

Supply Chest

January 16, 2004

Ready - Resourceful - Responsive!

Vol. 56 No. 1

Departments/divisions change hands at FISC Norfolk



Capt. Robert Bjelland



Capt. Robert Carter



Lt. Tim Lott

Scorecards, get your scorecards.

You almost need a scorecard to keep track of all of the recent moves within FISC Norfolk. Some have already happened, and others will happen later this month or early next month.

Cmdr. David Wiggs, former director of Material Operations Department, retired last month after 23 years on active duty. He is now the Director of Postal Operations at the Regional Navy Mail Center.

Capt. Robert Bjelland is currently dual-hatted. He continues to serve as FISC Norfolk's Executive Officer. He is also the new director of Material Operations Department.

Capt. Robert Carter will step down from his position as director of Customer Operations when his relief, Cmdr. Barry Dowell, reports later this month from the staff of Commander, Naval Surface Force Atlantic. Capt. Carter will then relieve Capt. Bjelland as FISC Norfolk Executive Officer.

Lt. Cmdr. Paul Armstrong has moved from Code 105 to Code 50. The new director of the Customer Service Division is Lt. Tim Lott.

Snow caps first work week of the new year



While it wasn't enough to close the station, the snow that fell on the Hampton Roads area Jan. 9 was enough to close some area schools. The snow brought the first full week of the new year to a scenic end, and the frigid temperatures that followed reminded us that this is January. The week began with record high temperatures.

From the Commanding Officer ... Happy New Year!

Happy New Year! I hope everyone had an enjoyable and happy holiday season and that 2004 will be a great year both personally and professionally. As I mentioned in the year-end round of town hall meetings, we can expect an equally challenging year in 2004 with additional changes coming our way. After all the dramatic change we experienced this past year, we have certainly become old hands at ensuring we continue to perform the mission and provide for our customers through significant and dynamic change... and I would argue that no one does it better!

In my New Year's column in last year, I wrote about the tradition of adopting New Year's resolutions and offered two as suggestions for how we might work together to improve our work environment here at FISC Norfolk. The first was improving the appearance of our workspaces and common areas by helping to pick up trash and keep spaces neat and organized. The second was to make use of every available avenue to improve communication up, down and throughout the entire command. You have heard me say before that honest and accurate communication is imperative to our success in every undertaking and that good communication is everyone's job.

Many wonderful things were done by you this past year in support of those two resolutions and I'd like to suggest that since we all benefit from doing those things well, that we keep them as resolutions for 2004. We have stayed engaged with the Navy Public Works Center to ensure that we get

the maximum support from our facilities maintenance and cleaning contracts, given the limited resources available. We will continue to keep the pressure on to provide acceptable levels of service and standards. We can also do a lot to help ourselves by ensuring we put trash in the proper receptacles and pick up litter and trash in and around our buildings when we see it.

I'd like to offer a third resolution to add to those first two for 2004. When I arrived at FISC Norfolk, I shared with all of you my command philosophy which described my three main focus areas. First; mission accomplishment, Second; professionalism and the good of the institution, and third; growth, development and well-being of our shipmates (military and civilian). In the area of well-being of our shipmates, my command philosophy is:

"Safety is important to the well-being of every member of this command. Nothing we do is as important as the safety of our people. We will not knowingly hazard life or limb of a single member of this command nor will we take unnecessary risks."

We recently conducted management safety training at our Occupational Safety and Health Policy Council meeting where we reviewed Department of Navy policies and objectives with regard to safety. We also reviewed FISC Norfolk and CNRMA Supply/Logistics Program mishap rates for the past four fiscal years. A mishap is defined as any unplanned or unexpected event or series of events that results in damage to DoD property; or occupational illness or injury to on-



Capt. L. V. Heckelman

duty DoD military or civilian personnel.

The good news is that our mishap trend is down from 56 in FY00 to 38 in FY03. The bad news is that 38 are still far too many mishaps. Our CNRMA safety specialist provided data on the causes of mishaps and types of mishaps for our council members to review. The most frequent causes of mishaps are slip/trip/fall and lift/push/pull; and the most common types of mishaps are strains, sprains and contusions. Almost all of these mishaps are preventable with increased awareness to hazards and staying alert to potential mishap situations.

