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CRANE ARMY AMMUNITION ACTIVITY

# CRANE QUARTERLY

MAGAZINE



**MANUFACTURING RENOVATION LOGISTICS SURVEILLANCE DEMILITARIZATION**



# COMMANDER'S COMMENTS

Team Crane Army,

In FY 2016, the men and women of Crane Army Ammunition Activity proved once again why we are among the best in the Organic Industrial Base. You were challenged and you delivered. I cannot state enough how proud I am of the way everyone pulled together to meet the demands placed on us as an organization. I'm especially proud of the fact that you met schedule, you exceeded revenue targets, and maintained quality—and you did it all while also improving safety. I wish I could say that we can now put our feet up and relax a bit in FY 2017, but the challenges for Crane Army will remain. Remember, it is because we have the capability and the proven track record of success that we are called upon to carry the load.

It is easy for us to get lost in production schedules, shifting workload, rates and costs. But the 39th Chief of Staff of the Army's initial message to the Army (*opposite page*) spells out nicely where our focus always should remain. First and foremost is ensuring the readiness of our current force. Crane Army only exists to ensure the Army and the Joint Force have what is needed—munitions delivered on time and in the right location and condition, that will function right the first time every time. Next we need to focus on the future fight. The safety and security America enjoys comes from knowing its military is prepared to meet any challenge. Finally, he writes we should always take care of our troops (our Soldiers, Civilians and their Families) and that "our collective strength depends on our people." If we keep these three priorities in mind in the coming year success is certain to follow.

Over the next year we'll be focusing on reducing our operating costs and providing better value to those that we ultimately serve—Soldiers, Sailors, Airmen, and Marines. Many of you will be directly involved in this effort, while ALL of us will in some way contribute to reducing costs associated with providing readiness to the Army and the Joint Force. We're specifically targeting nine areas, like project estimates, quality and support agreements. We'll initially be attacking the largest contributors to operating expenses, however, every effort to reduce expenses while maintaining safety, quality and meeting schedule is important. It's a team effort. As always, if you have ideas on how to operate more efficiently, please get them to your supervisor, or to our CPI office, or directly to me.

I look forward to a safe, challenging and successful year.



Col. James P. Hooper

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## Celebrating 75 Years of Ammunition Excellence

On December 1, 1941, nearly a week before the attack on Pearl Harbor, the Navy raised the U.S. flag over the newly commissioned Naval Ammunition Depot Burns City—tasked with a mission to provide ammo to the Fleet. Today Crane Army is proud to continue that legacy mission by producing and providing ammunition to the entire U.S. Department of Defense. While the way we conduct our mission has changed over the past 75 years, one thing hasn't—Crane Army's commitment to deliver ammunition to every branch of the U.S. military on time, every time! Celebrating the 75th anniversary of the Crane base and all that we do to help protect America!



**“We must remain Number One and face the challenges of not only today but also tomorrow. And that is why my Number One priority as Chief of Staff of the Army is readiness. And it’s readiness across the Total Force. It’s readiness for the entire Army. And there is no other Number One.”**

— Chief of Staff of the Army Gen. Mark A. Milley



### **39<sup>th</sup> Chief of Staff of the Army Initial Message to the Army**

We have the most skilled, ethical, and combat hardened Army in our Nation’s history. No matter where we are around the world, America’s Soldiers are displaying courage, commitment and character. We are demonstrating unparalleled competence and agility. And no matter the challenge, no matter how complex the environment, or how dangerous the situation, our Soldiers fight and win.

I am honored to lead this remarkable team.


I have three priorities:

**#1. Readiness:** (Current Fight) Our fundamental task is like no other – it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world’s premier combat force. Readiness for ground combat is – and will remain – the U.S. Army’s #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow. Our most valued assets, indeed, the Nation’s most valued assets, are our Soldiers and our solemn commitment must always be to never send them into harm’s way untrained, poorly led, undermanned, or with less than the best equipment we can provide. Readiness is #1, and there is no other #1.

**#2. Future Army:** (Future Fight) We will do what it takes to build an agile, adaptive Army of the future. We need to listen and learn – first from the Army itself, from other services, from our interagency partners, but also from the private sector, and even from our critics. Developing a lethal, professional and technically competent force requires an openness to new ideas and new ways of doing things in an increasingly complex world. We will change and adapt.

**#3. Take Care of the Troops:** (Always) Every day we must keep foremost in our minds our Soldiers, Civilians, and their Families. Our collective strength depends on our people - their mental and physical resilience is at our core. We must always treat each other with respect and lead with integrity. Our Soldiers are the crown jewels of the Nation; we must love them, protect them, and always keep faith with them.

I am honored and proud to serve with you. Thank you for your service and commitment to a cause larger than yourselves.

*Army Strong!* 

MARK A. MILLEY  
General, United States Army  
39th Chief of Staff of the Army

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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. When employees are selected for adverse shift, is it based on building/job requirements?

A: Selection will be based on an employee's qualifications. Employees will work on an adverse shift generally on a three-month rotational basis.

**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](mailto:usarmy.crane.jmc.mbx.caaa-cdr-site@mail.mil).**

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

**Cover photo:**  
CAAA Explosives Handler Jayne McIntosh stages 105mm tank training cartridges for breakdown as part of a pull-apart demilitarization process.

U.S. Army photo by Sgt. 1st Class Michael Zuk.



**“The U.S. military’s excellence is not a birthright. It must be earned again and again in this changing and fiercely competitive world. Technology is, of course, one of the greatest agents of change.”**

**–U.S. Secretary of Defense Ashton B. Carter**

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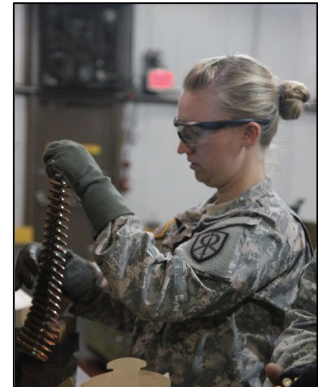
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# Rapid Fire

## 1 CAAA Hosts Reservists for Mobilized Ordnance Specific Training

CAAA hosted the 452nd Ordnance Company from Aberdeen, South Dakota, Nov. 5-19 so that the unit could meet their mission essential task list training objectives while increasing their readiness. More than eighty Soldiers experienced the entire spectrum of their military occupational specialty by performing hands on training in quality assurance, blocking and bracing, inventory, destruction of ammunition, container repair, heavy and light maintenance, container stacker operations, shipping, receiving, issuing and unit life support activities.



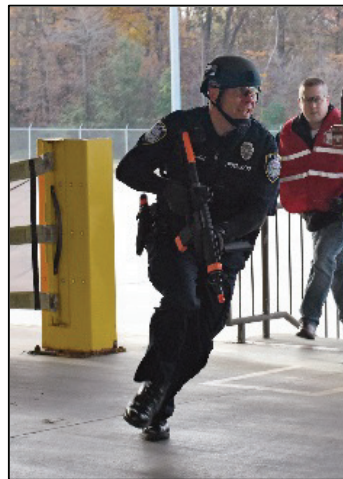
## 2 Senator Joni Ernst Tours Iowa Army Ammunition Plant



Sen. Joni Ernst visited Iowa Army Ammunition Plant on Oct 11 and received a tour of the plant's production facilities. Brig. Gen. Richard Dix, the commanding general of Joint Munitions Command, provided the senator from Iowa with a strategic overview of the Organic Industrial Base and the overall health of the Ammunition Enterprise while the tour highlighted the plant's artillery and 40mm production facilities along with a ballistic plate test.

## 3 NSA Crane Security, Fire, Medical Emergency Teams Successfully Perform Active Shooter Exercise

CAAA, in coordination with Naval Support Activity Crane security and emergency management personnel, successfully conducted an Active Shooter Exercise on the morning of Nov. 1. The drill was conducted to provide NSA security and emergency response services with a better understanding of the additional safety and logistical hazards inherent in the daily operations of CAAA's non-administrative facilities. One of CAAA's containerization and transfer facilities was selected to exercise response time to a relatively distant location on base and because multiple types of munitions are located at the facility on any given day. Positive outcomes of the exercise included several tactical procedures being identified by NSA police for future inclusion in their training SOPs.



## 4 MLAAP Improves Readiness and Capability During Annual Anti-Terrorism Exercise

Milan Army Ammunition Plant's operating contractor American Ordnance completed numerous Force Protection Readiness Safety exercise scenarios Oct. 17-20 to test and evaluate security and emergency response procedures. The scenarios involved multiple local outside agencies working in coordination with MLAAAP personnel. The annual exercise improves capability and readiness to address potential terrorist threats and emergency situations.

## Getting to Know AMC's Commander: Gen. Gus Perna



**G**en. Gus Perna, who has served more than three decades in the Army, assumed command of Army Materiel Command Sept. 30, 2016. As the Army's Lead Materiel Integrator, Army Materiel Command's 64,000-strong workforce ensures U.S. Soldiers remain the best-equipped fighting force in the world.

His previous assignments include

Army deputy chief of staff, G-4; deputy chief of staff, G-3/4, U.S. Army Materiel Command; and commanding general, Joint Munitions Command, Rock Island, Illinois.

He deployed three times in support of Operation Iraqi Freedom/New Dawn. Earlier deployments included Bosnia, Saudi Arabia and Somalia. Perna graduated from Valley Forge Military Academy in 1981.

### ON LEADERSHIP

**“Over the years, the leaders who stuck out to me are the ones who had the courage to do what was right. When the hard right was the way to go, they were the ones who led by example.”**

### ON TEAMWORK

**“I am convinced that if we focus our efforts and capabilities on what is important, and we hold ourselves accountable while working as part of the greater Army team—the total Army team—there will be no mission that we cannot accomplish.”**

### Information

Call 911 (or other local emergency number) when it is safe to do so.

You should provide the following information to the Police or the 911 Operator:

- Location of the shooter
- Number of shooters
- Physical description of shooters
- Number and type of weapons the shooter have
- Number of possible victims

### Prepare for an Active Shooter Event

- Rehearse your actions (Evacuate – Hide – Take Action)
- Conduct after action review of rehearsals
- Be aware of your surroundings and possible dangers
- Take note of the nearest exits in any facility you visit

Emergency: 9-1-1

For information contact CAAA Security Office:  
812-854-3948/2710 DSN: 482-3948/2710



Army  
Strong™



AT-BR05-04-0101-V1

Antiterrorism  
**Active Shooter**  
Community Response

### Coping with an Active Shooter

- Be aware of your environment & possible dangers
- Take note of the two nearest exits in any facility you visit
- If in an office at time of shooting, stay there & secure the door
- If in a hallway or common area, get into a room & secure the door
- As a last resort, attempt to disarm/disable the shooter

**Evacuate • Hide • Take Action**

Always Ready, Always Alert  
*Because someone is depending on you*

<https://www.us.army.mil/suite/page/605757>

## Spotlight on Media



In the Fall of 2016, Crane Army hosted local television, radio and print news outlets to highlight CAAA's conventional open range demilitarization methods, and communicate its commitment to ensuring safe operations for all involved, its commitment to ensuring compliance to all state and federal environmental requirements and its efforts to secure new closed system demilitarization technologies. The media helped to educate the general public about Crane Army's demilitarization mission and the many safety precautions in place throughout the process. Each step was explained and demonstrated for reporters so that they could better convey CAAA's efforts to demilitarize munitions safely and efficiently and in a way that protects the community.

# Junior Achievement

## 56 Years at Crane

Explosives Operator Roy Flick, Jr. retired from Crane Army Ammunition Activity after 56 years of civilian service. Flick started his long career with Crane Navy and made the transition when the Army Activity began in 1977. Along the way Flick accumulated a great amount of institutional knowledge which has benefited CAAA in many ways. Flick's former supervisor in CAAA's pyrotechnic division, Tom Long, sat down with "Junior" and asked him to share his hard-earned advice gleaned from more than a half-century of experience on the manufacturing line.

**Long: What has kept you going all these years?**

Flick: I enjoy the job, training others and supporting our warfighters.

**L: What in your career are you most proud of?**

F: What we have accomplished on the illuminating candles programs.

**L: What advice would you give to the new employees just starting out with CAAA?**

F: Be thankful for having a job and remember we all started from the bottom.

**L: Are there any memorable people that you remember who stand out the most?**

F: Former building supervisors Jim Norris, Larry Stoud and general foreman Ralph Bechtel.

**L: What makes CAAA a great place to work?**

F: It furnishes employment for several surrounding counties.

**L: What are the key ingredients to running a good manufacturing operation?**

F: Workload, a well-trained workforce, components, good supervision/management, communication, facilities and documentation. And for pyro operations, operators who are clean-shaven to work any operations requiring a respirator.

**L: What are some of the key traits you have witnessed from supervision/management over the years?**

F: Attention to detail when assigning work to the various operators. A hands-on approach; being in the building most all of the time. Staying with new employees while they learned new jobs. Accommodating people's schedules whenever possible (i.e. switching from day shift to night shift). Demonstrating genuine concern for the well-being of operators. Putting much emphasis on cross-training.

**L: What is one thing you would change at CAAA if you were king?**

F: I would provide more of a trial period when personnel are promoted to demonstrate they can do the job rather than doing it just off a resume and interview process. I would like to see communications improved and more recognition.



# DEMIL 101

## Decoding CAAA's Ammunition Demilitarization Mission

It is nearly impossible to miss the booming echoes caused by the open detonation of munitions that takes place on NSA Crane throughout the warmer seasons of the year, but that sound is only part of the demilitarization story at Crane. Demilitarization is the process of removing the lethality from a munition to enable a safe way of disposing, reusing or recycling ammunition at the end of its life cycle. It is true that the open detonation and open burning of ammunition, explosives and energetics is often the most common method of demilitarization that comes to mind, and in many cases it remains the safest or most viable option to dispose of obsolete or unserviceable munitions. But Crane Army continues to push the technology envelope with its pursuit of closed detonation and ammunition breakdown systems so that munitions and components are recovered, recycled or reused to produce benefits that outshine more conventional methods. In all cases of demilitarization two factors trump all others on how Crane Army does business: the safety of its workers and the safety of the environment.

**demilitarize**  
[dee-mil-i-tuh-rahyz]

**verb (transitive)**

- 1. to remove any military presence or function in**
- 2. to free of military character, purpose, etc**

### Why Demilitarize?



One of Crane Army Ammunition Activity's core missions is to demilitarize obsolete or unserviceable conventional ammunition and explosives to ensure only the most advanced materiel is kept ready for use in the military's stockpile. More than 158,000 tons of this type of materiel is stored at CAAA. Crane Army's demilitarization program plays a crucial role in reducing this stockpile along with similar materiel shipped from other locations within the Organic Industrial Base.

# How Does it Work?

## The Demilitarization Process

Material is typically transported from its storage location to a breakdown facility where it is mechanically disassembled. From there it can be disposed of in various ways depending on the type of materiel and other considerations, such as safety and environmental regulations.

### Conventional Methods

Disassembled materiel is sent to the 80-acre open detonation range where demolition shots are built and detonated depending on weather.



**Open Detonation Range**

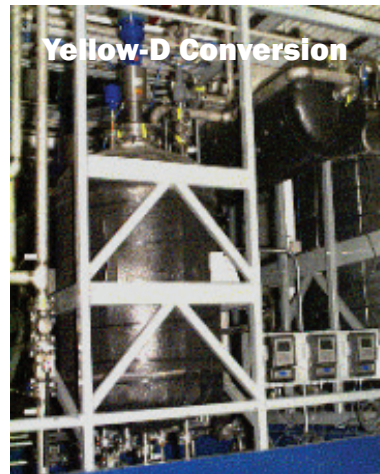
Materiel like propellant is sent to the 40-acre ammunition burning ground where it can be safely burned in large pans.



**Ammunition Burning Ground**

### Plant Operations

**Yellow-D Conversion**



**Water Jet Accessing**



**Small Arms Incineration/Decineration**



**White Phosphorus/Red Phosphorus Conversion Facility**



## DID YOU KNOW?

### DANGER HOT!

The modified rotary kiln furnace known as a retort on the phosphorus conversion facility reaches an internal temperature of 800-1100 degrees—hot enough to cause the 4-inch thick walls of the stainless steel tube to glow red!



## Swords to Plowshares

Two of Crane Army's plant demilitarization processes not only remove the lethality from the munitions but provide a useful byproduct. The white phosphorus to phosphoric acid conversion plant and the Yellow-D to picric acid conversion plant create acids that are useful for our society. Phosphoric acid is a key ingredient in agricultural liquid fertilizer and picric acid is used in the tanning of leather and for some fertilizers.



State-of-the-art technology helps operators meet and exceed the highest environmental quality standards developed for military ammunition disposal. At the final stage of demilitarization any remaining byproducts that can be recycled or reused, such as scrap metal from the shell bodies or acid for fertilizer, are sold and the money is returned to the demilitarization program.

By looking ahead to the future, Crane Army continues to look for ways to expand and improve capabilities for the safe disposal of ammunition items and explore new avenues that will benefit taxpayers, small businesses, the community and the environment.

**Scrap metals derived from demilitarization processes, like these shell canisters ejected from the phosphoric acid conversion plant, are recycled into new production steel by Bedford Recycling Inc., a local business that has been a partner with Crane Army for over twenty years.**



## Partners in Environmental Stewardship

The men and women who work at Crane Army aren't just employees, but neighbors coming from all the surrounding communities. That is why taking care of the land, air and water environment is so critical. Transparently working together with Navy Environmental, the Indiana Department of Environmental Management and the Environmental Protection Agency, CAAA tests its demilitarization processes and ranges to ensure all are within strict environmental standards.

***“Crane Army’s customers are not really customers—they are the Soldiers, Sailors, Airmen and Marines who entrust their lives with the products we manufacture. We must ensure that the munitions we produce, renovate and ship are of the highest quality possible because anything less will put our Warfighters at risk.”***

**–Col. James P. Hooper  
CAAA commander**



[www.crane.army.mil](http://www.crane.army.mil)

**Only Our Best For The World’s Best**