Staff and a commander of 11 engineer divisions and one engineer battalion. When employed in support of military contingency operations, these engineer assets fall under the command and control of the Combatant

Commander designated for the particular operation.

(d) any other matters for which the Chief of Engineers may be responsible

The functional responsibilities of the ASA(CW) also include most other matters for which the Chief of Engineers may be responsible, and the Chief of Engineers reports to the ASA(CW) with respect to any such matter. In the areas of installation and real estate management, the Chief of Engineers reports to the Assistant Secretary of the Army (Installations & Environment). Under the direction and control of the Secretary of the Army, the ASA(I&E) has principal responsibility for all DA matters related to installations and the environment.

Who is responsible for providing direction and supervision to the Chief of Engineers in each of the four areas listed above?

In each of these areas, the Chief of Engineers acts under the overall authority, direction and control of the Secretary of the Army. With respect to military matters, the Secretary has assigned to the Chief of Staff the authority to preside over and supervise the Army Staff, including the Chief of Engineers. With respect to civil works functions, the Chief of Engineers reports to the ASA (CW). In operational contexts, command and control of engineer assets is exercised by the Combatant Commanders designated for the particular operation.

In your opinion, are there any areas of responsibility where it would be inappropriate for the Chief of Engineers to provide information to the Assistant Secretary of the Civil Works?

No. Unless the information is protected from disclosure for operational/security reasons or prohibited from disclosure by law, as in the case of certain procurement sensitive information, all information relating to the civil works program should be shared with the ASA (CW). I note that even in these instances, the information may be shared if appropriate steps are taken to protect sensitive or proprietary aspects of the information. The relationship between the ASA(CW) and the Chief of Engineers must be founded upon full, open and candid communication about all civil works matters. If confirmed, I will ensure that the ASA(CW)—and, with respect to installation and real estate management matters, the ASA(I&E)—are timely informed about any issue they specify and all significant matters arising within the Corps of Engineers, in order to ensure effective civilian control over the Corps' operations.

If so, what areas and why?

Again, except in those narrow instances where the disclosure of information is inappropriate for operational/security reasons or prohibited by law, as in the case of procurement sensitive matters, I can think of no area in which information relevant to Corps of Engineers activities should not be provided freely, fully and promptly to the ASA(CW).

Major Challenges

In your view, what are the major challenges confronting the next Chief of Engineers, United States Army?

Historically, the Nation's rich and abundant water, and related land resources provided the foundation for our successful development and rapid achievement of preeminence within the international community. Since the beginning of our Nation, the U.S. Army Corps of Engineers has been a great asset, providing engineering support to the military, developing our nation's water resources, and restoring and protecting our environment. The Corps has improved the quality of our life by making America more prosperous, safe, and secure. The Corps must be flexible and evolve if it is to continue to make important contributions to the Nation and respond to today's problems.

Communities across the country rely on water resources projects to reduce flood damages, compete more efficiently in world trade, provide needed water and power, and protect and restore our rich environmental resources. Our programs provide a sound investment in our Nation's security, economic future, and environmental stability. Our greatest continuing water resources challenge is to find sustainable ways to strengthen our Nation's economy while protecting and restoring our unique water and related land resources for the benefit of future generations.

There are many pressing needs for water resources development in this country. Perhaps the two greatest challenges the Corps faces are the need to maintain our existing infrastructure, and to repair our damaged environment. We also face the need to have a ports and inland waterway system that will enable us to both efficiently transport goods and to do so in an environmentally acceptable manner. We need an efficient water transportation system if we as a Nation are to remain competitive in international trade. Flooding also continues to threaten our communities. We must not only find ways to use our limited resources to maintain the capability to respond to natural disasters when floods and hurricanes occur, but to also be more creative and work more with nature to prevent or reduce flood damages. Flood damages are a growing drain on our economy, and we must find ways to reduce them. There also is a need to help many communities, particularly poorer communities, find adequate sources of potable water and ways to manage wastewater disposal necessary for economic growth, prosperity, and the quality of life that people deserve.