The Secretary of Defense issued a chal-

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Supply Chest

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Admiral's Quarters

By Rear Adm. William A. Kowba
COMFISCS

As we begin a new calendar year, I would like to focus on the topic of communication. You can place this in the categories of "New Year's resolution," "it makes good business sense," "it's the right thing to do" and "it's essential in building an effective team."

We live in a world that is "wired" and where people and organizations are connected by the wonders of information technology and the capabilities presented by the latest generation of personal computers, laptops, blackberries, palm pilots, pagers, and cellular phones. These instruments are all entry and exit ramps on the information highway. They link us to others whether they are in the next cubicle or on another continent.

Given this proliferation of information technology, you would think that we are unsurpassed as effective communicators. Everyone gets the right communication at the right time and in the right dosage. Right? I am not so sure.

In my case, I know there is room for continual communication improvement. My concerns are that despite living in a wired environment, the tidal wave of information can either overwhelm or disorient both the sender and receiver. The quick and not necessarily accurate assumption is, "I sent the e-mail and they received it." True the e-mail was likely received and placed in an electronic inbox, but was it read and fully comprehended? Did the receiver grasp the meaning behind the words?

The communication landscape is a complex and evolving one and is further complicated by the fact that we increasingly live in a matrix work setting. More and more, people are working on teams drawn from across a larger organization or several organizations and may even do so in a virtual way, one where there is little need to be physically present. This grouping of people to focus on projects blurs organizational boundaries and chains of command because information and communication flows are also moving laterally or sideways. In contrast, most of us grew up in traditional hierarchical organizations where the chain of command was vertically aligned, where directions typically flowed down,

and communication, hopefully, moved up and down.

My point in sharing all of this with you is that I think a collective goal for us all in 2004 should be to refine our skills as communicators and build upon the quality of communications. We need to regularly ask ourselves if our message is reaching all of the intended audiences, within the hierarchical and matrix models, in the internal and external settings, across COMFISCS, throughout NAVSUP, inside the Navy, and so on. It is appropriate to pause and reflect on just what are the key messages and how well are they being communicated.

Successful private sector companies are very effective at communicating with the work force, customers, shareholders, and other stakeholders. People at all levels in these firms communicate with consistency, accuracy, and timeliness. Given this example our mantra should be to "communicate, communicate, communicate." After sending out the communication, follow up to ensure the recipient actually received and comprehended it. Take the time to repeat the communication as necessary. Seek feedback on the communication and otherwise look for ways to validate understanding of it.

If our FISC and COMFISCS teams are to mature into tight knit and responsive organizations, they must be characterized by solid and stable communication. This requires a commitment by all of us to continually work at being the best possible senders and receivers of information.

A priority resolution for me is to share with you the critical issues associated with Phase II of the NAVSUP Transformation, refinements of the COMFISCS concept of operations, and the emerging products and services framework that will be used for understanding operating costs and missions.

Concurrently, all of us must ensure that in delivering logistics goods and services to our numerous and diverse customers, we have communicated to all parties involved such that they completely understand the what, why, and how in executing the mission. Skillfully communicating at all levels is critical to our individual and collective successes.

Pass the word!

Safety from previous page

lence on May 19, 2003 to all DoD activities to reduce the number of preventable mishaps and accident rates by at least 50 percent in the next two years. The Secretary of the Navy has pledged his full support in meeting this challenge. For FISC Norfolk, that means we want to have 29 or fewer mishaps in FY04 and 19 or fewer mishaps in FY05.

These reduced numbers of mishaps are absolutely achievable and should be an "All Hands" issue for awareness and mishap prevention. In addition, safety training is available and must be conducted for everyone, particularly for supervisors in our warehouse and industrial areas... although administrative areas have their share of mishaps as well and should also conduct the training. Operational Risk Management, or ORM, is a logic-based common sense approach to making decisions on human, material and environmental factors before, during and after Navy operations. It enables supervisors to maximize operational capabilities while mini-

mizing risks by applying a simple, systematic process appropriate for all personnel and Navy functions. It enhances mission effectiveness at all levels, while preserving assets and safeguarding health and welfare.

