

CRANE Quarterly



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Team,

2020 has been a difficult year, yet thanks to the hard work and dedication of our team members, Crane Army has come out swinging. Mitigating the effects of a world-wide pandemic to protect our own people while balancing our essential mission requirements has been challenging at times, but through it all you have truly lived up to our mission of providing munitions to the warfighter whenever and wherever needed.

The fall/winter season has come, and with it brings changing temperatures, a fresh start with a new fiscal year and, most importantly, the holidays. However you celebrate this holiday season, please continue to keep safety in mind just as we have been practicing in our response to the COVID-19 pandemic throughout the year. Whether you're driving on snowy roads or wearing a face mask, please make sure you're taking precautions to keep yourselves and your loved ones safe and healthy as you enjoy this season with family and friends.



Col. Stephen P. Dondero



Crane Army always adapts to the needs of the warfighter and the Department of Defense in order to achieve its mission, with no exceptions being made in the wake of the coronavirus pandemic.

Left: Crane Army employees Jason Gay and Dave Peel received the Army Civilian Service Achievement Medal and Trish Staggs received the Army Civilian Service Commendation Medal for their exceptional leadership and contributions in setting up CAAA's hand sanitizer production line.

CRANE Quarterly Magazine

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Whenever and Wherever Needed

Above: Readiness is a key priority of the U.S. Army, and munitions readiness is the reason Crane Army Ammunition Activity exists. CAAA provides critical surge capabilities in support of global contingencies and relies on strong roads and rail infrastructure to ensure it can deliver munitions readiness.

Mailbag

Q: I was chatting with a neighbor at the mailbox the other day who told me their child was sent home from school due to a COVID-19 quarantine. Should I report to my supervisor that I have now been exposed to COVID-19?

A: Exposure to an individual with COVID-19 requires close sustained contact, defined as being within six feet of a COVID-19 positive individual for 15 minutes (or an individual with symptoms consistent with presumed COVID-19 infection). Having close sustained contact with an individual who had close sustained contact with an infected individual does not necessarily constitute an exposure based on the timeline involved. But no matter your situation, it's always a good idea to practice preventative measures (social distancing, mask-wearing, handwashing) and maintain open communication with your supervisor who can advise you to get tested based on CDC guidelines to ensure you are keeping your coworkers safe.

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

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1 By The Numbers

- ~ 30 Number of CAAA production facilities
- 94 Miles of railway at CAAA
- 1977 Year CAAA was established
- 10K Amount of different items stored at CAAA
- \$1.3 Billion Value of 1/3 of U.S. Marine Corps conventional munitions stored at CAAA
- \$9.8 Billion Value of 1/4 of DoD conventional munitions stored at CAAA

Did You Know? 2

The Army Now Has the Most 4-Star Generals on Duty Since World War II

The Army now has more four-star generals serving on active duty than the Army and Air Force combined had during World War II.

Army Col. Christopher Coglianesse, the chief of Future Operations at Army Futures Command, tweeted about the milestone, which the service has only hit once in the past.

"Last time we had that rank density was April 1945, when we had four five-stars and 13 four-stars," Coglianesse said, adding that at that time the Air Force was known as the U.S. Army Air Force.

In addition to Army Chief of Staff Gen. James McConville and Army Vice Chief of Staff Gen. Joseph Martin, the Army has five four-stars running Army Forces Command, Army Training and Doctrine Command, Army Materiel Command, Army Futures Command and Army Pacific Command.

Currently, the Army also holds 10 four-star positions in the joint world starting with Gen. Mark Milley, chairman of the Joint Chiefs of Staff.

Three of those are newly confirmed joint positions. As of June there were 14 Army four-stars, according to Defense Department figures. But Gen. Gus Perna, who was the commander of Army Materiel Command (AMC), was confirmed by the Senate on July 2 as commander of Operation Warp Speed, the sweeping effort to accelerate the development, manufacturing, and distribution of COVID-19 vaccines, therapeutics, and diagnostics.

Gen. Edward Daly took over the four-star slot at AMC.

One reason for the Army's current dominance in the joint world is that the most recent conflicts had a heavy Army presence, says one senior adviser for the international security program at the Center for Strategic and International Studies.

