

CRANE Quarterly



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CRANE Quarterly Magazine

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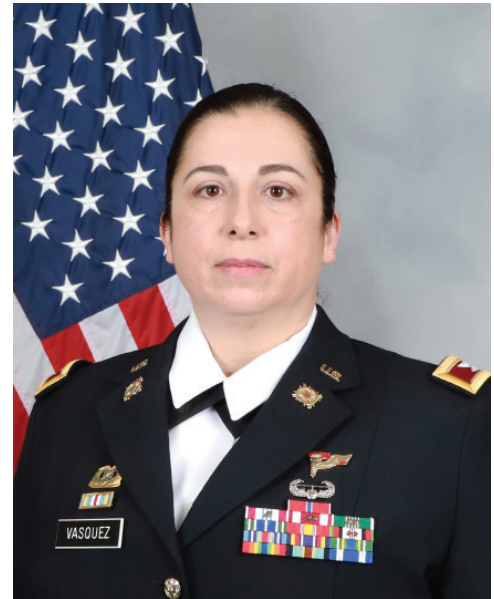
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Commander's Comments

Crane Army Ammunition Activity is starting its 44th fiscal year this quarter and there's a lot about that legacy to celebrate. For more than four decades, CAAA has been supported by hardworking Hoosiers that have made this activity into a premier source for conventional ammunition. This new fiscal year reminds us to look to the future of Crane Army's capabilities, the way we always have, and strive to remain on the cutting edge of munitions production, storage, logistics and demilitarization.

FY20 was all about modernization. No matter the directorate or project, we advanced CAAA's infrastructure, equipment and processes to support the Joint Force. Between cutting the ribbon on a receiving facility and a plating shop, completing our first full year under the new Acquisition Demo pay banding system or improving munitions storage and transportation equipment, Crane Army hasn't taken its sights off serving the warfighter of today and tomorrow.



As we go into FY21, I'd encourage you all to think about how CAAA maintains readiness and the impact of modernization. Crane Army is dedicated to modernization in all aspects of our work. Every job in every corner of the activity contributes to Crane Army's ability to provide our men and women in uniform with the munitions they need when they need them – and we have proven that we can rise to that occasion with unquestionable success. Thank you for your dedication and support as we take CAAA into the future of the organic industrial base.

Col. Santee B. Vasquez
Commander



CAAA welcomes feedback from readers. Please include sender's name, phone number and valid email address.

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Postal address: CAAA Newsletter, ATTN: JMCN-PA, 300 Highway 361, Crane, IN 47522-5099.

By the Numbers



174 Employees

have worked with Crane Army for more than 15 years. That's nearly a quarter of the CAAA workforce.

9 Recipients

of the Civilian Service Achievement Medal were honored in Fiscal Year 2021. That's the fifth highest award in the Department of the Army Honorary Awards scheme.



215 Veterans

work to support the warfighter every day as a part of Crane Army's incredible labor force. That's about a third of Crane Army's employees!

Letterkenny Munitions Center Ribbon Cutting Highlights Sustainable Demilitarization Efforts

News and Notes



Lt. Col. Timothy Ballas, LEMC commander, and special guests cut the ribbon at the Ammonium Perchlorate Rocket Motor Destruction facility, July 29, 2021.

The demilitarization chamber is officially open at the Letterkenny Munitions Center's Ammonium Perchlorate Rocket Motor Destruction facility.

Senior Army leaders and distinguished guests gathered in July of 2021 to celebrate the official opening of a new facility built to support the demilitarization of ammonium perchlorate-based composite rocket motors.

The facility provides a comprehensive closed disposal solution for more than 85 percent (by net explosive weight) of the entire Department of Defense's tactical missile demilitarization inventory.

The chamber facilitates an environmentally-friendly means to dispose of AP-based rocket motors, such as Multiple Launch Rocket System and Sidewinder rocket motors. LEMC's facility will greatly reduce the need for static burn of rocket motors, reducing both noise and environmental pollution.

Recon



Top left: Lauren Shipman, Civil Engineer with Crane Army, speaks with TV news reporters out of Terre Haute, Indiana, in CAAA's new receiving facility before the ribbon cutting ceremony.

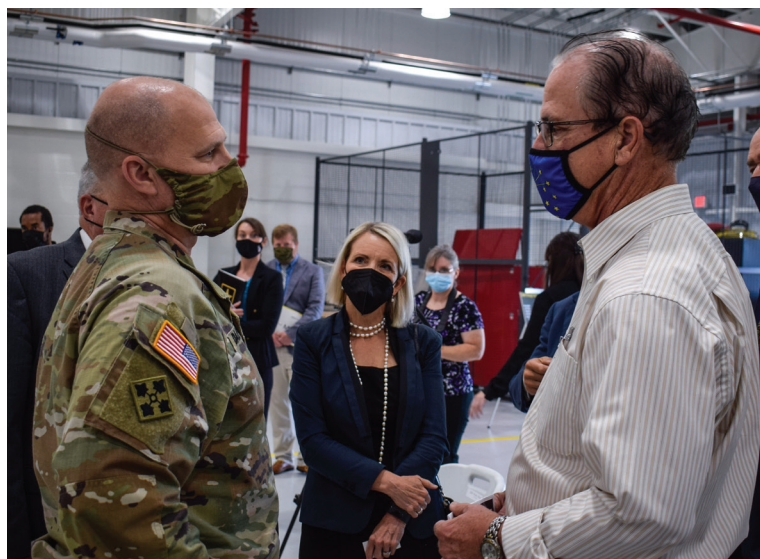
Top right: Gen. Ed Daly, Brig. Gen. Gavin Gardner and Col. Santee Vasquez tour the receiving facility with Depot Operations Supervisor Greg Edwards during the ribbon cutting ceremony.



Middle Left: A Crane Army employee uses a robotic arm to lift an M1122 round at the Crane Flexible Manufacturing Complex.

Middle Right: A Crane Army employee loads depleted uranium rounds to be demilitarized. Since the early 2000s, CAAA has demilitarized six million rounds of DU.

Bottom: Gen. Ed Daly speaks with Sen. Mike Braun (R-Ind) and Tina Peterson, President and CEO of Regional Opportunity Initiatives, at the ribbon cutting ceremony.



Hypersonics and the Army

The term “hypersonic” describes any speed faster than five times that of sound, which is roughly 760 miles per hour at sea level. Unlike ballistic missiles, hypersonic weapons don’t follow a predetermined, arched trajectory and can maneuver on the way to their destination.

What Are Hypersonics?

Hypersonic weapons introduce a new class of ultrafast, maneuverable, long-range missiles. The U.S. Army is prototyping the land-based, ground launched Long Range Hypersonic Weapon (LRHW) that will provide lasting combat capability to Soldiers.

Sources:

<https://www.army.mil/standto/archive/2021/10/08/>

<https://thewatch-magazine.com/2021/10/25/army-base-gets-dark-eagle-hypersonic-equipment/>

This prototype is being built under the direction of the Army Rapid Capabilities and Critical Technologies Office (RCCTO).

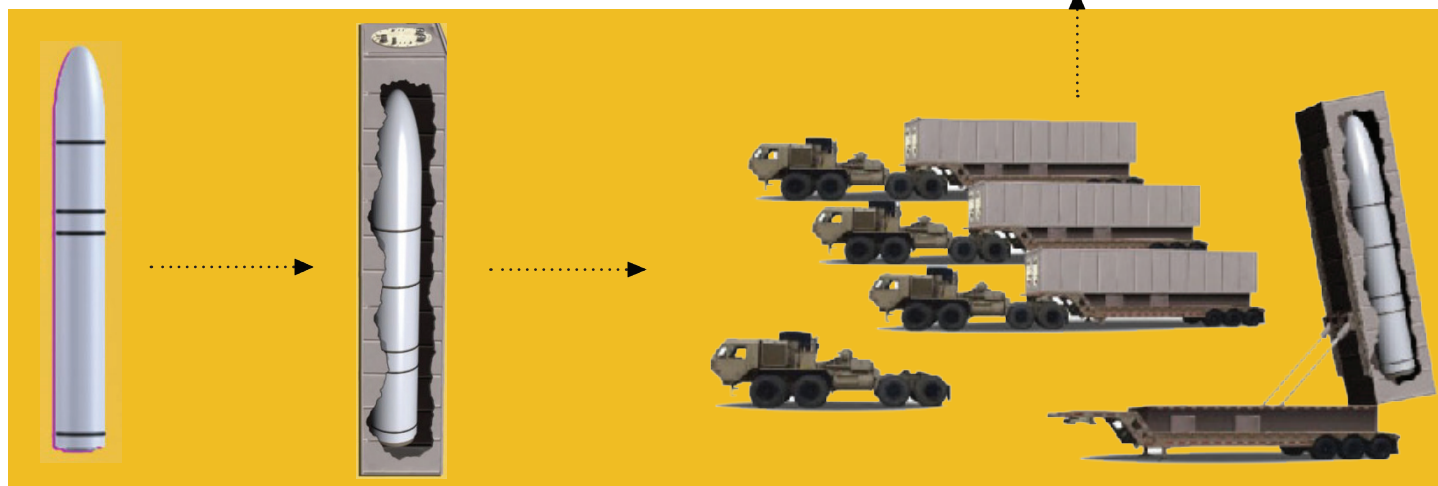
Hypersonics is one of the highest priority modernization areas the Department of Defense is pursuing and is part of the Army’s number one modernization priority Long Range Precision Fires.