Each of us will have a life when we are done working and retired from our Navy or civilian service and I want the quality of that post-retirement life to be as good as possible for everyone. Preventing mishaps and on the job injury is one way to ensure a higher quality of life later in life. Let's all resolve to make 2004 our safest year ever.

For additional training or references on safety, contact your supervisor or department director... and let's all be safe!



Base Closure and Realignment (BRAC)

Base Closure and Realignment 2005 is on many of your minds, so I felt it appropriate to bring you up to date on what's happening and what you can expect as this process proceeds. First let me make clear, although I'm sure many of you have seen various "lists" floating around, there is no Navy Closure List. The process is just beginning and the Defense Base Closure and Realignment Act of 1990 (PL 101-510, as amended through the National Defense Authorization Act of Fiscal Year 2003) is very specific on the steps that must be taken to get us to a list. Here are the key steps and the dates by which they must be completed as outlined in the authorizing legislation:

SECDEF Draft selection criteria issued - 31 DEC 2003

President nominates BRAC Commissioners - 15 MAR 2005

SECDEF submits closure recommendations - 16 MAY 2005

Commission submits report to President - 8 SEP 2005

President submits recommendations to Congress - 7 NOV 2005

As you can see, much has yet to be accomplished and we are only at the front end of the process. It is important for you to know that all bases will be considered as the BRAC process proceeds, but until the SECDEF submits his recommendations in May of 2005, there will not be a "list."

I know how this process can create high levels of anxiety with our people. Although I can't eliminate that anxiety, I will do everything possible to keep you informed as the process proceeds. To do this, we will soon roll out a communication plan that will let you know how we plan to flow information to you. Included in that plan will be some additional detail on what will become the first visible step in the BRAC process, a series of data calls required to be completed by all activities.

A key point we should all keep in mind:

the BRAC process is an internal decision process under the control of the Secretary of Defense. It is inappropriate to comment to non-DOD personnel on the internal actions being taken as the process proceeds or on the data related to the process. If you are contacted by someone outside the Department of Defense seeking information related to ongoing internal BRAC actions or BRAC related data, you should refer such entities to your serving Public Affairs Office.

As we proceed through this process, our focus will be on two primary objectives: ensuring the data we submit is complete and accurate, and keeping our people informed as the process unfolds. By doing so, we will aid in ensuring the right decisions are made for our Navy and DOD while ensuring we continue to accomplish our purpose of delivering combat capability through logistics.

J. D. McCARTHY
Rear Admiral, SC, USN

Trimming trees to brighten-up Christmas for others

Dhonyale Thomas, EMall Supply Technician, Expediting Branch, code 515.2 (NNSY), admires a decorated tree ready for delivery to a nursing home. On December 11, Team 500 sponsored a "Trim A Tree" Christmas season social that preceded Capt. Heckelman's Town Hall Meeting. During lunch time, participants from Code 500 and Code 500N donated and decorated Christmas trees. More than 20 decorated Christmas trees were delivered to Autumn Care Nursing Home in Portsmouth and distributed to residents who had little or no decorations in their rooms. The residents of Autumn Care loved the trees and appreciated the visit from the Code 500 employees. Refreshments were provided by supervisors, managers, and members of Team 500 (FISC-NNSY Annex MWR committee). It was a true holiday event where coworkers got together in a social environment and worked in the spirit of service to others less fortunate.



Most Commissaries Not Closing; Future is 'Bright'

By Rudi Williams
American Forces Press Service

To soothe anxiety among service members and their families about reports of the Defense Department closing commissaries, a top DoD official emphasized here this week that the department strongly supports commissaries as an important benefit of military service.

In an interview at his Pentagon office, John M. Molino said, "The future of the commissary benefit is very sound, very healthy." Molino is deputy undersecretary of defense for military community and family policy, and acting deputy undersecretary of defense for equal opportunity. "The department is committed to maintain a commissary benefit."

