

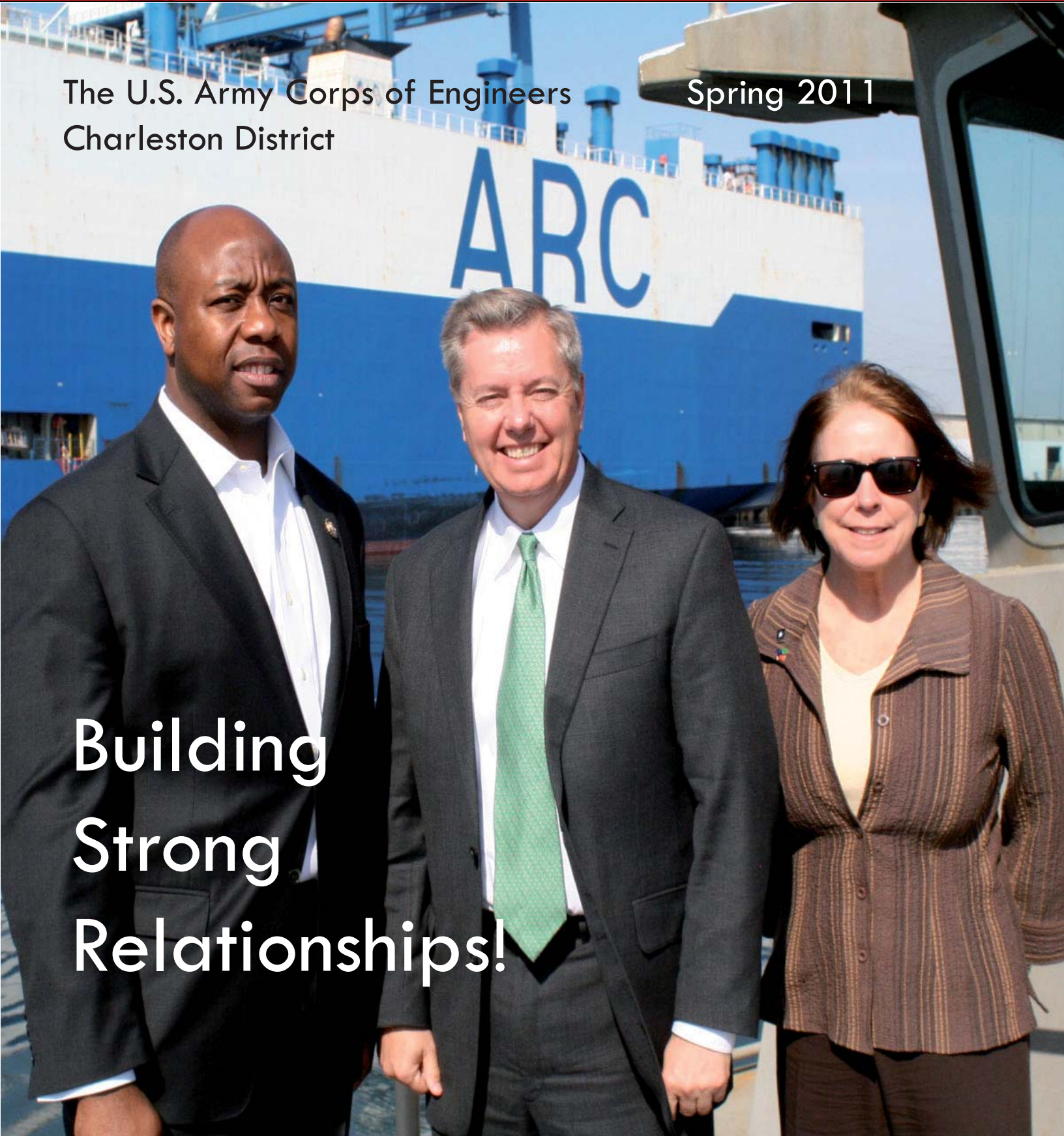
Palmetto Castle



The U.S. Army Corps of Engineers
Charleston District

Spring 2011

Building
Strong
Relationships!



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On the cover...



This issue features ASA-CW Jo-Ellen Darcy (far right) who met with Sen. Lindsey Graham (middle) and Rep. Tim Scott (far left) about the Charleston Harbor.

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From the Commander

Greetings,

The Charleston District's vision statement says that it's in the eyes of you, our stakeholders, that we seek to be "universally recognized as a cadre of highly trusted and valued public engineers, scientists and professionals in service to South Carolina and the nation." One part of how we determine if we are properly achieving our goals is through our annual customer surveys. Thanks to all of you that recently shared your thoughts with us via our civil works version of this survey. We absolutely value your input as we strive for a perfect "5.0" performance. You'll learn more about the results of the survey later in this issue. We are a learning organization and our senior leadership and I commit to you that we'll consistently work process improvements that give you the best possible outcomes.

Some of you also had the chance to provide your thoughts on our District's performance to our Washington, D.C. leadership over the past couple of months. You'll read the specifics about each visit later in this issue, but we had the pleasure of hosting both our Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, and the Assistant Secretary of the Army for Civil Works, the Honorable Jo-Ellen Darcy. The Chief and Sec. benefited from hearing from you during their visits on how we, as a District, meet the expectations you have for us. While we all are faced with budget challenges, our leaders know that trust and continued partnerships are maintained by timely, high-quality execution each and every day. We are very proud of our work to provide sustainable water resource solutions for South Carolina and innovative and resilient infrastructure solutions for our military and agency customers.

With this *Palmetto Castle* column, I'll foreshadow a bit of our summer leadership transition. It has been my absolute pleasure and honor to meet and work with all of you during my time with Charleston District. Both my wife, Amy, and I have very much enjoyed the opportunity to call South Carolina "home" during this two-year tour that will conclude in July. Please know that the trusted staff at the Charleston District will continue to meet your needs and expectations throughout our leadership "Change of Command" transition. Lt. Col.

Ed Chamberlayne is looking forward to his tour with you and he and I mutually assure you a seamless/in-stride "hand-off of the baton." You, our customers and stakeholders, continue to be our number one priority and I will personally "sprint to the finish" to work your issues.



