

PALMETTO CASILE



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Charleston District



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On the cover: The Charleston District recently completed repairs to the Charleston Harbor Entrance Channel South Jetty where it ties into Morris Island. The jetties were completed in the 1890s and haven't needed repair work a single time until now. Photo by Cliff Williams

Above: Debris has piled onto Hunting Island State Park as a result of recent storm events. The District recently permitted beach nourishment work that is underway now. Photo by Jackie Pennoyer

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From the Commander

Greetings all.

The saying “time flies” has never been more true for me. I can hardly believe I have been in command for almost a year. I have spent this time getting to know our customers and stakeholders and our employees. With each interaction, I am convinced that our external relationships are an area of strength for the District. I am more and more impressed with the District team and understand why we continue to be named a World-Class Place to Work by USACE.

This has never been more evident than with the recent COVID-19 pandemic. The entire world has been tragically affected by this disease and is trying unprecedented steps to eliminate the spread. The Corps team has been a huge part of the COVID-19 relief effort in the United States, assessing and converting buildings across the country into alternate care facilities to treat the overflow of patients from hospitals that are beyond their capacity. Here in South Carolina, our team has assessed dozens of facilities across the entire state and provided information on the viability of these facilities if the need arises (page 4).

Our team has been heavily focused on this response mission while transitioning to a full-time remote work from home environment. This has been a learning curve, as I’m sure it has been for your organization. But even among all this, our team has continued to make sure that our normal missions and projects remain on track. While some processes have had to change and adjust, we have done our best to limit the impacts to the public. With that, we wanted to share with you some of the projects we completed just before the pandemic kicked in and things that have happened since then.

Most recently was the release of the draft report for the Charleston Peninsula Coastal Storm Risk Management Study, which looks how to minimize the impacts of storm surge to the peninsula (page 6). We recently completed some repair work to the Charleston Harbor South Jetty (page 8) ahead of schedule, ensuring safe passage for all who use our federal channel. The South Atlantic Coastal Study is something that the entire region will be interested in and will impact many areas of the coast (page 10).

At the beginning of the year, our senior leaders gave a great deal of thought to our current mission and vision statements. We revised both of these guiding principles



to create shared understanding of who we are and what we value that resonates with us and those we serve. Please take a look at the outcome on the back cover and see how we plan to be successful into the future. Speaking of senior leaders, please read about two key positions we recently filled, our Military Construction Branch Chief (page 19) and our Interagency and International Support Branch Chief (page 18). The District looks forward to watching them take the reins on these two important programs.

The District has an outstanding reputation throughout the Corps. Our team is an incredibly dedicated and professional cadre who make a tremendous impact every day solving the state and nation’s toughest engineering challenges.

Stay safe and stay healthy.

Rachel Honderd, PMP
Lt. Col., U.S. Army
Commander and District Engineer
Rachel.A.Honderd@usace.army.mil

Charleston District's COVID-19 Response

By Sean McBride

In the last few years, the country has faced many major national crises, ranging from hurricanes, to flooding, to fires. In each of these events, the U.S. Army Corps of Engineers has been called to help lend expertise to restore the affected communities. In 2020, an international pandemic was added to the list and the Corps was called to respond yet again.

Across the country, the Corps has been assessing hotels, convention centers, dormitories, and other buildings on the feasibility of converting these sites to alternate care facilities for local hospitals to care for an influx of patients from COVID-19.

The Corps was given the mission to assess various sites, in coordination with and under the direction of individual states, to determine what level of effort was

necessary to retrofit or upgrade these facilities to accommodate COVID-19 patients.

“After the assessments were complete, a state could request, through FEMA, Corps assistance to implement any necessary retrofits,” said Michael Hind, emergency management chief. “The assistance could range from providing technical assistance to overseeing the project from design to construction.”

Nationally, the Corps has assessed more than 1,100 facilities in all 50 states and has converted, or is converting, 32 of these sites to alternate care facilities. These facilities have the capacity to care for more than 14,000 patients if needed, greatly reducing the strain on local hospital capacity.

In South Carolina, the Charleston District has been doing the same. The South Carolina Emergency Management Division selected 31 facilities in 13 counties across the state for the Charleston District to assess for potential conversion. Of these, 24 sites were recommended for potential ACF conversion.

“The state of South Carolina implemented a strategy of using any built out facilities for low- to medium-acuity patients, thereby preserving existing hospital rooms for the more severely ill,” said Hind. “Ultimately, South Carolina, in coordination with health care providers, settled on 12 sites across the state.”

These facilities were a combination of existing hospitals, gyms, college dormitories and hotels. In most cases, SCEMD or the local hospital initiated any necessary upgrades on their own accord. However, SCEMD did request that the Corps provide technical assistance to the Medical

Left: Jeff Williamson, electrical engineer, reviews the electric panel capacity at a potential ACF site.

Right: Williamson and Lance Mahar, mechanical engineer, assess the MUSC gym for a potential ACF conversion. The Charleston District provided technical assistance for the conversion of this site.