How close are these weapons to completion?

The U.S. Army is closer to fielding Long Range Hypersonic Weapons after Joint Base Lewis-McChord recently received final shipment of the system’s prototype equipment. The LRHW is called “Dark Eagle” and is a ground-launched missile.


Why is this important to the Army?

The RCCTO states that Long-Range Hypersonic Weapons provide critical weapons to act as powerful deterrents to adversaries and provide capability in combat. This effort supports the Army in building towards a modern, Multi Domain Operations-ready force of 2035, which will build irreversible momentum and continue to establish the Army as a leader in technology and concepts.



From Crane to Kabul:


Depot Operations employees provide surge support to the U.S. withdrawal from Afghanistan



For years, Crane Army Ammunition Activity's depot operations directorate has touted its surge capacity as one of the most important pillars of the activity's readiness. In August, this capability was put to the test when an order arrived for more than one million munitions items to be shipped within 14 hours to support the 1st Brigade Combat Team, 82nd Airborne Division with their Immediate Reaction Force mission in Afghanistan. Crane Army workers ultimately helped to equip these warfighters and other units with the munitions needed to support the evacuation from the Hamid Karzai International Airport in Kabul.

The first of several notifications came in to the depot operations center that hot August day at 2:15 p.m. after the workforce had already labored for hours under the dual threats of potential heat casualties and a looming thunderstorm.

"From the beginning, we took a logistical enterprise approach to the mission. It had to be a team effort across every aspect of depot operations," Paul Allswede, interim director of depot operations, said. "Everyone immediately got into a battle rhythm, and nobody complained about staying late."



Background photo: U.S. Army Paratroopers assigned to 82nd Airborne Division prepare equipment for out-load as part of an activation of the Immediate Response Force at Fort Bragg, N.C. on August 12, 2021. IRF brigades are capable of rapidly deploying to anywhere in the world in response to increased threat levels or as a precautionary measure to safeguard U.S. personnel or facilities.

Operations had to shift quickly to ensure the right people were in the right places. Field crews were diverted from their scheduled missions around the installation to locate and deliver materiel to one of Crane Army's shipping buildings. The transportation team requested commercial conveyances for the munitions. Quality Assurance provided materiel inspection to ensure the quality of munitions as they arrived from storage magazines. CAAA's Army Operations Center performed as tactical operational center for ongoing efforts as crews were moving around the installation and commercial trucks arrived. The race against time to fill the order was on.

"They executed the mission flawlessly," Allswede said. "We empowered our team to always make the right decisions, which helps them become critical thinkers."

CAAA ultimately sent 1.1 million individual munitions for destroying materiel and non-lethal munitions for crowd control to the units that supported the U.S. military's withdrawal from Afghanistan. Munitions were used for the non-combatant evacuation operation in Kabul and aided the military's mission to evacuate civilians, demilitarize weapons and equipment that would otherwise be left behind and to keep troops safe throughout their deployment. Crane Army's depot operations supported six IRF missions by sending shipments to five destinations around the U.S., each departing prior to the 14 hour requirement.

Workers across CAAA's depot operations pulled together to ensure such a critical mission timeline was met. Many of these workers put on their steel-toed boots to perform tasks outside of their normal duty and stayed until the last shipment departed the installation around 2 a.m. the next day.

"Across the directorate, our workforce was going above and beyond, and really stepped up in order to get the job done," Jesse Reed, supervisor inventory management specialist, said. "In depot operations, we have the knowledge and ability to become an assembly line to continuously keep CAAA in motion."

The CAAA IRF support team was comprised entirely of volunteers – from operators at shipping and receiving buildings, to supervisors and staff members across the depot operations directorate.

"These workers, from across DO, were all really good," Terri Colglazier, materials handler supervisor, said. "We pulled off this mission because we're adaptable. Everyone knew how to do more than one job, and they knew what needed to be done and when."