Thank you all for giving our team and me the chance to selflessly serve you and our nation.

Best regards- BUILDING STRONG!

Jason A. Kirk, P.E.
Lt. Col., U.S. Army
Commander and District Engineer

Good to Great!

"Greatness is an inherently dynamic process, not an end point. The moment you think of yourself as great, your slide toward mediocrity will have already begun."

Jim Collins
Author, "Good to Great"

FROM THE TOP TO THE BOTTOM

By: Bill Stein, deputy district commander for planning, programs and project management

Every spring, just after the President's Budget is announced, I travel to Washington, D.C. with the current District Engineer and the Assistant Chief of Programs & Project Management Division to meet with United States Senators and House Members representing South Carolina. We visit the members to explain what is in the budget for Charleston District (since we work for the President) and how the budget will affect civil works projects in South Carolina. This year, we visited with all eight members and their staffs over a two day period and received their feedback on what they see as important of South Carolina's future. While there we also ran into the Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, and his boss, the Assistant Secretary of the Army for Civil Works, Ms. Jo Ellen Darcy, as they were making congressional rounds to welcome the freshmen congressional members.

I am always in awe when we get to roam the Senate and House Office Buildings and the Capitol to meet with our delegation. The House office buildings (Cannon, Longworth and Rayburn) are located across the street from the Capitol, while the Senate buildings (Russell, Hart and Dirksen) are located across the street from the Senate Gallery. We usually meet in the Congressmen's office but occasionally, when they are busy, we meet with them in committee rooms, hallways and cafeterias. We even had the opportunity to meet twice in the "Cloak Room" directly behind the House Chambers that you see on C-

SPAN.

I truly wish everyone in the District could experience this trip at least once. It provides a perspective of how things work from the top of the chain down to the bottom. Sitting with people who write the laws for this nation, seeing the history of our country everywhere



Stein visiting with U.S. Rep. Joe Wilson (R-SC).

you look and marveling at the intricate architecture that just isn't built anymore adds a big picture to the things we accomplish in the District on a day-to-day basis. We execute projects that are budgeted for by the President and that are authorized and appropriated by Congress. We execute projects that are important to our military, our environment, other federal agencies and the state of South Carolina. What we do is more than individual tasks that some days seem very routine. We are public servants who assist other to help serve our nation. We are part of a Project Delivery Team that includes the President and Congress. After meeting with our members of Congress, it's obvious that they are very grateful for the Charleston District's services.

CUSTOMER FEEDBACK- THE KEY TO SUCCESS

By: Sean McBride

The Charleston District recently completed their annual civil works customer survey and couldn't be happier about the feedback received. Out of all the responses, the average score for the work done during the past year was 4.42 out of five. Respondents were asked to use a scale of "very unsatisfied" to "very satisfied" to rate statements such as, "The Corps of Engineers' commitment to customer satisfaction," "Delivering quality products and services" and "Always keeping me well-informed," just to name a few. Some of the comments received from customers included "The knowledge, professionalism and product of the Charleston District, USACE are second to none. We, in Charleston, consider ourselves very fortunate to work with a District and Division staff that are innovative and "From

day one until the completion of the project, our input was always sought by the Corps." The Charleston District thrives on customer feedback to continually work towards the goal of moving from "good to great."

Receiving constructive comments back from customers allows the District to see what is being done effectively and what can be improved. The District wants to provide the best customer service possible in the future.

Though the formal customer feedback survey is done only once a year, the District welcomes feedback at anytime. Contact Bill Stein, 843-329-8055 or william.stein@usace.army.mil, or your project manager anytime you want to tell us how we are doing.

ORGANIZATIONAL DEVELOPMENT - ONE PERSONS VIEW

By: Mathew M. Laws, III P.E., technical services division chief

What if you were just given your first opportunity to lead and build an organization? What would you need to know? Where would you start? Who would you involve? How would you involve them? What would you do? Most importantly, how would you know you were making a difference and having a positive effect?

Giving these questions some thought, even if you only contemplate this challenge for a few moments a day, can provide you a basis to have a meaningful organizational impact! There are numerous mutual benefits which result from improvements in our teams' joint ability to serve (one of these mutual benefits is assuring continued mission and interesting work through excellent customer service). Remember that, depending on timing and situation, we are all required to be both great followers and great leaders. It's most important to learn to do both exceptionally well.

This article is meant to both challenge you and provoke you. It is important to mention upfront that what is offered here is a very broad and non-traditional picture of the concept of "organization." The term organization, as it is used here, is in the context of very long-term and successful institutional alignments of professionals. Inherent to, and essential in, this concept of organization are the very strong evolutionary processes that drive constant change from both within and outside.

Given this big picture and dynamic notion of organization, what is the "organizational context" within which we must all work to be great followers and leaders? Within what organizational context must we accomplish our deep thinking, collaborating, changing and teamwork to achieve and create systematic positive outcomes? Toward this end, I offer you six observations to hopefully stimulate and enhance your thought processes, as well as to encourage you to begin to build your own better and clearer notions.

Observation one: Creativity, commitment, wisdom, expertise and the drive to execute are within everyone in our exceptionally skilled, highly agile, adaptable, expeditionary and entrepreneurial Charleston District Team. We must all listen well to each other if these talents are to be brought to bear in the most effective way and in ways that produce outcomes with lasting efficacy.

Observation two: We are wholly interdependent on each other in all our endeavors. Both our organizational and individual futures are inextricably linked. Our organizational reality is that there are no isolated, independent permanent entities.

Observation three: Organizations, and all the humans within and outside, are "living organisms," not static, permanent structures. Therefore, they are like all things in the living environment and are always in constant, moment-to-moment change. Organizations are also subsystems of larger, ever-changing, nested systems. All are like complex ecosystems that are impermanent and constantly adapting to their evolving niches. Each element and system is always being influenced and shaped by the seasonal variations (budget cycles and leadership changes), strong winds (firmly held organizational and individual perspectives), tides (organizational paradigms, differing visions of futures) and currents of the world in which they exist (national politics, global environmental change and the global economy).