University of South Carolina to detail the conversion of their gymnasium to accommodate up to 300 low-acuity COVID-19 patients.

Throughout this, Charleston District employees have been finding new ways to complete their missions, whether related to COVID-19 response or their normal duties. Eighty-six percent of District employees have

been teleworking from their homes, utilizing the Corps' virtual networks to keep missions on track. In places like Fort Jackson, employees are safely reporting for duty for on-site construction jobs.

No matter what, the Charleston District continues to maintain mission readiness while assisting the nation in its time of crisis. Stay safe and healthy.



CONCEPTUAL PLAN WOULD PROVIDE

\$174 M

Average annualized benefits

\$94 M

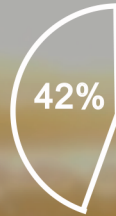
Net benefits



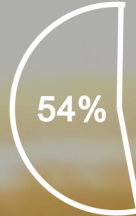
Benefit-to-cost ratio

WITHOUT MEASURES ...

HEALTHCARE FACILITIES



HISTORIC STRUCTURES



ARE AT RISK TO SIGNIFICANT DAMAGES DURING A COASTAL STORM EVENT

THE PLAN WOULD SUPPORT



Life, health and safety of 40,000 full-time residents

100+

historic sites & structures

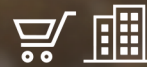
5.2 M

annual visitors



\$14 B

Content & structure value



12K

Structures (total)

- Regional medical district
- 2 shipping terminals
- Coast Guard station
- Multiple colleges

Charleston Coastal Storm Risk Management Study

By Jackie Pennoyer

Following months of analysis and statewide coordination, a team of engineers from the U.S. Army Corps of Engineers recently published a draft report on the Charleston peninsula's coastal storm risks and developed a feasible plan to mitigate the risks.

The Charleston Peninsula Coastal Flood Risk Management Study, or simply the Charleston Peninsula Study, looks to proactively reduce the risks and damages caused by severe coastal storm events in communities along the east coast.

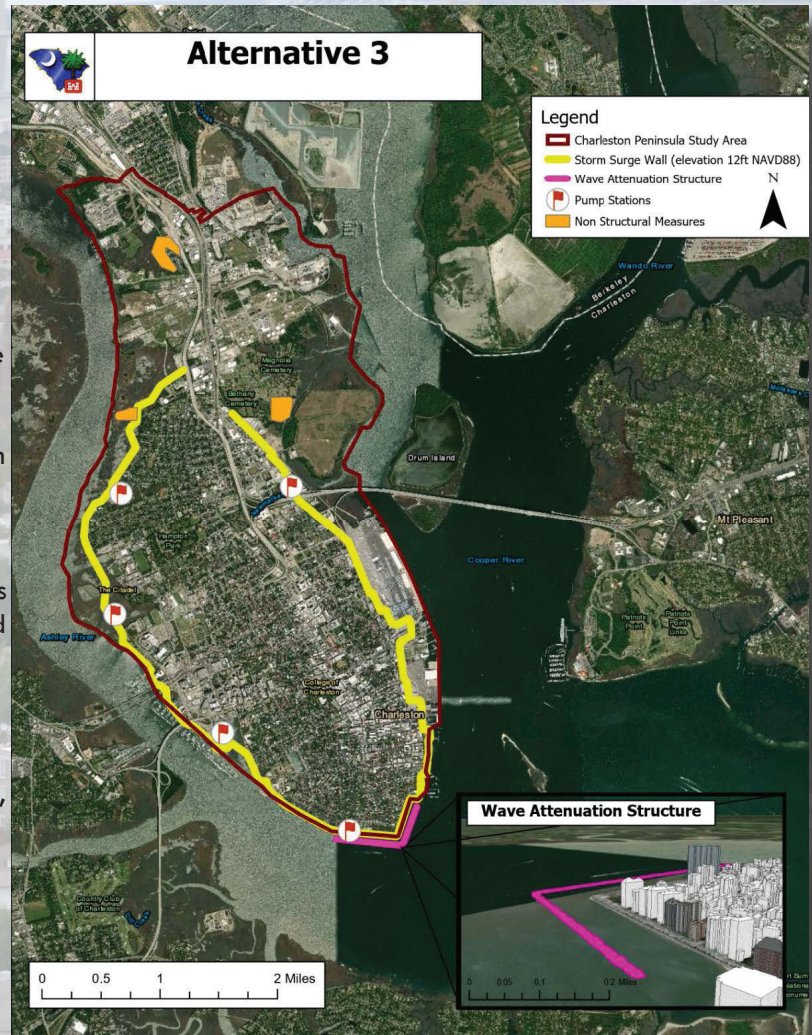
This spring, the three-year federal study recently crossed an important milestone: selection of a tentative coastal flood risk reduction strategy for the peninsula, the study's defined area. On April 20, the study team released its blueprint of proposed measures in a draft report. The report also covers the study's assessment of environmental impacts, as required by the National Environmental Policy Act.