If confirmed, what plans do you have for addressing these challenges?

We must all work together to define an appropriate Federal role in addressing these problems given fiscal capabilities and constraints, and economic and environmental requirements. The challenges the Corps faces are complex, and there are many difficult decisions to make. It is of paramount importance that we bring all interests to the table and that they have a voice in the development of solutions to our Nation's problems. The Corps must strive to be responsive in developing solutions to the Nation's water resources problems and needs, and must engage in an open and cooperative dialogue with Congress, other Federal agencies, States, Tribes and local governments.

Most Serious Problems

What do you consider to be the most serious problems in the performance of the functions of the Chief of Engineers, United States Army?

The Chief of Engineers has wide-ranging responsibilities arising from the varied missions of the Corps. Recognizing the diverse nature of the Corps programs, the Chief of Engineers needs to set clear leadership direction for the Corps as it performs its important Civil Works and military missions. That direction must ensure that it appropriately targets this Nation's critical needs and is supported by the American people.

What management actions and time lines would you establish to address these problems?

I have not developed a specific schedule for implementing this vision of clear leadership. One of my first priorities will be to meet with the Assistant Secretary of the Army for Civil Works and others in the Administration and Congress to seek their input and to develop a plan for how this challenge can be met. In addition, I will work to maintain and improve the technical expertise of the Corps workforce by ensuring that employees have opportunities to achieve their career goals and to make contributions that are acknowledged and appreciated.

Qualifications

Sections 3031, 3032, and 3036 of title 10, United States Code prescribe some of the duties and responsibilities of the Chief of Engineers, United States Army. Other civil works related responsibilities are described in title 33, United States Code.

What background and experience do you have that you believe qualifies you for this position?

I have spent my entire career as an Army officer and professional engineer working with and successfully managing difficult engineering and construction-related issues. During the past 31 years, I have had the privilege to serve in a variety of diverse and challenging positions. My service in these positions has, I believe, given me the experiences, skills, and vision necessary to step in and fulfill the important duties of this position. I have worked with a broad variety of officials within and without government, performed mission requirements under stressful conditions, and found solutions to difficult problems when there was no convenient roadmap to follow.

With respect to my educational background, I received my undergraduate degree in Civil Engineering from Virginia Military Institute. I was awarded a Masters Degree in Civil Engineering from the University of Virginia. My military education includes the National War College and Command General Staff College. I am a registered professional engineer in Virginia.

I have held a number of military assignments that qualify me for this position. I served as Theater Engineer in Desert Storm, Somalia, and during the initial operations in the Balkans. My other critical assignments include serving as the Commanding General, United States Army Engineer

Division, Lower Mississippi Valley; serving as Assistant Division Commander, 2d Infantry Division, Eighth United States Army, Korea; and serving as the President of the Mississippi River Commission from 1995-1997.

Do you believe these multiple statutory references provide clear guidance or are they in conflict?

In my judgment, these statutes clearly describe the duties and responsibilities of the Chief of Engineers. I am, however, committed to working closely with Congress should a question arise concerning my duties and responsibilities as the Chief of Engineers in order to ensure that my actions are consistent with the authorities that Congress has enacted into law.

Political Pressures

Perhaps the most difficult part of the job of Chief of Engineers is the tactful handling of the inevitable political pressures that comes with overseeing major civil works projects.

If confirmed, how will you deal with these pressures and ensure the integrity of the Corps of Engineers?

I am committed to maintaining the integrity of the Corps of Engineers. In this regard, if I am confirmed as the Chief of Engineers, I will work cooperatively with all interests and thoroughly consider all points of view. My discussions will be open and forthright and intended to ensure that Corps decisions are broadly understood and supported.

A February 24, 2000 article in the Washington Post reports that military officials in the Army Corps of Engineers developed a “Program Growth Initiative” providing financial targets for each of the agency’s activities and divisions, without consulting the Office of the Chief of Engineers.

