

The Pacific Connection

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US Army Corps of Engineers, Honolulu Engineer District

January 2002

HED's Logistics Management Office performs a variety of functions within the District, and has been recognized for its efforts at the Division and USACE levels.

Pages 4-5



Outlook good for HED projects in 2002

As the new year begins, the Honolulu Engineer District is preparing to award contracts for dozens of projects of every scope and size. Ranging from Whole Barracks Renewal (WBR) and Army Transformation to minor structural repairs, the workload outlook promises to keep the District busy for the next several years.

“We currently have about 50 projects on our FY02 Acquisition Planning List, and that doesn’t include any of the IDIQ task

orders we will award for work at Tripler Army Medical Center,” said Richard Raber, HED’s Chief, Programs Management Branch. “As we work our way through the fiscal year, the list will change as customers further define their priorities. Some projects will be replaced by other higher priority projects and others might not be funded until next fiscal year.”

Another multi-million dollar Whole Barracks Renewal project will be awarded this fiscal year. That program includes two

major military construction projects per year for the next four fiscal years, ranging from \$18-67 million each.

Preliminary work has already begun for the transformation of the 25th Infantry Division (Light) to an Interim Brigade Combat Team (IBCT), according to Raber.

“The magnitude of this program is still evolving, but it’s possible that HED will be the design and construction agent for 30-40 projects, totaling \$500-700 million dollars over the next several years,” he said.

| Project | Estimated Contract Amount |
|--|---------------------------|
| <u>Military Construction</u> | |
| Inst U/G Primary Electric, Aliamanu MR | Over \$10M |
| Inst U/G Telephone Struc, Alimanu MR | \$1 - \$5M |
| Rpl Sewage Pump Station - Bldg 142, Aliamanu MR | Under \$500K |
| Renovate Bldg 128, Ft. Shafter | \$1 - \$5M |
| Rpr Electrical Distribution - Funston Rd, Ft. Shafter | Under \$1M |
| Renovate Fire Station - Bldg 322, Ft. Shafter | Under \$1M |
| Rpr Structural Damages - Qtrs #3, Ft. Shafter | Under \$500K |
| Rpr Structural Damages - Qtrs #17, Ft. Shafter | Under \$500K |
| Rpr Electric Service to Bldg 118, Ft. Shafter | Under \$500K |
| Reconfigure Intersection, Ft. Shafter | Under \$500K |
| Replace Hydrant Fuel System, Hickam AFB | Over \$10M |
| Replace Dolphin #2, Kawaihae Harbor | \$1 - \$5M |
| Rpl Transformer & Generator - Kilauea Mil Camp | Under \$500K |
| Command & Range Control Bldg, Pohakuloa Trng Area | \$5 - \$10M |
| Repair Bradshaw Airfield, Pohakuloa Training Area | \$1 - \$5M |
| Relocate Water Conn Pumps, Pohakuloa Trng Area | Under \$500K |
| Repair Kitchens/Baths/Elec, HA K-1A, Schofield Bks | Over \$10M |
| Rpl Trans & Switchgear - Castner Substa, Schofield Bks | \$1 - \$5M |
| Rpl One 2-Million Gallon Water Tank, Schofield Bks | \$1 - \$5M |
| Renovate Bldg 3004, Schofield Bks | \$1 - \$5M |
| Rpl St Lights & Walkways - Trimble Rd, Schofield Bks | \$1 - \$5M |
| Overhaul Final Clarifiers, Schofield Bks | \$1 - \$5M |