In general, the plan recommends three measures: a perimeter storm surge wall, an offshore wave attenuation structure and some additional nonstructural floodproofing. Combined, these measures make up what is known in the federal civil works process as the National Economic Development, or NED, Plan.

At this stage of the federal study, all measures remain conceptual only. The report is open to public comment through June 19, and all are encouraged to review the report and provide feedback. Due to the ongoing public health crisis, the study team extended the comment period from 30 to 60 days, established virtual office hours through May and created an interactive website to allow viewers to engage with modelling used to inform the study's analysis.

Initially requested by the City of Charleston and later funded through congressional emergency supplemental funding, the study and its findings are one component of an overall, comprehensive flooding strategy for the city. More specific details, such as designs, layouts and exact placements, occur in later phases of the study and require additional authorization and funding from Congress.

Still, the draft report findings give the community, local, state and federal government a baseline for important conversations about the peninsula's future, as well as an actionable and feasible way ahead.



The peninsula is no stranger to coastal storms and flooding. In the last few years, the peninsula has experienced some of its highest-ever recorded tides. Sea levels have risen a foot since 1890, and estimates show sea levels will continue to increase through the end of the century. During these severe storms, much of the medical and critical infrastructure are risk to significant damages.

The Army Corps of Engineers is committed to developing the best solution for the peninsula and urges the public to review the report, engage with the team and provide feedback. Comments and suggestions from the public inform future aspects of the study and are a vital part of the Army Corps of Engineers process.

To access the report, visit

www.sac.usace.army.mil/charlestonpeninsulastudy

Repairing the Jetties

Article By Sean McBride
Photos by Jeremy Johnson

When something hasn't needed repair in more than 130 years, you know it was built strong.

The Charleston Harbor jetties were constructed by the Charleston District from 1882 to 1895. The jetties allowed for safe vessel transit by stabilizing the Entrance Channel into Charleston Harbor. They were the first significant project after the Corps of Engineers officially established a permanent office in the Lowcountry.

Since that time, they haven't needed any repairs, which is remarkable considering how they were constructed. Over the 13 year period, engineers floated thousands of giant boulders into the harbor and sunk them along their intended footprint until they were completely built up to the water's surface. This engineering marvel was so well-constructed that they have stood un-touched since then.

However, recent hurricane events caused shoreline erosion on Morris Island, where the South Jetty ties into land, causing the rocks on land to degrade. Without repair, increased erosion would give water a new path behind the jetty, causing more issues and lessening its effectiveness.

"The repair work reduced the risk of erosion of Morris Island and stabilized the jetty structure for the foreseeable future," said Jeremy Johnson, project manager. "The repair of the south jetty was critical to ensuring safe passage for all transportation in and out of Charleston Harbor."

The \$4.5 million project began in October 2019 and was completed in February, more than two months ahead of schedule. 8,500 tons of local boulders from the Upstate of South Carolina were trucked in, brought to Morris Island on barges, carried across the island in dump trucks and put into place by a backhoe. For perspective, in all, the area worked on was less than one percent of the entire jetty structure.

"This project restored the south jetty to its original design and will provide long-term stability to the rock structure so it can do its job," said Johnson.

The Corps is committed to maintaining a safe and navigable federal channel through projects like this. The jetties help protect the large container ships coming into Charleston Harbor, where the District is also deepening the federal channel.