Do you have any independent knowledge of these events?

I have no first hand knowledge of the specific facts related to the allegations made in that article.

In your opinion, would it be appropriate for military officials in the Corps of Engineers to develop plans for program growth including the establishment of financial targets without consulting the civilian leadership of the Army?

Typically, the Chief of Engineers makes Civil Works program recommendations to the Assistant Secretary of the Army (Civil Works), who in turn works with the Secretary of the Army and the Office of Management and Budget in developing the Administration's final position on program direction, consulting with Congress as appropriate.

What is your view of the initiative described in the article?

I have not developed a position on the initiative at this time. I am prepared to engage in discussions with the Assistant Secretary of the Army (Civil Works), the Office of Management and Budget, and the Congress to determine whether there is consensus support for broadening the Corps responsibilities to address certain national needs.

A second article in the same edition of the Washington Post cites a memorandum in which Major General Hans Van Winkle is reported to have told his top staff “[W]e have to have support from Users Board, MARK 2000, and DYNAMO.”

Do you have any independent knowledge of the memorandum?

I have no first hand knowledge of the statement by Major General Hans Van Winkle or the facts behind that statement.

What role should the approval or disapproval of navigation industry groups play in decisions made by the Corps of Engineers about specific projects?

Decisions about Corps of Engineers projects are the responsibility of officials in the Executive and Legislative Branches. However, the Corps often is required by law, and invariably finds it beneficial, to seek input from affected interests and the public during the development of proposed Civil Works decisions. The Corps welcomes input from as broad a constituency as possible. Concerns of the affected stakeholders, and the public at large, are crucial in validating needs and priorities and identifying impacts.

Does the Army Corps of Engineers currently have a system in place to ensure the independent peer review of studies supporting major projects by experts from outside the agency before such projects are approved?

No. Although the Corps does conduct both technical and policy reviews of projects, they are not the type of formal peer review practiced by the scientists and engineers in the research community. The existing review process for major studies does, however, include opportunities for comment by, and consultation with, stakeholders, elected officials at all levels, other federal agencies, technical experts, and the general public before recommendations are submitted to the Administration and to Congress.

If not, do you believe that it would be appropriate to institute such an independent peer review program? Why or why not?

I would be willing to consider looking at such a proposal, however, there are a number of factors to be considered. An independent peer review program would be overlaid upon the existing system checks and balances to ensure the accuracy and objectivity of study results. I would want to confirm that the benefits of such a program justify the cost and time associated with it.

Proposed Management Reforms of the Corps of Engineers

On March 30, 2000, the Secretary of the Army issued a memorandum entitled, “Civil Works Management Reforms”.

What is your personal assessment of the proposal?

I understand the need to ensure that the relationship between the Chief of Engineers and the ASA (CW) is clear and that the OASA (CW) and Corps of Engineers communicate fully on all issues. I also understand the need to preserve the independent, professional engineering judgment of the Chief of Engineers and to ensure that the essential flow of information to Congress on civil works matters is not interrupted. The Secretary has assured me that he expects me to communicate fully with Congress on matters of concern to the Congress and to continue to submit my personal recommendations to Congress regarding the authorization of projects in Chief of Engineers reports.

Do you believe that the management reforms should be put on hold until you and/or the next Administration have a chance to review them?

The issue of whether the reforms should be put on hold for the next Administration is essentially a political judgment that others within the Executive and Legislative Branches are better qualified to make. I do understand, however, that the Secretary has agreed to delay further implementation of the reforms pending additional consultation with Congress.

District of Columbia School Construction

There have been recent press reports about the performance of the Corps of Engineers in dealing with the construction project in the District of Columbia school system.

Please provide your view of the reports with regard to this project and your assessment of the status of this program.

I have not been personally involved with any matter relating to the assistance that the Corps of Engineers is providing to the District of Columbia school system. I am, however, generally familiar with the important services the Corps of Engineers provides to other federal agencies, states, and political subdivisions of states in connection with its “Support for Others” program. I plan to work closely with the executive and legislative branches to ensure that the services requested match up with the Corps capabilities, are not reasonably and expeditiously available elsewhere in the private sector, and ultimately can be provided by the Corps in an effective manner consistent with its mission requirements.