Maintaining morale among the workforce that stayed until 2 a.m. wasn't difficult. They understood the dire importance of ensuring that quality munitions were delivered to troops as soon as possible.

"That's our business – to get them what they need, at the moment they need it," Colglazier said. She noted that nobody complained or asked to leave early while the IRF support team spent 12 hours preparing documents, inspecting and bracing munitions and loading trucks.

After departing the installation at all hours of the night, shipments of munitions made their way to the 82nd Airborne, a division of paratroopers who are charged to mobilize, deploy, and engage conflicts anywhere on the globe within 18 hours if needed. The 1st Brigade Combat Team had a 96 hour deadline to be equipped and on the ground in Afghanistan – a standard which Crane Army helped the unit exceed.

"Our Soldiers cannot deploy and win the fight without the support of installations like Crane Army and the organic industrial base—especially the Immediate Reaction Force," Lt. Col. David Moore, 18th Airborne Corps transportation officer, said. The units supported during August's IRF mission are known around the world for their lethality and ability to deploy quickly, meaning the issuing of individual and vehicular munitions may need to occur on short notice.

"We received trucks from all over the Joint Munitions Command footprint in under 38 hours. That was nearly 15 million rounds of ammunition in 40 percent of the time promised to deliver," Sgt. 1st Class William Dubnansky, chief ammunition non-commissioned officer for the 82nd Airborne Division, said.

Dubnansky remarked that it has been a long time since ammunition depots have needed to rapidly fill massive orders within the continental United States and issue them to Soldiers in a 96 hour window. Due to the speed and precision of their work, CAAA's depot operations team was able to provide Soldier security



Paratroopers from the 82nd Airborne Division assigned to the Immediate Response Force mobilize on Joint Base Charleston, S.C, August 14, 2021. The 82nd Airborne Division, along with the Air Force Air Mobility Command, is charged with being able to mobilize, deploy, and engage conflicts anywhere on the globe within 18 hours.

and a multitude of capabilities in order for a lethal group of paratroopers to be on the ground in Afghanistan in less than four days, equipped with individual and bulk munitions.

“No matter the threat, our Soldiers had the munitions capability to endure and win that fight,” Dubnansky said.

Dubnansky has been in the Army for 15 years as a Soldier specializing in ammunition. For the IRF mission, he oversaw receiving, downloading and storing shipments from ammunition depots across the country and issuing the munitions to Soldiers.

“In my time with the Army, I’ve never seen anything like what these ammunition depots were able to pull off,” Dubnansky said. “I will now strive to prepare my Soldiers to perform as well as Crane Army is able to. They set the bar high.”

Managing IRF shipments across the nation was a laborious effort that required effective communication from ammunition depots to the Immediate Reaction Force. CAAA’s Army Operations Center played an important role in ultimately equipping Soldiers at Joint Base Charleston with ammunition they needed in less than 96 hours by being able to pinpoint where field teams and commercial drivers were on the installation during the operation.

“A vital part of the support we received was the consistent communication with the JMC enterprise and visibility on the munitions as they departed their depots and arrived at our issuance site,” Moore said. “The hard work of the CAAA workforce and the organic industrial base to support the IRF’s activation, response timeline and readiness posture is a testament to the team effort it takes to make the rapid deployment of the IRF possible.”

Crane Army’s depot operations directorate remains prepared to support the military at the drop of a dime. Supervisors are ensuring that members of their team are adaptable and capable of performing more than one job, in the event that another surge occurs.

During the surge mission Ross Nolley, the supervisor of a separate CAAA shipping and receiving building that was not being used, encouraged his workforce to join the effort by first volunteering himself. As a veteran with experience as a former Army sergeant, he knew that his team would be likely to emulate the example that he set.

“It was an honor to still serve our country,” he said of being part of the effort to keep forces in Afghanistan safe during the withdrawal.

This mission was a collective effort of more than 50 members of the Crane Army workforce, each understanding the importance of the mission and not going home until it was complete. Supervisors and staff members from the directorate herald the showcase of teamwork as more distinct than any one individual’s actions. It was the team’s readiness that stood out that day.

“This is what depot operations is all about – pulling together to get the job done quickly and accurately so that we can support the warfighter,” said Reed. “On that day, we shined in what we do best.”



Paratroopers assigned to 1st Brigade Combat Team, 82nd Airborne Division inspect weapons before demilitarizing them during a non-combatant evacuation operation at Hamid Karzai International Airport in Kabul, Afghanistan, August 25, 2021.