Rocks are unloaded from a barge by a crane



Rocks are loaded into a dump truck and driven across Morris Island to the jetty



Rocks are unloaded by a backhoe

Backhoe places rocks onto jetty structure



Army Corps Partners with Southern States to Understand Coastal Risks

By Jackie Pennoyer

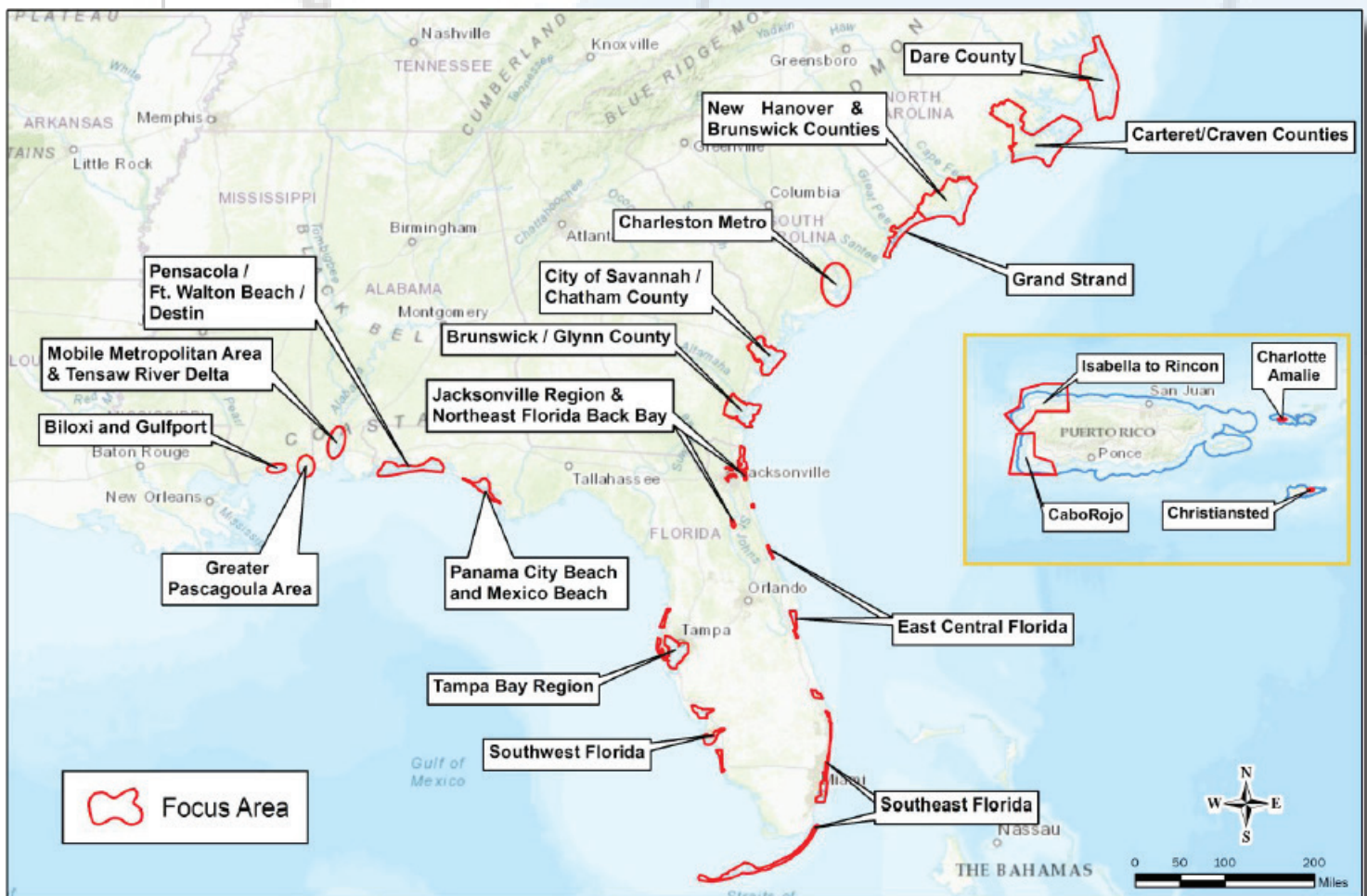
A four-year federal study, begun in 2018 and led by the U.S. Army Corps of Engineers, has brought community leaders and government agencies from coastal communities along America's southeastern region together to discuss rising seas, a more aggressive storm future, and how best to manage the risk posed to the region's most vulnerable resources.

Known as the South Atlantic Coastal Study, or SACS, the coastal risk assessment analyzes risks from storms and sea level rise along 65,000 miles of tidally-influenced shorelines in six states, including North Carolina, South Carolina, Georgia, Florida, Alabama and Mississippi, and the territories of Puerto Rico and the U.S. Virgin Islands.

The study has two primary goals: to paint a common operating picture of the region's coastal storm risk and encourage a coalescing of current, proposed and future protective measures into a cohesive regional strategy that informs decision-makers at all levels.

Unlike several of the Corps' more localized coastal storm risk management feasibility studies, such as the flood studies in Charleston, Norfolk and the Florida Keys, the SACS will not develop project-specific recommendations for Congressional authorization, said Pam Castens, SACS regional project manager.

"The study will develop a suite of recommendations founded on the concept of shared responsibility for risk reduction,"



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|--|--|---------------------------|
| Author: KTRGLTFL | Map Date: 2/25/2020 | <h2>SACS FOCUS AREAS</h2> |
| Data Sources: USACE Service Layer Credits: Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, MRCAN, GeoBase, IGN, Radaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community | Scale: 1:9,220,852 Coordinates System: WGS 1984 Web Mercator Auxiliary Sphere | |

said Castens. “By working together, those recommendations could assist in expediting an efficient path toward project implementation at all levels of government.”

The draft report — set to release October 2021 — will not include a detailed list of recommended projects for congressional review and federal appropriation, but will highlight high risk areas that are candidates for further consideration and action.

“The point of this study is to understand the bigger picture and integrate all the resources available in a cohesive, strategic way,” said Castens. “This is not just about what the Army Corps can do. It’s about understanding how federal, state, local governments and leaders at all levels can leverage opportunities and work together to make coastal communities safer and more resilient.”

