

**DEPARTMENT OF THE ARMY**  
**COMPLETE STATEMENT**  
**OF**  
**LIEUTENANT GENERAL ROBERT B. FLOWERS**  
**COMMANDING GENERAL, U.S. ARMY CORPS OF ENGINEERS**  
**AND OTHER CORPS OF ENGINEERS PERSONNEL**  
**FOR THE HEARING BEFORE THE**  
**SUBCOMMITTEE ON ENERGY AND WATER DEVELOPMENT**  
**COMMITTEE ON APPROPRIATIONS**  
**UNITED STATES HOUSE OF REPRESENTATIVES**  
**ON**  
**CONTRIBUTIONS TO THE U. S. ARMY CORPS OF ENGINEERS**  
**TO IRAQ AND AFGHANISTAN**  
**ROOM 2362, RAYBURN HOUSE OFFICE BUILDING**  
**0930 HOURS, 31 MARCH 2004**

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**Introduction**

Mr. Chairman and members of the Subcommittee, I am honored to appear before you today with a number of other members of the Corps of Engineers family to discuss the roles and efforts of the United States Army Corps of Engineers (Corps) in support of the ongoing restoration of Iraq and Afghanistan. I am very proud to share with you our contributions, both at home and abroad, to address the threats of tyranny and terrorism and provide for a more secure and stable world. In support of LTG (Ret) Garner, early in the recovery and restoration process, we deployed a senior Corps officer, Major General Carl Strock, to make an on-the-ground assessment of what assets would be required to support Iraqi reconstruction, specifically identifying what capabilities were required in Iraq and what support could be provided through reachback capabilities. With me today are Brigadier General (BG)(P) Steven Hawkins, BG Robert Crear, Mr. Gary Loew, Mrs. Lori Thomas, Mr. Mike Dillabough, Mr. Ed Andrews, Ms. Susan Shampine, Mr. R. C. Fell, Mr. William Miller, Major Regan McDonald, Mr. James McKinney, Mr. Doug Cox, Mr. Donald Dunn and Mr. Larry Rogers who represent a few of Corps staff who have so magnificently assisted in the recovery efforts in Iraq.

The Corps Civil Works missions and activities enabled us to immediately respond to the events of 9/11, to aid in the recovery from those events, and to support measures to protect and secure the Nation's infrastructure. The Corps plays a key role in support of the Department of Defense and other agencies in their efforts to combat terrorism and

provide for stability around the world, to include support the ongoing efforts to rebuild and restore Iraq and Afghanistan.

## **Corps Mission**

Some wonder why the U.S. Army is charged with execution of civil engineering missions that appears to be far removed from the primary mission of preventing and winning wars. There is a long history of the application of the capabilities developed by Corps of Engineers personnel to address the water resources and other civil infrastructure needs of the country and to respond to natural disasters. We support the needs of our troops around the world in time of crisis and support efforts to provide stability in areas to prevent conflict. Where conflict occurs, we support recovery and the restoration of stability to the region. Our response and recovery efforts to the tragedies of 9/11 at home, plus Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom, provide the most recent examples of the contribution of our Civil Works capability to winning wars and supporting peace and stability.

Our Civil Works Program provides an immediate link to the industrial base of architects, engineers and builders critical to infrastructure assessment, development and rapid expansion for mobilization. The Nation's military power is projected through seaports, especially the 14 Strategic Ports. Nearly all military equipment deployed to combat theatres passes through ports maintained by the Army's Civil Works Program. The Corps controls traffic along the inland waterways system. In conjunction with the Coast Guard and industry, we can shift priority to military barge traffic during mobilizations.

Our Civil Works assets, which are not available anywhere else within the Department of Defense (DoD) or within other Federal agencies, have immeasurable value in the military operations we experience today. The people working in the Civil Works program are dispersed throughout the Nation, and at this time the world, and can rapidly respond to any contingency. At home we execute emergency response and recovery responsibilities under our Civil Works authorities and fulfill the Corps role as the Department of Defense's executive agent for Emergency Support Function #3 (Public Works and Engineering) under the Federal Response Plan. We work with the Department of Homeland Security, Department of Defense and other Federal agencies to ensure security at critical facilities; develop measures, plans, training and personnel to respond to crises and assure recovery; and identify and support efforts to provide stability, security and economic growth needed to assure a safe and stable world.