Use of Emergency Authority

In the past, there may have been attempts to require the Corps to accelerate construction projects by having the Corps of Engineers declare the projects to be an emergency under the authority of Public Law 8499.

What criteria would you use to determine which projects truly constitute an emergency and require special funding?

I am not personally familiar with the specific facts of the situations to which you refer. I am however cognizant of the need to carefully exercise this authority to ensure that the actions taken are consistent with the various actions contemplated in the statute. Those actions include flood emergency preparation; flood fighting and rescue operations; repairing and restoring flood control works or hurricane and shore protective structures when warranted by emergency circumstances; and providing emergency supplies of clean drinking water. Engineer Regulation 500-1-1 (1991), *Natural Disaster Procedures*, provides guidance on decision making under this authority.

Environmental Concerns

If confirmed, you will take command of the largest construction element in this country. In dealing with virtually every civil and public works project of the Corps, there is the very real concern for our environment.

What is your philosophy in balancing the missions and projects of the Corps of Engineers with the provisions of the National Environmental Protection Act (NEPA)?

I am committed to the precept that the Corps can and must carry out its missions in an environmentally responsible manner. The Corps has a long record of coordinating its missions and planning its projects in compliance with the provisions of NEPA, which has led to better and more environmentally sensitive projects. While Corps missions and projects have potential to be environmentally damaging, I am committed to ensuring that they are planned and constructed in such a manner as to avoid or minimize environmental impacts. In those instances where impacts to significant resources cannot be avoided, a mitigation plan for the impacts will be developed.

Upper Mississippi River/Illinois Waterway Project

Recently there has been some controversy surrounding the Upper Mississippi River/Illinois Waterway project. There has been an allegation by a Corps of Engineers civilian employee that the Corps of Engineers, “intentionally and deliberately altered a portion” of the \$50 million study of this navigation system, thus rendering this entire study worthless.

What is your comment about the integrity of the study?

The Army takes very seriously any allegation of misconduct by senior Corps officials, and is thoroughly and impartially investigating the allegations that have been made in this matter. The Army also appreciates the importance of this navigation study and is committed to an open and objective process in which the American people can have full confidence. Accordingly, the Army has engaged the highly respected National Academy of Sciences to undertake an independent review of the economic aspects of this study.

Do you believe anyone in the Corps direct that this study be altered to assure a specific outcome?

I have no first hand knowledge of the matters under investigation. The Army is thoroughly investigating this matter under the direction of the Special Counsel and the Secretary of Defense. I am confident that this investigation will reveal all of the relevant facts.

If so, what is being done to ensure the quality and integrity of this very expensive and important study?

The National Academy of Sciences is conducting an independent, objective review of the Corps' navigation study, to ensure that it correctly incorporates scientifically sound, valid analyses. The Academy's review is intended to ensure that valid data and study methodologies have been employed and that the American public can have full confidence in the objectivity of the ultimate study conclusions.

Despite the outcome of the investigations in this matter, how will you ensure the employee who made these allegations is not subject to retaliation for making such allegations?

Irrespective of whether the allegations are confirmed or refuted, the Chief of Engineers will be responsible for ensuring that the Corps of Engineers maintains a workplace free of reprisals, or the threat of reprisals, against any employee. If confirmed, I will ensure that all supervisors throughout the Corps understand, appreciate, and fulfill their responsibility to safeguard subordinates from any improper retaliatory measures.

The Lead Economist for the project has stated in a sworn affidavit that he was directed by his superiors to change the "N" value for grain in his economic analysis.

Do you have any independent knowledge of whether such direction was given?

I have no independent knowledge of whether such direction was given.

Do you believe that it would be appropriate for Army Corps of Engineers officials to

direct specific values to be included in an economic analysis?