The SACS Project Delivery Team has mounted a complex and enterprising operation, hosting routine webinars, sending monthly newsletters and organizing site-specific workshops with dozens of partnering agencies and community

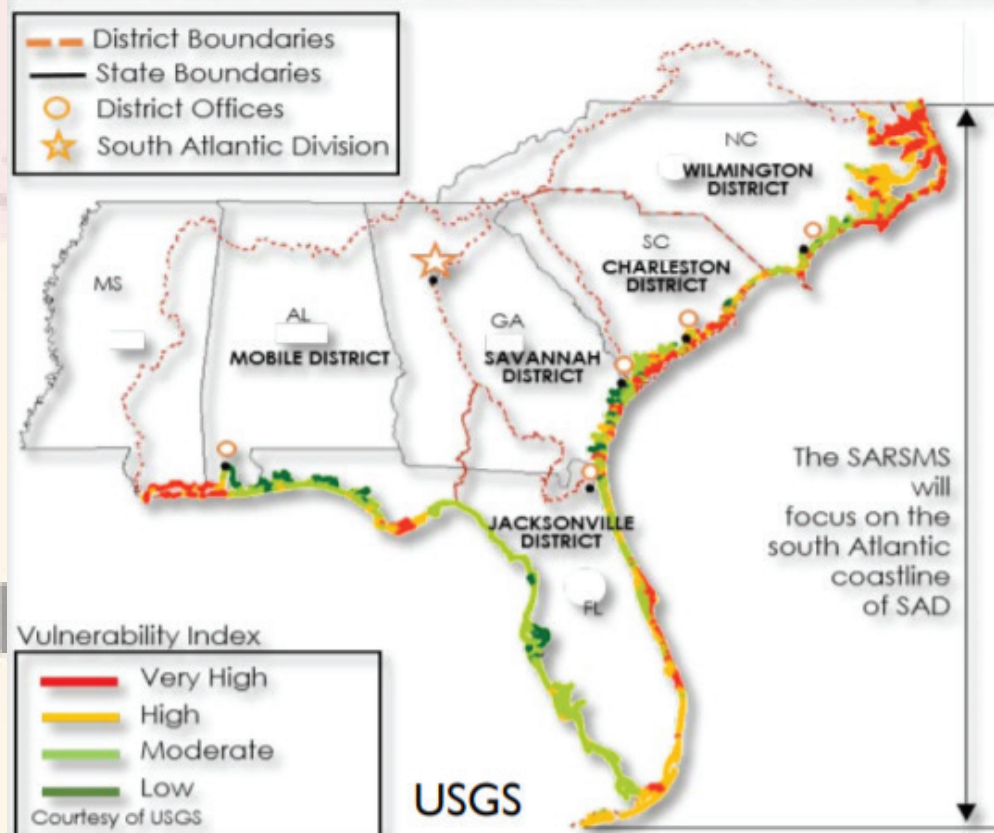
stakeholders. To maximize the availability of information to the public, the team also launched a publically-available geo-portal with modeling overlays on composite risk, population density and other data driving study decisions.

In September 2019, Diane Perkins, SACS project manager overseeing the development of the South Carolina state appendix, held field workshops for the state’s two planning reaches: SC-03, which stretches from the state’s border with North Carolina to the Santee River, and SC-04, the area from the Santee River to the Georgia border. Both events had representation from city, county and state governments; local academic institutions; military branches; federal and state agencies; and local offices of national non-profit organizations.

The study plans to deliver its final products, including state and territory-specific appendices, the final report, and accompanying technical reports, in August 2022.

To learn more about the SACS, visit www.sad.usace.army.mil/SACS.

COASTAL VULNERABILITY IN SOUTH ATLANTIC DIVISION (SAD)



10,000 miles of vulnerable coastline in the South Atlantic Division: The USGS vulnerability index is based on a combined relative score of several natural factors including tidal range, wave height, coastal slope, shoreline change, geomorphology, and historical rate of relative sea level change.

Working with the State to Protect Beaufort's Shores

Article and photos by Jackie Pennoyer

Battered by recent back-to-back coastal storms, several state-owned barrier islands dotted along Beaufort's coastline lost stretches of protective beaches, critical habitat for threatened species and key structural defenses safeguarding state resources.

In particular, Hunting Island State Park saw a wipe-out spanning nearly two miles of recreational beach following Hurricane Matthew and Tropical Storm Irma. The coastal storms also left the state's only publically-accessible historic lighthouse vulnerable to tidal flooding and stripped away about 40 percent of the island's sea turtle nesting ground.

According to J.W. Weatherford, park manager, Hunting Island's northern coastline was so eroded that management was forced to shutter the entire island — one of Beaufort's top attractions and economic powerhouses

— for nearly two years. In total, the park suffered \$5 million in damages and lost roughly \$2 million in revenue due to lost time.

"Almost every restaurant from Lady's Island to [Hunting Island] said if we were closed for two more months, they would have had to close," Weatherford said. "If we just gave up here, Beaufort County would be impacted severely."

Neighboring state-owned isle to the south, St. Phillips Island also sustained severe storm damages. A previously-constructed riprap revetment, which helps control beach erosion and protects existing park facilities, was blown apart by high-force winds and impact surges. Currently, riprap stones are strewn across the shore, leaving very little of the original structure in place.



The Charleston District authorized the state park to begin re-nourishment work on Hunting Island in August 2019. Once complete, the park's project is expected to add nearly 1.2 million cubic yards of beach-quality sand to the impacted shoreline. For additional protection, the project — carefully timed to avoid disruption of turtle nesting season — also involves installation of two noninvasive groins, sand fencing and vegetation.