"We have been at war for two decades in Iraq and Afghanistan; those have been ground conflicts, so Army officers get more visibility and experience," the advisor said. "It's always a good sign when a service has a lot of four-stars because that means it is putting forward a level of talent and experience."

Source: <https://www.military.com/daily-news/2020/08/28/army-now-has-most-4-star-generals-duty-world-war-ii.html>

3 Overheard



"The Army's organic ammunition industrial base, its workforce and its products that support our Joint Warfighters and Coalition Partners are strategic, national assets that must be protected now for future generations.

-Gen. Edward M. Daly, Commanding General, U.S. Army Materiel Command



Recon



Top: A CAAA employee prepares to test 40 MM rounds. Crane Army periodically checks samples of munitions in storage to confirm the items are in working order and ready for use by warfighters.

Left: Using modern robots, CAAA destroys out-of-use explosives to provide room for quality ammunition assets warfighters need.

Right: A Crane Army employee loads a rolling platform full of munitions into a container for shipment. The roll out platform speeds up the loading/unloading process so warfighters can get their munitions as quickly as possible.

Bottom: Crane Army manages rail operations supplying munitions storage facilities spread out across 64,000 acres.





The Army's top sustainer visits Crane Army to review munitions readiness, modernization strategy

Gen. Ed Daly, the commanding general of U.S. Army Materiel Command, toured facilities here Sept. 4 to see how Crane Army Ammunition Activity provides conventional munitions readiness to warfighters and review CAAA's modernization initiatives.

Daly toured Crane Army's flagship flexible manufacturing complex and plating shop facilities to observe firsthand CAAA's munitions readiness capabilities and the related modernization efforts. As the U.S. Army's senior sustainer, Daly ensures that the materiel enterprise, which is responsible for providing all munitions, vehicles and equipment for Soldiers, best provides ammunition assets and avoids potential breaks in the munitions supply chain.

"We are focused on looking enterprise-wide and identifying our most important production areas and our single points of failure," Daly said. "Then we determine how to modernize those areas. We have to leverage all we can to improve those facilities."

The visit focused on Crane Army's modernization strategy, which includes a long-term plan to upgrade existing WWII-era infrastructure to state-of-the-art facilities. These improvements will enable CAAA to provide the best munitions readiness to warfighters today and better position warfighters for the battles of tomorrow.

Col. Stephen Dondero, commander of Crane Army Ammunition Activity, emphasized CAAA's focus on preparing for future fights.

"Crane Army is just as dedicated to meeting future mission requirements as we are to providing munitions to warfighters who need them right now," Dondero said. "We can't react to munitions needs as

they arise, we have to act now. Anything else is far too late."

These initiatives require planned funding for the next several years and highlight the mismatch between Crane Army's new equipment and its outdated facilities.

"These modernization efforts stress the importance of consistent and reliable funding," Daly said. "We have the new equipment needed, but the facilities themselves don't match the needs of the equipment or the people working it. Changing that costs money."

Modernizing doesn't just provide quality munitions faster and more efficiently. It also enhances safety measures and working conditions for the dedicated civilian employees at Crane Army who provide munitions for their uniformed counterparts.

"The Crane Army team is my first priority," Dondero said. "Upgrading our facilities takes better care of them as well as helping get munitions out the door to warfighters. That alone is impetus for modernizing."

Daly expanded on his people-oriented mindset as well.

"There's no difference to me between Army Civilians like those at CAAA and Soldiers deployed in Afghanistan right now," Daly said. "We're all working for the same Team."

As the second-largest Army ammunition depot, CAAA ships, stores, demilitarizes and produces conventional munitions for Soldiers, Sailors, Airmen and Marines. The activity holds roughly a fourth of the U.S. Department of Defense's conventional munitions, valued at approximately \$9.8 billion.



COVID-19: Protecting Our People Then, Now & Tomorrow

The Crane Army team has proved time and again its resilience and dedication to the warfighter throughout the COVID-19 pandemic. As a key component of the Organic Industrial Base, CAAA is still required to execute its mission during crises and emergencies like the pandemic. Combat doesn't stop for coronavirus, and the Crane Army team continued to step up and provide the munitions on which warfighters' lives depend.

As the pandemic initially spread across the world in early 2020, the Activity swiftly placed employees at increased risk of complications from COVID-19 on telework or Weather and Safety leave. Other team members who were not considered to be at increased risk (as defined by the Centers for Disease Control and Prevention) but could still carry out their duties from home modified telework schedules as well. Since the respiratory virus mainly spreads via face-to-face interaction, the end result of minimizing the number of people physically at Crane Army facilities protected everyone, not just those who were supporting the mission from home.

"I'm incredibly proud of the way our people adapted to the pandemic," Col. Stephen Dondero, Crane Army commander, said. "Every single member of the Crane Army team contributed to our mission during this time. I'm especially grateful to those who worked on site every day to provide munitions to our troops overseas, but I'd also like to recognize our personnel and information management teams, whose efforts protected our most vulnerable employees."



Implementing mitigation measures changed daily life at Crane Army substantially. Along with a reduced physical presence on base, personnel began following social distancing, hand hygiene and mask policies to help prevent the spread of the virus. All employees were also encouraged to stay home when feeling ill, even if they had symptoms inconsistent with COVID-19 or didn't think they had been exposed. Since many individuals infected with the virus are asymptomatic, it's especially important for anyone who does exhibit potential indicators of the disease to avoid others.

Crane Army's plans didn't end at prevention. CAAA quickly instituted policies and stood up a volunteer team to deep clean any facilities where any individuals later diagnosed with COVID-19 may have entered. Other procedures notified the workforce and temporarily reassigned or quarantined employees working in affected spaces.

"Once the command is notified an employee has been diagnosed with COVID-19, we immediately determine what buildings that individual has entered in the last 48 hours," Jess Kirkendall, CAAA's emergency manager, said. "Those buildings are shut down and all personnel assigned are temporarily sent to work on other operations or are placed on telework or Weather and Safety leave as needed. Anyone determined to be a close contact of the infected individual is sent home to quarantine and is not permitted to return to work until cleared by the NSA Crane Public Health Emergency Officer."

The affected facilities are then fogged and sanitized by the CAAA Quick-Response Force, an all-volunteer team of Crane Army employees who deep clean workspaces inhabited by a COVID-positive individual. The buildings remain closed until personally approved for reoccupation by the commander.

"The health and safety of every CAAA team member is my number one priority," Dondero said. "I sign off on any decision to reopen a building once it's been deep cleaned."

According to Kirkendall, the biggest threat going forward is complacency.

"The pandemic is nowhere near over," Kirkendall said. "After seven months, everyone is feeling huge amounts of COVID fatigue, making them less likely to wear masks, social distance, etc. This increases people's risk of contracting and transmitting COVID-19 in the months ahead. Coupled with flu season, that could be especially dangerous."

Vigilance is the byword at Crane Army.



Above: Covid-19 mitigation measures implemented at CAAA included the wearing of masks, maintaining good hand hygiene and practicing proper social distancing procedures as much as possible.



Needs of the Army

At the beginning of the coronavirus pandemic in the United States, CAAA began conceptualizing a hand sanitizer production line in order to replenish the DOD's stockpile and alleviate stress on the commercial market for hand sanitizer. After a few weeks, the line had been developed and installed thanks to a team effort. Though the line is different from typical products manufactured at Crane Army, the workforce was able to meet the need all the same.

Left: Within a few weeks, the Crane Army workforce had developed a hand sanitizer production line that was modular, allowing it to be taken apart or changed and capable of producing 2,000 gallons of hand sanitizer a day.

DEPOT OPERATIONS

Crane Army Ammunition Activity has been a premier supplier and producer of munitions for years, but its not-so-secret key to success is its incredible workforce. From the employees loading munitions on to trucks to those producing or disassembling ammunition, each person does their part to provide quality munitions for warfighters.

One team member who ensures Crane Army's success is Ammunition Systems Management Specialist Victor Wampler. Among many things, Wampler makes sure that Automatic Identification Technology, like scanners and barcode label printers, is properly used and up to date.

"He does all of his work professionally and offers excellent customer service to our workforce AIT users," Matt McGowen, Depot Operations director, said. "His job requires short, mid- and long term planning for success and he upholds the Army Civilian Corps creed as he does it. He is a role model to our entire workforce."

To adapt to pandemic mitigation measures, Wampler supports CAAA's mission remotely. He often troubleshoots issues with the information technology CAAA uses virtually, but Wampler said this hasn't affected his job much and that he's still able to remain effective.