Calling recent media coverage of the commissary issue "slanted and inaccurate," Molino said DoD strongly supports the commissary benefit. Commissary customers save 30 percent on average in comparison to shopping at civilian supermarkets.

Molino said the controversy goes back three years to when, shortly after arriving at the Pentagon, Defense Secretary Donald H. Rumsfeld asked whether the department should be running a chain of grocery stores.

"We did a detailed analysis of whether or not there were other ways to deliver the commissary benefit," Molino said. "The conclusion was that the commissary needs to stay (as) something we do within the Department of Defense, even though it is outside our core competency."

People tend to forget that DoD conducted a review and that Deputy Defense Secretary Paul Wolfowitz concluded that the commissary is not an item for privatization, Molino noted.

"The leadership of the department has told us that that the commissary issue is off the table," Molino noted. "We are now focused on good management and providing the best benefit we can. We subject the commissaries to the same customer satisfaction indexes that private sector grocery stores do."

He said the commissaries' performance is much better and customers are happier than ever before. "They're happier with the selection of the groceries, and the cleanliness and the quality of the stores," he added.

Even though DoD isn't searching for ways to close commissaries, Molino said, realistically, there might be a location that needs to

be closed.

The No. 1 priority governing keeping a commissary open is the number of active duty personnel assigned, which should be at least 100, he said. "But if you don't hit that number, it doesn't always mean we'll close the commissary," Molino noted. "We look at all of the factors and weigh heavily the quality of life implications of closing the store."

But he quickly added that "more often than not, we leave commissaries open in isolated areas where they lose money every week. But we do that knowingly and willingly, because that's the only way the service members can have their commissary benefit because of the rural and isolated nature of the location."

He noted that the more remote a store is, the more likely it is to stay open. Since fiscal 2001, DoD has closed nine commissaries. Five were at bases that had closed. Four other stores were closed at places where the population fell and a newer, better commissary was nearby.

DoD doesn't want to close any commissary, but it will do so if one is draining the system to the point of affecting customer support throughout the system, Molino noted.

For example, DoD closed the commissary at Fort Monroe, Va., about two months ago. "It's literally a 10-minute drive to the commissary at Langley Air Force Base, which is much larger, much better stocked and provides a better service," the deputy undersecretary noted. "We found that the customers were ahead of us. They'd stopped shopping at Fort Monroe. They were shopping at Langley, because they knew it was a better store that provided a better service."

Whenever a commissary is closed, an exchange service often steps in to fill the gap with an exchange market operation, the deputy undersecretary said. "The market provides the bread-and-milk kind of service you'd find at a convenience store," Molino explained.

He noted that when Fort Schafter, Hawaii, was closed, a new commissary opened at Pearl Harbor, which is about a 20-minute drive away.

The void at Fort Schafter was filled when the Army and Air Force Exchange Service opened an exchange market store there, Molino noted. "The people who live on Schafter are able to get the quick milk-and bread-type items they need," he said. "They travel to the Pearl Harbor commissary for the big groceries."

Noting that there are 276 commissaries



Families like this one can still save about 30 percent over what they would pay for groceries in a civilian supermarket.

around the world, Molino said 19 have been put on a "watch list."

"That leaves 257 that are in good shape, operating very well and are not in danger of closing," he said. "We look at every store every year. Those that fall below the criteria for what we would otherwise call a healthy store get put on a watch list."

Some stores in Europe are on the watch list because of population shifts. "There are several stores over there that bear close scrutiny," Molino said.

But Gen. Burwell B. Bell, commander of U.S. Army Europe and 7th Army, is fighting to keep them open. He sent a strong letter to Dr. David S.C. Chu, undersecretary of defense for personnel and readiness, indicating that he thinks those stores should not be closed. Molino indicated that Bell's views would certainly be considered and that he expected they would be included in any input for the Department of Army.

Molino called the future of commissaries "bright," and the benefit for service members and their families "healthy."

"It's healthier today than it was three years ago, and healthier today than it was 12 years ago, when the (Defense) Commissary Agency was formed," he said. "The benefit gets better and better as we become more efficient and more effective," Molino said.

Anyone can become a victim of identity theft

The Department of Defense is actively investigating a possible case of illegal theft and distribution of personal identification information.

The Department of Health and Human Services received an anonymous communication claiming that personal identifications were stolen, to include name, date of birth and social security number, and subsequently sold to an "identity broker." A list of 155 names, which were all at one time Department of Defense beneficiaries, was attached as proof. The Navy Medical Corps has sent a letter to each of the beneficiaries named on this list.

A full investigation by the Department of Defense and the FBI is underway to determine the validity of this claim, and active measures are being employed to ensure the continued security of beneficiary personal identification information. Identified individuals in the anonymous claim are being contacted directly regarding this possible compromise.

More information is available at the following link - nmo.med.navy.mil/announcement.

Q&A about identity theft

How do I know if my name was one of the ones stolen? The Department of Defense is aware of a number of persons alleged to have been affected by this theft. The affected persons have been contacted directly. However, if you wish to confirm if your name is on the list of affected persons, you may call our customer service office at 1-800-227-7921.

What is the chance that my stolen personal information will be misused in this particular case? The individual who took information in this case claims to have sold it to an "identity broker." Whether the stolen information actually has been, or will be used is not certain. However, based on the potential that your information may be misused it would be prudent to take the recommended precautions discussed in the letter sent to you earlier entitled "Identity Theft Information Sheet" which is also available on our website. You may also want to review the information provided by the Federal Trade Commission on Identity Theft which can be found at www.consumer.gov/idtheft/ (including notification of the credit bureaus, government agencies and other or-

ganizations listed on that website).

What is an "identity broker?" An "identity broker" is someone who provides stolen personal information to other criminals, usually for a fee.

Once identity thieves have my personal information, what can they do with it? Once identity thieves have your personal information, they might be able to open new accounts in your name, make changes to existing accounts, make transactions and purchases in your name, change mailing addresses on your accounts, or use your name for other unlawful activities. For more information from the Federal Trade Commission on how your information could be misused see www.ftc.gov/bcp/conline/pubs/credit/idtheftmini.htm.

If I think my personal information has been misused to commit identity fraud, what should I do? If you discover that your personal information has been misused, we recommend that you take the following steps and keep a record of all your actions:

- Contact the fraud departments of each of the three major credit bureaus. Request that a "fraud alert" be placed in your file. Also ask them to place a statement that asks creditors to call you before opening any new accounts or changing any existing accounts. The credit bureau fraud departments are listed below. Their normal operating hours are Monday – Friday, 8:30 a.m. to 4:30 p.m. You should also request a copy of your credit report. This copy may be free of charge. You should inquire with each credit bureau. Equifax Credit Information Services - www.equifax.com, Consumer Fraud Division, 800-525-6285, P.O. Box 105069, Atlanta, Ga. 30348; Experian, www.experian.com, 888-397-3742, P.O. Box 1017, Allen, Texas 75013; TransUnion, www.transunion.com, 800-680-7289, Box 6790, Fullerton, Calif. 92834.

- After reviewing your credit reports for any irregularities, should you find that someone has created unauthorized accounts in your name, you should close or suspend any accounts you know or believe have been tampered with or opened fraudulently.

- If your accounts have been misused or opened fraudulently, you should contact the Defense Criminal Investigative Service at (703) 604-8440 and file a police report with your local police or the police in the community where the identity theft took

place. Obtain a copy of the local police report number for future reference.

- If your accounts have been misused or opened fraudulently, notify all banks, credit unions, creditors, and utilities that have extended you credit or otherwise have opened an account in your name. Be prepared to provide these companies with a copy of the police report. Change all PIN numbers and passwords.

- File a complaint with the Federal Trade Commission (FTC) by contacting the FTC's Identity Theft Hotline. Their toll-free telephone is 1-877-IDTHEFT (438-4338) or by direct dial to 202-326-2502. You may also write to them at: Identity Theft Clearinghouse, Federal Trade Commission, 600 Pennsylvania Avenue NW, Washington, D.C. 20580. You can also access the FTC web site at www.consumer.gov/idtheft. A free comprehensive consumer guide to help you guard against and recover from identity theft is available on this website. It is entitled *ID Theft: When Bad Things Happen to Your Good Name*.