We are currently engaged in activities to support stability and peace in support of the Department of Defense, the Department of State, other Federal Agencies, and through assistance agreements in over 90 countries around the world. While some of these efforts have only a very small staff on site, our technical capabilities allow them to utilize the capability and expertise of the entire Corps family to solve problems they face.

## IRAQ

Over 1000 Corps of Engineers employees, soldiers and civilians, have volunteered to serve in Iraq, sharing their technical knowledge and expertise along with their project management skills and experience with Iraqi engineers and other professionals. The Corps continues to support the Coalition Provisional Authority (CPA) led by Ambassador Bremer. Our support includes: Technical Assistance; Watershed Management Assessments; Dam Safety Assessments; Countrywide GIS Database; Facility Assessments and Repairs; and Senior Ministerial Advisors in key ministries (Water Resources; Electricity; Housing & Construction; Health; Transportation and Communications); and Facilities for the Iraqi National Defense Force. The Corps didn't just deploy personnel who knew about sewage and electrical systems. In addition to their technical expertise, the Corps professionals we deployed, as exemplified by the senior advisors to the Iraqi Ministries, also brought with them their public service ethic, serving as a model for the Iraqi people on how government should work.

We recently stood up the Gulf Regional Division to oversee our ongoing efforts in Iraq. This team, led by Major General Ronald Johnson, will continue to support the Department of Defense, CPA, State Department and USAID activities aimed at assuring a safe, stable and secure Iraq.

**Technology Capabilities (Reach Back to Total Corps)** – One capability that allows the Corps to provide rapid, even instantaneous support to the commander on the ground is through TeleEngineering. TeleEngineering is a video-teleconferencing type system that allows soldiers on the ground to “reach back” to subject matter experts in the United States. TeleEngineering has been critical in helping to solve numerous engineering challenges in Afghanistan and Iraq by providing the warfighters with engineering analysis from, and direct access to, subject matter experts throughout the Corps, Department of Defense, other government agencies, academia, and private industry. TeleEngineering was initially developed by the Corps Engineer Research and Development Center (ERDC) to support the needs of troops in the field with the capabilities of the Corps staff in the United States. Those uses have expanded to supporting all missions of the Corps and the Army around the world, including Civil Works and military missions.

**Water Resources** – The Corps is making significant contributions to recovery efforts aimed at managing the water resources of Iraq. These efforts started with supporting the war fighters and continue today with the objective of improving management of the water resources and facilities to meet the needs of the Iraqi people. On April 16, 2003, our forces on the ground expressed significant concerns about localized flooding in the lower basin of the Tigris and Euphrates River systems and expected heavy snowmelt due to higher than average snowfall. We immediately deployed a team to make a quick assessment of water management requirements. By April 18, two days later, we provided a response team. This team of experts drew widely on other Corps Civil Works resources including the Vicksburg District, ERDC, the Hydropower Design Center, St. Louis Archives Research, the Hydrologic Engineering

Center (HEC) and the Mobile District. Through the analysis of hydrological, meteorological and historic data, the team put together a management system for the Tigris and Euphrates systems, including daily reports. The Corps is also working with a USAID international team to develop a hydrologic model, which will more accurately predict water flows for the entire Tigris and Euphrates basin. This is being done by our Hydrologic Engineering Center in Davis, California. This work will enable the Ministry of Water Resources in Iraq to predict water flows in order to allow wise decisions among the competing water demands for agriculture, power generation, water supply, flood control, and will also predict available flows for possible restoration of the Mesopotamian marshes in southern Iraq

**Restore Iraqi Oil** – The Secretary of Defense designated the Army as the Executive Agent to provide repairs and continuity of operations for the Iraqi oil infrastructure. The Army assigned responsibility for the mission to the Corps. The initial efforts were focused on fighting fires related to the oil infrastructure and undertaking emergency repairs to restore operation of the system and its facilities, recalling that over 700 oil wells were set ablaze at the end of Operation Desert Storm. Today, we are working closely with the Iraqi Oil Ministry and the CPA to repair damage to the oil infrastructure and to assist Iraq in returning the system to full operation. In addition, the Corps also has had the critical task to provide for the import of gasoline and liquefied petroleum product for domestic use in cooking and as a principal means of purifying water. Iraq is currently exporting an average about 1.8 million barrels per day of crude oil. Oil exports from the South fields is averaging slightly over 1,5 million barrels per day, which was the pre-war level. Although production of refined products is steadily increasing, it is still not at the level to meet the needs of the Iraqi people. The Corps has worked closely with the CPA in developing the current assessment of the resources required to restore full Iraqi oil production, including refined products.

