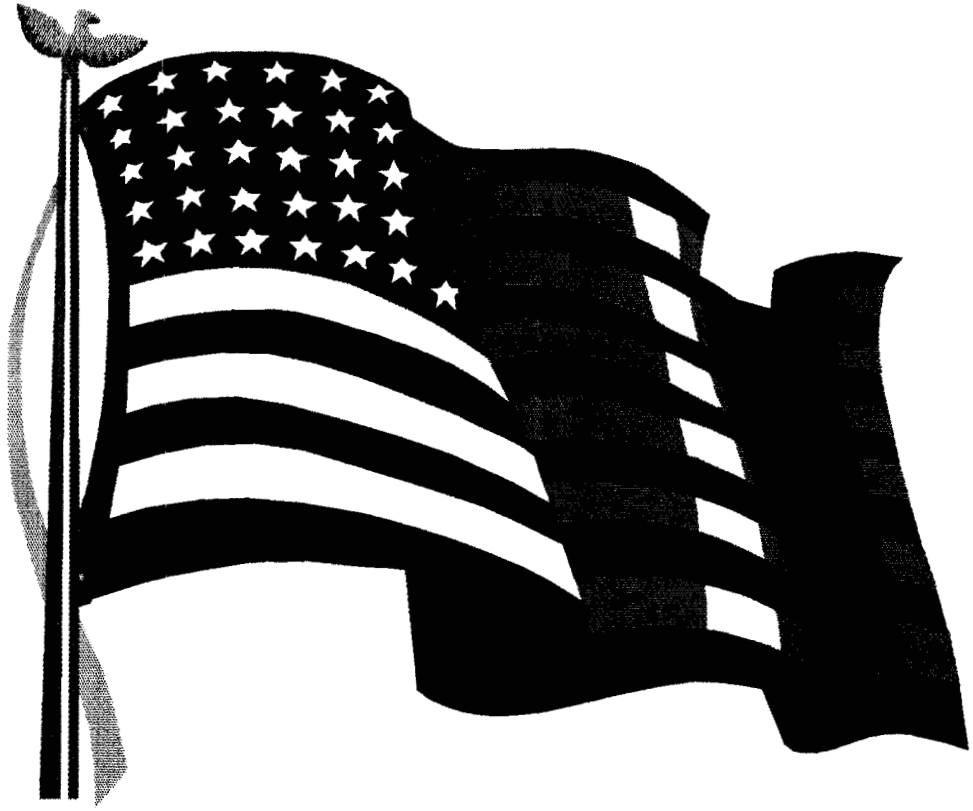
Red River Army Depot



Community Case
Presented by: Congressman Jim Chapman

Chart 2 - Community Concerns

We have obtained the Army and DLA data that are the baseline for their decision to recommend closure of Red River Army Depot and disestablishment of Defense Distribution Depot Red River. Our review of this data has led us to conclude that DoD's overall analysis is flawed.

I led a delegation to the Pentagon on January 05, 1995. We briefed Deputy Assistant Secretary of Defense Robert Bayer and Under Secretary of Army Joe Reeder on Red River's military value and specifically requested that they evaluate Red River as a single defense complex inclusive of Red River Army Depot, Defense Distribution Depot Red River, and the other tenants.

That did not happen!

The Army and DLA analysis of military value and cost were reviewed separately and independently. There was no assessment of the combined military value nor an assessment of the combined cost or COBRA analysis conducted.

Red River is the only Army depot with a large co-located DLA distribution mission and several large tenants. Red River does not fit the standard army depot maintenance model nor the standard DLA co-located supply support to depot maintenance model. Because of this, the true military value of this installation and the total cost for closure was not considered.

Community Concerns

- DoD analysis is flawed
- Community formally requested the analysis consider Red River as a military complex
- That did not happen

Chart 3 - Flaws in the Army Methodology

We have also discovered several flaws in the Army methodology and COBRA analysis.

- Savings are overstated

First of all, Army savings being claimed as BRAC savings include reductions in personnel strength that are a result of force structure reductions and have nothing to do with BRAC. We estimate that the savings may be overstated by as much as $116 million due to workload reductions and other base operations cost. When you look at the Red River and Anniston workload reduction between FY96 and FY99, 72% of the workload reduction is at Anniston with only 28% reduction at Red River. This would suggest we are downsizing/closing the wrong installation.

- Costs not included

There are also costs of closure that have not been included in the Army analysis. DLA's decision to close Defense Distribution Depot Red River was based solely on the Army's decision but the Army analysis did not include the cost of disestablishment of Defense Distribution Depot Red River and relocation of their stock.

We estimate that the DLA relocation cost to be $319 million. This includes relocation of almost 14,000 vehicles and about 120,000 tons of mission stock. The cost of construction (MILCON) required at Anniston to accept the maintenance and distribution mission was not included. A conservative estimate of $34 million is based on DLA's estimate of $19 million for hardstand and the Department of Defense Joint Service Group estimate of $15 million for relocation of combat vehicle workload to Anniston. We believe additional construction will be required since Anniston is shown as having zero excess supply capacity and ranks last of all depots in the Future Requirements (expansion capability) part of the military value model.

- Requirements not considered

Other requirements that were not included in their cost of closure analysis are the supply, preservation and packaging, and storage requirements in support of the rubber products mission currently performed by DLA.

Also, the fact that tenant support such as medical services, property disposal, and calibration are still required in support of the remaining rubber and ammunition missions.

The Defense Finance Accounting Service Non-Appropriated Fund Accounting Office and Army Missile Recertification Office were not considered.

Flaws in Army Methodology

- Savings are overstated
  - Non-BRAC savings are included $116 million

- Costs not included
  - DLA relocation $319 million
  - Construction requirements at Anniston $ 34 million

- Requirements not considered
  - Supply/storage support for Rubber Products
  - Tenant support of enclaved and other operations
  - Non-appropriated Fund Accounting
  - Missile Recertification Office

Chart 4 - Flaws in the DLA Methodology

We have found several flaws in the DLA methodology. First, DLA's Military Value ranking criteria placed Red River 5 of 17 in the Co-located Military Value matrix. That ranking was based on Red River's support to the co-located maintenance operation. Red River would have scored higher on military value except that DLA's model penalized Red River for having a large distribution mission. But DLA's military value assessment was not the basis of the recommendation.

The most serious flaw is that DLA's decision to close Defense Distribution Depot Red River was driven by the Army recommendation to close Red River Army Depot. The DLA justification states, ". . . the primary reason for their existence is to provide rapid response in support of the maintenance operation." While this is true at other Army depots, the facts simply do not support that justification at Red River. Only 12% of Defense Distribution Depot Red River business is with the maintenance operation, 8% is with other local customers, and 80% is in support of the world-wide distribution mission.

And finally, the decision was not based on cost/savings. DLA's independent cost analysis shows a return on investment of two years. However, the community analysis indicates the stock relocation cost is understated and the true return on investment is 22 years.

Flaws in DLA Methodology

- Evaluated as co-located depot. No credit was given for distribution mission to external customers
- Decision based solely on Army recommendation to realign maintenance mission
- Decision not based on cost/savings

Chart 5 - Return on Investment

As a result of the flaws I have just addressed, I take issue with the Army's calculation on return on investment. The Army says they will receive an immediate return on investment. This is simply not the case. Using DoD data we estimate that the return on investment will be 57 years, four years longer than this fine installation has been in existence. What a travesty if we let this happen. It simply does not make sense!

Let me give you a little more detail on the computations. When you take out the savings claimed by the Army that are the result of Force Structure changes not BRAC, the only real savings that would accrue are base operations or overhead personnel. This is 337 personnel or $13.1 million per year. The community used the Army's estimate for recurring cost which includes the base operations personnel required to support the remaining operations enclaved to Lone Star Army Ammunition Plant. The annual net savings is $7.3 million. We believe the one-time cost is understated by $319 million for relocation of DLA stocks, associated personnel costs, and equipment relocation, and $34 million of construction required at Anniston. When the one time cost is divided by the annual net savings, the results of return on investment is 57 years.

Return on Investment

	Army ($M)	Community Estimate ($M)
Recurring Savings	$129.0	$13.1
Recurring Cost	$5.8	$5.8
Annual Net Savings	$123.2	$7.3
One Time Cost	$59.6	$412.6
Return on Investment	Immediate	57 years

Chart 6 - Profitability

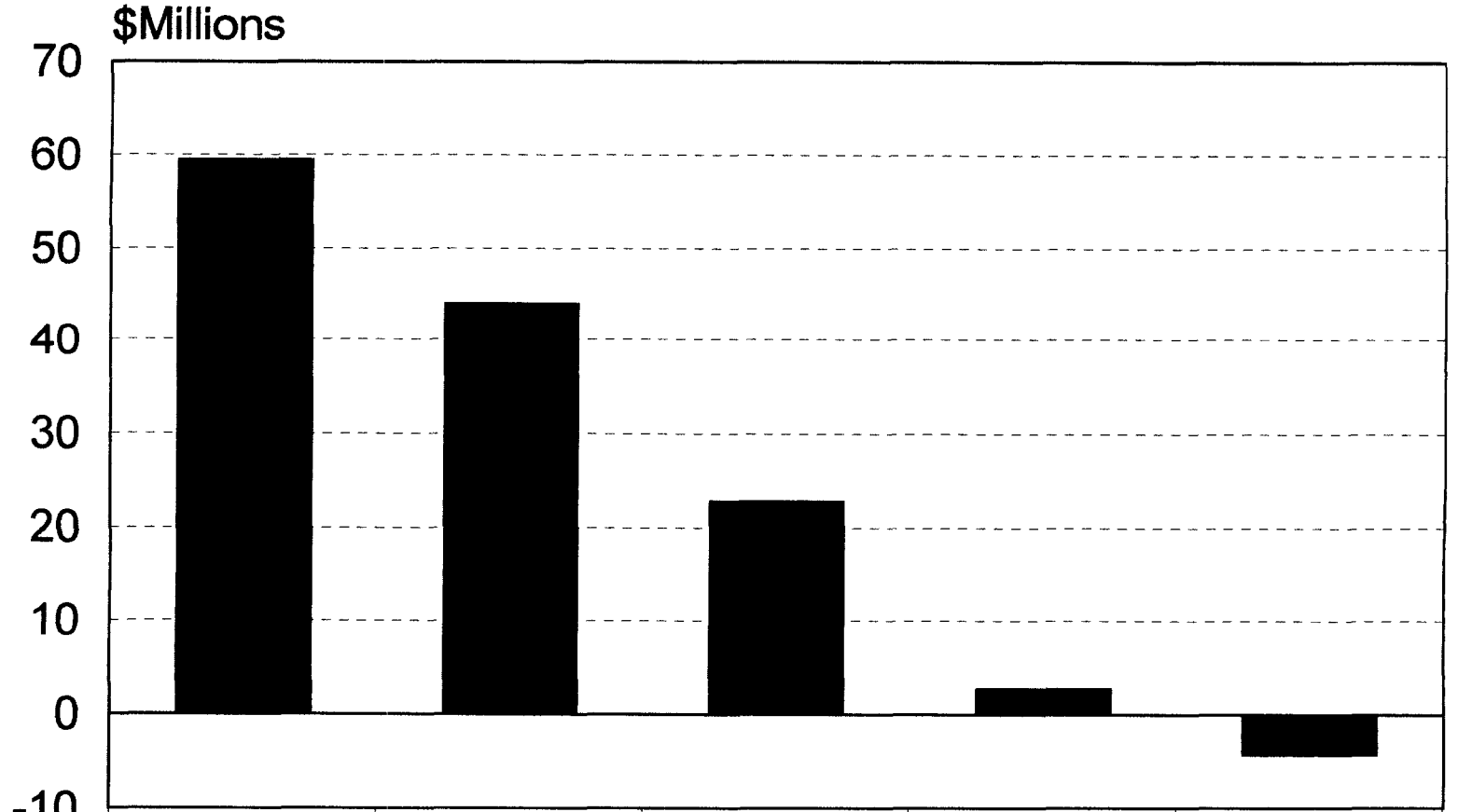
MG Benchoff, Commander of the Installation Operations Command, considers the profitability (Net Operating Result) as the primary depot performance measure.

The profitability (Net Operating Result) is simply the difference in the revenue received from customers for products produced, such as Bradley Vehicles, minus the expenses of producing the products.

As the depots increase efficiency and reduce expenses, they in effect generate a "profit." This "profit" is returned to the customers the next year through lower prices.

Profitability

Cumulative FY90 -- FY94



	Red River	Tobyhanna	Anniston	Letterkenny	Corpus Christi
Profitability	59.4	44.1	22.7	2.7	-4.4

CHART 8 - WHERE WE ARE

Here's where we are. The Army has three vehicle maintenance depots Red River, Anniston, and Letterkenny. The recommendation is to close Red River, realign Letterkenny, and retain Anniston as the Army's only vehicle maintenance depot. The FY 99 workload projection supports the need for 1.75 depots not 1. I personally believe the workload may be understated and here's why. During the 1980's and 90's the Army bought thousands of new weapon system vehicles. Now, very few new vehicles are being procured. As the vehicles continue to get older, the maintenance requirements go up. Since the Army's estimate of maintenance workload is based on past experience, it could be significantly understated.

Profitability

"I consider the planned annual net operating result (NOR) as the primary depot performance measure, therefore we should reward positive variances from the planned NOR."

DENNIS L. BENCHOFF
Major General, USA
Commanding, 20 Jan 94

Chart 7 - Profitability

This chart depicts the performance of the depots during FY90 - FY94. Results charted are the difference between each depot's planned Net Operating Result and the actual accomplishment. Red River was by far the most profitable of the three vehicle maintenance depots (Anniston, Red River, Letterkenny).

Where We Are

- Maintenance depots are required to sustain readiness
- Army has three vehicle maintenance depots
- Army recommends closure/realignment of two depots
- Workload will support 1.75 depots*

*Data Source is Defense Depot Maintenance Council Business Plan, FY95-99

Chart 9 - Where We Are (continued)

In addition, distribution depots are required to maintain readiness. Approximately 50% of the CONUS troops are stationed in the Central United States and 80% of Red River's distribution mission is in the support of external customers.

Where We Are

(Continued)

- Distribution depots are required to sustain readiness
- Approximately 50% of CONUS troops are stationed in the Central United States
- 80% of Red River distribution mission is in support of external customers

CHART 10 - WHAT WE NEED TO DO

I believe this is what we need to do.

First, we should follow the concepts recommended by the Defense Science Board in April of 1994. The Board, made up of senior defense military and industrial leaders, identified excess depot maintenance capacity, the need to downsize to CORE workload, and the need to preserve both the organic and industrial base.

The community and I believe that we have a plan that will achieve the desired result. We believe the Army should retain its two most efficient vehicle depots Red River and Anniston. Downsize both to CORE workload. This would maintain the knowledge base and readiness level that will be lost for many years if transferred.

The Army should realign Letterkenny's track vehicle and missile maintenance workload to Red River and Anniston. Both Red River and Anniston have existing missile facilities and skills available to accommodate the missile workload.

We should then partner with industry. The Defense Science Board recommended that maintenance and overhaul of CORE systems be retained in the depots and modification and upgrade be reserved for industry. The most efficient approach is to perform any modification and upgrade at the time of overhaul. By teaming with industry and providing excess depot facilities for industry use, the Army can help preserve both the organic and industrial skill base.

Red River and United Defense, producers of the Bradley and M113 Family of Vehicles, have already explored some possible teaming arrangements. Both parties believe the concept is a very good one. An agreement where Red River will serve as a sub-contractor to United Defense on the M113 A2/A3 conversion program is near completion.

And finally, we need to maintain the distribution mission at Red River.

What We Need To Do

- Follow concepts recommended by the Defense Science Board Task Force on Depot Maintenance Management, April 1994

- Retain two most efficient vehicle depots
  - Red River
  - Anniston

- Downsize both to CORE workload
  - Maintain knowledge base
  - Maintain readiness level

- Realign Letterkenny vehicle and missile workload to Red River and Anniston

- Team with industry
  - Preserve industrial base
  - Increase capacity utilization

- Maintain the distribution mission at Red River

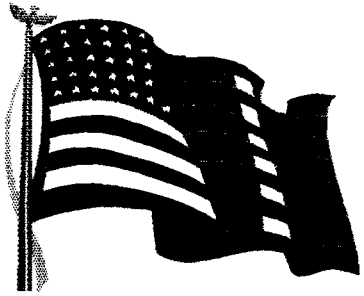
CHART 11 - EVERYBODY WINS

And best of all, Everybody Wins!