- On an annual basis you should obtain a copy of your credit report from all three credit bureaus and review them for any unauthorized accounts or unauthorized activity.

Do I need to contact all three credit bureaus? If you discover that you are the victim of identity fraud, we recommend that you contact each of the three major credit bureaus to place a fraud alert on your credit report. Copies of your credit reports will be sent to you free of charge. In addition to submitting an initial fraud alert, we recommend contacting each of the three credit bureaus and checking your credit reports at least annually.

What does a fraud alert do? Fraud alerts let creditors know that fraud has been associated with your credit report. As a result, creditors may confirm that they are dealing with you and not an imposter before granting credit or other services. However, because credit grantors do not have to obtain copies of your credit report before extending credit, you should continue to check your credit reports periodically, especially in your first year after discovering the identity fraud, to make sure no new fraudulent activity is taking place.

The many faces of Security – Material Security

By Bobby Whittington, Security Director

During our ongoing series of articles, we have focused on the security specialist in charge of each security program or discipline. We have entitled the series “The Many Faces of Security” to spotlight the program and the individual responsible for it. In this installment, we introduce Ms. Valaida (Val) Anderson as the “supply expert” on the security staff. We could label her as our lady of many titles. Officially she is an industrial security specialist. Ms. Anderson is also ‘unofficially’ our designated loss prevention specialist. As such, she oversees security of our stock material through security surveys and assessments. And, as part of her duties, she is the FISC Security key and lock control officer, having been appointed by our commanding officer.

Material security is designed to protect Navy stock material during the receiving, storage and shipping process within the command. There are several layers of security provided to material, whether in storage or in transit. And, dependent upon some characteristics and vulnerabilities of that material, more stringent security measures are required. By Navy and NAVSUP security directives, stock material must be stored in designated restricted areas. Our applicable command warehouses and compounds have been so designated by our commanding officer in our physical security, loss prevention and ATPF plan.

Obviously, protection of material begins by receiving it properly and establishing inventories and locations. The stock must be stored within a restricted area where entry and exit of personnel and material are controlled. The area must be within a line of demarcation denoted by warehouse walls or security fencing. Some more sensitive material, such as classified material, must be stored within designated cages or strong rooms, separated from non-classified or pilferable material. Restricted areas must be properly marked with signs as specified in the security directives. When assigned personnel are not working within the area, spaces must be properly secured by doors and gates to preclude entry. Some electronic devices, such as closed circuit television or intrusion detection devices (sensors) are used as additional protection for some of our more sensi-



Val Anderson reviews paperwork at Pier 8 with stevedore Bilal Muhammad (center) and material handler Mickey McCleskey.

tive material.

Personnel entering our areas must either display a command restricted area badge or be escorted by personnel who are assigned within the area. Keys to our restricted areas are tightly controlled and inventoried. Use of electronic key lockers allows access to various security keys by selected individuals. However, some key lockers located within restricted areas are manual and not electronic. An excellent feature of the electronic key locker is that it provides an audit trail of who removed a key, at what time, and when it is returned. Each department designates its key custodians in writing and provides a copy of the designations to Ms. Anderson. The key custodian is responsible for overseeing the security and accountability of the keys entrusted to him/her. The appointed custodian conducts a quarterly inventory of departmental security keys, and the report is provided to Ms. Anderson. As the FISC key control officer, she will conduct an annual inventory of all security keys located within the command. Besides the obvious importance of inventories to ensure all keys are present or accounted for; the NAVSUP Inspector General security inspector also reviews these reports.

Besides being actively involved with the key and lock program, Ms. Anderson regu-

larly visits each of our restricted areas to assist with any security problems. She conducts a formal annual security survey or assessment of each operation and provides the department director with a report of her observations and any discrepancies. NAVSUP Security (03X) and inventory control point item managers sometimes call upon her to assist in finding classified material that is missing. Ms. Anderson has had excellent success in researching and locating “missing” material, even to the extent of going aboard ships to find it.

