

# The Commodore

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“Civilization and violence are antithetical concepts... Sooner or later all the people of the world will have to discover a way to live together in peace, and thereby transform this pending cosmic elegy into a creative psalm of brotherhood. If this is to be achieved, man must evolve for all human conflict a method which rejects revenge, aggression and retaliation. The foundation of such a method is love...”

Martin Luther King  
Nobel Prize Acceptance Speech  
December 10, 1964



All pictures and words were taken from <http://www.pathfinder.com/@@AJrLQgYA1uSvWiyF/Life/mlk/mlk.html>.



## From The Commander

### My Last Open Forum

I'm not ashamed of it. I'm advertising.

We began the Open Forum process in the Fall of 1997 with the intent of fostering greater communication with everyone at Crane. This meant that we would use this forum to update you on what was happening, the challenges that faced us, and what we were doing to meet those challenges. We also provided an opportunity for open... real time ... dialogue.

We've had some glitches and have continued to learn how to better use the Information Technology (IT) resources we have and the time available, but by in large, I believe this has been a success. I hope you think so too and will go out of your way to encourage us to keep it.

I said I was advertising, so here goes. I would like each of you to do two things. First, participate either by being there or by watching at remote sites and by asking questions. Second, I would like you to think about ways to improve our communication processes even more. In addition to the Open Forum, we have initiated Brown Bag Lunches, the Command Communicator, and recently, I have begun sending a weekly email message to All Hands. What else is there that you would like to see or think would improve the interchange of thoughts and information? We will collect your thoughts and pass them on to CAPT Wetter and Mr. Gootee.

And by the way, your thoughts on how to foster better

communications should not be limited to dialogues with Mr. Gootee and myself. Think about how you interact with your supervisors, fellow workers, department heads, and senior managers.

I'll close this month's comments by once again thanking each of you for your cooperation during this year's wildly variable winter. We've had snow, ice, tornado warnings, and lots of rain. Public Works, the Fire Department, and our Security Forces have done a terrific job of providing critical support, but it's up to each of you to remain safety conscious and to realize that Mother Nature is not to be fooled with. **BE CAREFUL OUT THERE!**

William E. Shotts



# Secretary of the Navy

## Richard Danzig

The Secretary of the Navy is responsible for and has the authority under Title 10 of the United States Code to conduct all of the affairs of the Department of the Navy, including recruiting, organizing, supplying, equipping, training, mobilizing and demobilizing. He also oversees the construction, outfitting and repair of naval ships, equipment, and facilities. He is responsible for the formulation and implementation of policies and programs that are consistent with the national security policies and objectives established by the President and the Secretary of Defense. The Department of the Navy consists of the two uniformed Services, the United States Navy and the United States Marine Corp.

Mr. Danzig was sworn in as the 71<sup>st</sup> Secretary of the Navy on November 16, 1998.

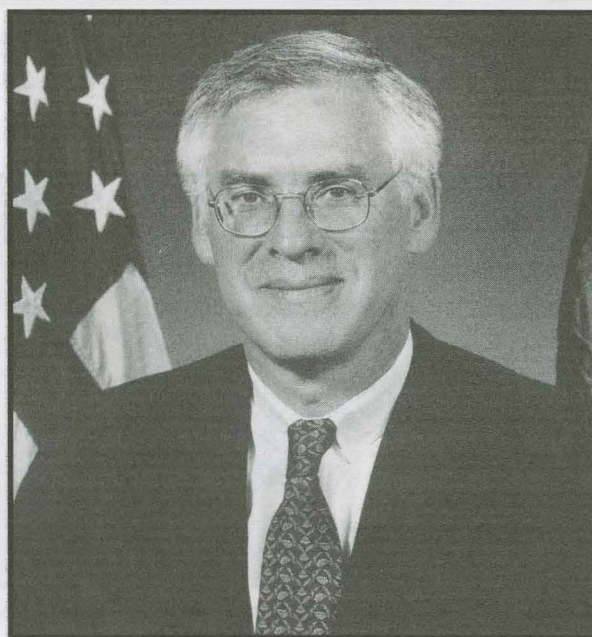
From September 1997 to November 1998, Mr. Danzig was an Adjunct Professor at Syracuse University's Maxwell School of Citizenship & Public Affairs, and a Traveling Fellow of the Center for International Political Economy. In these capacities, he conducted research and interviews in Asia and Europe on international security issues.