**Restore Iraqi Electricity** – In September 2003, the Corps was asked by U.S. Central Command to look at the electrical situation in Iraq to see what immediate assistance the Corps could provide to allow USAID to focus on more long-term solutions. Exercising its time-proven civil emergency response capabilities, the Corps established Task Force Restore Iraqi Electricity (Task Force RIE) and within two weeks had a team of more than 30 Corps employees in Iraq. Working closely with the Iraqi Ministry of Electricity, Task Force RIE was assigned 26 projects that included new power generation, generator rehabilitation, and restoring transmission lines and control systems. As it does in domestic emergency situations, such as the recovery from Hurricane Isabel, the Corps used existing, competitively bid contracts to accomplish this work. At the peak, more than 2,000 contractor employees were on the Task Force RIE team. The initial efforts of Task Force RIE placed more than 500 megawatts of power back onto the Iraqi electrical grids and, more importantly, helped ensure the reliable distribution of that power. This effort is continuing under our new Gulf Regional Division with an additional 1000 megawatts of power is to be added to the electrical grid by this summer.

**Expedited Construction and Contract Management** – The Corps is using its construction and contract management expertise not only to execute the missions assigned to it, but also to support the efforts of others in executing their responsibilities, particularly USAID in their efforts to restore Iraqi infrastructure. USAID is pursuing this

huge challenge through a contracting arrangement with Bechtel Corporation. The Corps is providing engineering oversight through an interagency agreement with USAID.

## **Activities of Corps Employees**

### **Brigadier General (P) Steven R. Hawkins, Commander Great Lakes and Ohio River Division**

Brigadier General (BG)(P) Steven R. Hawkins serves as the Division Commander for the Great Lakes and Ohio River Division. Missions include planning, construction and operation of navigation structures and flood control throughout the Ohio River and Great Lakes system in addition to hydropower, environmental protection and restoration, water conservation, recreation and disaster assistance. He oversees the work carried out through seven districts at Buffalo, Chicago, Detroit, Huntington, Louisville, Nashville and Pittsburgh. He directs military construction in Ohio, Kentucky, Indiana, Illinois and Michigan with design and construction of barracks, hospitals, airfields and family housing at Army, Air Force and DOD installations. He is a member of the Mississippi River Commission and serves as the U.S. Chair of the Lake Superior, Niagara and St. Lawrence River Boards of Control as a part of the International Joint Commission.

BG(P) Steven Hawkins' major contributions to Operation Iraqi Freedom consisted of being the Combined Joint Task Force Four (CJTF4), CJTF Fajr and Task Force Restore Iraqi Electricity (TF RIE) commander. As the CJTF4 Commander, he assembled a standing joint task force headquarters team consisting of 58 members from all services to plan the military post hostilities requirements and plans. The team grew to 120 members and was the nucleus of the current Combined Joint Task Force Headquarters commanded by LTG Sanchez. Upon the 3<sup>rd</sup> Infantry Division's entry into Baghdad in April, BG(P) Hawkins formed CJTF Fajr, a force of 60 engineers and operations personnel and was responsible for emergency restoration of Iraq's power, water, sewer, hydrology and hospitals. Upon the establishment of the Coalition Provisional Authority (CPA), he handed these missions over to the CPA and in July returned to the United States. In August it was evident that the CPA needed extra capacity to fix Iraq's electrical power system and he was asked to form Task Force RIE. In early September BG(P) Hawkins returned to Iraq with 82 Corps civilian employees and 8 military officers to execute a billion plus dollar emergency repair of transmission, generation, command and control (SCADA), logistics and maintenance management establishment, and increase the Power Police force by 1500 men. He established the Corps' Gulf Region Division and turned the growing and expanding mission over to Major General Ronald Johnson and returned Cincinnati in February 2004.