The Army, private industry, and perhaps most importantly the taxpayer. This approach will provide the CORE readiness base required at the lowest possible cost.

Ladies and Gentlemen, at this time, I want to introduce you to retired Brigadier General Pat Donovan. He is a man who knows first hand the vital role that Red River plays in the Army's readiness posture. General Donovan is a former commander of Red River Army Depot, was the program manager for the Army's light combat weapons systems: the Bradley and M113 Family of Vehicles maintained at Red River. He was also the project manager for the M60 Tank maintained at Anniston.

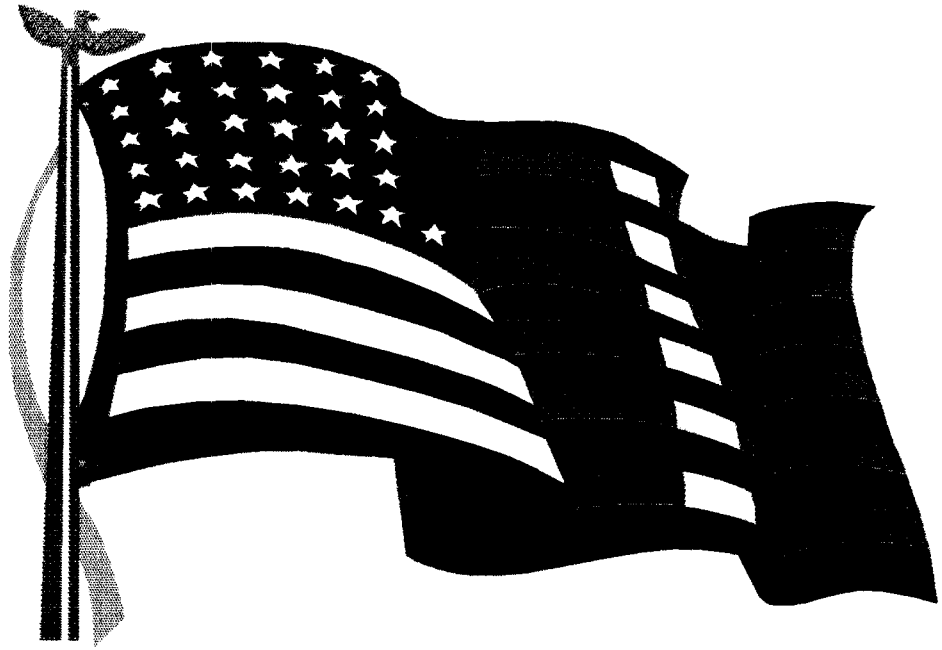
I also want you to know that he is here today, not as a paid consultant, but as a man concerned about the Army's readiness and because it's the right thing to do....General Donovan.



Everybody Wins

- Army
- Private Industry
- Taxpayer

Red River Army Depot
On Site Visit
April 6, 1995



Briefing: A Soldier's Perspective

Presented By: General Claude B. Donovan, USA (Ret.)

Readiness and Sustainability

Foundation For DoD Depot Maintenance

Flexible and responsive depot maintenance contributes significantly to the operational readiness and sustainability of United States combat forces. It is essential for national defense that Department of Defense activities maintain a logistic capability (including personnel, equipment and facilities) to ensure a ready and controlled source of technical competence and resources necessary to ensure effective and timely response to a mobilization, . . .contingency, . . . or other emergency requirement.

Source: Title 10, United State Code, Chapter 146, Section 2464

Readiness and Sustainability

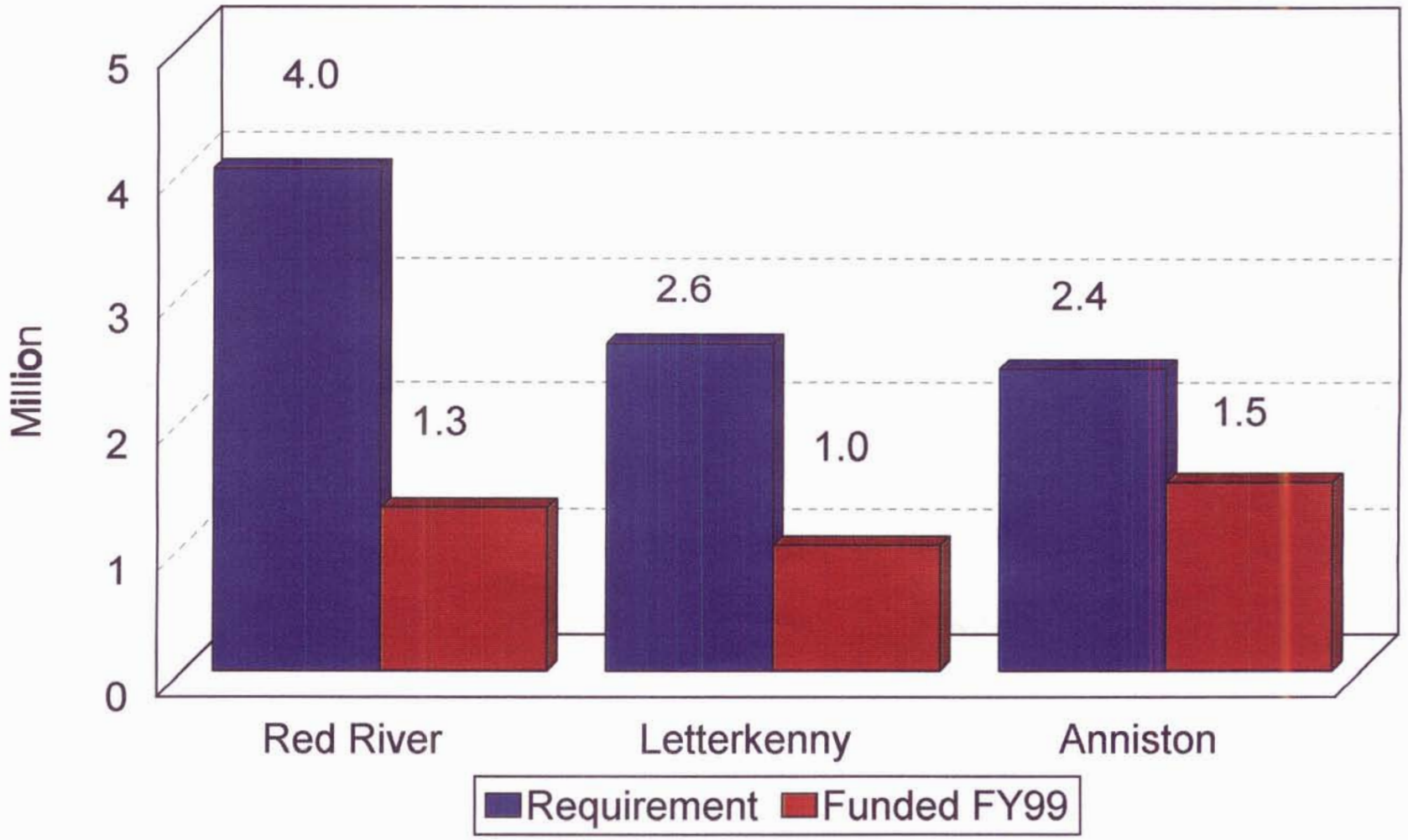
Foundation for DOD Depot Maintenance

"Organic depots exist to support the readiness and sustainability requirements of United States combat forces. It is essential that DoD maintenance depots provide flexible and responsive depot maintenance support capabilities in consonance with Service Secretaries' Title 10 readiness responsibilities. The Task Force supported this vital role of the DoD organic depots, agreeing that there is an irreducible minimum of depot maintenance capability that must be provided by organic depots. These capabilities, defined as CORE, comprise skills, competencies and facilities that must exist in organic depots and shipyards. CORE requirements are derived by each Service in an analytical manner as support requirements related to current military strategies (e.g., force structure and the Joint Chiefs of Staff two major regional conflict scenario). The Task Force agreed that the CORE concept is the correct approach to derive essential organic depot maintenance capabilities, and all but the Air Force agreed that it is a vital role of each Service to provide for the organic depot support of its CORE capabilities."

Source: Report of the Defense Science Board Depot Maintenance Management Task Force

AMC Core Workload

Direct Labor Hours



Source: HQ DESCOM Maint Dir /AMC Depot Comparisons, 21 Oct 94

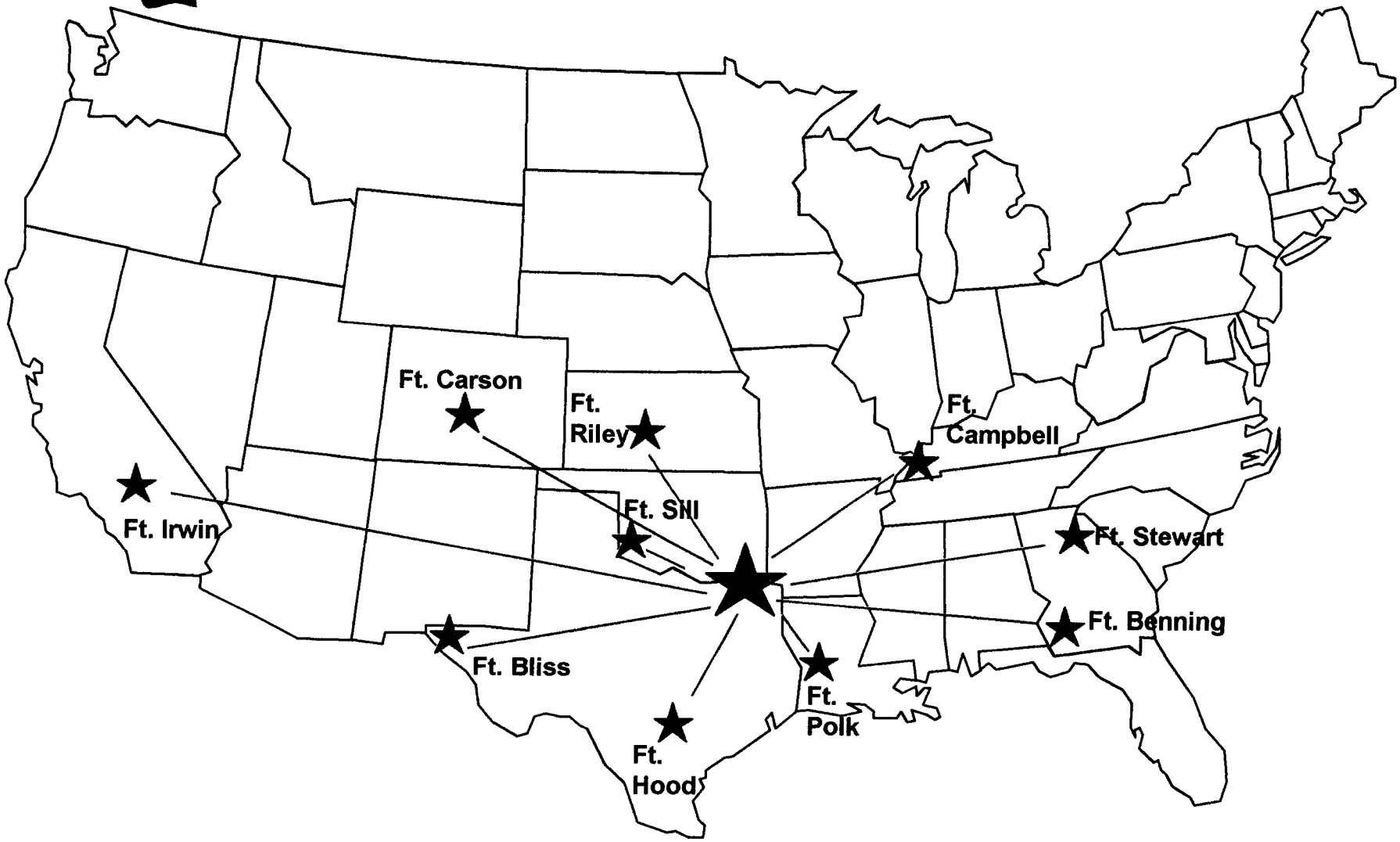
BRAC 95

Impact on Depot Capacity (MDLH)