Mr. Danzig served as the 26<sup>th</sup> Under Secretary of the Navy from November 1993 to May 1997. In addition to addressing day-to-day issues, Mr. Danzig's work contributed to the greater integration of the Navy and Marine Corps; redirection and reduction of the size of the Department in the wake of the end of the Cold War; development and implementation of program to increase minority participation in the officer ranks of the Navy and Marine Corps; and innovation in a number of programs affecting both war fighting and diplomacy. In recognition of his work as Under Secretary, Mr. Danzig was awarded the Defense Distinguished Service and the Navy Distinguished Service Awards.

Mr. Danzig was a Washington, D.C. partner of the national law firm of Latham & Watkins from 1981 to 1993. He served as Deputy Chair of the firm's International Practice Group, and also as Director of its Japan Group.

From 1979 to 1981, Mr. Danzig served as Principal Deputy Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics. Prior to that, he served for a year and a half in the same office as Deputy Assistant Secretary. In that role, he contributed particularly to the development of the Department's capacity to mobilize manpower and material for deployment abroad. In 1981, he was awarded the Defense Distinguished Public Service Award.

Between 1972 and 1977, Mr. Danzig taught contract law at



Stanford and Harvard Universities and was a Prize Fellow of the Harvard Society of Fellows, as well as a Rockefeller Foundation Fellow.

Mr. Danzig has lectured extensively on a variety of national security and legal issues. In addition, he served as a senior evaluator for Joint Chiefs of Staff mobilization exercises, a consultant to the Department of State on defense trade controls, and a member of a National Academy of Science panel on defense manpower issues. Mr. Danzig has published numerous articles on legal topics and a book on American and British contract law. In 1986, he co-authored the Ford Foundation funded book, *National Service: What Would it Mean?*

Mr. Danzig was born in New York City in 1944 and received a B.A. degree from Reed College. He holds a J.D. degree from Yale Law School, as well as Bachelor of Philosophy and Doctor of Philosophy degrees in history from Oxford University, where he was a Rhodes Scholar. Upon his graduation from law school, Mr. Danzig served as a law clerk to Supreme Court Justice Byron White. He is a member of the District of Columbia and the California Bars.

Mr. Danzig and his wife, Andrea, reside in Washington, D.C. where Mrs. Danzig has an active practice as a psychotherapist. They have two children, David and Lisa.

# Military Matters



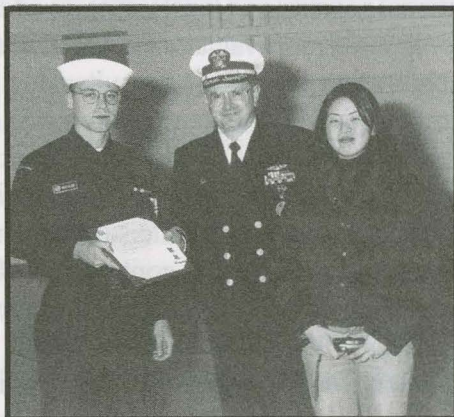
GMC (SW) William Kreienkamp received a Navy Commendation Medal for duties performed while serving as the Combat Systems Gunnery Division Leading Chief Petty Officer onboard USS South Carolina (CGN-37).



GMC (SW) Paul Prince received a Navy Commendation medal for duties performed while serving as the military advisor to Ordnance Engineering at Crane Division, NSWC from October 1996 to December 1998.



AWC (AW) Joachim Ladwig received a Navy Commendation medal for duties performed while serving as Sonobuoy program Chief at Crane Division, NSWC from January 1996 to December 1998.



HM3 Peter Reigler was advanced to Petty Officer Second Class.



EWC (SW) Kevin Everett received a Letter of Commendation for duties performed as Ways and Means Co-Chairman for '98 Navy Ball.



EW1 (SW) Robert Will received a Letter of Commendation for duties performed as Ways and Means Co-Chairman for '98 Navy Ball.



RM1 (SW) Wahlig received a Certificate of Completion of Apprenticeship from the Navy's National Apprenticeship Program for Radio Station Operator.



## FIRST ANNUAL CRANE CONTRACTOR OMNIBUS EXPOSITION

On December 10, 1998 approximately 200 Crane employees attended the first Electronics and Ordnance Omnibus contractor exposition at Club Lakeview. The intent of the exposition was two-fold. First, the Expo was designed to familiarize Crane technical organizations with the capability of its Electronics and Ordnance contractor teams. The second purpose was to encourage ideas on how Crane and contractor capabilities can complement one another for the greater good - ideally to attract new workload to Crane. The Expo consisted of static displays and 30 technical presentations related to Crane's Technical Capabilities.

Mr. William Nelson, EG&G Crane Operations Manager, opened the exposition by introducing the Crane Omnibus contractor team members. EG&G is prime contractor on the Electronics contract and Comarco is the prime contractor on the Ordnance contract. The subcontractors are as follows: Advanced Research and Technology Institute (ARTI), which has access to Indiana University, Purdue, IUPUI & Rose Hulman; CACI, whose Bloomington and Louisville offices have been providing software and logistics support to Crane for over 16 years; Technology Services Corporation (TSC), an employee owned company whose local Bloomington office has provided engineering support on all of Crane's Electronic Omnibus contracts over the years, as well as being prime contractor on the Crane Aegis contract; Tri Star, located in Bedford, Indiana, is a woman and minority owned engineering firm which has been providing engineering and logistics support to Crane over the last few years; VSE, who has major contracting efforts in the Electronic Warfare community including the FMS world; and CDS, a woman owned engineering services company located in Fairfax, VA, specializing in program management and strategic business planning. Having many of the same contractors on both teams brings a synergy to both of Crane's major professional services contracting efforts that they have not had in the past.

Captain Shotts and Mr. Kaiser spoke about the important roles that the contractors will play in Crane's future and how Crane was reengineering their processes to better compete in today's marketplace. Mr. H.T. Johnson (President of EG&G Technical Services) and Mr. John Hillis (President of Comarco Systems) made comments on how they were impressed with Crane's people, facilities and technical capabilities and how Crane's unique resources could be marketed both within Government, and commercially. They expressed their vision on how the Omnibus teams could help Crane by partnering.

A panel discussion was held with Captain Shotts, Mr. William Kaiser, Mr. H.T. Johnson and Mr. John Hillis on the dais. Most of the questions directed at the panel dealt with the mechanics involved with the Government, particularly NSWC Crane, partnering with industry. Both Mr. Johnson and Mr. Hillis elaborated on the benefits of industry and Government working together in limited partnerships and how some of Crane's unique capabilities could be marketed in the commercial sector. Captain Shotts made it clear that NSWC Crane was a Government activity, and as such, must be careful about how it partners with the commercial sector. Captain Shotts stated that Crane was going through a Business Reengineering Process (BPR), and there are certain business practices, generally perceived as commercially based, that Crane can use, such as strategic and marketing planning, that will in effect make Crane more prepared to compete in the marketplace. Mr. Kaiser talked about developing "Capture Business Teams" that will be poised to market Crane's capabilities in specifically targeted areas. It was clear that Mr. Kaiser believed that Crane's future will depend on being proactively involved with the Program Office from the beginning of any new program.

In preparation for this event, the Omnibus team examined Crane's Technical Capability areas and looked within each of its member companies to find experts in those particular fields. All of the Indiana based team members were able to secure local talent for some of the presentations, but many were able to get subject matter experts from all parts of the country to come to Crane for this event. CACI provided speakers from their Arlington, VA office. Comarco provided speakers from their Fort Hood, TX, Huntsville, AL and Warner Robbins, GA offices. EG&G provided speakers from Albuquerque, NM, Covina and Long Beach, CA, Dalhgren, VA, Miamisburg, OH, Montgomeryville, PA and Washington D.C. TSC had speakers from their Los Angeles, CA, Vienna, VA and Washington D.C. offices and VSE had a speaker from their Camarillo, CA office.

The Expositions presentations were developed based on Crane's Technical Capability areas:

- EW Systems, Microwave Components, and Radar Systems
- Chemical Biological Warfare and Night Vision
- Electrochemical Power Systems
- Information Technology
- Pyrotechnics, Conventional Ammunition, Small Arms
- Microelectronics, Electronic Module Test & Repair
- Defense Security Systems

The EW Systems, Microwave Components, and Radar Systems briefs consisted of the following:

*Battle Force Interoperability* presented by Mr. Tom Noble, Tri Star Engineering, Inc.; *Electronic Warfare: Past, Present and Future* presented by Mr. Frank Miley, VSE Corporation; *Analysis of the Navy After Next* presented by Mr. Craig Little, Technology Service Corporation; and *Automated Test Equipment and Antennas* presented by Mr. Matt Harvey, Technology Service Corporation

The Chemical Biological Warfare and Night Vision briefs consisted of the following:

*Vapor Liquid Solid Track Modeling* presented by Mr. Ludwig Sorrentino, EG&G; *Analysis and Evaluation of Electro-Optic Sensor Systems (IR, Visible, UV)* presented by Mr. Tony Stenger, Technology Service Corporation; *Closed Cycle Coolers in IR Detector Systems* presented by Mr. Robert O'Leary, EG&G; *Technologies for Rapid Fluorescence Detection of Biological Warfare Agents* presented by Mr. John Cate, EG&G; and *The Components/System Interface-Looking Both Ways* presented by Mr. Bob English, Technology Service Corporation

The Electrochemical Power Systems briefs consisted of the following:

*Conducted Interference Attenuator* presented by Mr. John Traver, EG&G and *Low Noise Power Supplies* presented by Mr. Dave Pope, EG&G

The Information Technology briefs consisted of the following:

*Geographic Information Systems* presented by Mr. Steve Below & Carey Roberts, Comarco;

*Renovate Re-engineering Methodology* presented by Mr. Michael Burns, CACI; *Readiness Based Sparing* presented by Mr. Bob Owens, CACI; *Digital Terrain Models* presented by Mr. Dave Rutherford, Technology Service Corporation; *Y2K Solutions, IV&V, Audit 2000* presented by Ms. Nancy Peters, CACI; and *Internet 2* presented by Dr. Rick McMullen, Indiana University

The Pyrotechnics, Conventional Ammunition, Small Arms briefs consisted of the following:

*Electronic Safe and Arming Devices* presented by Dr. Barry Neyer, EG&G; *Thermite: An Engineering Material* presented by Mr. Al Munger, EG&G; and *A Microelectronic (Slapper) Detonator* presented by Dr. Barry Neyer, EG&G

The Microelectronics, Electronic Module Test & Repair briefs consisted of the following:

*Combat Systems Engineering Modeling and Analysis* presented by Mr. Tom Grodek, Technology Service Corporation; *Acquisition of COTS in the Brave New World* presented by Mr. John Lamerson, EG&G; *System Testing and Interoperability* presented by Mr. Mike Witt, Technology Service Corporation; *Econometric Modeling, Logistics, and RMA* presented by Mr. Ken Boyd, Technology Service Corporation; and *Global Positioning System* presented by Mr. Cordell Fox, Comarco

The Defense Security Systems briefs consisted of the following:

*Battlefield Monitoring* presented by Mr. Doye Baker, Comarco; *Explosives and Contraband Detection Using X-Ray Imaging* presented by Mr. John Huey, EG&G; *Open Systems Approach to Physical Security Applications* presented by Mr. Paul Couper, Technology Service Corporation; and *Security Systems Design* presented by Mr. Doug Schmutz, EG&G

The day's events were concluded with a presentation given by Mr. Mike Gentile, NSWC Crane, on Crane/Commercial Partnering Mechanisms. Mr. Gentile went over the processes and the hurdles that Crane has experienced in partnering with industry. Mr. Gentile indicated that Crane is enthusiastic about pursuing these types of endeavors and would work with industry, in particular the Omnibus contracting teams, to create successful partnerships.

Dr. Dave Montgomery, Comarco, closed the day's event by summarizing participant survey form comments and expressed his hopefulness for a successful partnership between Crane and the Omnibus teams that will lead beyond the traditional workload process.

A social hour followed at the Club where several discussions contin-

ued on how Crane and industry can work together for the joint benefit of all.

In summarizing the event, Captain Shotts was quoted as saying "This event will build the foundation for future partnerships and alliances between Crane and its industry partners. Understanding each others' capabilities and resources, and building trust and confidence in each other, will create opportunities that are of mutual benefit. Mr. Gootee echoed Captain Shotts by commenting "Those organizations that survive in the Defense industry will be those that find new and better ways to work together. This event is a new way of looking at each other, for the benefit of government and industry.

According to Mr. Johnson, "This Exposition should be an annual event. EG&G and the other companies participating in the Exposition have lots of other technologies that Crane needs to be aware of and the relationships established will serve us well in the future."

Mr. Hillis stated that Comarco was pleased to be a part of the first Crane Omnibus Expo. The results showed that the concept was successful in one of its objectives—increasing the awareness of capabilities of the participants. More time will be needed to determine if the more important objective, increasing workload in the Crane community through closer cooperation among members, will also be successful. Discussions with participants indicate the mutual desire for experimenting with methods of jointly expanding workload. All participants learned from this first experience and will make minor adjustments for the next Expo.

Discussions among Crane and contractor leaders resulted in a consensus to pursue some "joint" business planning with the intent of capturing additional work in mutually agreed on areas.

The next exposition is tentatively scheduled for April 6-8 2000, and will continue to be an annual event. During the next year leading up to Expo 2000, the Omnibus team will be meeting with Crane's technology leaders; and, based on these meetings, will bring in subject matter experts to advise and consult in the areas that are most important to Crane's current and potential sponsors. This is envisioned to take the form of periodic colloquiums in focused technical areas.

Any of the participants that attended the Expo are welcome to provide additional comments and recommendations to the Omnibus Expo team. Email may be directed to Mr. Guy Stevenson at [stevenson\\_g@crane.navy.mil](mailto:stevenson_g@crane.navy.mil)

# CAAAN EWS



COL JOHN SOWA  
Commander

STAN ARMSTRONG  
Civilian Executive Assistant

LT RHONDA R. DUNN  
Executive Officer

Crane Army Ammunition Activity  
Crane, Indiana 47522-5099



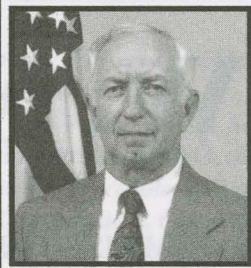
## Commander's Corner

February is Crane Army Ammunition Activity's (CAA) Safety, Security, Wellness and Environmental Awareness month

The month of February is CAAA's seventh annual Safety, Security, Wellness and Environmental Awareness month. The goal of the month long event is to increase individual awareness in the areas of Safety, Security, Wellness and Environmental. Your safety and well being are important to CAAA, as well as the Army and our nation.

Several activities are planned to make this month's event a great success. Activities include training, inspections and group events. Training topics will include environmental, explosives safety, security, wellness, lock-out/tag-out, fire safety, hearing conservation, HAZCOM, depleted uranium, hantavirus awareness, and blood-borne pathogen awareness. Get involved and make this year's event another great success.

COL Sowa is shown presenting Jennifer Golden, Quality Assurance Specialist, Ammunition Surveillance Division, with Vice President Gore's Hammer Award. The Hammer Award provides recognition to teams of federal employees who have made significant contributions in support of reinventing government principles. Jennifer earned this award as a team member while assigned to Tooele Army Depot. The team was empowered to reinvent processes for receipt inspection of "K" material, and contributed to a cost avoidance of \$939,000 in a five-month period. They were able to reduce inspection costs from \$179 per lot to \$129 per lot. Receipt performance improved from 70 percent on-time and a backlog in excess of 900 lots on October 1, 1996 to 98 percent on-time performance and backlog of less than 70 lots by March 3, 1997.



## From The Civilian Executive Director

I would like to begin by thanking everyone for a wonderful year. CAAA had many successes in 1998; we met challenges and achieved goals across the spectrum. Our accomplishments vary from individual to activity success stories. Though these accomplishments may go unwritten they have not gone unnoticed. I have included a few, but by no means are these stories all inclusive of the many accomplishments we have made as an organization. Regardless of where you may fall within the organization structure you are a part of the team and the reason for our success. As with our partnership with NSWC, the team is ever growing, and becoming stronger, a growth supported and promoted by all and cannot go unmentioned. So to all, thank you and congratulations for a wonderful 1998.

- With the support of Air Force Reservists and Army Transportation Units, CAAA removed the C-4 Extruder line and associated equipment from the Louisiana Army Ammunition Plant. This new line is expected to be functional by February 1999 and will support 26 operators.

- As we moved into the month of March, CAAA participated in TURBO CADS 98. We loaded and shipped 167, 20-foot commercial and military containers totaling 2,270 short tons of ammunition.

- The month of May brought yet another challenge to our abilities and a chance for us to prove we truly are the best. Golden Cargo 98 was before us, a six-week mission of receiving 17,415 tons (1,260-20 ft containers) of Golden Cargo from Seneca Army Depot Activity, New York. CAAA, with the support of NSWC and Army Reserve personnel successfully accomplished all requirements in the name of safety and success.

- Another moment to shine appeared as we were hand-picked by the Industrial Operations Command as the activity to destroy the last of 3.3 million excess landmines. On 30 June, we completed the destruction of the last non-self-destruct anti-personnel land mine a staggering 18 months ahead of schedule. The completion of this overwhelming task not only makes our star shine brighter but also makes the world a safer place for all.

- The expertise of the Army 611th Combat Engineers Reserve Unit, Sharonville, Ohio was requested by CAAA and they answered the call. They renovated and/or upgraded roads to nine magazines. Their abilities to get the job done

resulted in estimated savings of more than \$100,000 to CAAA.

- On September 17<sup>th</sup> CAAA continued its honorable and successful tradition by recognizing all those who have served our generation, with our annual Prisoner of War-Missing in Action Recognition Ceremony. This is a wonderful community event; it is a true reflection of the CAAA and local community bond. This year we were rewarded with the attendance of nineteen WW II former Prisoners of War.

- Once again proving TEAM CAAA can meet all tasks placed before us, we successfully met all requirements for our ISO 9002 certification. This certification demonstrates to our customers that not only do we offer quality products but that our products are made and delivered by top-notch professionals.

We had many other events and accomplishments as well. Ground was broken for the first of two new containerization facilities. The completion of both buildings in 2000 will give CAAA the ability to handle, load and transport 310 MILVANS containers per day. We continued improvements with the renovation and modification of building 104, enhancing our manufacturing capabilities. CAAA also re-engineered the finish line and center painting line to incorporate new equipment. This effort will result in increased production and virtually eliminate all manual lifting. Our ideas and beliefs of keeping both our employees and environment safe, was demonstrated by the purchase of equipment which will be utilized in our state of the art machine shop. The benefits will be unlimited.

In closing, many CAAA employees are the volunteers, leaders and back bone of the surrounding communities — the part of life which we all work to support and that part which is of paramount importance to each of our families and CAAA. Thank you for those sacrifices, hard work and the commitment you have made. The achievements in 1998 have laid a strong foundation for our continued existence and for a workplace, which can offer employment not just to this generation, but to the next generation and beyond. We are prepared and will face any and all challenges presented before us in 1999. Your continued support, loyalty and teamwork were appreciated in 1998 and will be again in 1999 because each and everyone one of you make the CAAA team complete.



**CAA Honors Retirees.  
Good luck to all. CAA  
will miss you.**

Clarence D. Stevens, Wood Crafter, Depot Operations Directorate, Storage Division, retired after 27 Years, 8 Months, 7 Days.

Delbert J. Howell, Blocker & Bracer, Depot Operations Directorate, Storage Division, retired after 30 Years, 8 Months, 4 Days.

**Sick leave**

**500 Hours**

- David S. Resler DO
- Bruce Westfall DO

**1000 Hours**

- Phillip G. Arthur DO
- Roger L. Daniel ED
- Jeffrey R. Stretton DO

**1500 Hours**

- Norma K. Barber DO

**2000 Hours**

- James M. Sheetz ED

**2500 Hours**

- Philip E. Strange IO

**Length of Service**

**15 Years**

- Marita J. Pershing DO
- Sam L. Sheetz DO
- Bruce W. Westfall DO

**20 Years**

- Billie Mason DO
- Charles K. Mason DO
- George Quintana DO

**Army Ideas of Excellence (AIEP)**

**Question and Answer Column**

*This column is intended to address the prickly day-to-day policy issues faced by AIEP coordinators. It voices the questions heard by the HQ AMC AIEP team and the responses given. Since the questions may not be specifically covered in AR 5-17, the answers are open to critique. Ultimately, the final judgment of most of these issues is with the local Commander. Please contact Carol Baldwin by e-mail or telephone 854-2659 if you have any questions regarding the CAA AIEP Program.*

**QUESTION:** May an evaluator identify benefits as intangible versus tangible merely because the savings are cost avoidance rather than hard savings (i.e., dollars removed from the budget)?

**ANSWER:** AR 5-17 calls them all benefits and does not differentiate between types of savings. Paragraph 6-1 directs that benefits will be calculated as tangible unless "it is extraordinarily difficult to measure in dollar terms ..."

**QUESTION:** Does proprietary rights extend to improvements over an original idea?

Situation: Suggester #1 submits an idea to improve a process, and it is adopted and implemented.

Suggester #2 observes the newly implemented process and within a few months of Idea #1's implementation, submits an his own idea to improve the new process. Idea #2 is adopted and implemented.

Does Suggester #1 have a claim for proprietary rights since suggester #2 is only improving a process that originated with Suggester #1.

**ANSWER:** When an idea is implemented and the cash award paid, the idea becomes the property of the U.S. Government, stripped from further claims by the suggester.