DEPOT OPERATIONS



CAAA employees load unservicable rounds from an open storage facility onto a truck to be disassembled and recycled.

The Army expects the Organic Industrial Base to support current unit readiness across the force, maintain the ability to surge and modernize to sustain the next generation of equipment. To depot operations, supporting military munitions needs means maintaining constant readiness among their own workforce.

The Immediate Reaction Force missions highlighted how necessary it is to have an adaptable and motivated workforce that understands who they are supporting and why their work is integral to national security. DO has spent years training workers to know how to perform outside of their usual duties in the event of a surge.

“Our workforce is highly adaptive. They’re smart and they’re paying attention to how our operation works,” Terri Colglazier, materials handler supervisor, said.

She credits much of the success of CAAA’s IRF support mission to the readiness of volunteers from the two shipping and receiving buildings that participated in the whole-directorate effort.

Colglazier’s advice for building team readiness is to hone the technical competencies of the team. While each member may have one set of duties they regularly perform, everyone on the team should know how to do more than one job. Understanding the full process of the line of effort – whether it is inspection, preparing loads for shipment or operating equipment – can help reduce delays and confusion when the directorate is limited on time.

“We work fast, but we also work accurately,” Colglazier said. “My team knows what needs to be done and when it needs to be done. In a situation like IRF, that means each member of my team will go where they need to be without the need for oversight.”

Building technical competency on a team is important, but isn’t the only element to maintaining readiness within DO. When the directorate is rushing to push out a large scale order in less than 14 hours, bringing an upbeat attitude to work can be the key to getting the job done.

“Morale is a learned trait,” Ross Nolley, materials handler supervisor, said. “We have to make sure that we are reminding our workers that they matter, that the work they do is extremely important.”

Nolley encourages fellow supervisors to check in with members of their team whenever they have a moment. It can give them insight on their leadership skills, group dynamics and safety concerns – but most importantly, it can give them a chance to make each member of their team feel like they belong. Feeling connected to the team and the mission can make all the difference when volunteers are needed to push out a shipment of munitions in a few hours’ time.

Nolley’s leadership motto that he employs to maintain readiness on his team is simple, but extremely effective: “I work with my people, as opposed to people working for me.”

DO supervisors have mastered the art of readiness by developing a workforce that is capable of performing many jobs with accuracy, and also by fostering a sense of community, understanding the mission and by spending time to build morale across the workforce.

By maintaining Crane Army’s current level of readiness and modernizing for future needs, we can ensure that the Army will stand ready to defend our national interests both at home and abroad.

MANUFACTURING & ENGINEERING

CAAA's new plating facility is a prime example of how the Army's modernization strategy to upgrade existing workplaces and increase efficiency is a long-term investment. Ultimately, this investment will prove our military's ability to ensure our warfighters have a decisive advantage over potential adversaries. However, modernization is not just about improving machines, tools and facilities—people are the foundation of readiness and the future of modernization.

A push for modernization simultaneously helps CAAA develop a workforce ready to embrace emerging technologies that enhance mission readiness. A more comfortable work environment, improved procedures and additional training ensure that CAAA's highly skilled artisans can continue to safely grow new skills and further develop their required crafts and trades.

"Our new state of the art plating facility will not only contribute to increased efficiency and quality of parts, but just as importantly, increase the safety, environmental quality, skill set and comfort of our workforce," Austin Harris, supervisory manufacturing engineer, said. "I am thrilled to say our new facility will be a desired work environment among CAAA employees, and represent the care and concern we share for our most valuable assets."



AFTER: The new plating shop features automations that are safer for employees to operate and can complete workloads more efficiently.



BEFORE: Electroplating has long been an important service that CAAA provides to the military - modernization of the old facility was overdue.

Waylon Matthews, CAAA's technical writer-editor, lays out the future training opportunities as well as work environment improvements that plating facility employees will enjoy due to the recent upgrades:

Training:

- Operators will be trained on the operation of the new automated PLC system which will increase their knowledge of modern automation and greatly reduce their exposure to harmful chemicals and the physical strain of repeated heavy lifting.
- Operators will be trained on new processes offering professional development while enhancing their skill sets. These operations include type II and type III anodizing of aluminum parts, manganese phosphating of steel parts, operation of the RO water system, and operation of the new waste water treatment system.
- Operators will be trained on chemical bath upkeep using the newest industry standard bath filtration equipment. Chemicals will be added to process tanks remotely, reducing chemical exposure to employees. A state-of-the-art lab is conveniently located near the process lines for completion of bath analysis through titration.
- Operators will be trained on the operation and upkeep of the air scrubber for the ventilation system which will reduce their exposure to harmful fumes.
- Operators will receive training on process validation through quality testing using our new salt fog chamber in accordance with current quality requirements.