The state park's second renovation project, repair of the demolished riprap revetment on St. Phillips Island, is currently under review by the Charleston District.

Speed and helpful applicant interactions are among Charleston District Regulatory Division's top priorities, but regulators are also responsible for thoroughly studying the specified project area and completing a compliance process with other state and federal agencies.

This, combined with optimizing the project's impact to public coastal storm resiliency, makes the process a complex one.

"Ultimately, our goal as regulators is to work on behalf of the public," said Courtney Stevens, biologist. "We work hard to ensure applicants — including our partner, the State Park Service — understand the process and maintain the public's best interest at every step."

At a recent site survey to both islands, Lt. Col. Rachel Honderd, Charleston District commander, observed the regulatory team finalize St. Phillip's Island jurisdictional determination, a critical step in the permit process that involves definitively drawing wetland boundaries.

"It's truly evident how much our team really cares about their work," said Honderd. "I couldn't be more proud of this team and the important work we do."

Opposite page: Erosion and debris is visible on Hunting Island.

Below: Construction work on Hunting Island to renourish the beach.



Supporting Installations with Engineering Expertise

Article by Sean McBride
Photos by Jason Hinton

“The system worked.”

A week after a crack was noticed in Weston Dam at Fort Jackson, that’s what everyone was saying. Why? Because three groups had gotten together, gone through the process and repaired the issue.

In December, Fort Jackson Department of Public Works’ dam safety staff noticed a crack in the dam during a routine maintenance inspection. This triggered a series of protocols that were executed perfectly. This included virtual assessments by USACE experts of the conditions on site.

First, the DPW was able to immediately implement emergency repairs the next day, using material that had been staged on site by the Charleston District for conditions like this.

“We previously had our temporary repairs contractor leave materials at the dam to fix minor issues like this,” said David Dodds, construction chief. “There were 1100 cubic yards of sand and gravel staged on-site available for the DPW to make temporary repairs

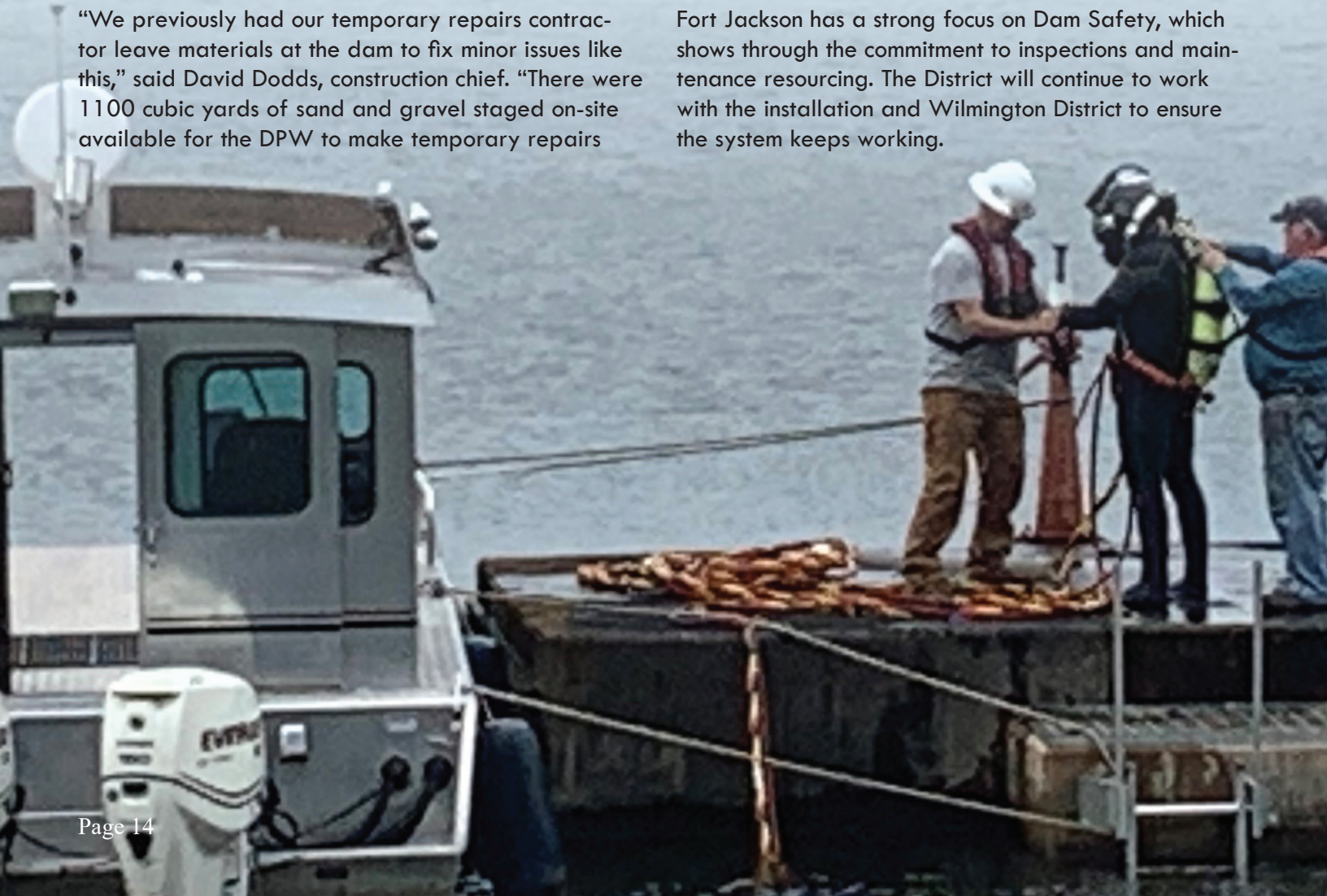
while the permanent repair design is completed and implemented.”