### **Brigadier General (BG) Robert Crear, Commander, Southwestern Division**

Brigadier General (BG) Robert Crear's current assignment is as the Commander and Division Engineer, U.S. Army Engineer Division, Southwestern, headquartered in

Dallas, Texas. The Division is a 3,100-person engineering and construction organization, including four district offices located in Little Rock, Ark., Tulsa, Okla., and Fort Worth and Galveston, Texas. The division area covers all or part of seven states with annual civil and military programs totaling just over \$1 billion. The position takes full advantage of his engineering, management, and leadership skills

During Operations Enduring Freedom and Iraqi Freedom, BG Crear served as Commander, Task Force Restore Iraqi Oil (RIO), from January 2003 to November 2003. TF RIO's first-of-its-kind mission for the Department of Defense was first to extinguish all oil fires and then to restore the oil infrastructure, production, export capability, and the internal distribution system, in addition to importing fuel for humanitarian purposes. The challenges were immense. The oil infrastructure was in very poor condition and the need for products was intense. This mission was an entirely new area for the Corps but we pulled together a team with the right expertise to make the mission successful. The TF RIO team, 120+ Corps volunteers, over 500 contractors and 60,000 Iraqi oil workers, all worked together to safely and effectively help to ensure the economic recovery of Iraq.

**Mr. Gary Loew, Director Civil Works and Business Management Directorate, Southwestern Division**

As the senior civilian in the Southwestern Division responsible for program development and execution of the Civil Works program, Mr. Loew is responsible for preparation of the Division's approximately \$500 million annual Civil Works program requirements, defense of those requirements and then execution of the appropriated program throughout the year. He is also responsible for staff development, strategic planning and program oversight to insure the program is executed in accordance with policy and law. He is responsible to develop and maintain relationships with all major, regional program and project sponsors. The division Civil Works program includes all civil works functions such as flood control, water supply, recreation, inland and coastal navigation, hydropower and environmental restoration in all or part of 5 southwestern states. Most of the planning, design and construction is executed through contract.

In Iraq, as Director of Policy and Planning for TF RIO, Mr. Loew was responsible to establish and maintain relationships with key personnel in the Coalition Provisional Authority and the Iraqi Ministry of Oil, to develop a strategic plan to restore the Iraqi Oil production to prewar capacity; to develop and defend the funding requirements required to execute that mission; and finally to oversee design and construction by our field offices to insure we were in compliance with DOD and CPA policy and appropriate laws of the United States and that we and the Iraqis accomplished this mission within the approved funding levels. All of the work in Iraq was accomplished through contract or by Ministry of Oil field employees.

**Mrs. Lori Thomas, Environmental Engineer, Galveston District**

Mrs. Lori Thomas has worked for the Corps of Engineers, in both the Engineering and Operations Divisions, for a total of eleven years. While in Engineering Division, she served primarily as a Structural Engineer for both Military and Civil Works projects, producing plans and specifications for auxiliary spillways, intake structures, dormitories, etc. as well as coordinating the efforts of teams comprised of in-house and A-E design engineers. While in Operations Division, she was a project engineer and a navigation coordinator for flood damage reduction and navigation projects. She has successfully completed the Tulsa District Leadership Development Program and graduated from Army Management Staff College.

Mrs. Thomas originally volunteered to go to Iraq as a Structural Engineer, but with changing mission requirements, she immediately assumed Project Management duties for work on the oil infrastructure in Southern Iraq, a program of \$220M by the time she returned home. In this position, she coordinated efforts of the South Oil Company (SOC), the Pipeline Company (PLC), the State Construction for Oil Production Company (SCOP), and the Corps' contractor, Kellogg Brown and Root. She became familiar enough with technical requirements and customer expectations to advise our office in Baghdad on funding priorities. Mrs. Thomas built strong relationships with the Director General of the SOC and local managers of SCOP and PLC. She was able to get the Iraqi managers talking with one another and empowered them to make the decisions necessary to accomplish their work effectively and efficiently without waiting days for approvals from Baghdad. Her contributions during this deployment significantly and positively facilitated the Corps ability to accomplish badly need repairs to the critical oil infrastructure.

Mrs. Thomas' husband, Dennis, also a Galveston District employee, is currently deployed as the project manager for South Refinery Company in Basrah, Iraq. He left in late January and is expected to return home in the June/July timeframe.

**Mr. Mike Dillabough, Chief Operations and Readiness, San Francisco District**

Prior to his deployment, Mr. Dillabough was a senior Project Manager in San Francisco District, dealing predominately with Civil Works projects. In November 2003, he was promoted to the position of the Chief of Operations and Readiness. He is responsible for the dams and parks at Lake Sonoma and Lake Mendocino, various visitors centers including a regional visitor center, Emergency Management program, Regulatory program, Dredge Material Management office, and the Navigation (drift removal) section.