| Project | Estimated Contract Amount |
|---|---------------------------|
| <u>Military Construction, continued</u> | |
| Misc Repairs to Richardson Pool, Schofield Bks | Under \$1M |
| Relocate Overhead Electric Lines, Schofield Bks | Under \$1M |
| Partial Renovation of Bldg 2065, Schofield Bks | Under \$500K |
| Renovate Bldg 580, Schofield Bks | Under \$500K |
| Widen Kolekole Ave, Schofield Bks | Under \$500K |
| Renovate Bldg 127, Tripler Army Medical Center | \$1 - \$5M |
| Repair Pool - Bldg 301, Tripler Army Medical Center | Under \$1M |
| Whole Bks Renewal - PH 6A, Wheeler Army Airfield | Over \$10M |
| Gate Alignment, Wheeler Army Airfield | \$1 - \$5M |
| Repair Kitchens - HA W14C/D Wheeler Army Airfield | \$1 - \$5M |
| Rpr Primary Digester & Cover, Wheeler Army Airfield | \$1 - \$5M |
| Construct Storage Facility, Wheeler Army Airfield | Under \$1M |
| Electric Upgrade - Bldg 111, Wheeler Army Airfield | Under \$500K |
| Traffic Calming - Airdome Rd, Wheeler Army Airfield | Under \$500K |
| Exterior Repair & Protective Coating, Var Hawaii Locs | \$1 - \$5M |
| Cold Storage Facility, Kwajalein | Over \$10M |
| Repair Water Tanks, Kwajalein | \$1 - \$5M |
| <u>Civil Works Construction</u> | |
| Kikiaola Small Boat Harbor, Kauai | \$1 - \$5M |
| Kaumalapau Harbor, Lanai | Over \$10M |
| Launiupoko Shore Protection, Maui | \$1 - \$5M |
| Kahului Small Boat Harbor, Maui | \$1 - \$5M |
| Regional Visitor Center Multimedia Renovation, Oahu | Under \$500 |
| Tern Island, Hawaii | Over \$10M |
| Faganeanea and Amaluia Shore Protection, Am Samoa | \$1 - \$5M |
| Commercial Port Road, Guam | \$1 - \$5M |
| <u>Environmental Cleanup Projects</u> | |
| Lanai Radar Station (RA), Lanai | Under \$500K |
| LUST Remediation (RA-C) - Kunia, Oahu | Under \$500K |

On the cover: Roy Yamanaka, LMO maintenance worker, weeds palm trees around Bldg. 230. Performing beautification maintenance around the District’s buildings is just one of the many functions that fall under the responsibility of HED’s Logistics Management Office. The District’s LMO is the USACE nominee to Headquarters Department of the Army (HQDA) for the FY02 Supply Excellence Award (SEA). —Photo by Michelle Cain.

| | |
|---|--------------------------|
| Honolulu Engineer District Commander | Lt. Col. Ronald N. Light |
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| Public Affairs Specialist | Alexander Kufel |
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Employees of the Month



Beth Miura

Hometown: Kapaa, Kauai

Family: Married with two children, Michael (16) and Kristin (13)

Position with Corps and how long: Project manager, Environmental Branch, with the Corps for 15 years

Describe your job in 50 words or less: As a project manager I am a secretary, accountant, contract specialist, quarterback, cheerleader, salesperson, and counselor. I prepare correspondence, track funds to ensure projects are within budget, review scopes of work to ensure they meet the client's goals, direct and support the team to meet a goal, ask questions, listen and give recommendations. The bottom line is to ensure the client receives a product that he/she is "delighted" with. Refunds are bad for business!

What do you like best about your job? Project variety. It provides an atmosphere for learning.

What is the most difficult part of your job? The personalities of different clients.

If I was the DE for a day, I would... have each office participate in landscaping around Bldg. 230. The environmental staff participates in a quarterly team building exercise focused on landscaping. When completed, we have a sense of accomplishment and pride in the beautification of our building.

What is the best improvement in the District in the past six months? The new office furniture.

What is the best improvement in your office in the past six months? The hiring of more environmental technical staff since my projects involve a variety of disciplines.



Wayne Yamashita

Hometown: Olaa, Hawaii

Family: Wife Sharlene, son Corey, daughter Michelle

Position with Corps and how long: Structural engineer, 10 years

Describe your job in 50 words or less: I am responsible for ensuring that our in-house structural designs are of the highest quality and meet the latest seismic, anti-terrorism/force protection, and all other structural building code requirements.

What do you like best about your job? Being able to witness my team's designs being constructed and eventually occupied by our customers. It was especially satisfying to see the Whole Barracks complex at Schofield Barracks constructed and occupied by our soldiers.