Observation four: Within the organizational environmental context described by observation three, the four "root determinates" of the capability of all organizations and individuals to "thrive into the future" will greatly depend on their flexibility, interoperability (team work), adaptability and, ultimately, their continued relevance and effectiveness within associated larger organizational system environments (i.e. our organization's ability to continuously evolve and focus on emerging national needs and, therefore, yield quality and value through our stewardship to the nation).

Observation five: The speed and quality of our team's joint continuous organizational learning, the speed and quality of our team members individually learning about the things unique to their appropriate and evolving roles, our synchronization of all this smart team work and continuously leveraging the most effective emerging technology, will together constitute the four "key dynamic steering mechanisms" by which we can all shape organizationally bright futures.

Observation six: Healthy, thriving organizations are identical to healthy, thriving ecosystems, full of very diverse species, arising, dissolving and repeatedly fulfilling their natural purposes. In our thriving ecosystem, it's all about people.

CHIEF OF ENGINEERS MAKES AN

By: Sean McBride

Lt. Gen. Robert L. Van Antwerp, Chief of Engineers for the U.S. Army Corps of Engineers, visited the Charleston District in January 2011 to be briefed on current projects and address employees, customers and stakeholders.

Upon arrival, Van Antwerp, the 52nd Chief of Engineers, met with Charleston District leadership to discuss the state of current projects before addressing employees at an internal town hall meeting to share the state of the Corps at the national level. Van Antwerp gave employees the chance to ask questions about USACE issues worldwide and provided excellent feedback on initiatives affecting both the Charleston District and the Corps.

That evening, the Charleston District held a reception where Van Antwerp met with a small group of Charleston District customers and stakeholders. The goal of the event was for Van Antwerp to receive feedback directly from customers on the work the District has done for them.

Attendees were encouraged to speak openly with Van Antwerp about their feelings on the work the District has provided them with over the years.

“Enabling our Chief to meet with our customers and stakeholders is right in line with our goals of attaining customer feedback,” said Lt. Col. Jason Kirk, Charleston District Commander. “We wanted the Chief to know how



IMPACT ON THE DISTRICT

our customers really feel about the work that we do on a daily basis instead of just telling him how we believe they feel. The event was a great way to get real feedback directly from the source.”

Van Antwerp wrapped up his visit to the Charleston District by visiting the field office at Fort Jackson in Columbia, SC. Here, he addressed the Charleston District employees from the various field offices in the area that weren't able to make it to Charleston the day before. The Chief then visited several of the recently completed projects done by the Charleston District at Fort Jackson including the Armed Forces Chaplaincy Center, the Master Resiliency Training Course and the Drill Sergeant School.

Van Antwerp is the senior military officer overseeing most of the nation's civil works infrastructure and military construction. He assumed command on May 18, 2007 and is responsible for more than 37,000 civilian and 600 military employees who provide project management and construction support to 250 military installations around the world, as well as overseeing environmental protection projects and emergency response support to FEMA.

Hosting the Chief at the Charleston District was a great honor for all those involved. The Charleston District would like to thank Lt. Gen. Van Antwerp for his contributions to the U.S. Army Corps of Engineers for the past four years and wish him well in his upcoming retirement.



A UNIQUE OPPORTUNITY TO PARTNER WITH SANTEE COOPER

By: Brian Wells, PE, operations branch chief

A group of 20 engineers, scientists and other Charleston District professionals recently took a trip to Moncks Corner, SC to observe the replacement of a very large Tainter gate valve at the Pinopolis Hydropower Plant. A Tainter gate is a type of floodgate used in dams and canal locks to control water flow between the two bodies of water the structure is separating.



The old, rusted Tainter valve was starting to separate on the sides.

The Pinopolis Hydropower Plant and Lock is owned and operated by Santee Cooper, one of the Charleston District's close partners at the St. Stephen Hydropower Plant. Santee Cooper is South Carolina's state-owned electric and water utility as well as the state's largest power producer. Santee Cooper is the ultimate source of electricity for two million South Carolinians.

The lock at Pinopolis allows boat movement by filling with water and lowering boats from the Cooper River into Lake Moultrie. It also operates the lock for fish passage in the spring and summer months. The 69-year-old lock, constructed in the 1930s and 1940s, is 60 feet wide, 94 feet tall and 180 feet long and has a total lift height of 75 feet.

Boat transportation at the Pinopolis Lock is achieved when two large lakeside doors open and fill the lock to the lake-level of Lake Moultrie allowing boats to float smoothly into the lock. Then, the approximately six million gallons of water it takes to fill the lock drain down approximately 75 feet to the canal-level of the Cooper River. The canal doors then open allowing the boats to float out into the tailrace canal to continue on their journey.

While the Charleston District doesn't own a lock facility,

locks and lock maintenance are critical "core" competencies of the Corps and the Charleston District jumped at the opportunity to see such a massive undertaking in action.

Charleston District employees met with Tom Henderson, Santee Cooper project engineer, and Jody Perry, operations superintendent, at the lock site. They provided an overview of the facility, talked about their lock and the maintenance challenges that they face and gave a presentation on the design and procurement of the new Tainter valve. The technical specifications given for the new valve design followed the Corps of Engineers' design guidelines.

After the briefing and overview, the group viewed the completely de-watered lock and looked at the old and new Tainter valves. The timing was perfect as the old and new Tainter valves were sitting side by side at the top of the dam. It provided an excellent opportunity to see and understand the condition of the old valve and see at what point a new one is needed. It also gave a unique opportunity to compare first-hand the differences in riveted construction designs used in the early 20th century to the all-welded construction of today's designs and fabrication methods.

Several improvements were incorporated in the new Tainter valve that weren't present in the original valve's design. For instance, the new Tainter valve used a double skin plate design which is considered to be the most appropriate type for lifts as tall as those seen at the Pinopolis Lock system. The new valve was manufactured using a higher grade of carbon steel material and coated with an epoxy system designed for continuous submersion in water. The valve seals were produced from neoprene rubber and are abrasion-resistant along the sides where dragging of the seals occurs during operations. To prevent corrosion, the new seal assemblies integrated stainless steel backing bars and fasteners. The weight of the new Tainter valve is approximately 14,000 lbs. as compared to the old Tainter valve which was approximately 18,000 lbs.