The integrity of economic analyses performed by the Army Corps of Engineers rests on the openness, objectivity and scientific validity of the analytical processes employed in performing such analyses. Any direction by Corps officials that undermines, or appears to undermine such openness, objectivity or scientific validity would be inappropriate. If confirmed, I will ensure that economic analyses performed by the Corps of Engineers are worthy of the public's complete confidence.

Do you have any independent expertise in the area of economic analysis?

No.

Most Significant Projects

What do you see as the most significant projects planned for the next ten years by the Corps of Engineers?

The Corps civil works and military construction missions include many significant projects.

The work that is being done to support the Florida Everglades Restoration is a major inter-governmental effort with national implications. Similarly, the actions that are being taken to preserve and restore endangered fish species in the Lower Snake and Columbia Rivers involve another nationally prominent environmental restoration effort.

The Corps navigation projects are designed to assure that the nation's navigation system continues to be efficient and to support the balance of trade. Particularly prominent navigation projects include the Oakland Harbor, New York & New Jersey Harbor, and Olmstead Locks and Dams.

Continued support to quality of life initiatives, such as the Army's Barracks Upgrade/Renewal Programs and privatization of family housing are some of the Corps of Engineers most prominent military construction missions.

The construction in Israel associated with the Wye River Accord and the support to contingency operations are two examples of prominent missions involving other DOD elements.

In your opinion, is the Corps of Engineers properly resourced and staffed to complete these projects?

While I have a general familiarity with the issues that the organization faces, I cannot state at this time whether the Corps is properly resourced and staffed to effectively execute all of its mission requirements. If I am confirmed as the Chief of Engineers, I am committed to examining this issue, and to working with the Administration and Congress to ensure that the Corps of Engineers is properly staffed and resourced to meet the Nation's critical and important needs.

Dredging Projects

The Corps of Engineers has many dredging projects with an increasing need for suitable disposal sites. Not only does the need for disposal sites increase the cost of the dredging, but the potential contamination of the dredge spoils raises concern about adverse impact on the environment near the disposal site.

How will the Corps deal with this issue?

The Corps of Engineers has expended considerable effort in attempting to address the challenge of proper disposal of dredge material. I understand that substantial research is underway to identify decontamination processes and consolidation procedures in order to clean the material and prolong the capacity of disposal sites. Extensive efforts also are underway to identify beneficial uses of dredged material with very promising results. The Corps must continue to focus on finding ways to apply dredged material to beneficial uses and to identify ways to reduce the costs of channel deepening and maintenance.

What is the status of available disposal sites?

I am not familiar with the status of available disposal sites but if confirmed, I would be active in examining their status in an effort to ensure that they were sufficient to meet national needs.

Beach Renourishment

Beach renourishment projects have had mixed results.

What are your views on the effectiveness of these projects when balanced against their tremendous cost?

Like most water resources problems, there is no one solution to the many challenges that coastal flooding presents. Beach renourishment projects generally have less severe adverse impacts—particularly to adjacent areas—and can accommodate recreational usage. Yet, they are often expensive and should only be recommended where they are economically justified. In general, however, beach renourishment projects can be an effective solution to certain types of problems and should continue to be considered by both federal and non-federal interests when evaluating damages to coastal areas.

Hydro-power projects

The Corps of Engineers operates a number of hydro-power projects, several of which have caused environmental concerns.

Do you plan to review these projects?

I recognize there are environmental concerns associated with these projects. These concerns need

to be addressed along with all the other authorized purposes of the project in order to optimize the benefits consistent with our environmental stewardship responsibilities. If confirmed, I will work closely with affected local, state, regional, and federal agencies to achieve a mutual understanding and resolution of these complex issues.

Do you support mitigation payments to states that are adversely affected by such projects?

Again, all the benefits and impacts of a project need to be evaluated. If confirmed, I will work closely with those states in question to determine if any type of mitigation is necessary and the best way to provide it.