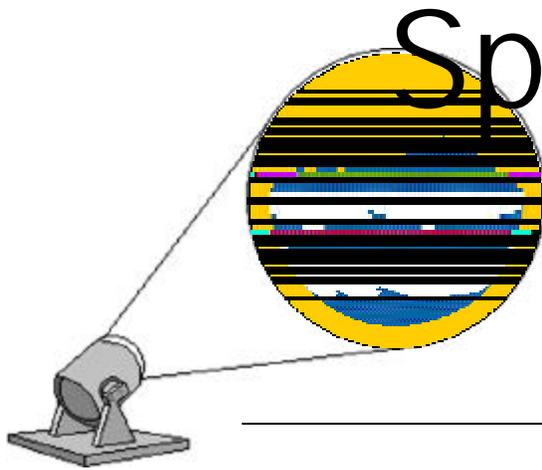
What is the most difficult part of your job? Keeping up with all of the never-ending changes in the various structural codes and ensuring that our designs meet the latest requirements.

If I was the DE for a day, I would... ban the use of email and telephones for one day and force everyone to communicate face to face. It would be nice to meet some real people for a change.

What is the best improvement in the District in the past six months? The recognition by our top managers that providing technical training is one of the key elements in maintaining technical competency, and their commitment to this requirement.

What is the best improvement in your office in the past six months? Hiring two talented architects has enhanced our ability to produce high-quality designs on schedule.

Conviction: *Always have the courage to stand up for what you believe in, and always have the confidence to stand behind it. —Anonymous*



Spotlight on HED

Logistics Management Office

*Spotlighting an office that is helping to make the Honolulu Engineer District
"The Best Place for the Best People to Work."*

Interview and photos by Michelle Cain

This month I talked with Debbie Alexander, HED's Chief of Logistics, about how her organization contributes to the overall mission of the District.

Pacific Connection (PC): What is LMO?
Debbie Alexander (DA): Logistics Management Office (LMO) is an organiza-

We have a diverse composition of logistics, supply, maintenance, and transportation specialists, as well as wage-grade motor vehicle operator (forklift operator/materials handler), laborer, and maintenance workers.

PC: What are some of LMO's areas of responsibility?

DA: LMO conducts a variety of activities in support of the Corps missions that are frequently not visible to the customer. LMO provides efficient management of

transportation of people (travel orders/tickets, visas, passports), vehicles (authorization, replacement, maintenance), transportation of goods (package, crate, storage, ship), supply (consultation for acquisition, just-in-time delivery of supplies, supply discipline), property accountability (receive,



Rudy Atoigue, LMO transportation assistant, looks at the tires on a GSA vehicle as part of his maintenance check.

tion that manages a variety of services and products. Our mission is to provide quality logistical support to the Corps and assure that all materiel resources and services are delivered by the most cost-effective means in a timely manner. We are in business to serve you, the customer. LMO is comprised of 12 multi-talented, versatile, and highly skilled professionals.

issue, inventory, storage), disposal of property (consultation on excess, recycle, reissue, donation), maintenance of products and services (management, planning, maintenance, consultation), Emergency Management (EM) support, and facilities management (space plan, repair, maintenance, renovation, fire marshall, physical security, renovation) to

both the Honolulu Engineer District (HED) and Pacific Ocean Division (POD).

PC: Give me a few examples of the magnitude of your support.

DA: During FY01, nearly 1,500 travel orders were processed and reconciled, including nearly \$900,000 in airline tickets. LMO manages the GSA leased vehicle fleet of 47 sedans, trucks, and vans. We manage two property books in excess of 4,000 line items at a value of over \$6 million. We donated nearly \$382,000 worth of excess information technology equipment to local schools throughout Hawaii. We maintain nine HED/POD occupied facilities. LMO team members are assigned to numerous EM support teams (HED Emergency Power Planning and Response Team, Containerized Tactical Operations Center, POD Logistics Planning and Response Team).

PC: Who does LMO deal with outside of HED?

DA: LMO deals with many organizations outside of HED. These include military units assigned to Fort Shafter and Schofield Barracks, U.S. Army Garrison-Hawaii (Directorate of Public Works), General Services Administration, contractors, suppliers, local government agencies, local public and private schools, POD, Japan Engineer District, Far East District, Alaska Engineer District, and USACE Logistics.

PC: What services does LMO provide to others outside of HED?