The tour and site visit were a huge success and a great event for the District participants. It helped the attendees to see this type of equipment up close so that they have a greater appreciation and understanding of the challenges associated with maintaining and operating these types of civil works assets. The visit further strengthened the District's partnership with a key stakeholder, Santee Cooper. Allowing the District to observe the replacement was not something that Santee Cooper had to do, but allowing the Charleston District's personnel to grow in knowledge alongside them leads to better operations for both organizations in the future. Thank you for the great opportunity Santee Cooper!

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It's all about joint teaching and mutual mentoring; people learning from each other, evolving, growing, stretching and coming together over and over again. As mutual mentors of each other, we need to cultivate the skills of joyous perseverance, inventive pioneering, insightfulness, listening and understanding. We must also exhibit kindness and a commitment to the best in each other, and put understanding ahead of agreement (everyone has varying views, opinions and experiences). Our Charleston District ecosystem will contain all species and variations with young people, old people and new people, all with unique skills and abilities, each growing, evolving, blooming within their niches, fully developing their natural talents and finding their unique passion to contribute. It's the work of great followers and great leaders to remove the obstacles to growth, assure fertile soil and guide individu-

als to their passion, thus assuring organizational evolution through all seasons toward relevant emerging national needs.

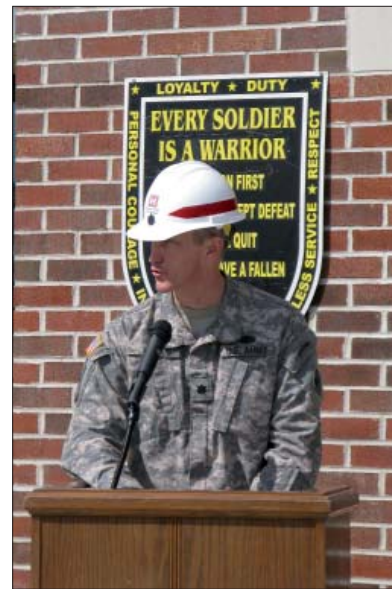
The above thoughts are just my own. There is no particular right or perfect answer to the subject of organizational development. These thoughts and observations are provided for the purpose of stimulating your thoughts on this subject, and to enliven collaborative discussion, dynamic organizational improvement and contributions by all. The future is uncertain, but ripe with opportunity. As we move hand-in-hand down the road of our interdependent destinies, I am confident we will not be victims of the future, but that our future is in our hands to create.

NEW BUILDINGS OFFER SUPPORT TO SOLDIERS

By: Sean McBride

The Charleston District has recently completed work on three buildings at Fort Jackson in Columbia, SC. The Basic Training Complex II ribbon cutting ceremony was held on January 21, which celebrated the completion of the new buildings and grounds for Soldiers to complete basic combat exercises. A month later, on February 23, the ribbon was cut on the new Drill Sergeant School. The Drill Sergeant School at Fort Jackson was built as a result of a base realignment and closure (BRAC) decision in 2005 to consolidate the three remaining active Army drill sergeant schools at Fort Benning, GA, Fort Leonard Wood, MO and Fort Jackson into one new school at Fort Jackson. Finally, on March 11, the District participated in the ribbon cutting for the Starship 11000 and Dual Dining Facility (DFAC). The Dual DFAC can feed up to 2,900 Soldiers in an hour, easing the meals process and getting Soldiers back to their regular duties quickly.

Lt. Col. Kirk proudly holds up his piece of the ribbon at the BTC II celebration.



Lt. Col. Jason Kirk addresses the attendees at the Starship 11000 and DFAC ribbon cutting.

The Fort Jackson crew, who worked hard on this project, pose with Command Sgt. Maj. Buxbaum, Lt. Col. Kirk and Maj. Gen. Semonite.



ASSISTANT SECRETARY DARCY VISITS THE DISTRICT

By: Sara Corbett



Rep. Tim Scott (left) and Sen. Lindsey Graham share a friendly "fist bump" prior to meeting with SCSPA.

On March 14, the Charleston District had the pleasure of hosting Assistant Secretary of the Army-Civil Works, the Honorable Jo-Ellen Darcy. Darcy was invited to visit the Charleston area by U.S. Sen. Lindsey Graham to discuss deepening the Charleston Harbor past 45 feet. While here, Darcy toured the Charleston Harbor with Sen. Graham, U.S. Rep. Tim Scott and Lt. Col. Jason Kirk, District Engineer, the South Carolina State Ports Authority's (SCSPA) president, Jim Newsome, and board chairman, Bill Stern, Whit Smith and John Cameron, both of the Pilots Association, and Capt. Mike White, U.S. Coast Guards Sector Charleston.

After the harbor tour, all of the attendees met with State Senator Hugh Leatherman, Mary Graham, representing the Charleston Metro Chamber of Commerce, and John Hassell, president of the Maritime Association to discuss deepening



the Charleston Harbor beyond 45 feet. The SCSPA talked with Darcy about the advantages of funding a deeper harbor in the Charleston area and some of the challenges the port faces now. The Charleston Harbor is tidal dependant,

meaning that the post-Panamax ships can only arrive and leave during high tide.

During the day, Darcy met with the Corps, South Atlantic Division director of programs Les Dixon and the Corps, Savannah District representative Pete Oddi as well as several other stakeholders interested in building the Jasper Ocean Terminal. The Jasper Ocean Terminal is a proposed container port that would be jointly owned by both SCSPA and the Georgia Ports Authority. Stakeholders, such as State Sen. Clementa Pinckney, State Sen. Tom Davis, Jasper County Administrator Andrew P. Fulghum, Bill Bethea, Chair of Joint Project Office, and Dean Moss, member of Savannah River Maritime Commission, and John Cameron, discussed their desire to see the Jasper Ocean Terminal built and discussed the project development process.

While here, Darcy also met with the District's planning branch to discuss possible changes to the feasibility study process. Before the Corps can construct a project, a feasibility study must be done. For a large new start feasibility



Andrew King, Sen. Graham's Deputy Chief of Staff, Whit Smith and John Cameron enjoying their tour of the Harbor.

study, the study could take three years or more. Darcy used this time to solicit feedback about the possibility of speeding up the process to complete a study in 18 months.

"The feasibility study is a lengthy process because of all the different laws and acts that we have to take comply with, such as if there is an endangered species residing in the area. Due to everything we have to take into account, including the National Environmental Policy Act (NEPA), completing a study in 18 months might be difficult to accomplish but we would do our best," said Mark Messersmith, biologist with the planning division. "Ms. Darcy listened to everything we said and seemed very receptive to our feedback."

As a former elementary school teacher, Darcy was delight-

ed to visit Charleston Charter School for Math and Science where the District had four exhibits set up for the students. The exhibits were centered around President Obama’s America Great Outdoors (AGO) initiative. This initiative aims at reconnecting, protecting and conserving the public land and parks in America.

Mark Messersmith, biologist, and Caleb Brewer, GIS specialist, facilitated a “reconnect” exhibit. This exhibit encouraged children to spend more time outdoors and described activities that they could do outside. The students worked with Messersmith and Brewer to design a virtual park using Google Earth and GIS software.

The “protect” exhibit was lead by Brian Williams, project manager, who talked about the benefits of beach renourishment and how it protects our beaches. Williams shared



Charleston District’s Adam Collias talks with students about ways to cut down on their carbon footprint.

driving.

“The students and I were most impressed by the information presented to us, but also by the amount of time and effort that was evidently put into the individual presentations. I had students tell me that they were unaware of what the U.S. Army Corps of Engineers does and were amazed by the amount of effort it takes to maintain our public waterways and beaches,” said Meredith Temples, Project Lead the Way- Engineering Teacher for Charleston Charter School for Math and Science. “The students who took part in the wetlands demonstration really enjoyed getting their hands dirty in order to increase their understanding of the vital role wetlands perform here in South Carolina.”

Darcy’s day concluded with a visit to Folly Beach and Morris Island Lighthouse where Williams briefed Darcy on each project and its importance to South Carolina. While at Folly Beach, Darcy had the opportunity to meet the Mayor Tim Goodwin, Mayor of Folly Beach.

The Charleston District had a great day showing Darcy all that the District does to build strong for South Carolina, the nation and beyond.



The planning division met with Savannah District’s Planning Chief, Bill Bailey, South Atlantic Division’s Les Dixon and Assistant Secretary Darcy to talk about the feasibility study process.



Sec. Darcy proudly stands in front of the America’s Great Outdoors display.

large photos of equipment that is used during a beach renourishment and photos of the beach renourishment process so students could visualize the methods used to protect the coastline.

Biologists Tracy Sanders and Debbie King hosted a “conserve” exhibit. The exhibit had several plants, such as a Venus Fly Trap, and different soil samples to show what can be found in wetlands and the outdoors. King and Sanders explained the role that the regulatory division plays in conserving the outdoors and how the students can help with conservation.

Recycling and cutting back on your carbon footprint was the focus of our “stewardship” exhibit. Adam Collias, facilities management specialist, and Chris Fisher, owner of Fisher Recycling, calculated what the carbon footprint; for an average household is and ways for the students to diminish their footprint, for example, biking and walking as opposed to

NEW INDUSTRIAL PARK HOPEFUL TO SPUR BUSINESS DEVELOPMENT

By: Dudley Patrick, project manager

The Charleston District recently participated in a groundbreaking ceremony for a new one-million-gallon water tank at the Matthews Industrial Park in Orangeburg, SC. The water tower's state-of-the-art composite design, made with a steel tank and concrete tower, will rise 180 feet above the surrounding industrial park and will serve as a beacon for future development in the area. The tank



State Sen. Matthews spoke about the potential for new business development because of the water tower. Photo credit: Jim Huff of Santee Cooper

will be the first structure to be completed at the site and is being constructed in partnership with the Lake Marion Regional Water Agency and Orangeburg County.

The ceremony began with remarks from representatives of the project. Speakers included Janie Cooper, the Vice Chairman of the Lake Marion Regional Water Agency, Dalton Tresvant, Midlands Area Director for U.S. Rep. Jim Clyburn, Maj Kevin Wissel, Deputy District Commander at the Charleston District, and State Sen. John W. Matthews, Jr., South Carolina Legislature District 39, for whom the industrial park and water tank are named.

Wissel spoke about great the relationships the Charleston District has with all the organizations involved in the project and how this was just another example of how the Corps is building strong to further the economic development of the area we represent.

"We're here to break ground on the new water tank, but we aren't breaking new ground on our relationships," said Wissel. "The Charleston District has enjoyed a seven-year partnership with the Lake Marion Regional Water Agency and Orangeburg County. This relationship will result in bringing a reliable source of potable water to portions

of five counties and six municipalities."

Sen. Matthews called the future industrial park a "linchpin for economic growth in Orangeburg County." Sen. Matthews has been serving District 39 for 15 years and has been very influential in the development of the region. His diligence and drive to boost the economy of Orangeburg County led to the industrial park being named in his honor.

Regrettably, U.S. Rep. Jim Clyburn was unable to attend but staff members, Tresvant and John Rickenbacker, attended on his behalf and delivered Clyburn's well wishes. Clyburn has been an unwavering proponent of the Lake Marion project since 2001.

The event concluded with the four speakers, along with Bill McCall from Santee Cooper, the state-owned power company for the area, and Matthew Daoust from Caldwell Tanks, Inc., the contractor for the project, conducting a ceremonial groundbreaking. The six representatives turned over the first soil signifying the beginning of the project's construction. The District joins Orangeburg County in hopes for a vibrant economic future for the I-26/I-95 corridor, beginning with the Matthews Industrial Park.

The Charleston District is proud to have partaken in such a historic event.



District Deputy Commander Maj. Kevin Wissel and project stakeholders break ground.

INSPIRING OUR CHILDREN

By: Sean McBride

The week of February 20-26th is recognized as National Engineers Week. National Engineers Week began in 1951 by the National Society of Professional Engineers to reach out to current and future generations of engineering talent through events, contests, visitations and more. This year, the Charleston District participated in National Engineers Week by hosting two local schools at our District Headquarters to give the children a first-hand look at what becoming an engineer truly means and how engineers affect their everyday life.



7th graders from Ashley Hall School having fun building a "human arch" teaching them how to make a structure stronger.

On February 15th (a little ahead of the week because we were so excited!) the District hosted an eighth grade class from the Charleston Charter School for Math and Science and on February 25th, hosted seventh graders from Ashley Hall.

The District's survey team, consisting of Matt Foss, Matt Boles, Chris Wright, Kenny Millbrook and Brad Schultz, took their groups outside to show them the survey vessel *Wilson* and the different types of survey equipment used to monitor the floor of Charleston Harbor and the Atlantic Intracoastal Waterway.

Paul Hinchcliff and Mary Hope Green, biologists in the regulatory division, taught the kids about the Corps' role as the nation's environmental engineer. Hinchcliff physically showed the groups how a wetland delineation is performed outside. Hinchcliff taught the kids about the different types of soil he encounters when delineating a wetland sight and showed them how to compare them to the universally-recognized Munsell soil chart. Green showed the groups different

types of plants native to South Carolina and the benefits they have to our local ecosystems.

The classes also received lessons on structural engineering from the District's engineering chief, Carole Works, general engineering from civil engineer, Brandan Scully, and geographic information systems (GIS) from the District's GIS analyst, Caleb Brewer. These presentations were used to open the eyes of the children to the limitless types of engineering work that can be done.

At the end of the day, the children participated in a hands-on activity called the "human arch." The activity consisted of a group of children trying to turn themselves into the most structurally-sound arch they could. Additional children were added to where they thought they could most support the others until they had constructed a sturdy arch.

With the Corps of Engineer's Science, Technology, Engineering and Math (STEM) Awareness Program in full-swing, the Charleston District used National Engineers Week as a platform to put the program's goal of stimulating interest and academic achievement in science, engineering and math among underrepresented kindergarten through high school students to the forefront of our operations.

As our Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, said, "The Corps views these students as our legacy, not just for us, but for America. They represent our nation's next great leaders in technology."



Students from Charleston Charter School of Math and Science get a lesson from Paul Hinchcliff, biologist, about wetland delineations.

There are lots of opportunities for children in engineering, both in the public and private sectors here in Charleston, so let's all do our best to recruit, educate and inspire these kids to build things that will continue to make our nation prosper.

Earth Day and AGO are a Perfect Fit!

By: Tracy Dotolo Sanders, biologist

The environmental movement of the 1970's gave birth to many landmark environmental laws, such as the National Environmental Policy Act, the Clean Water Act and the Endangered Species Act. The establishment of Earth Day was also part of this environmental movement. First celebrated on April 22, 1970, Earth Day is now recognized and celebrated worldwide by more than one billion people each year. Earth Day was established to inspire environmental awareness and appreciation and, forty one years later, the environment is once again receiving national attention. Terms such as "green energy," "climate change," "hybrid cars" and "carbon footprint" are being used in mainstream vocabulary, much like the popular slogan "reduce, reuse, recycle." Just last year, President Barack Obama established the America's Great Outdoors (AGO) initiative to reinvigorate the federal government's approach to conservation and reconnect Americans with the lands and waters that are used for farming, ranching, hunting, fishing and recreation.

Although the U.S. Army Corps of Engineers' regulatory program may not come to mind when thinking about Earth Day and AGO, it does have an important role in meeting the goals of both. The mission of the regulatory program is to protect the nation's aquatic resources while allowing for fair, flexible and balanced permit decisions. In South Carolina, the Charleston District regulatory division carries out this mission every day.

Aquatic resources, which include wetlands and waters of the U.S., provide Americans with opportunities for many recreational activities such as wildlife watching, camping, swimming, hiking, boating and kayaking. Each year, the regulatory division issues numerous permits

to private individuals, communities, local governments and state and federal agencies for projects related to AGO. These permits include the construction of docks, marinas, mooring buoys, public and private boat ramps, parks, greentree reservoirs and more, as well as the maintenance and improvements of managed tidal rice impoundments. In addition, preserved mitigation areas associated with permits also often include nature trails, boardwalks and bike paths.

The regulatory division not only issues permits for projects related to AGO, but also supports the goals of Earth Day. Although Earth Day is only one day, the regulatory division makes Earth Day a part of its every day. Through pre-application meetings, jurisdictional determinations and the permitting process, the regulatory division is able to work with applicants to avoid and minimize project impacts to aquatic resources. The regulatory division also participates in numerous outreach events to raise awareness about aquatic resources and the Corps' programs. In many cases, the audiences who attend the outreach events are not permit applicants and have no knowledge about the regulatory program or the importance of aquatic resources.

Some of the outreach events the Charleston District participates in include the Southeastern Wildlife Exposition, the Palmetto Sportsman's Classic, the Earth Day Celebration at Joint Base Charleston and the Charleston County Earth Day Celebration at Park Circle.

Through participation in these outreach events each year, the regulatory division has not only educated thousands of people about the Corps' regulatory program and the importance of the nation's aquatic resources, but has also inspired environmental awareness and appreciation to all those who attend.

Be sure to catch the Charleston District on ABC's Lowcountry Live on April 21st celebrating Earth Day.



Tracy Sanders with Debbie King talk about America's Great Outdoors with students. Earth Day and the American Great Outdoor initiative go hand in hand since its all about celebrating nature.

SERIOUS ABOUT SAFETY

By: John Lindsay, safety officer

The Charleston District's number one priority is safety so, hosting the Serious about Safety Conference in beautiful Myrtle Beach, SC during March was a very anticipated event. Out of the 244 participants, there was a 50/50 split between contractors and Corps of Engineers employees. The team of employees that helped bring this event together was lead by Brandon Works, a civil engineer in the construction branch. Preparation started almost a year ago with conference calls, team meetings and negotiations with different hotels to find the perfect venue and to work out all the details involved in making a great conference.