From January 24, 2003, to February 20 2003, Mr. Dillabough was assigned to the Corps Gulf Regional Engineering office efforts in support of the military in Kuwait.

From February 19, 2003 to May 17, 2003, he was the engineer for the Kuwait – Humanitarian Operations Center (HOC). The HOC was a joint effort between the coalition and the government of Kuwait. Its mission was to provide a Host Nation coordination capability to facilitate all aspects of Humanitarian Assistance (HA) to the

country of IRAQ. In its basic operation the HOC is very similar to the Disaster Field Office (DFO) in responding to disasters in the United States.

- Provided engineering designs to the International Red Cross and Kuwait Red Crescent Society to house Internally Displaced Persons (IDPs) and regional refugee operations.
- Acted as the central collection point of all infrastructure assessments to assist HA operations by all. (Note this included military, host nation, UN, NGO and IGO's.)
- In support of ORHA (the initial government of Iraq) reviewed the ongoing development of the Umm Qasr and Railroad operations and raised national level concerns to the appropriate ORHA representative in order to stand up portions / functions of the emerging government.
- Worked with USAID, Japan Ambassador to Kuwait and his representatives, and US and UK Coalition forces to ensure dredging occurred in support of the projected ship movements for the Port of Umm Qasr.
- Developed and maintained data from all sources as well as coordination of that data to all sources on infrastructure capabilities and other items including unexploded ordinance information from and to all countries military units.

Hosted and facilitated in a number of meeting for a number of issues for all coalition agencies, other nations, NGO's, and Igor's involved in rebuilding Iraq infrastructure.

### **Mr. Ed Andrews,**

Mr. Andrews current position is Chief, Emergency Management Branch for the Los Angeles District, U.S. Army Corps of Engineers. His duties include planning for and implementing emergency response procedures in the event of a natural or man-made disaster. Such an emergency response utilizes Corps of Engineers assets and private contractors as required. Extensive coordination would occur with other Federal, State, and local agencies.

In Baghdad, Mr. Andrews was assigned to implement reconstruction contracts for 10 of the 25 looted fire stations (Civil Defense Stations) in the city with Bechtel Corporation committing to the other 15. His resources were seized Iraqi funds now controlled by the Coalition Provisional Authority, a U.S. Army reservist, Major Brent Gerald of the 422<sup>nd</sup> Civil Affairs Brigade, and Dr. Ali Sa'aeed Sa'adoon the Iraqi Director General of the Civil Defense Department. Over the next several months, he utilized his skills as a program and project manager and developed considerable new ones. In Los Angeles, he could direct other technical specialists to assist, but in Baghdad he had to assume those duties himself, including being a cost estimator, construction engineer, quality assurance specialist, contract specialist, and resource manager. He established "contracts", based on a handshake with two Iraqi construction contractors for the reconstruction of 11 of the 25 fire stations in Baghdad. His colleagues referred to this as "commando" contracting. The scope of work was a one-page list of basic needs to include patching and painting, floors, windows, doors, and electrical and plumbing systems. The average negotiated price per station was \$35,000; the time to complete was 6 weeks. With \$3,000 cash in hand, the Iraqi contractors initiated construction. He appealed to their sense of patriotism – and it



worked. The quality of construction met local standards; there were no cost increases and the projects were completed on time. When he left Baghdad after 4 months, Bechtel Corporation had not yet started the other fire stations.

**Ms. Susan Shampine, Chief Operations Division, Albuquerque District**

As Chief of Operations Division, Ms. Shampine provides supervision and direction for a team of approximately 100 individuals responsible for operation and maintenance of flood control facilities and related recreation areas, environmental compliance, emergency management activities, and administering laws concerning the regulation of activities in waters of the U.S. including wetlands, primarily Section 404 of the Clean Water Act. She is also responsible for integrating water management functions of flood damage reduction and management of endangered species within the operating criteria of the Civil Works projects in Albuquerque District. The District encompasses approximately a 200,000 square mile area covering all of New Mexico, west Texas and southcentral Colorado, to include major sections of the Rio Grande, Arkansas, and Pecos River Basins.