DA: LMO provides POD with "buy-back" services valued at approximately two full-time employees which includes providing a full spectrum of operational logistics

Laughter: *The human race has one really effective weapon and that is laughter. —Mark Twain*

support similar to what we do for HED. We also provide advice and information on logistics programs to our sister districts.

PC: What are some of the challenges that LM faces?

DA: The biggest challenge faced by LMO is to achieve the Command's vision of a professional, safe, and ergonomically acceptable workplace. During the last 18 months, the LMO proved to be the key ingredient to improve the quality of life in the District, literally reversing 20 years of neglect. We removed unserviceable, excess furniture from offices, and installed safe, ergonomic furniture. District employees benefited from the installation of 147 systems furniture workstations and 33 modular workstations. To date, LMO turned in over 1,000 major line items of excess furniture and equipment, exceeding \$700,000 (original acquisition value). Much of the furniture was so outdated it was scrap; the LMO processed nearly 40 tons of brass, steel, and aluminum to our local Defense Reutilization and Marketing Office (DRMO).

PC: What is LMO's role in the Project Management Business Process?

"We believe that logistics excellence is the journey, not the destination."

— Debbie Alexander

DA: Working through the PMBP to continually evaluate and improve delivery of quality logistics services, just in time to support the engineer mission. Working together as part of the total team to develop and improve corporate approaches to accomplish the mission. Occasionally serve as members of Project Delivery Teams that involve renovations to POH occupied facilities and provide sound advice to ensure the project meets the customer's needs and expectations.

PC: What programs does LMO have to measure its level of customer service?

DA: HED and POD customers can provide honest and candid evaluation of services on our "How Are We Doing?" survey card. The survey is a method to determine total customer satisfaction. Service is the key to our business. No matter how well we may have done in the past, we believe there is always an opportunity for improvement.

PC: How does LMO maintain a high level of customer service?

DA: LMO is committed to building relationships across functions and across the Corps —sharing information and fostering intelligence. We practice continual learning and develop strategies that will improve the quality of services to support the diverse, dynamic engineer mission.

PC: How has LMO been recognized for outstanding performance?

DA: LMO is the POD and USACE winner and nominee to Headquarters Department of the Army (HQDA) for the FY02 Supply Excellence Award (SEA). The objective of the SEA is to enhance logistical readiness and supply effectiveness; to advance awareness of the Army Command Supply Discipline Program (CSDP); and to provide a forum for recognition of performance improvements, initiatives, and supply operations. The success story lies with the LMO team's dedication, commitment, and perseverance, coupled with pride and excellence that have made a difference in accomplishing a tough mission.

Jeannette Anderson, Logistics Support Specialist, was recognized for her exceptional support and was awarded with the HED Ikaika Loa Award for Administra-



Wayne Hughes, LMO property book officer, scans a bar tag as part of his inventory procedure.

tive Employee of the Year 2001. Among strong competition, Jeannette's accomplishments stand out. During the last year, her leadership led to the successful installation of safe, ergonomic furniture for the District. She orchestrated the team effort, provided positive feedback, and resolved problems. Simultaneously, she played an active role in the Special Emphasis Program Committee, Employee Recognition and Incentive Award Project Delivery Team, and Ergonomics Subcommittee.

Clifford Olivera, Maintenance Worker, was recognized for being the answer man when it comes to tough logistical problems requiring innovative solutions, and was honored as POD's nominee for the 2001 Excellence in Federal Government Awards, Employee of the Year, Trades and Crafts category. In the area of direct customer support, Clifford's message of Christmas good cheer paid off with a first place finish in the Fort Shafter Christmas Card Lane competition this year.

PC: Any final comments?

DA: The men and women of the LMO are dedicated to service and strive to achieve excellence. We believe that logistics excellence is the journey, not the destination. We also believe the technical expertise of logisticians must be equal to those we support. Our objective and commitment is to provide quality logistics support in all we do.

Courage:

We gain strength, and courage, and confidence by each experience in which we really stop to look fear in the face... we must do that which we think we cannot. —Eleanor Roosevelt

Electronic Library

by Ruby Mizue

WHAT'S NEW ON THE INTRANET...

