

PREFACE

William R. Gianelli joined the Department of the Army as Assistant Secretary for Civil Works in 1981 after 40 years of experience in government and in the private sector. Because virtually all of this experience was in water resources development and management, Secretary Gianelli brought with him a clear vision of the appropriate role of government in this area. In his view, the situation in 1981 called for major changes in two areas of the Corps of Engineers' water resources activities. These were reform of the financial terms under which federal water resources development were undertaken and reform of the process by which the Corps of Engineers carried out its regulatory responsibilities.

In both areas Bill Gianelli boldly proceeded to carry out his vision in spite of many objections and reservations. Because of his unquestioned commitment to responsible water development, he was able to bring proponents of the status quo and other nay-sayers to a committed, if not enthusiastic, support for new ways of doing business. Consequently, fundamental and far-reaching redefinitions of the federal role in water resources development and in the regulation of dredge-and-fill material in the nation's waters have been achieved. Moreover, Bill Gianelli's unquestioned reputation as the administration's foremost authority on water development made him the administration's focus for water issues. As a result, the role of the Army and the Office of the Assistant Secretary for Civil Works, in particular, in federal water resources development and management was enhanced and became more fully appreciated by the water community.

While the accomplishments of Secretary Gianelli in the water program are significant without question, their implications go beyond the programs directly affected. The principles of responsive government, timely decision-making, cost-effective use of resources, and the impact one man with vision, competence, and motivation can have are equally applicable to other areas of government. Accordingly, it is important that his thoughts be widely circulated; they contain valuable insights concerning effective and efficient government.

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