"It's been rewarding, in a way, to be able to work through the technical issues people have despite the obstacles," Wampler said. "We work together and figure it out over the phone, over email, however we need to. Some of the dynamics of how we approach that process have changed, but we're still able to work through it."

Ensuring that coworkers have updated equipment and properly organized labels makes a big difference to the troops that receive these munitions, Wampler said. Because of this he works hard to make sure that the CAAA workforce has the tools they need to properly process the munitions they handle. He said if he can't solve a problem locally, he makes sure to reach out to higher commands to get the issue taken care of in a timely manner.

"Victor goes out of his way to help people," Logistics Management Specialist Charles Peoples said. "Even when he isn't here, he's getting back to people and getting in touch with higher commands to make sure he can help."

Wampler's willingness to help and dedication to getting things done right the first time is not lost on others, Peoples said. He said Wampler's hard work and assistance in solving problems has made a big difference at Crane Army.

"Victor has a lot of patience," Peoples said. "He doesn't belittle people. He just works hard and makes sure that we get information put on to the record in a timely way and get munitions to the warfighter."

Wampler said that the work CAAA does is invaluable and that every bit of effort helps to put the materiel the warfighter needs into their hands.

"Knowing what we do here, making sure the warfighters have the munitions they need, is extremely important to me," Wampler said. "You sometimes don't realize just how much of what you're doing effects everyone in combat, but it does."



Victor Wampler
Ammunition Systems Management Specialist

MANUFACTURING & ENGINEERING



Safety and security measures are implemented best when the entire workforce remains vigilant and flexible.

Crane Army Ammunition Activity seeks to remain ready and resilient to accommodate any kind of threat at all times. Crane Army's people are its greatest asset and first priority, so implementing antiterrorism measures into security plans plays a vital role in the way it approaches threat assessments to protect the workforce.

The Manufacturing and Engineering Employee Council maintains the integrity of environmental and antiterrorism efforts by taking on additional responsibilities like monitoring perimeter security and evaluating buildings for environmental and security deficiencies. The ME employee council meets regularly to discuss potential measures for implementation and runs drills on how to communicate with others regarding possible safety and security incidents. In these drills employee council members role-play scenarios ranging from confronting a suspicious person to conducting ID checks to developing de-escalation techniques.

"The drills help everyone think on their feet so they can be prepared if a situation comes up where they need to take action," CAAA Security Officer Stephanie Harris said. "Practicing allows us to come up with creative and approachable ways to address potentially threatening situations."

"The existence of the employee council means there are several extra sets of eyes out there," Audrey Courson, an employee council member, said. "They're out there seeing what needs to be fixed and finding ways to help prevent an accident. They do a lot."

The ME Employee Council's safety and security programs are successful due to the evolving and thorough efforts of its dedicated workforce and the partnerships formed with employees.

"They are dedicated and approachable," Dana Roach, the employee council president, said. "The working leaders know us. We know them. It helps to have that relationship so we can all get the work done."

Teamwork amongst the workforce increases the number of personnel dedicating their time to protection measures and strengthens Crane Army's defenses. By developing themselves and one another through regular drills and meetings, the employee council grows its ability to aid supervisors in protecting CAAA's people.

"It used to be the responsibility of supervisors to do antiterrorism security checks on top of everything else supervisors already do," Courson said. "With the employee council in place, there's now a committed group of employees that take the time to get this work done and done right."





Kaleb Hyndman
Activity Support Equipment Services Supervisor

Crane Army accommodated COVID-19 mitigation measures with unprecedented speed and flexibility thanks in no small part to its incredible workforce and their dedication. This kind of flexibility would not be possible were it not for Kaleb Hyndman and his team who procure and organize the materials we need to keep ourselves healthy and safe.

“When it comes to adapting to this pandemic, everybody is on the same team at CAAA,” Hyndman said. “You’ve got to be able to create a new normal and create new avenues in order to secure what we need.”

Hyndman worked hard to track down potential vendors and provide Crane Army with the supplies it needed to keep each other healthy and safe at a time when acquiring materials like cloth face coverings, hand sanitizer and cleaning supplies was difficult as items were in high demand.

“Kaleb has consistently demonstrated outstanding leadership by selflessly volunteering to assume additional duties,” General Maintenance and Services Supervisor Craig Robbins said. “Kaleb has been an instrumental factor in attempting to keep our workforce safe and properly protected from a possible COVID-19 exposure and has continuously displayed dedication through leading several teams during this pandemic.”

The constant workplace changes that have accompanied the COVID-19 pandemic have brought a multitude of challenges for all areas of Crane Army, but Hyndman says that for him and his team, it has been a lesson on remaining ready and prepared to face anything.

“You’ve got to expect the unexpected because the coronavirus pandemic is an ever-evolving situation and it seems like each day we have to adapt to what is thrown at us,” Hyndman said. “Our team has been exceptional in being able to roll with the punches and ensure the mission is still completed.”

STAFF



Jessica Kirkendall
Plans Officer/Emergency Management

Crane Army Ammunition Activity understands that its mission to provide quality munitions to the warfighter is essential and its ability to support our men and women in uniform begins and ends with the health of the Crane Army workforce. In order to make sure Crane Army’s mission is accomplished and ensure that its employees remain safe, CAAA assembled a reintegration plan to guide those coming back to work as well as those who have remained on site throughout the process of returning to base.

Crane Army leadership worked closely with the emergency management coordinator to identify which operations were essential and which individuals would be needed to meet maximum efficiency. “We want to make sure as we increase our physical presence on the base that we are able to effectively implement COVID-19 safety measures,” Emergency Management Officer Jessica Kirkendall said. “We have to be able to do these things effectively all the way through, so looking at frequency and occurrence of mitigation measures played a large role in building the strategy.”

By addressing the process in phases, CAAA was able to give leadership and supervisors the bandwidth they need to accommodate an influx of people without services becoming overwhelmed. A phase-based approach also allows Crane Army to adapt to potential spikes in COVID-19 cases in the future by decreasing physical presence in the same measured way it was increased.

EMPLOYEE SPOTLIGHT

Jesse Reed

Lead MRO Technician

Crane Army Ammunition Activity is made up of hundreds of excellent employees who help us accomplish the mission every day and get quality munitions to the warfighter. But who makes sure that the munitions we ship and store are in ready shape and match the proper paperwork and order requests?

Crane Army's lead material release order supply technician, Jesse Reed, and her team work hard to ensure that the customer's needs and requirements are met appropriately. The job requires working with differing standards across separate branches of the military, organizing myriad levels of information required per form, and juggling a variety of deadlines.

"She stays on top of the necessary delivery dates for the customers' requirements and helps keep CAAA as the "go to" shipper in the JMC enterprise," said Supervisor Inventory Management Specialist Julie Beaty. "Jesse knows her job and what needs to be done and her area runs smoothly because of it."

Reed said the importance of getting an order filed and filled right the first time cannot be overstated. A missed deadline or detail could mean that a shipment gets mismatched or misplaced and not get delivered to the warfighters who need it.

Dennis Sickel, CAAA's deputy director of Depot Operations, agreed. "The group she leads makes sure all the material release orders are processed in order for CAAA to ensure all required delivery dates are met. This ensures Soldiers, Sailors, Airmen, Marines and all warfare personnel get the ordnance they need, when they need it and on time to complete their missions."

As a leader of the MRO team, Reed said her number one job is to make sure that everyone across the command is on the same page so that her people can get their job done. Establishing expectations ahead of time leaves the people keeping track of orders free to focus on the details.

Beaty said that Reed's leadership is an integral part of the team's success and that her open, honest and direct attitude makes her a great person to work with.

"Jesse has a strong work ethic which is an excellent attribute to have as a leader," Beaty said. "She is always available to help the other supply techs or anyone else with any issues they may have. Jesse is a true team player."

Although Reed said she is grateful for the opportunity to lead a team, it wasn't always her goal.

"It was definitely a surprise to me when I got the job," Reed said. "I always just wanted to do my job and do it the best I can. I applied for the position on a whim and would have never thought I'd be here."

Reed's experience has taught her that tracking seemingly small details can make all the difference. Reed describes her role as somewhat intuitive because not everyone can see the effect that a specific lot number or specific quantity of munitions may have on the process, but she has learned those details can add up in the end.

"Seeing the magnitude of what we are doing is so rewarding," Reed said. "We initiate every shipping document that goes off this base. There are so many seemingly small details that make a big difference to the customer and my position gives me the opportunity to see that and the impact it has for the warfighter."



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