Ms. Shampine was deployed to Iraq from 22 June through 15 October 2003. While there she worked as a project manager directly supporting Baghdad Central - the ministry for the Baghdad region. She was assigned to a (Force Engineer Support Team) FEST team. Her primary responsibility was to serve as an advisor and coordinator for sewage issues - resulting in the nickname "Sewer Sue." She served as an advisor to the Baghdad Sewage Board (BSB) and coordinated efforts between Coalition Provisional Authority (CPA) and the mayoralty of Baghdad. This included reviewing proposed sewage projects, helping to set up a banking account and funding for projects, coordination with the CPA contractor, Bechtel, on renovation of the 3 sewage treatment plants, ordering equipment that had been damaged, stolen or fallen in disrepair, and coordinating with the myriad of non-governmental organizations working on sewer projects in Baghdad. She also worked with the BSB on preparation of their submission to the World Donor's Conference in Madrid, Spain. While Ms. Shampine's degree and early career were in park management, her training and work experience with the Corps of Engineers served her well as a project manager during her tour in Iraq.

**Mr. R. C. Fell, Chief, Budget and Manpower Branch, Resource Management Office, Albuquerque District**

Mr. R. C. Fell is Chief, Budget and Manpower Branch, Resource Management Office, Albuquerque District. He manages all functional activities and provides leadership to personnel assigned to the Budget and Manpower Branch. He administers a complex Annual Operating Budget financed from annual and multi-year appropriations, both direct and reimbursable. He insures that all funds are recorded properly in the accounting system and that associated obligations and expenditures are in accordance with established laws and regulations. Mr. Fell interprets budget guidance and limitations, program requirements, and financial directives related to the

daily execution of the District mission, and oversees formulation, approval, and execution of the District Operating Budget and associated cost of doing business factors. He reviews manpower requirements and recommends subsequent allocations to District organizations; monitors execution of budget for presentation to the South Pacific Division Regional Management Board; and, manages the District Plant Replacement Improvement Program (PRIP).

Mr. Fell was deployed from November 2003 - February 2004 as an Internal Review Auditor. He was responsible for performing Internal Reviews and Quick Reaction Reviews for the Restore Iraq Oil (RIO) mission in Baghdad, Iraq. He provided technical assistance and support to the RIO Commander, Contracting Administrative Officer and RIO staff, as required.

### **Mr. William Miller, Water Resource Planner, Los Angeles District**

Mr. Miller's current position is a Water Resource Planner for the Los Angeles District, U.S. Army Corps of Engineers. He coordinates with local sponsors and technical experts to produce feasibility studies for flood damage reduction and ecosystem restoration projects.

Mr. Miller served in Iraq as an Advisor to the Baghdad Water Authority. The engineers in the Baghdad Water Authority are some of the most talented and dedicated men and women I have ever met. His service to them was the application of the same plan formulation principles he uses in his current position with the Corps of Engineers. Historically, water supply and distribution projects in Baghdad were dictated by the previous regime with limited regard for the needs of the public. He helped the Baghdad Water Authority identify, prioritize and justify water projects. He then assisted in moving their priority projects through the Coalition Provisional Authority contracting process. Through his efforts, we successfully proposed and justified a \$250 million dollar program to improve and expand water treatment and distribution for the 5.6 million citizens of Baghdad.

### **Major Regan McDonald, Deputy Commander, Detroit District**

MAJ Regan McDonald is the Deputy Commander, Detroit District, U.S. Army Corps of Engineers. Detroit District is a Civil Works district with responsibility for a geographic area that includes all of Michigan and parts of Indiana, Wisconsin and Minnesota. The District's mission includes maintenance of commercial shipping channels and harbors, operation and maintenance of the Soo Locks, regulatory responsibility for 3,200 miles of Great Lakes shoreline, and project management of numerous environmental restoration initiatives. MAJ McDonald serves as the Chief of Staff, supervising the general and administrative staff and the emergency operations center. He often represents the District Commander with stakeholders, customers, and elected officials.

MAJ McDonald deployed to Kuwait in February 2003 as an engineer staff officer assigned to CJTF-4. He was the lead planner for post hostility water resources matters and worked closely with the Office of Reconstruction and Humanitarian Assistance members in preparation for reconstruction. MAJ McDonald then deployed to Baghdad immediately after the fall of the regime and became the coalition lead for regaining control of the Tigris and Euphrates River systems and water resources infrastructure throughout Iraq. After the emergency response phase, MAJ McDonald served as the Deputy to the Senior Advisor for Water Resources under the Coalition Provisional Authority. In this capacity he coordinated the efforts of a multinational advisory team and contributed to the reestablishment of the Ministry of Water Resources as a functioning government agency. The advisory team executed a wide range of missions including water control operations, dam safety assessments, budget preparation, reorganization, de-ba'athification, integration of the appointed Minister, Oil-for-Food contract negotiations, marsh restoration, Ambassador Bremer's 100,000 worker program, establishing a 2,500 man security force, reconstruction of ministry facilities, and numerous other missions.