Other Improvements:

- Operators will now work in the comfort of well-lit, climate controlled facilities (break room, restroom, lab, and computer work areas).

STAFF



Working on an installation larger than Washington D.C., it's important that CAAA employees have access to rail trucks that can quickly get them to the magazines they need to be at.

The first of six new road railers arrived to Crane Army in October. Before receiving the rest of the fleet, CAAA employees got to test the railer to find out if any changes needed to be made to the others.

Crane Army Ammunition Activity ensures that no matter the job, its workforce has the tools they need to ship, store, manufacture and demilitarize munitions for the warfighter.

Crane Army's S4 is currently acquiring six new rail trucks to replace the former fleet. Out of the six railers in the former fleet, two were damaged beyond economic repair. The effort is projected to cost over one million dollars and will add much needed resources to the rail team.

The brand new road railer fleet will allow Crane Army to quickly get to the many rail access only magazines on NSA Crane, reducing the resources necessary to send trains out to those locations for routine projects. About 80 percent of the train accessible magazines can only be accessed by rail. The ability to travel to those areas is vital to maintaining munitions readiness and supporting the mission.

ACTIVITY SUPPORT

Crane Army Ammunition Activity's Safety team is currently in the process of adopting a new safety standard system.

The new system, called ISO-45001 will support, but not replace, the business operations standard system called ISO-9001.

"ISO-45001 creates an organization built around best practice and, when implemented, will set a standard for managing our risks," said Tim Bailey, supply system analyst. "Having a strong, consistent standard that addresses personal health and safety means that our activity becomes more efficient across the board."

Both ISO systems use the "Plan-Do-Check-Act" (PDCA) method. The intention is to plan actions and then do them. After implementation, actions are checked for issues and corrections are then put into action.

"ISO-45001's internal auditing system provides an early warning system to assist us in spotting potential threats to health and safety, resulting in a reduction in workplace injuries," Bailey said.



A Crane Army employee packs munitions from the shipping facility into containers that headed via train to a port for shipment overseas.

Follow-up checks on corrective actions ensure that they don't become a "fire and forget" situation. ISO audits are also regularly scheduled for "checks and balances" on the system.

"We will communicate frequently to the workforce and continually solicit input from all employees throughout this implementation effort," Bailey said.

EMPLOYEE SPOTLIGHT

Tracie Clark

Property Book Officer

Crane Army Ammunition Activity relies on its incredible workforce to support the warfighter and provide them the materials they need to defend our nation. In order to do that, CAAA needs to ensure that the tools they use are accounted for and properly managed. That's where people like Tracie Clark come in.

As a property book officer, Clark accounts for all CAAA equipment from the time it is purchased to the time it is retired. To do this, she gathers purchase records, receives and verifies equipment, and inventories the proper paperwork and equipment to make sure everything is audit-ready.

"Tracie is consistent, diligent and persistent in executing her duties," said Cassidy Dages, facilities and equipment manager.

"Tracie's thoroughness in completing her duties ensures that CAAA remains in compliance with respect to property book inventory requirements and audit readiness."

Clark has been with CAAA for 17 years and has worked in positions as varied as explosives handler, truck driver, equipment specialist and more. Clark even was able to spend a year in Iraq working directly with troops as an inventory specialist. Clark said all of those experiences have enabled her to more holistically approach her job as a property book officer.

"I have worked with a lot of great people which has allowed me to grow as a person and learn professionally along the way," said Clark. "I could never have accomplished what I have without the supervisors and fellow employees who have shared their knowledge and patience with me along the way."

Clark has been instrumental in supporting the S4 team. In the spring of 2021, Clark helped lead preparations for the Department of the Army KPMG General Equipment audit. Clark prepared audit responses and documentation to walk the auditors through the remote audit, which was ultimately successful, and received praise from the KPMG audit team, Army Materiel Command and Joint Munitions Command personnel on her presentation of the information.

"Tracie meets new challenges head on," said Dages. "She does a great job at keeping us audit-ready and in compliance with property-related regulations. She is very detailed and attentive in everything she does."

Clark says that she feels lucky to have supported Crane Army and her team during her tenure and helped them support the warfighter.

"I hope I've paid it forward along the way and will continue to do so in the future," Clark said.



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