In effect, the newly implemented idea becomes the status quo, and as such is open for suggestions on improvement.

In the above case, no proprietary rights claim for suggester #1, and Suggester #2 is entitled to a cash award for benefits the Army received over and above the implemented process of Suggestion #1.

## AIEP *cont.*

**QUESTION:** Can a suggester force the Army to use a good idea and save money?

**Situation:** Suggester submitted a suggestion that although adopted was greatly modified. The modified suggestion was implemented but proved to be inefficient and lost money.

The suggester maintains that had his original suggestion been implemented in its entirety, it would have been a winner. He has tried everything from grievances to EEO complaints leaving him frustrated.

**ANSWER:** The Army adopted his idea as modified and credited the suggester with a partial adoption, so the Army now owns the idea.

The suggester could resubmit his original idea, but this seems futile if the Program Manager won't listen.

The bottom line is that the suggester has the right to suggest, but the Army has the right not to implement all or part of the suggestion. - Even after the Army adopts an idea, it is not compelled to implement it. AIEP is a "suggestion" program, not an enforcement program. However, AIEP managers will make every effort to require a rationale for the Army's actions.

**QUESTION:** What exactly is an "optional" adoption?

**Situation:** An idea is submitted by sub-command "A" to its MACOM headquarters. The headquarters approves the idea and recommended award.

The headquarters, which has approximately 40 subordinate activities, sends out a memo to all subordinates advising them of the good idea.

The memo is not directive in nature. It states that if the subordinate activity chooses to implement the idea, they should notify the headquarters.

The submitter has already been paid by sub-command "A" for the locally approved idea.

Are we correct in saying that the submitter could then receive an additional award, based on savings at the other subordinate Commands?

**ANSWER:** The memo is stating the idea is optional. This implies an intangible award unless it's known which subcommands have implemented the idea and the actual savings calculated.

Ideal sequence:

Headquarters sends out its memo informing subcommands of the idea.

This memo should contain a phrase that identifies the recommended proposal as an AIEP idea and requiring subcommands that chose to use the idea to calculate their estimated savings and notify the Headquarters.

At this point, an appropriate intangible award may be paid to the suggester.

If other commands notify that the idea is being implemented, and they calculate tangible savings, the suggester may be paid an award based on the total savings minus the intangible award already paid.

Often the other commands do implement but do not inform, and the suggester soon learns of this. At that point the offending command(s) are directed to notify and calculate.

Regardless of which Army unit benefits, the current commander of the suggester pays the award.

# Awards



*Captain Shotts is shown presenting a Certificate of Special Act or Service Award to Alan Beasley for his involvement in receiving the Hammer Award.*



*Captain Shotts is shown presenting a Certificate of Service to Nick Napier for 30 years of Service.*



*Captain Shotts is shown presenting a Certificate of Service to John Stockinger, Code 40 for 30 years of service.*



*Captain Shotts is shown presenting a Certificate of Service to Nolan Reeves, Code 40 for 30 years of service.*

## ATTITUDE

The longer I live, the more I realize the impact of attitude on life. Attitude to me is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness, or skill. It will make or break a company...a church...a home. The remarkable thing is you have a choice every day regarding the attitude you will embrace for that day. We cannot change our past...we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is ten percent what happens to me and ninety percent how I react to it. And so it is with you. You are in charge of your attitude.

*- Charles R. Swindoll  
Courtesy of Mary Beal*

## Expressions of thanks

The Jerry Bechtel family would like to thank all friends and co-workers at Crane for all their acts of kindness during the tragic accident and death of our wife and mother, Linda Bechtel. All of your visits, calls, cards, flowers and prayers were deeply appreciated. Your concern and sympathy will always be remembered.

*The Bechtel Family*

A special "thank you" to all friends who helped us with food, money, prayers and thoughts during Gary's illness and death. A special thank you to his friends at CAAA for the beautiful retirement picture. Gary was so proud of it. I know everyone who knew him will miss him greatly.

*Sue Flynn, Gary Lee Flynn  
and Jennifer Todd*

Thanks to everyone for the many prayers, telephone calls, visits, flowers, food, gifts, cards and other acts of kindness during my recent surgery and hospitalization. It is greatly appreciated.

*Jane Ann Gates*

The family of Vernon Toon would like to express our gratitude for all the concern shown to us by the Crane community during our time of loss. Thank you so much.

*Gary, Kenny, Allen and Tonjua Toon*

Please express to all Crane employees our thanks for flowers sent at the passing of Lavon. The shock of this unexpected loss is made more bearable with support of the Crane employees.