Next, Wilmington District’s dam safety experts were on site within a week with Charleston District personnel to assess the near- and long-term risks.

Charleston and Wilmington District’s are working together to conduct an environmental assessment and complete the design of the permanent repairs on the dam and spillway. Once the full scope is ready, the District will put a contract for the project out for bid for permanent repairs.

“This project highlights the partnership the Charleston District has with the Fort Jackson DPW and Wilmington District to rapidly respond to issues on base and execute contingency plans,” said Dodds. “Conducting inspections and identifying issues so they can be fixed before there are major problems proves how the system worked.”

Fort Jackson has a strong focus on Dam Safety, which shows through the commitment to inspections and maintenance resourcing. The District will continue to work with the installation and Wilmington District to ensure the system keeps working.





Above: Dive operations to identify the source of the crack are monitored from a vessel above.

Right: Material to temporarily repair the crack at Weston Dam was staged on site to rapidly respond.

Below: A diver prepares to enter the water to survey the source of the problem.



5 Questions with a Soil Scientist

By Jackie Pennoyer



Does this soil classify as wetland?

It's a question regulators at the U.S. Army Corps of Engineers answer on a daily basis and one newly-licensed Corps soil scientist and ecologist Tyler Sgro can take to another level.

Consider a formerly forested area, cleared of vegetation and filled with foreign soil material. Before changes were made to the site, *did* this area classify as wetland? And what clues can the soil provide to help with this evaluation?

Every year, the Charleston District regulatory division reviews thousands of permit applications and jurisdictional determination requests. Some of these projects require an in-depth analysis of prior soil surveys and on-the-ground soil analysis to accurately identify potentially regulated wetlands.

In cases with complex soil conditions, the Corps calls in Sgro to do “mini soil classifications” to examine soil morphology and determine whether or not it is a hydric soil.

Recently, Sgro reached a major milestone in his career: completing the South Carolina licensure process and becoming a state-accredited soil classifier. Now, through his role as a Corps scientist, Sgro can officially classify soils down to their individual series, a unique nomenclature among tens of thousands of soil types.

Though not as applicable to routine wetland regulation, soil classification work gives the Corps a greater ability to understand soil conditions and more effectively identify and regulate important wetland areas.

Sgro is the only soil scientist and licensed soil classifier in the Charleston District and is one of only two regulators licensed by their state to practice soil science in the entire Corps.

Sgro started his career at the Corps in September 2016. He holds a bachelor's degree in environmental economics from the University of Georgia and an advanced degree in soil sciences from North Carolina State University.

We sat down with Sgro to discuss some of the science behind soil classification and its important role in identifying wetlands.

1. When are soil classifications required?

The regulatory team often looks at a small aspect of typical soil classification, or soil analysis, as part of a permit or jurisdictional determination. During this process, the Corps identifies wetland boundaries and establishes its federal regulatory authorities. The ability to conduct more robust soil classification is extremely important in instances where the landscape was altered improperly without a permit. In these cases, the Corps essentially performs a forensic analysis to get a snapshot in time of the soil's hydrologic conditions prior to site disturbance. Narrowing a soil down to its classification series helps paint a fuller picture of not only the soil's characteristics, but also its hydrologic conditions.

2. Why is it important?

It's important to study soil at the local and micro level. Soil hydrology — or the presence or absence of hydrology at certain depths — can vary up to a few feet depending on time of year, and these soil deviations are not always captured in Natural Resource Conservation Service maps. We're able to apply a more granular perspective by taking a higher number of soil samples on a given site and consider a site's geomorphic position by using resource information such as LiDAR. Accurately classifying soil and identifying wetlands are also important to development and wetland restoration projects, because these steps ensure effective restoration of degraded wetlands and helps wetlands serve their purpose of trapping and alleviating floodwaters.

3. How do you determine an area as a 'wetland?'

The Corps classifies areas as wetland when they meet three conditions: presence of hydrology indicators, hydrophytic vegetation and hydric soil conditions. Generally, soils are considered hydric if they are formed under conditions of saturation, flooding, or ponding long enough during the growing season to develop anaerobic conditions in the upper layers — typically defined as the top 12 inches — of a soil.