#### **Mr. James McKinney, Chief Supply and Maintenance, Fort Worth District**

Mr. James McKinney serves as the Chief, Supply and Maintenance for Fort Worth District, responsible for Supply and Maintenance Program throughout the Fort Worth District. He manages the supply and maintenance functions and oversees the Southwestern Division (SWD) and Fort Worth District Property Book accounts. He also serves as the Logistics Planning and Response Team Leader (LPRT) and the Logistics Support Team Leader for SWD. Mr. McKinney coordinates team members to ensure deployability for both civil disaster relief missions and military contingencies.

Mr. McKinney was deployed to support TF RIO as the Chief of Logistics. He coordinated all logistics functions for TF RIO, including supply, property management, transportation (including movement of people and equipment) and provided coordination for facilities required as office space and living space. He identified office space and coordinated the movement of the TF RIO Headquarters from Camp Doha, Kuwait to Baghdad, Iraq. He created the TF RIO RSO&I team that is located at Camp Doha, to support incoming personnel and outgoing personnel supporting Corps missions in Iraq. Mr. McKinney oversaw on the Quality Assurance process for supplies and equipment provided by the contractor for accomplishment of the TF RIO mission. He established policy and procedures for logistics support for TF RIO that is being used as the baseline for logistics support under the Gulf Regional Division.

#### **Mr. Doug Cox, Operations Manager, Elm Fork Project, Fort Worth District**

Mr. Cox is Operations Manager of the Elm Fork Project, which consists of the management and operation of the Recreation, Natural Resources, and Flood Control Structures/Dams at Lewisville, Grapevine, and Ray Roberts Lakes located immediately north of the Dallas / Ft. Worth Metroplex. These lakes provide flood control, and water

supply to the North Texas Area while also providing recreation and enjoyment of our natural resources adjacent to over 500 miles of shoreline. As Operations Manager for the lakes, Mr. Cox's duties encompass planning, coordinating, and directing the execution of a multi-million dollar programs that are subject to numerous problems that are complex and require extensive coordination. He resolves significant problems, controversial policy questions, and personally represents the agency at meetings and conferences; where commitments are required that are considered authoritative and binding. He accomplishes his responsibilities through the use of subordinate employees, hired labor, contracts, or contract construction modifications of these facilities and improvements.

As a Project/Area Engineer in Iraq, Mr. Cox duties were exactly the same, though in a different country, a little hotter, Sheiks instead of mayors, saboteurs instead of vandals, the liquid is oil instead of water; however, more piping, same age facilities. Also, the mission was very complex, required extensive coordination. Examples:

- a. Security was the number 1 issue. In order to augment security, he initiated and negotiated a Security contract with Iraqi partisans to secure facilities of the Oil Infrastructure Companies. Every year, Operations Managers initiate and negotiate Cooperative Law Enforcement Agreements with local agencies to secure our facilities. Although, it is noteworthy to state, that here, we had rules of engagement for use of deadly force utilizing arms, not to exceed the size of medium machine guns.
- b. Instead of assessing damages of facilities from floods, the facilities in Iraq were damaged by looting, had fallen into disrepair, and/or were very old (1932). He also, represented our agency with authoritative and binding commitments from either Team RIO or OCPA.
- c. He directed the execution of the mission through subordinate employees, hired labor, military liaisons, and contractors (KBR), just like doing his job every day back home.

Mr. Cox was able to utilize his skills in planning, review of plans and specifications, construction planning and scheduling to accomplish his Task 1 assessments and parlaying those assessments into the critical path. He made full use of his contracting skills required to do his normal job.

### **Mr. Donald Dunn, Chief Engineering and Construction Division, Little Rock District**

Mr. Donald Dunn is Chief of Engineering and Construction Division, Little Rock District. Mr. Dunn directs all engineering, construction, and other related technical services for the 35,000 square mile Little Rock District. He leads a diverse organization comprised of engineers and scientists providing water resources development and management, support of operations and maintenance of constructed projects, and military installation design and construction support.