The proper protection of stock material within FISC is a full-time and demanding job, but Ms. Anderson has the knowledge and dedication to assure that our command maintains security standards and requirements. If you need assistance or have questions about Material Security, please contact her at 443-1498 or via email.

**Security is
everyone's business**



FISC Norfolk Commanding Officer Capt. L.V. Heckelman congratulates CWO3 Gregory Washington, RSO Norfolk, after promoting him to his present rank.

Cmdr. Teddie Dyson is promoted to her present rank by Brig. Gen. M.M. Robeson, Commander, Joint Task Force-Horn of Africa (CJTF-HOA). Cmdr. Dyson is on temporary duty from FISC Norfolk, and is assigned as a contingency contracting officer with CJTF-HOA at Camp Lemonnier, Djibouti.

SECDEF sends congratulations to U.S. Military

It gives me great pleasure to congratulate each man and woman in America's armed forces for the honor of being named this year's "person of the year" by Time Magazine. It is an honor you have earned not only this day, or this year, but throughout your volunteer service.

Ever since the minutemen first mustered to America's defense in the early days of our nation, America's fighting forces have stood ready, at a moment's notice, to defend the lives and liberties of our citizens whenever and however they were threatened.

Through two world wars, and dozens of smaller conflicts, the American Soldier has never foundered and has carried the light of liberty to millions who suffered under countless tyrants and dictators.

During the long, cold struggle against communism, U.S. forces, with our stalwart allies, were the watchmen who stood sentry on the frontiers of freedom - until freedom prevailed, and communism collapsed under the weight of its tyranny.

With this new century have come new battles in a new kind of war - the global war against terrorism. And again, America's fighting forces are at the front — taking the war to the terrorists and bringing freedom to millions who, for decades, had lived in fear.

What remarkable feats you have accomplished since this war began: two nations liberated from brutality and oppression; 50 million people freed to live out their futures without fear; many senior al Qaeda operatives captured or killed; and terrorist cells discovered and dismantled.

Last holiday season, the Iraqi people suffered under the boot of a brutal dictator who murdered innocent citizens. Today, thanks to you,

that same dictator — found cowering in a hole of his own making — now awaits justice for his heinous crimes.

Each of you helped make that possible. And in so doing, you have made every American proud of who you are and what you do for all of us every day.

Time magazine called you the "face of America, its might and good will," and that you are. You are also the face of America's determination to stop the new tyranny of terrorism. And that you will do, because in addition to all that is new - new threats and challenges, a new mission, a new way of fighting, new technologies, and a new kind of war - you bring to the fight the oldest of virtues: honor, integrity, courage, dignity, and discipline.

September 11, 2001 ushered in a new era, but the world still looks to America for leadership and strength. As our commander-in-chief, President Bush, said when this war began, "if America wavers, the world will lose heart. If America leads, the world will show courage."

I know that America will not waver. I know this because you represent America's heart and America's courage. You stand, as you have always done, on the front line between freedom and fear. And you are doing a magnificent job. The American people are properly proud of you.

There will likely come a day when terrorists can little threaten the world; when nations no longer harbor or support them, because the price for doing so has become too high; when terrorism as a method of waging war or oppressing a people has been as thoroughly discredited as we have seen slavery and piracy discredited. And while we are not there yet, and we may never be there completely and finally, we are making giant steps



The honorable Donald H. Rumsfeld

forward - thanks to your determination and your courage.

Each of you has paid a personal price. Some of your comrades have made the ultimate sacrifice. For all you are and for all you do, you have the thanks of a nation, which is proud of your service and grateful for your sacrifice.

To all of you stationed far from home and loved ones this holiday season, know that our hearts and prayers are with each of you and with your families, who also sacrifice. Congratulations on the well-deserved honor of being named Person of the Year! You deserve it. May God bless you and keep you safe, and God bless America.

The honorable Donald H. Rumsfeld
Secretary of Defense