The Honolulu District Intranet [POHINFO] continues to grow! We have added a new page called "Staff/Committee Bulletin Board," <<https://pohinfo/Bboard/bboardmainindex.html>>. This page provides a central location for staff organizations and committees to post meeting notes, announcements, and news. The bulletin board is the result of an OPLAN initiative to improve internal communications.

In an effort to make the Intranet your "one-stop" information center, the daily *Top News Digest* and *USACE Public Affairs News Clips* will soon be posted on the Intranet. These news items are currently posted in the POH Outlook Public Folders—check [HTTPS://POHINFO](https://POHINFO) periodically for new developments!

CEFMS USERS MANUALS ON-LINE

Many of you already know that the official CEFMS Users Manuals are available online in PDF format at <http://rmf31.usace.army.mil/cefmsdoc/>. With so many new employees, this information is offered again, both as a helpful aide, but also as a reminder to the "oldtimers." From this website, you can access almost sixty different user manuals, ranging from the basic Electronic Signature Users Guide and the Timekeeper Users Guide to various type of CEFMS reports, and many specific financial management functional guides. Take a few moments to scan a few of the guides that pertain to your work, and add the website address to your "Favorites".

CONSTRUCTION CRITERIA BASE (CCB) UPDATE

For those of you who use CCB on the network, a new

edition, #58, has replaced the networked DVD. With the conversion of all workstations to *Windows 2000*, you will need to re-install the CCB program on your PC. Instructions for new installations are posted in the POH Public Folders, Information Management Folder, Elibrary Connection box; however, you should contact Helpdesk for assistance because special permissions are required in order to install new software.

For those unfamiliar with CCB, visit CCOnline at: <<http://www.ccb.org/>> for general information about the electronic collection of over 10,000 documents used in building design and construction. You will be able to find most CCB documents on the Internet, with the exception of Private Industry Standards. Call Ruby Mizue at 438-8348 if you need a subscriber number for access.

RECORDS MANAGEMENT AWARENESS

The annual Records Management Awareness training sessions are tentatively scheduled for the end of February. The training sessions will precede office inspections and a review of current regulations to be scheduled in March. Watch for announcements of dates/times from Anna Tarrant, Records Manager.

TAX TIME AGAIN!

Be sure to check out the Internal Revenue Service's (IRS) home page for the latest tips, forms, publications, and information to help you complete your 2001 income tax return. See their web page at <<http://www.irs.ustreas.gov>>.

Lokahi award recognizes special effort

By Donna Kanetake

There is a new award out in the District that some of the employees of HED have been receiving.

What is it? It is the Lokahi Award.

What is Lokahi? It is a Hawaiian word meaning unity, expressed with harmony. Here in HED it is the idea of working together for the District Ohana. It is helping others achieve success.

The newly formed Awards Commit-

tee came up with this award to help recognize employees who put forth special effort in an act to improve the quality, efficiency, safety, or economy in HED's operations. The award entitles the recipient to choose an award from the awards cabinet maintained in the Executive Office.

The process is simple and the best part is that anyone in the District can nominate any employee for it. It requires supervisor approval, and the procedures can be found at Appendix A of the revised version of Commander's Policy Memorandum #9,

Honolulu Engineer District (HED) Employee Recognition and Incentive Award Program, dated 4 September 2001.

In addition, each of HED's Employees of the Month receives a Lokahi Award.

Check it out and nominate your fellow employees who deserve to be recognized! If you have any questions, contact any member of the Awards Committee: Renee Hicks, Donna Kanetake, Jeannette Anderson, Dean Fukuchi, Alex Skinner, Curtis Yokoyama, Allyn Tabata, or Maj. Scott Schriener.

Expectation:

Others will underestimate us, for although we judge ourselves by what we feel capable of doing, others judge us only by what we have already done. —Henry Wadsworth Longfellow

Commander's Comments

“
This is an exciting
time to be in the
Honolulu Engineer
District.
”



By Lt. Col.
Ronald N. Light
HED Commander

District is key and vital component in Army Transformation

Many of you know that the 25th Infantry Division (Light) will undergo reorganization as part of the Army Transformation initiative. The Chief of Staff of the Army (CSA), General Eric Shinseki (a native of Kauai) said this about Army Transformation: “If you don’t like change, you’re going to like irrelevance even less. The naysayers and those who say we are going too fast endanger the Army’s relevance to national security. It’s not a debate. The Army must change because the nation cannot afford to have an Army that is irrelevant.” I want to review what lies ahead for the Honolulu Engineer District as we support this effort.