From May to August 2003, Mr. Dunn, a 31-year Corps veteran, was assigned to duties with the Corps' TF RIO as BG Crear's Deputy for Program Management for the

Forward Engineering Support Team (FEST) Main. In this position, and in concert with the Iraqi Ministry of Oil and private sector contractors, he was responsible for executing the day-to-day mission of restoring the Iraqi oil infrastructure to prewar production and export levels.

### **Mr. Larry Rogers, Chief Engineering and Construction Division, Fort Worth District**

Mr. Larry Rogers serves as the Chief, Engineering and Construction Division, Fort Worth District. He is responsible for the leadership, direction, and management of an organization consisting of some 270 people who collectively provide technical services in support of planning, design, and construction activities related to the District's Civil Works, Military Construction, and Support for Others missions. Recruitment and development of a technically capable workforce is paramount in the execution of contract administration and quality assurance functions for both design and construction contractors, and vital to our ability to provide support to our Nation in Emergency and Contingency Operations.

From mid-August 2003 until mid-December 2003, Mr. Rogers was deployed to Baghdad, Iraq as the Deputy for Program Management, TF RIO. While serving in that position, Mr. Rogers was the senior Corps civilian on TF RIO, that in partnership with the Coalition Provisional Authority, the Iraqi Oil Ministry, and Corps contractors continued efforts to return Iraq's oil production capability to pre-war levels. He was responsible for coordinating activities among the participating entities, defending requests for task force funding, authorizing the commitment of task force funds for execution of restoration projects, and development of courses of action to address the many challenges in accomplishing the mission. Mr. Rogers previous Corps experience in government contracts and funding proved to be extremely valuable. The turnover of TF RIO team members required continuous evaluation of the team's staffing requirements and assessment of the capabilities of volunteers to fill vacancies.

### **AFGHANISTAN and Other Countries**

The Department of Defense Central Command (CENTCOM) area of responsibility (AOR) encompasses 25 nations from the Horn of Africa to central Asia, including Iraq and Afghanistan. We currently have about 700 Corps employees working in the CENTCOM AOR, with nearly 500 of those in Iraq. In Afghanistan, we have about 60 Corps personnel supporting global war on terrorism and Nation building efforts of the Department of Defense, the State Department, and USAID. These efforts include: reconstruction of key infrastructure across the country, including the road system; facilities to support Army, Air Force and Navy operations in the region; development of facilities to support beddown and training requirements of the new Afghan National Army; site surveys and geotechnical investigations for a new bridge to connect Afghanistan and Tajikistan; and providing technical and management support to the Ministry of Public Works and the Ministry of Defense.

## **Authorities**

The execution of the many projects and activities authorized under the Army's Civil Works Program provide the foundation for the technical and managerial expertise of our employees. It creates the relationships with the academic and industrial base of engineers, scientists, planners and constructors across this country that allows the rapidly expandable capability to support response, recovery and stability operations around the world. These capabilities are further enhanced through the Corps preparedness programs to assure that personnel are trained in utilizing tools available for emergency response and recovery efforts; that necessary technology, tools and equipment are available; and personnel and tools are exercised and tested to ensure that they can accomplish the missions.

In addition, the Corps utilizes the authority provided under section 234 of the Water Resources Development Act of 1996, Interagency and International Support Authority, to enhance our ability to support the responsibilities of other Federal agencies and international efforts to support economic stability and security. Through these efforts we are supporting the State Department, USAID, other Federal Agencies in their efforts around the world. Section 8 of the Water Resources Development Act of 1988 is being used to provide technical assistance to private firms working in other countries. We are working with Department of Defense in developing Civil-Military Emergency Preparedness (CMEP) programs to deal with the needs of many countries, mostly those that were part of the former Soviet Union.

## **Conclusion**

Mr. Chairman, I've shared some very impressive contributions based on the hard work and sacrifice of our entire Corps team. Some of those team members are here today and their efforts were only briefly summarized above. These efforts are a continuation of the long and dedicated history of the Corps and its people, both civilian and military, in meeting the needs of the Nation, both at home and abroad, to assure our prosperity and a secure and safe world.

I'm proud to command the people who make the sacrifices of their time and special talents to not only assist in the battle against terrorism around the world, but more importantly lend a hand in restoring those areas most severely damaged by the global war on terrorism.