Dennis Edwards and David Dodds are fitted for custom ear plugs at the conference.

excavation and fireproofing.

Following the keynote speaker, Mr. Bill Rigot with Savannah River Solutions, safety awards were given to the following Charleston District contractors; Southern Dredging for Dredging Contractor of the Year, Corey Enterprises for Civil Construction Contractor of the Year, Alutiiq International Solutions, LLC for Small Military Construction Contractor of the Year and Clark Design/Build, LLC for Large Military Construction Contractor of the Year.

“The building and implementation of a successful safety program requires a concerted personal and team effort,”

The first day began with opening remarks from Charleston District and South Atlantic Division leadership. During the course of the day, John Lindsay, Charleston District safety officer, and Hank Heusinkveld, Wilmington District public affairs specialist, shared a presentation called “Safety and Overseas Contingency Operations.” This included a video of safety site visits in Afghanistan from Hank’s collection that were taken during his recent deployment.

said Sid Harmon of Clark Design/Build and one of the “Salute to Safety Awards” winners. “Attending the Serious about Safety Conference really gave all of us at Clark Design/Build, LLC a great look at the goals we are committed to in providing a safe and healthy workplace for all employees, fellow workers and the general public as we strive to complete the Consolidated Drill Sergeant School Barracks with zero incidents.”

The second day of the conference was made up of many construction related breakout sessions and attendees chose what sessions they thought would be most beneficial to them. Topics discussed included incident investigation, recreational public safety, crane safety, fall protection, dredging safety, rigging safety, hazard communication, accident prevention,

The conference was heralded as one of the best in recent memory by many people because of its fun and informative atmosphere.

HERE TO HELP!



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By: Glenn Jeffries

Congratulations to Lt. Col. Jason Kirk, District Engineer, and Brian Wells, chief of operations,

for being selected for the *Charleston Regional Business Journal's* Forty under 40! This annual award recognizes the professional success and community involvement of 40 people younger than 40 years old who are making their mark on Charleston's business community.

The winners will be honored during a special ceremony from 5:30 to 8 p.m. on May 3 at Alhambra Hall in Mount Pleasant. All 40 winners will be featured in



the upcoming April 25 edition of the *Charleston Regional Business Journal*.

The Charleston District is proud of these two

leaders. Their leadership is moving the Charleston District from good to GREAT. We would also like to congratulate another federal winner, Chris Miller, the Technical Director at SPAWAR Systems Center Atlantic.

Can't wait to see how the 2011 Class of Forty under 40 continues to make their mark.



Southern Dredging won the Dredging Contractor of the Year. This contractor completed over \$20 million dollars of maintenance dredging work in the Charleston District in the last 18 months without any lost time accidents.



Alutiiq International Solutions, LLC won the Small Military Construction Contractor of the Year. They achieved 37,414 manhours without a lost time accident.

Congrats to the District's Serious About Safety Award Winners! Together, we are making safety the number priority!



Corey Enterprises, won the Civil Construction Contractor of the Year, has substantially completed this \$1.6 million, year-long contract without a lost time accident.



Clark Design/Build, LLC won the Large Military Construction Contractor of the Year. This contractor worked over 47,624 manhours on a 23.9 million dollar contract without a lost time accident.

HOW THE FY 12 PRESIDENT'S BUDGET WILL AFFECT THE CHARLESTON DISTRICT

By: Sean McBride

Each year, in February, the President of the United States releases the "President's Budget," which is his recommendation on funding for projects and organizations overseen by the federal government. On February 14th of this year, President Obama released the President's Budget for fiscal 2012 (FY12) and it included \$20.3 million for the civil works program of the Charleston District.

The FY12 budget allocated more than \$13.8 million for maintaining the Charleston Harbor; which the District has been doing for the past 130 years. This is a \$3.9 million increase from FY11 and is due to planned dredging of the lower harbor, upper harbor and entrance channel in the same year. All three areas typically are not dredged on the same cycle. Channel maintenance is key to the nation's economic well-being, with 94 percent of the nation's overseas commerce being carried on federally-maintained channels. With one of President Obama's initiatives to double exports over the next five years, the vast majority of this increased commerce would be moved on our nation's federal channels.

Overall national constraints make funding the \$400,000 needed for the initiation of the Charleston Harbor Post 45 project's feasibility study not possible at this time. The Charleston District completed the reconnaissance phase of the project in 2010 which did show federal interest in conducting a feasibility study for the Post 45 project.

"We will use the funds we were given in the President's Budget efficiently and effectively to complete our missions and provide quality service to South Carolina and the nation," said Lt. Col. Jason Kirk, Commander and District Engineer of the Charleston District.

The budget also allocated more than \$5.4 million for continuing to operate and maintain the St. Stephen power plant, which provides enough power to supply the energy needed for about 40,000 homes in the Santee Cooper power grid. This renewable source of energy produces none of the airborne emissions that contribute to acid rain or the greenhouse effect. Also, \$100,000 in funds were allocated to continue the Edisto Island Coastal Storm Damage Reduction Feasibility Study. The study is working to find an environmentally and economically acceptable solution to reduce storm damage on the island.

The President's Budget did not provide any FY12 funds for projects at Lakes Marion and Moultrie, Reedy River, the Atlantic Intracoastal Waterway or Georgetown Harbor. The Budget focuses constrained resources on the highest-performing projects, leaving some without funding. The Corps' final budget is what is passed by Congress and signed by the President, usually in the fall.

The Charleston District uses the announcement of the President's Budget to begin planning for FY12 and determining what steps can be taken on each project. Congress will now conduct appropriation hearings through the end of May to discuss the budget submitted by President Obama. Appropriations bills for FY12 will be developed and approved by Congress from June through September, at which point the President will then sign the FY12 appropriations into law, finalizing the budget. The 2012 fiscal year officially begins October 1, 2011.

Which Part of the OPLAN Puzzle are You?



"I support the OPLAN by preparing and executing the District's budget. I also provide financial assistance and advice in every aspect of our day-to-day operations while maintaining stewardship and fiscal accountability of funds."