The Commanding General of the 25th Infantry Division, Maj. Gen. James Dubik, has stated that Army Transformation is his number one priority. Insofar as the Division and U.S. Army Garrison, Hawaii represent our largest customer, accounting for more than \$645 million of our total program, Army Transformation is our number one priority as well.

First, a review of what “Army Transformation” means. The CSA, General Shinseki, sees the Army in three stages along the

road to transformation. First, today’s existing forces are seen as the “legacy force.” Much of the military construction we are doing today is in support of this legacy force. Our work includes new facility construction, real estate support, environmental support, and existing facility repair. While the “legacy force” structure will someday be transformed into a new, lighter force, most existing military facilities will remain. The US Army Hawaii will continue to rely on the District to support the sustainment, revitalization, and modernization of these facilities.

The second component of the Army’s transformation involves the development and fielding of an “interim force.” Hawaii is among five locations Army-wide to receive one of these “interim force” units, which we commonly refer to as the Interim Brigade Combat Team, or IBCT. Fort Lewis, Washington is on its way to fielding an IBCT; Alaska District will also receive an IBCT.

The District is heavily involved in laying the groundwork for an IBCT in Hawaii. Our Real Estate Division is engaged in land acquisition in support of the IBCT. Our Environmental Branches in Engineering and Construction Division and Programs and Project Management Division are supporting the effort with National Environmental Policy Act (NEPA) environmental impact statements and other coordinating work, such as historic preservation and endangered species investigation. Meanwhile, others have begun design and scoping of some of the facilities needed for the IBCT. The total estimated program for IBCT is nearly \$700 million, and this work will almost double our current program.

There is some debate whether Hawaii is suitable for the IBCT. Our role to thoroughly conduct the NEPA/EIS process is critical, and so I ask each of you playing a part in this effort to complete the required NEPA work with excellence. The Army needs an IBCT in the Pacific: we must all work to ensure all issues are addressed to facilitate this.

Whether or not an IBCT comes to Hawaii, the 25th Infantry Division *will* undergo Army Transformation. At some point in the future, the Army will field what is termed the “objective force.” This force represents our future force, and the weapon systems and structure for it have yet to be completely defined. This “objective force” will probably mean even further work for the District, spread across fiscal year (FY) 07 and beyond.

A key piece of both the “objective force” and the “interim force” is the heavy reliance on communications. Accordingly, we must thoroughly coordinate our design and construction work with the Directorate of Information Management—the DOIM—here on Fort Shafter. This is a shared responsibility; we absolutely owe it to our customer, the 25th Infantry Division, to synchronize the information technology requirements needed to support a transformed Army.

This is an exciting time to be in the Honolulu Engineer District. We are a key and vital component of the Army Transformation team in Hawaii, and the commanding general of the 25th Infantry Division, Maj. Gen. Dubik, is counting on us. I ask each of you to join me in a full and unwavering commitment to do what ever it takes to support Army Transformation in Hawaii. This will be our legacy. Let’s plan it, and execute it, with distinction!

Smiles:

If you’re not using your smile, you’re like a man with a million dollars in the bank and no checkbook.—Les Giblin



Aloha means hello to **Beverly Ledesma**, manpower management analyst in Budget and Manpower Branch, Resource Management Division, who comes to us from Army Materiel Command at Schofield Barracks. **Aloha**

means hello to **Andrew Perez**, regional economist, in the Civil Works Technical Branch, Engineering and Construction Division. **Aloha means good-bye** to

Judy Awaya, executive secretary, who is retiring after nearly 35 years of federal service. **Aloha means good-bye** to **Doug Trooper**, RE, who has taken a position with the Corps' South Atlantic Division. **Congratulations** to **Russell Uyeno**, EC, who has been selected for USACE's FY02 Leader Development Program. **Congratulations** to the District's recent Lokahi award winners: **Ivan Awa, Roland Stine, Pauline Kahalioumi, Doug MaKitten, Cliff Olivera, Alex Skinner, Nadine Miyahira, and Wendell Awada**. **Condolences** to **Jeannette Anderson**, whose husband Daniel passed away Dec. 31. **Condolences** to **Wendell Awada** on the passing of his father-in-law.