4. What is something most people don't know about soil classification?

In my experience, the greater Charleston region is one of the most challenging locations for wetland identification and delineation. This region has large quantities of water and historically wet areas, has critical flooding vulnerabilities and limited buildable areas, and continues to see a high rate of growth and development. Couple that with the area's unique environmental conditions, such as temporal variations in the rainy and dry seasons and their effects to soil moisture conditions, and you have a kind of perfect storm, from a programmatic standpoint.

5. What do you enjoy most about working for the Army Corps of Engineers?

The ability to apply my experience and expertise to identify and in a lot of ways protect a valuable and under-served resource is rewarding. I believe a high level of field experience and knowledge are indispensable here in this geographic region, and I believe that this aspect of the work we do is vital to protecting our local communities.



Explain your job in three sentences.

The Interagency & International Support Branch provides excellent support to our military and other federal agency partners. We provide construction support to include sustainment, renovation, and modernization (SRM) and new construction. We also provide services to keep facilities maintained and operational such as preventive maintenance, repairs and facilities investment services (things like grounds maintenance, custodial, pest control and waste removal).

What is the most unique thing you bring to the District?

Before working for the government, I was a manufacturing engineer. I bring production experience and tools that help me focus on process improvements within our branch and how we provide for our customers.

What is the most rewarding part of your job?

Providing results for our military and federal agency partners. It is very satisfying to be engaged in construction, renovation and maintenance of customer facilities, but hearing about the impact we make to their mission and for them personally is the best reward.

Highlight a notable milestone or memory in your career.

My first major project for USACE was as project manager for the Marine Forces Reserve Headquarters in New Orleans, LA. The project was executed by the State of Louisiana with support from the Charleston and New Orleans Districts, NAVFAC and SPAWAR. The Charleston District acted as the integrator for all agencies and contractors involved. It was a tough project with a tight timeframe but our team met the challenge and delivered on time. The ribbon cutting was attended by the governor, congressmen, and the South Atlantic Division commander at the time. Receiving his thanks and command coin after the ribbon cutting was a huge highlight!

What goals do you have for your career at the Charleston District?

As branch chief, my focus is now on both our customers and our people. I intend to maintain the extremely high level of customer satisfaction the Charleston District provides while seeking out new work opportunities. I will also focus on right-sizing our workforce, improving our processes and empowering our excellent people.

What is something that most people don't know about you?

I'm married with three kids, love the outdoors and enjoy woodworking in my spare time.

Brian Edwards

Interagency & International Support Branch Chief



Our:

Dan Klingshirn

Regional Reimbursable &
Military Construction Branch Chief



Explain your job in three sentences.

The Regional Reimbursable & Military Construction Branch provides support to our military partners at multiple locations throughout the Southeast, including Joint Base Charleston and Fort Jackson. My job is to build a team of project managers that can leverage the District's talented workforce to assist and support our customers and military partners. We focus on new construction, building renovations, design solutions, and facility management services.

What is the most unique thing you bring to the District?

I've travelled to over 30 countries and spent a portion of my career working on projects in many foreign countries. It was a very rewarding experience and I had to learn how to work with very diverse stakeholders for project success.

What is the most rewarding part of your job?

Helping solve some of our customers' hardest problems. We're working side-by-side with them through all phases of the project delivery process to make sure we are meeting their needs and using taxpayer funds in the most appropriate way possible.

Highlight a notable milestone or memory in your career.

One of my favorite projects was a new health clinic in Samoa. An existing health clinic was damaged in a tsunami, and we initially planned to renovate the existing clinic. After we developed the cost estimate and scope, we realized constructing a new clinic would be more cost-effective. The project took a long time because we had to identify a new location, work with a foreign government and the US Embassy for the legal agreements, and hire a contractor who could complete the work. The project completion was scheduled to coincide with the US Embassy's celebration of Samoa's independence day, and the US Ambassador and President of Samoa delivered remarks from the project.

What goals do you have for your career at the Charleston District?

My goals are to continue the high level of customer support, expand our services to new customers, and make sure our people have the right training and skills to deliver challenging projects on time.

What is something that most people don't know about you?

I taught sailing for a summer, and have raced sailboats for 10 years.



Charleston District's New Vision and Mission

Recently, Charleston District senior leadership spent time discussing the vision and mission of our organization and what we want to be known for as a district. Leadership discussed the current statements and worked them into what they felt is the right direction for the District's future in the way we work with our customers, partners and stakeholders. With that, we developed the following new vision and mission statements:

Vision

Trusted, enterprising professionals strengthening South Carolina and the nation.

Mission

Deliver comprehensive solutions through exceptional customer service, collaboration and commitment to quality.

Our goal with these new mission and vision statements is to have a shared understanding of who we are and what we value. We listened to the feedback in our recent employee survey and we have committed to doing nine initiatives over the next two years that will build and strengthen the District to deliver on our values and position ourselves for the future to remain a world-class workplace.

Thank you for your continued partnership and commitment to our organization and being an important part of the best district in the U.S. Army Corps of Engineers. We work hard to ensure we put forth the best effort and service for our customers.