-Vanessa Stoney, budget analyst



CORPORATE

Florence Rotary Intrigued by I-73 project

By: Sean McBride

A group of Charleston District employees visited Florence, SC recently to brief the local Rotary Club on the projects developing in their area. Lt. Col. Jason Kirk, District Commander, travelled with Tommy Fennel, regulatory Northeast branch chief in Conway, and Steve Brumagin, biologist at the Columbia regulatory field office, to the club's weekly meeting and gave them an overview of the missions of the Charleston District and discussed a prominent project in their area, Interstate 73. Rotarians were eager to hear about the missions of the Corps and learn more about the I-73 project right

down the street. An energetic question and answer session followed the working lunch where Kirk and Brumagin, the project manager for I-73, fielded questions from several Rotarians and explained that the project was currently on public notice. Brumagin then discussed the process of how the Charleston District will review the comments received and then incorporate these comments into the final decision on the project.

Reaching out to the Rotary Club was a great way to extend the Charleston District's reach to the distinguished members of this long-standing group.

Gullah Culture comes to life!

By: Jessica Byrd, equal employment opportunity officer

More than 40 Charleston District team members attended the District's African American History Month Program in February to listen to Michael Allen, from the National Park Service and Gullah/Geechee Heritage Corridor Commission speak.



Michael Allen talks about Gullah traditions to the Charleston District.

During his presentation on the Gullah culture, Allen said the Commission was established by Congress

to "recognize the important contributions made to American culture and history, to interpret the history and tradition and to reserve the sites for the benefit of the public."

He displayed items unique to the Gullah culture such as sweet grass baskets and a Gullah dictionary. Allen had two sweet grass baskets, one that was from Africa and one from Charleston that he compared. Allen also answered specific questions from the audience about different aspects of the culture. The District's Special Emphasis Program Committee made the event a big success.

Honoring Dr. Martin Luther King, Jr.

By: Jessica Byrd

Charleston District employees attended the 11th Annual Martin Luther King, Jr. Business and Professional Breakfast on January 18, 2011 at the Gaillard Auditorium in Charleston, SC. The event was hosted by Mayor Joseph Riley and the Young Women's Christian Association (YWCA) of Greater Charleston. The guest



speaker was National Aeronautics and Space Administration Chief Administrator Major General Charles F. Bolden Jr.,

United States Marine Corps (USMC) Retired. He is the first African American Admidst of NASA.

In his dynamic remarks, Bolden expressed his gratitude for Dr. King, saying, "I'll strive to show by example how grateful, how proud I am to have the opportunities he helped to make possible." Bolden challenged young people to live their life by the golden rule and the strong principles taught by Dr. King.

This event was one of the largest attended events in Charleston celebrating the life of Martin Luther King, Jr. and the Charleston District is proud to have partaken in such a reflective day.

CITIZEN

Building an Engineer

By: Sara Corbett

When eighth grader Courtney Napier asked to shadow Bubber Hutto, section chief for hydrology, hydraulics and geotechnical engineering, he jumped at the chance.

"I feel that a large portion of the responsibility of professional engineers, architects, planners, scientists, biologists and business managers is to encourage participation and training of young people who may be interested in following in our career paths," said Hutto.

While at the Charleston District, Napier met with several people such as Carole Works, chief of engineering design services, and Lauri Newkirk-Paggi, chief of contracting, to learn about what their work involved, what challenges they met and overcame during their career and how she could prepare for a position with the U.S. Army Corps of Engineers.

Napier and Hutto also went to Joint Base Charleston to take a look at some of the construction that the Corps was doing there to actually be able to see some of the projects the District works on.

After her morning learning about the Corps, Napier was overheard telling her mother that "the Charleston District was cool!"



Courtney Napier (left) enjoyed her morning at the Charleston District.

Promoting Engineering through Bridge Building

By: Sara Corbett

Charleston District employees Pano Kordonis, project engineer, and David Dodds, chief of construction, had the opportunity to judge a stick bridge building contest held at The Citadel

for local middle and high school students as part of National Engineers Week. All bridges were load



tested to minimum criteria and had to meet certain dimensional criteria to qualify. There were three categories for judging to be best on- most original design, most constructible and best craftsmanship.

"I was a first time judge and thoroughly enjoyed it," said Kordonis. "It was obvious the students spent a lot of their time on these bridges and the winners did a terrific job!"

Seventh Grade Erosion Consultants

By: Sean McBride

On March 24th, Brian Williams, project manager, was invited to speak to the seventh grade earth and marine science class at Porter-Gaud School. The class is



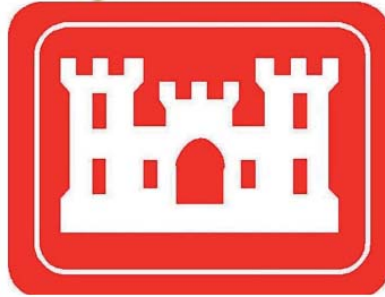
working on a project pretending to be consultants for a resort company determining if it is a wise decision to open a property on the beaches of Charleston. So the students could make an informed decision, Williams was invited to talk about beach erosions. Pulling up an interactive map on Google Earth, Williams showed the class the features of the local beaches. He showed the class how erosion works when sand is moved by the direction of the waves. Williams explained that the purpose of the jetties, built by the Corps of Engineers, is to help keep sand on the beaches by blocking some of the ocean's movement caused by carrier ships. Williams also talked about the history of the Morris Island lighthouse (a Charleston District project), creating an environmental impact statement to determine the effects of potential projects and the importance of dredging and relocating sand to reduce erosion.

TIDBITS

Watch our team discuss Earth Day and the America's Great Outdoors Initiative on ABC News 4's "Lowcountry Live" on April 21st at 11am!

Check out our new GIS maps giving the current conditions of the Atlantic Intracoastal Waterway and Charleston Harbor on our website at <http://bit.ly/fhArEA>

S.A.M.E. Charleston Industry Day 2011
May 19th from 8:30am-3:30pm at the Charleston Area Convention Center



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