Historical HED: A step back in time

One year ago...

Scott Newitt, POD resource management chief, retired after 41 years of federal service, 18 with POD.

Randall Tsuneyoshi came on board as HED's Real Estate Division chief.

Five years ago...

Donald M.S. Jay, ET-MI; Larry Muraoka, ET-P; and Henry Nakashima, ET-TC, retired Jan. 3 with 112 collective years of federal service.

Ten years ago...

Col. (P) Ralph V. Locurcio assumed command of the Pacific Ocean Division Jan. 8 from acting commander Col. Leonard G. Hassell.

A team of POD/HED bowlers took championship honors in the Fort Shafter intramural league. The team included Dado Nuneza, Farley Watanabe, Cathey Robertson, Debra Tajjeron, Vicki Cleaver, and Ken Gardiner.

HED District Engineer Lt. Col. Jim Muratsuchi assisted in breaking ground for the Air Force Reserve's first Aerial Port Training Facility at Hickam AFB.

A Corps team that included HED employees left Jan. 6 for American Samoa to provide assistance in the aftermath of Cyclone Val, which caused damages estimated at \$83 million.

2002 General Schedule Pay Schedule (Not Including Locality Rates of Pay) Effective January 2002

Grade Annual Rates for Steps (in dollars)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 |
|-------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|
| GS-1 | 14,757 | 15,249 | 15,740 | 16,228 | 16,720 | 17,009 | 17,492 | 17,981 | 18,001 | 18,456 |
| GS-2 | 16,592 | 16,985 | 17,535 | 18,001 | 18,201 | 18,736 | 19,271 | 19,806 | 20,341 | 20,876 |
| GS-3 | 18,103 | 18,706 | 19,309 | 19,912 | 20,515 | 21,118 | 21,721 | 22,324 | 22,927 | 23,530 |
| GS-4 | 20,322 | 20,999 | 21,676 | 22,353 | 23,030 | 23,707 | 24,384 | 25,061 | 25,738 | 26,415 |
| GS-5 | 22,737 | 23,495 | 24,253 | 25,011 | 25,769 | 26,527 | 27,285 | 28,043 | 28,801 | 29,559 |
| GS-6 | 25,344 | 26,189 | 27,034 | 27,879 | 28,724 | 29,569 | 30,414 | 31,259 | 32,104 | 32,949 |
| GS-7 | 28,164 | 29,103 | 30,042 | 30,981 | 31,920 | 32,859 | 33,798 | 34,737 | 35,676 | 36,615 |
| GS-8 | 31,191 | 32,231 | 33,271 | 34,311 | 35,351 | 36,391 | 37,431 | 38,471 | 39,511 | 40,551 |
| GS-9 | 34,451 | 35,599 | 36,747 | 37,895 | 39,043 | 40,191 | 41,339 | 42,487 | 43,635 | 44,783 |
| GS-10 | 37,939 | 39,204 | 40,469 | 41,734 | 42,999 | 44,264 | 45,529 | 46,794 | 48,059 | 49,324 |
| GS-11 | 41,684 | 43,073 | 44,462 | 45,851 | 47,240 | 48,629 | 50,018 | 51,407 | 52,796 | 54,185 |
| GS-12 | 49,959 | 51,624 | 53,289 | 54,954 | 56,619 | 58,284 | 59,949 | 61,614 | 63,279 | 64,944 |
| GS-13 | 59,409 | 61,389 | 63,369 | 65,349 | 67,329 | 69,309 | 71,289 | 73,269 | 75,249 | 77,229 |
| GS-14 | 70,205 | 72,545 | 74,885 | 77,225 | 79,565 | 81,905 | 84,245 | 86,585 | 88,925 | 91,265 |
| GS-15 | 82,580 | 85,333 | 88,086 | 90,839 | 93,592 | 96,345 | 99,098 | 101,851 | 104,604 | 107,357 |

Learning:

Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young. —Henry Ford