Land Management

The Corps of Engineers' management of various lake properties throughout the Nation has a direct economic impact on the local communities. Many of these communities believe the Corps should be more flexible with property owners and should allow more development on the large tracts of land surrounding the Corps lakes to enhance the tax base of the communities.

What are your views on this issue?

In general, I believe that land use and development decisions on private land should be left to appropriate local governmental entities such as zoning boards. With respect to federal land, the Corps has a responsibility to protect the public investment in the property and to ensure that the land is used for the Congressionally authorized purposes for which it was acquired. In these instances, it would not be appropriate to allow development on federal land unless Congress authorizes such development

Allegations of Waste and Abuse

The Corps of Engineers has been the subject of significant public attention in the past year, including allegations of waste and abuse and a highly publicized clash with the Army Secretariat. You are a career Corps officer who has been involved in the sort of major civil works projects, which are the subject of these disputes.

If confirmed, would you be able to deal with these problems?

The fact that I have been a Corps of Engineers Division Commander will serve me well, if I become the new Chief, in dealing with disputes relating to the Corps of Engineers civil works activities. I understand the need to cooperate and communicate openly with all interested parties, in order to make sound decisions and to avoid perceptions of bias. I also understand the complexity of the issues involved in formulating recommendations for water resources development and for environmental restoration.

What would your plans be for dealing with them?

I would emphasize the high professional standards to which the officers and civilians of the Army Corps of Engineers strive. I would expect all employees to perform their jobs consistently in accordance with those standards. If, after a full and fair investigation, I found that those standards were not being adhered to, I would take steps to hold the parties accountable.

Anthrax Vaccination

Have you received any of the series of anthrax vaccinations?

Yes.

If not, why not? And would you be willing to begin the vaccination protocol before you are confirmed?

N/A

If confirmed, what will you do to ensure the confidence of the force in the safety and necessity of the anthrax vaccine?

The anthrax vaccination program is a highly effective method of countering the threat of biological weapons. I fully support the Anthrax Immunization Vaccination Program and the Department of Defense view that it is one of the cornerstones of Force Health Protection. I recognize that anthrax protection is particularly challenging because the vaccination protocol requires multiple doses to achieve immunity, and thus involves significant administrative and logistical issues. I will support the Army's efforts to provide up-to-date information about the anthrax vaccine and the threat to our personnel.

Micro-management

A survey of almost 2500 young officers last fall found that only about one-third intend to make a career of the military and that those planning to leave are disgruntled about "micro-management", heavy workloads while in port, and a "zero defects mentality" among their superiors.

What is your assessment of these findings?

In general, I have found our young officers to be highly motivated, and enthusiastic about serving their country. I am aware, however, that our high personnel tempo has resulted in lower morale among some junior officers. I am concerned about this and other survey findings. It is absolutely critical to our Army that we produce leaders who are highly motivated, properly treated, and appropriately utilized. I and other senior leaders of the Army must strive to avoid the creation of a zero defect environment so that all of our subordinates will exercise initiative and use their best judgment free from the fear of making career-ending decisions. I will also continue to endeavor

to be fair in all of my dealings with my subordinates, in what I expect from them, in providing them with opportunity for development, and when needed, in imposing discipline.

We must learn as much as we can about the problems that our junior officers have raised. In this regard, I support the initiatives of the Secretary of the Army, and the Army Chief of Staff of the Army, in forming two Blue Ribbon Panels to examine training and leader development methods, as well as to assess how to better meet the personal and professional expectations of leaders, soldiers, and families.

If you agree with the findings, what actions do you plan to correct these concerns?

I will closely study the results and recommendations of the Blue Ribbon Panels to improve the Army's training and leader development processes. I will take steps to maintain and improve the quality of life for all of the Corp's soldiers and civilian employees and their family members. I will frequently consult with my junior officers and enlisted personnel to ensure that we are providing an excellent work environment and affording them every opportunity to develop and learn so they are ready to assume the leadership roles we leave behind.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Chief of Engineers, United States Army?

Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes.