

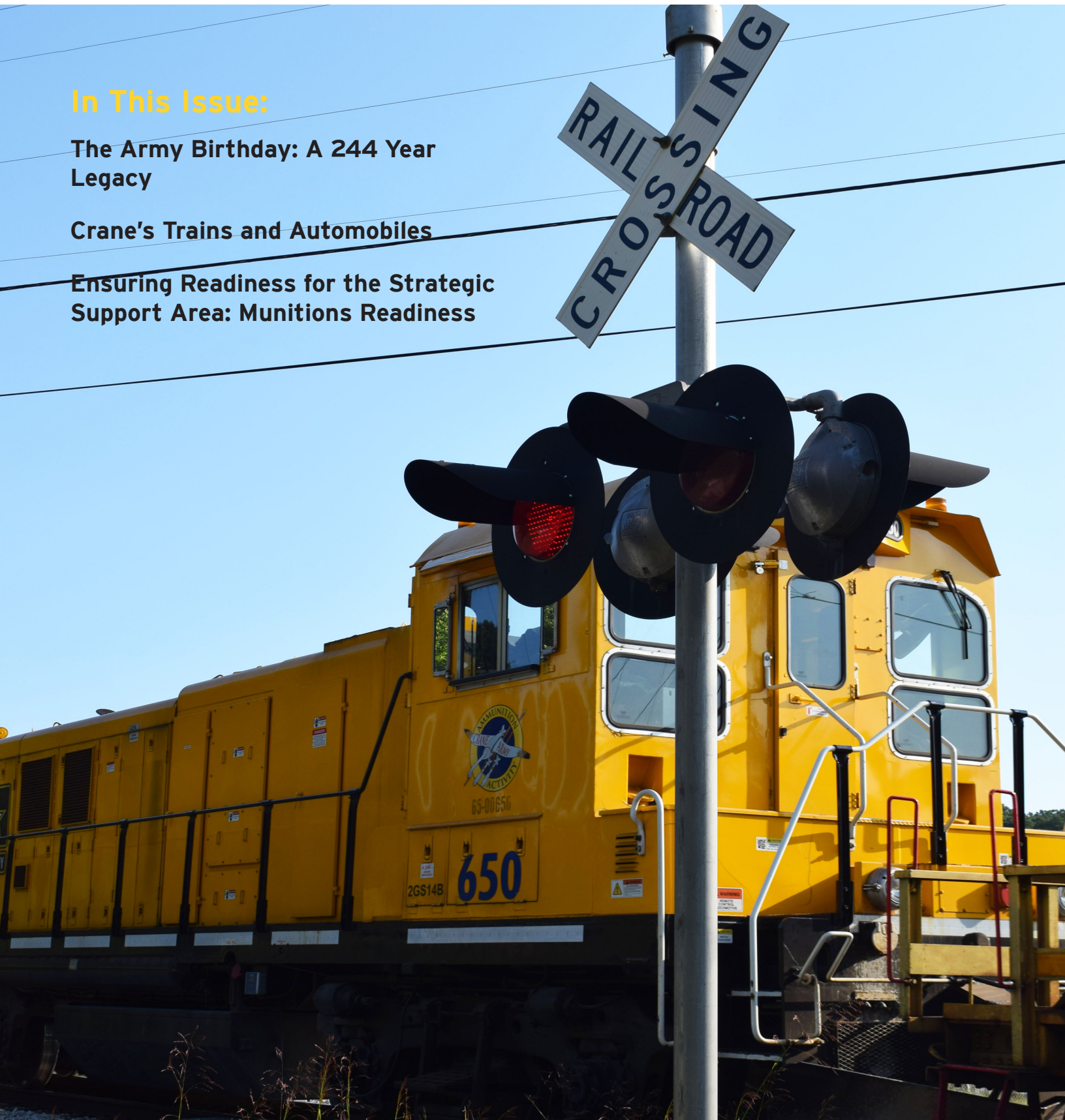
CRANE Quarterly

In This Issue:

The Army Birthday: A 244 Year Legacy

Crane's Trains and Automobiles

Ensuring Readiness for the Strategic Support Area: Munitions Readiness



LOGISTICS MANUFACTURING RENOVATION SURVEILLANCE DEMILITARIZATION

VOL IV, NO IV • JUL - SEP 2019
CRANE ARMY AMMUNITION ACTIVITY

Commander's Comments

First I'd like to start by saying that I'm honored to be a part of Crane Army Ammunition Activity, an organization that supports and impacts warfighters on a daily basis.

Over the next two years, I want to take the time to meet the workforce, roll up my sleeves and do some of the hard work, as well as identify and evaluate our processes in order to help improve our organization where possible and spread news about current best practices.

During my time in command I have to be realistic about my actions and any changes I make because what I do now will affect not only the current organization but also the next commander and the organization as a whole for some time past my departure.

Sometimes when people hear the word 'change' they think of it in a negative sense. I want to implement change to make our processes better and your lives easier.

Over the past year, the Army has aggressively pursued reforms in order to free up time, money and manpower to empower subordinate commanders to make more effective and timely decisions. The Army is also executing the Army Reform Initiative which institutes fiscal discipline, scrutinizing contract management and contract services and working toward financial auditability. These are all positive advances to build readiness and increase lethality across the total force.

When we talk reform at Crane Army, the goal is to identify areas and projects where we can eliminate redundancy and streamline processes that will ultimately save time, money and resources and remove undue burdens on all team members.

Reform is also about accountability to the American taxpayer. What we do every day should be an honest effort to do all we can to save money and give 100-percent effort toward our mission.

Here at Crane Army, I challenge myself and each and every one of you to look at your job and the different processes and functions you perform, and evaluate the way you are currently completing tasks and how you might do them better if given the opportunity. Not because you're doing your job wrong, but because we should always strive to do even better. Look out for potential opportunities so we can make impactful, positive reform that benefits this organization, our warfighters and the American taxpayer. Thank you for all your efforts. I appreciate your support for our men and women in uniform.



A handwritten signature in green ink, consisting of several fluid, overlapping strokes.

CRANE Quarterly Magazine

COMMAND STAFF

Col. Stephen P. Dondero
Commander

Norman Thomas
Deputy to the Commander

EDITORIAL STAFF

Amy Crane
Public Affairs Officer

Hayley Smith
Public Affairs Specialist

Mallory Haag
Public Affairs Specialist

Editorial Office Information

The Crane Quarterly is an authorized publication for members of Crane Army Ammunition Activity and the Department of Defense. Contents of the magazine are unofficial and are not necessarily the views of, or endorsed by, Crane Army Ammunition Activity, the Department of the Army, the Department of Defense, or any other U.S. Government agency.

The editorial content of the Crane Quarterly is the responsibility of the Public Affairs Office at CAAA.

Mailbag

Q: Are cell phones or photography permitted in explosives operating buildings?

A: Cell phones are NOT PERMITTED in explosives operating buildings IAW Da Pam 385-64. Public Affairs are the only personnel authorized by the commander to take photos in explosives operating buildings.

CAAA welcomes feedback from readers. Feedback can be submitted via email and must include sender's name, phone number and valid email address. Send feedback emails to: usarmy.crane.jmc.mbx.caaa-cdr-site@mail.mil.

DON'T BE A BYSTANDER! KNOW HOW TO RECOGNIZE AND REPORT SUSPICIOUS ACTIVITY.



RECOGNIZE

Suspicious Activity is any observed behavior that could indicate terrorism or terrorism-related crime such as:

- **Unusual items or situations:** A vehicle parked in an odd location, a package/luggage is unattended, a window/door is open that is usually closed.
- **Eliciting information:** A person questions individuals at a level beyond curiosity about a building's purpose, operations, security procedures and/or personnel shift changes.
- **Observation/Surveillance:** Extended loitering without explanation (particularly in concealed locations); unusual, repeated, and/or prolonged observation of a building (with binoculars or video camera); taking notes or measurements, counting paces; sketching floor plans, etc.

REPORT

To report suspicious activity, contact your local law enforcement agency and describe specifically what you observed to include: WHO or WHAT you saw; WHEN you saw it; WHERE it occurred; and WHY it is suspicious.

NSA Police: 812.854.3300/1333
ISALUTE: 1.800.CALL.SPY
FBI: 812.332.9275

See Something, Say Something! 812.854.3948/3316



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1 Light on LEMC



This summer LEMC hosted visitors from the Department of Defense and the Environmental Protection Agency for an Open Detonation Working Group Meeting. During a tour of LEMC Jeff Wright, chief engineer for U.S. Army Aviation and Missile Command-Missile Demilitarization, briefed representatives from the EPA at LEMC's Ammonium-Perchlorate Rocket Motor Disposal facility.

LEMC's new ARMD facility demilitarizes ammonium perchlorate-based composite rocket motors in an environmentally-friendly confined-burn system, coupled with a multi-stage pollution-abatement process that captures and cleanses exhaust by-products. This helps reduce impact to the environment.

2

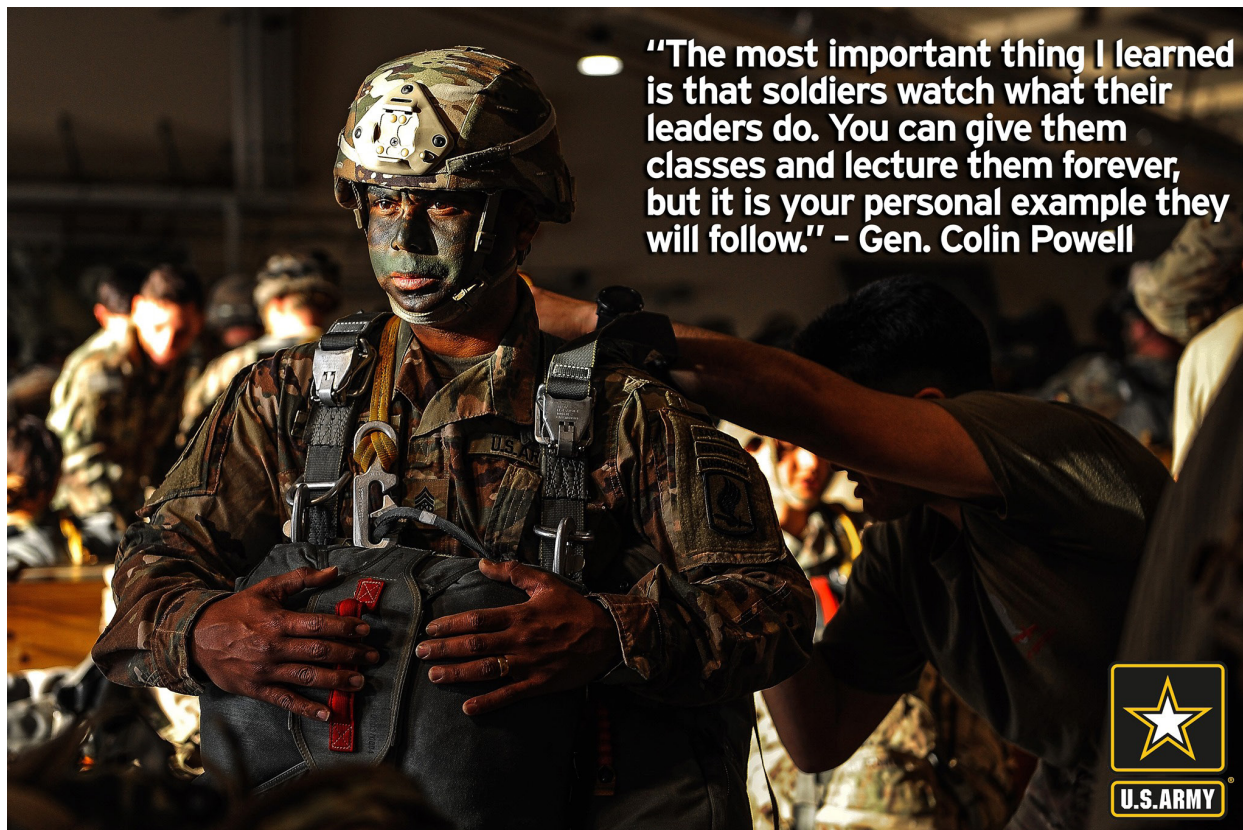
Crane in Action



A Crane Army employee hand applies epoxy to MK 209 rounds. Explosive Ordnance Disposal personnel use these rounds in the field.

3

Overheard

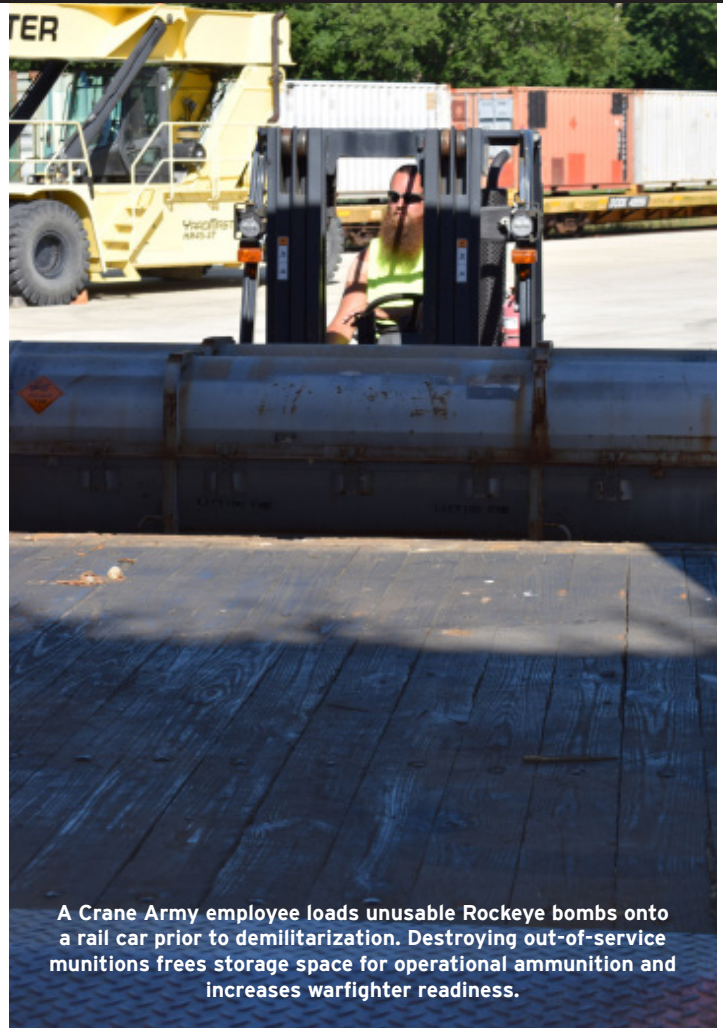


"The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow." - Gen. Colin Powell





A CAAA explosives worker prepares unusable red phosphorus grenades for disassembly. The red phosphorus is then converted to phosphoric acid via an environmentally-friendly process and the phosphoric acid is sold for use in agriculture.



A Crane Army employee loads unusable Rockeye bombs onto a rail car prior to demilitarization. Destroying out-of-service munitions frees storage space for operational ammunition and increases warfighter readiness.



A Crane Army explosives handler renovates a 2,000-lb. bomb. CAAA removes damaged components and provides new thermal coatings, paint and parts where needed before shipping the munitions back to the warfighter at a fraction of the cost of producing new bombs.

EMPLOYEE ASSISTANCE PROGRAMS

OVERVIEW

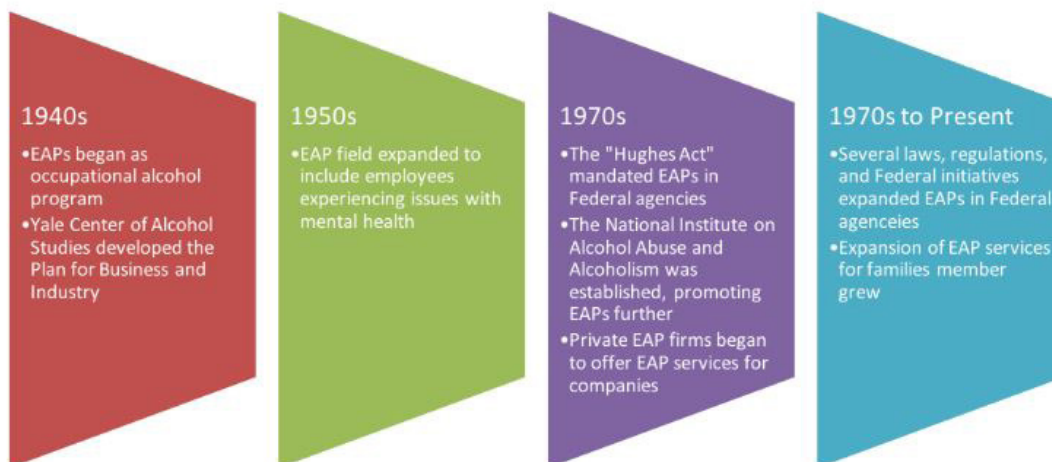
An Employee Assistance Program (EAP) is a voluntary, confidential program that helps employees (including management) work through various life challenges that may adversely affect job performance, health, and personal well-being to better take care of our people. EAP services include assessments, counseling and referrals for employees with personal and/or work-related concerns such as stress, financial issues, legal issues, family problems, office conflicts and alcohol and substance use disorders. EAPs also often work with management and supervisors to provide advanced planning for situations such as organizational changes, legal considerations, emergency planning and response to unique traumatic events.

HOW CAN EAPS BE USED?

- Mental illness
- Alcohol misuse
- Substance disorder
- Workplace conflicts, violence and bullying
- Emergency preparedness
- Crisis management
- Stress
- Financial problems
- Legal problems
- Domestic violence, stalking and sexual assault
- Workforce restructuring and reduction-in-forces

History of Federal EAPs

EAPs have a long history in the United States, tracing back to the 1940s. They originally began as occupational alcohol programs to address the negative impact alcohol has on productivity and performance. The focus of these programs expanded as organizations recognized that alcohol was not the only issue affecting employees at work. Current EAPs address a wide range of problems such as workplace conflicts, family matters, financial challenges, mental health and more.



Information from opm.gov

U.S. ARMY: READY TODAY, INVESTING IN TOMORROW

WHAT GUIDES US

The 2018 National Defense Strategy outlines the main objectives of the Department of Defense: build a more lethal force, strengthen alliances and attract new partners and REFORM the Department for greater performance and affordability. The U.S. Army's priorities align with the National Defense Strategy.



REFORM

The Army is implementing aggressive reforms to free up time, money and manpower for our highest readiness and modernization priorities. These reforms will also empower subordinate commanders to make more effective and timely decisions. The Army has instituted acquisition reform, scrutinized contract management and closely monitored contract services to increase efficiencies and ensure that every dollar spent goes as far as possible. Additionally, the Army is continuously monitoring budget execution at command levels, divesting and consolidating legacy information technology systems and focusing on the goal of providing full-scope financial audits.

IMPROVING CONTRACT MANAGEMENT

The Army is on track to save hundreds of millions of dollars by reducing contract redundancies and improving contract competition processes. We're also using data analytics to inform our contracting decisions and to ensure the systems and programs we invest in have high probabilities of success.

ARMY-WIDE FISCAL STEWARDSHIP PROGRAM

To ensure the Army optimizes the purchasing power of its operating budget we established the Command Accountability and Execution Review program. CAER is a senior commanders' program, under the governance of the Secretary and Chief of Staff of the Army that leverages monthly venues to focus on supply chain, transportation and contract management at multiple echelons. This full-spectrum approach, championed by the Army's most senior leaders, has already generated a marked improvement in the efficient execution of the Army's budget, maximizing its ability to generate combat readiness and lethality.

CONDUCTING FINANCIAL AUDITS

The Army is taking steps to improve business practices and management of resources. In FY18 the Army conducted its first full financial statement audit, which included classified and sensitive activities. Going forward the Army is aggressively implementing the corrective actions needed to remediate auditor findings and ensure the Army is transparent, auditable and accountable. By doing so, our organizations will be able to compile and share financial and accounting information that is timely and accurate.

A CLOSER LOOK:

Crane Army Uses Non-Traditional Methods to Safely Destroy Munitions

"We take a munition, something that was originally intended to harm, destroy and kill people and turn it into recyclable, reusable material."

-Sonny Dant, Mechanical Engineer



Crane Army prides ourselves on limiting our impact on the environment. We consider the stewardship of the land entrusted to us a great responsibility.

To better protect the air we breathe, the water our families drink and the soil our children play on, CAAA utilizes closed systems demilitarization, or the environmentally-friendly destruction of out-of-use munitions, whenever possible.

Crane Army's major closed demil operations involve white phosphorus, red phosphorus and yellow D munitions.

White phosphorus is a dangerous chemical used in explosive rounds dating back to World War I. It's banned in most situations today due to major human health and environmental risks associated with it.

Sam Wright, an environmental scientist at CAAA, described how white phosphorus burns upon contact with air.

"As long as there's oxygen present, white phosphorus will ignite," Wright said. "It can literally ignite in your hand. White phosphorus is toxic and highly flammable. It will burn anything it touches and causes both chemical burns and regular burns to people exposed to it."

Due to the chemical's dangerous nature, it cannot be destroyed with traditional demilitarization methods.

"White phosphorus can't be open detonated or open burned because you can't guarantee all of it will be destroyed," Wright said. "Some might get dispersed through the air and people could breathe that in. It could also contaminate soil and water. White phosphorus will also burn any living thing."

Without a safe and complete method of disposal, white phosphorus munitions piled up in CAAA storage, utilizing space that could otherwise hold usable munitions for warfighters.

The safe and complete method of disposal was developed and built by the Ammunition Peculiar Equipment community. CAAA Mechanical Engineer Sonny Dant explained the process.

"Projectiles filled with white phosphorus are loaded onto a press which punches a hole in each metal body," Dant said. "Once the white phosphorus contacts oxygen, it starts burning. Then, the projectile is pushed off into a retort, a large cylindrical item with a diameter of 5 to 6 feet and 30 feet in length."

White phosphorus does not burn all at once. The projectile travels through the retort via a conveyor belt to accelerate the process.

"The retort is heated to about 1000 degrees to help the white phosphorus burn faster," Dant said. "By the time the projectile gets to the other end the white phosphorus is gone. Exhaust fans capture the phosphorus fumes so nothing is released to the environment."

The now-empty projectiles are collected and recycled and the phosphorus fumes are converted into acid.

"The fumes are sprayed with water and form phosphoric acid almost instantaneously," Dant said. "The water stream is recirculated over and over until it's 75 percent phosphoric acid."

The entire system is self-contained to ensure no harmful material escapes.

"There is a steam exhaust, but what little is out there is closely monitored," Dant said. "Everything else is phosphoric acid or metal and can be sold."

The phosphoric acid is purchased by the agricultural community for use in fertilizer. The entire operation not only generates revenue for Crane Army but replaces lethal chemicals with useful material.

"We take a munition, something that was originally intended to harm, destroy and kill people and turn it into recyclable, reusable material," Dant said. "And we do it without letting anything toxic escape."

CAAA's closed white phosphorus demilitarization process is a point of pride for an organization that strives to protect our natural resources from harmful chemicals like white phosphorus.

PHOSPHORIC ACID
HOLDING TANK



CARE PLAN

Crane Army Roadmap to Excellence

Earlier this year, employees throughout Crane Army participated in the 2019 Strategic Summit to look at the current organizational plan and develop a more strategic outlook and way forward. The plan focused on unit readiness, modernization of processes and capabilities and ways to strengthen workforce resiliency all while developing future leaders.

The day-long summit identified opportunities and assigned action officers to coordinate and accomplish these tasks as part of a larger blueprint called the Crane Army Roadmap to Excellence. The CARE plan focuses on specific actions and initiatives to accomplish the goals identified over the next five years.

During the summit, the team identified three lines of effort moving forward with specific opportunities intended for each effort.

Line of Effort 1: Readiness

Fully prepared to deliver ready, reliable and lethal munitions to support the needs of the Army and joint warfighters.

Opportunity 1: Data Management

Implement enterprise solution for data management and analysis by FY2021

Opportunity 2: Stockpile Availability

Increase stockpile available munitions from unserviceable to serviceable to enhance readiness by FY2024

Opportunity 3: Inventory Accountability

Consolidate inventory accountability activities and acquire 100 percent inventory accountability by FY2021

Opportunity 4: Hijack LMP

Develop capabilities to fully employ LMP in support of CAAA operations to include CAMs, CRP, MRP, reporting capabilities, accurate cost estimates, and meaningful metrics by FY2020

Line of Effort 2: Future Force

Modernized command that is resourced, responsive and postured to effectively meet tomorrow's demands.

Opportunity 1: Comprehensive Business Planning System

Enact an integrated CAAA business planning system with a joint mission focused on all aspects of Crane Army business operations by the end of FY2020

Opportunity 2: Modernize Activity Infrastructure

Implement a five-year plan for facilities and equipment upgrades to increase Activity efficiency and competitiveness by the end of FY 2020

Opportunity 3: Increase Self Reliance

Reduce Activity reliance on external agencies' service and support that Crane Army is capable of more efficiently executing by FY 2020

Line of Effort 3: People

A resilient and professional workforce capable of successfully executing CAAA's mission

Opportunity 1: Workforce Development

Establish an Activity Talent Management system that includes a centralized training program to acquire, develop, and retain a skilled workforce by FY2020

Opportunity 2: Fearless Communications

Implement a comprehensive internal Communications Strategy that promotes employee engagement, transparency, accountability, and facilitates enterprise-wide synchronization by end of FY2020



Crane's Trains and Automobiles: Providing Readiness and Making History

Crane Army Depot Operations executed the longest rail pull, or length of rail cars attached to a locomotive, in NSA Crane history in just two and a half weeks. This accomplishment was part of an initiative to ensure materiel readiness across our sister depots in the Organic Industrial Base.

Hawthorne Army Depot needed to ship approximately 300 containers of unserviceable 105 mm ammunition assets to Blue Grass Army Depot for recapitalization. However, transporting that many would cause HWAD to fall below the required amount of serviceable containers on-hand in case of a surge outload. Due to CAAA's abundance of containers, we were tasked with providing them to Hawthorne.

Joint Munitions Command, CAAA's, HWAD's and BGAD's higher headquarters, identified 120 containers of unserviceable munitions currently at Crane Army that were designated for future shipment to HWAD in a separate mission and combined the two.

To meet the tight timeline required for this multi-phase process, CAAA Depot Ops personnel loaded the munitions and prepared all 300 containers for transport in less than three weeks.

"Crews and equipment were scheduled and approximately 800 pallets of materiel were moved, prepped, dunnage built, containers blocked, paperwork prepared, approximately 120 containers loaded, inspected, sealed and placed on rail cars," Crane Army Railroad Operations Supervisor Robert England said. "This entire operation occurred within three weeks."

Combining the container transport mission with shipping assets for demilitarization saved taxpayer money and freed up valuable storage space at Crane Army that can now hold useable ammunition assets for warfighters.

Due to the size of the train, 300 containers on 96 rail cars, Depot Ops assembled it in two different locations on base. Indiana Railroad connected all the cars to join both portions, resulting in a train over one and a half miles long.

After unloading the containers at Hawthorne, they were reloaded with 105 mm rounds and delivered to BGAD in Lexington, Kentucky for use in a recapitalization program.

DEPOT OPERATIONS

INCREASING CAPABILITIES

ONE SHIPMENT AT A TIME

In order to remain ready, reliable and relevant in the Organic Industrial Base, Crane Army needs modern facilities that can support munitions readiness at all levels. Maximizing space and movement is a key initiative in the CAAA Depot Operations Directorate.

Depot Ops developed a new complex to provide an additional secure location to load explosives quickly without first transporting them to an existing shipping facility across the 100-square-mile base.



"This complex provides the ability to quickly move material in and out of the area via both rail and truck. It increases our capabilities to meet mission requirements."

-Depot Operations Coordinator Steve Cummings



The new facility does not require the more extensive manpower present at the larger shipping buildings. It also provides a convenient location to load smaller shipments without disrupting those major distribution hubs.

"The new complex increases efficiency by allowing Crane Army to receive or distribute more than 30 additional containers of munitions a day without pulling valuable workers from other buildings," Crane Army Commander Col. Stephen Dondero said. "It's one of many ways CAAA works to increase our ability to provide munitions readiness for warfighters safely, efficiently, and effectively."

The new complex is part of Crane Army's overall modernization strategy to upgrade facilities, equipment and processes to get ammunition to Soldiers, Sailors, Airmen and Marines even faster.

Other recent initiatives at CAAA include the new Crane Flexible Manufacturing Complex, which can support multiple munitions operations at once and easily change projects, and renovating facilities for the CAAA Countermeasures Program, a premier provider of life-saving decoy flares.

"Crane Army doesn't just provide munitions for warfighters," Dondero said. "We constantly look for innovative ways to increase efficiency while still effectively providing quality munitions to those warfighters, on time, every time."



Crane Army locomotives travel approximately 8.7 miles from the west side of base to the main shipping and receiving facility. There are 23 crossings at grade, where roads intersect with the train tracks.

CAAA is working with Naval Facilities Mid-Atlantic to develop a more efficient and safe rail route on base. The new design procures the land under the Indiana Railroad main rail line on base and reconnects it with the existing rail track system to shorten the distance to 4.1 miles with only one crossing at grade. This would greatly improve safety and reduce the amount of explosive materiel transported through highly congested areas.



Red and White Phosphorus

Crane Army is a premier provider of both white and red phosphorus demilitarization for the United States. Red phosphorus is similar to white phosphorus but also produces harmful phosphine gas.

CAAA workers dispose of red phosphorus in a process like white phosphorus demilitarization. A main difference is that red phosphorus does not ignite on contact with air but requires the presence of extreme heat.

Here, a Crane Army employee examines machinery used in white and red phosphorus demilitarization.



Crane VA Clinic-Telehealth

In partnership with the Department of Defense, Naval Support Activity Crane now operates a VA Clinic.

The clinic is open Monday through Friday from 10:00 a.m. to 12:00 p.m. and 1:00 p.m. to 3:00 p.m. at the Navy Occupational Health Clinic and provides basic medical care to veterans enrolled in VA healthcare. Clinic personnel can also help veterans apply for their healthcare benefit

Don't miss out on a great opportunity to receive healthcare closer to home! To get started call 317-988-2514.

DID YOU KNOW?


EMPLOYEE IN THE SPOTLIGHT

Depot Operations' Marcy Pedersen received her Lean Six Sigma Black Belt certificate on August 6, 2019 from DO Director Dennis Sickel. Pedersen completed various training exercises including testing requirements and a real-world project.

Pedersen is skilled in the Define-Measure-Analyze-Improve-Control methodology and Six Sigma principles. She is also well-versed in project management, process mapping, value stream mapping, statistical analysis and change leadership.

Overall, Pedersen's project positively impacted Depot Operations preparation and shipping movement processes. Her project will save CAAA approximately \$870,000 per year, totaling \$6 million over the course of seven years.





**"We will win by
aggressively pursuing
our priorities of
readiness, modernization,
and **reform**."**

Gen. James C. McConville
Army Chief of Staff

Only Our Best For The World's Best
www.crane.army.mil