*Loren E. Wilson and Family*

## Ah-oh...

It seems in the December 1998 Commodore, we failed to mention that AFGE is also a member of the Employee Organization that sponsored the Holiday Reception.

**NSWC CRANE  
LENGTH OF SERVICE  
DECEMBER 1998**

**35 Years**

TERRY E. CARPENTER	40	4051
ORVILLE P. MUNDY	40	4074

**30 Years**

ROBERT D. WOODS	09	0962
EDWARD E. ENGLAND	60	6072
SANDRA K. KENT	60	6096
SANDRA R. OLIN	60	6055
KENNETH W. FRANK	80	8025
THOMAS J. TRAMBAUGH	80	8021

**25 Years**

RICHARD D. PYNE	06	0622
JUDITH A. SAMPLE	11	1140
JOHN D. PREBLE	40	4025
CHESTER K. EDMONSON	80	8023
JOHN L. FERGUSON	80	8084
LARRY L. LOUGHMILLER	80	8087

**20 Years**

JOSEPH S. DECKARD	06	0631
TERESA R. MILLER	11	1169
KAREN M. WADE	11	1150
DANE H. MOSBY	60	6093
RONALD J. BROCK	80	8086
JOSEPH A. CLARK	80	8072
RICHARD A. MCCLOUD	80	8025
KAREN S. NEUKAM	80	8071
JOHN T. NORMAN	80	8082
PATRICIA A. PHILLIPS	80	8066

**15 Years**

STEPHEN L. HAMMOCK	05	0558
PHILLIP R. ROUDEBUSH	05	0558
JAMES R. WILLIAMS	06	0632
STEPHEN E. BROWN	09	0961
SHELLEY R. ALLBRIGHT	40	4041
ROBERTE. BRADLEY	40	4056
PHYLLIS L. HENDERSON	60	6051
LORETTA J. OSMON	60	6025
ROBERT J. SYKES	60	6058
ROBERT H. BUCK	80	8023
JAMES B. COLLINS	80	8035
RICK D. DAVIS	80	8032
DANIEL L. DECKARD	80	8025
EDWARD A. FRANKLIN	80	805J
GREG L. HOPF	80	8038
TIMOTHY I. MARTIN	80	8065
JEFFREY A. MILLER	80	8038
DAVID S. STUFFLE	80	8074
GEORGE M. UNGER	80	8034

**10 Years**

LORNA A. TROUTMAN	06	0670
CLARENCE W. KELSEY	09	0962
RICHARD L. MCGARVEY II	11	1160
RONALD T. COLE	40	4042
ANN DRA D. MORGAN	40	4052
FRANK E. MULLIS	80	8066
KATHLEEN WILLIAMS	80	8061

## In Memoriam

Oscar F. Curtis, 93, of Bloomington, passed away on December 30. Sympathy is extended to his family.

James Hillenburg, 92, of Bloomington, passed away on December 30. Sympathy is extended to his family.

Gary L. Flynn, 49, of Springville, passed away on January 2. Sympathy is extended to his family.

Roy C. Peden, 82, of Sandborn, passed away on January 3. Sympathy is extended to his family.

Jerry Ray Chapman, Sr., 61, of Linton, passed away on January 4. Sympathy is extended to his family.

Vernon E. Toon, 83, of Bloomfield, passed away on January 6. Sympathy is extended to his family.

John D. Perkins, 59, of Washington, passed away on January 15. Sympathy is extended to his family.

## RETIREE'S

Donna S. VanWinkle... 06

Beverley Kimble..... 06

Kenneth Parsons ..... 09

Gary R. Richardson ..... 09

Mike Branstetter ..... 09

Marvin Knight ..... 09

James L. Hert ..... 11

John L. Duzan ..... 11

Charles J. Conlon ..... 60

Dennis C. McClellan ..... 60

Linda Woods ..... 60

William E. Whitehead .... 80

Ray Brewer ..... 80

Russell Wells ..... 80

Bob Courtney ..... 80

Ruth Rollins ..... 80

Dianna M. Jones ..... 80

## The Commodore

**Crane Division  
Naval Surface Warfare Center**

CAPT W. E. SHOTTS,  
Commander

STEPHEN P. GOOTEE,  
Executive Director

SUE WEBSTER,  
Public Affairs Officer

**The Commodore staff:**

TERRI SCOTT,  
Editor

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