	FY99 Workload	Capacity Index	Utilization Index
Red River	1.493	3.233	46%
Anniston	1.763	3.200	55%
Letterkenny	1.961	2.485	79%
	5.217	8.918	58%
Less Letterkenny	5.217	6.433	81%
Letterkenny & Red River	5.217	3.200	163%

*Data Source is Defense Depot Maint Council Business Plan, FY95-99

DDRT Top Ten Customers



What We Need To Do

- Follow concepts recommended by the Defense Science Board Task Force on Depot Maintenance Management, April 1994

- Retain two most efficient vehicle depots
  - Red River
  - Anniston

- Downsize both to CORE workload
  - Maintain knowledge base
  - Maintain readiness level

- Realign Letterkenny vehicle and missile workload to Red River and Anniston

- Team with industry
  - Preserve industrial base
  - Increase capacity utilization

- Maintain the distribution mission at Red River

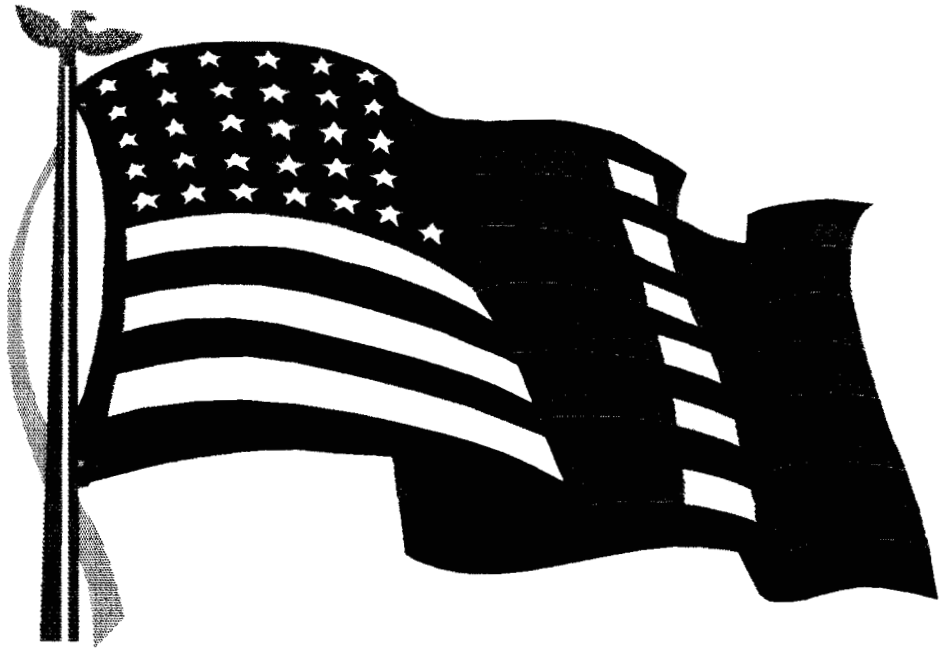
Red River Military Value

"Co-located with Red River Distribution Depot and Lone Star Army Ammunition Plant, Red River Army Depot plays a vital role in our nation's military. The vehicle maintenance work done by Red River, the worldwide supply mission performed by its Defense Logistics Agency tenant facility, and the quality munitions produced by Lone Star constitute a unique complex serving our nation with exceptional distinction."

Vice President Al Gore

Source: Memorandum, dated February 3, 1995, to The Honorable William Perry, Secretary of Defense

Red River Army Depot
On Site Visit
April 6, 1995



Briefing: Red River - A Quality Depot
Presented By: Robert Barnes

Red River Army Depot

A National Quality Leader

- Formally named Winner of 1995 Federal Quality Improvement Prototype Award by the Federal Quality Institute, 2 March 1995

- Federal sector award criteria synonymous with Malcolm Baldrige Award

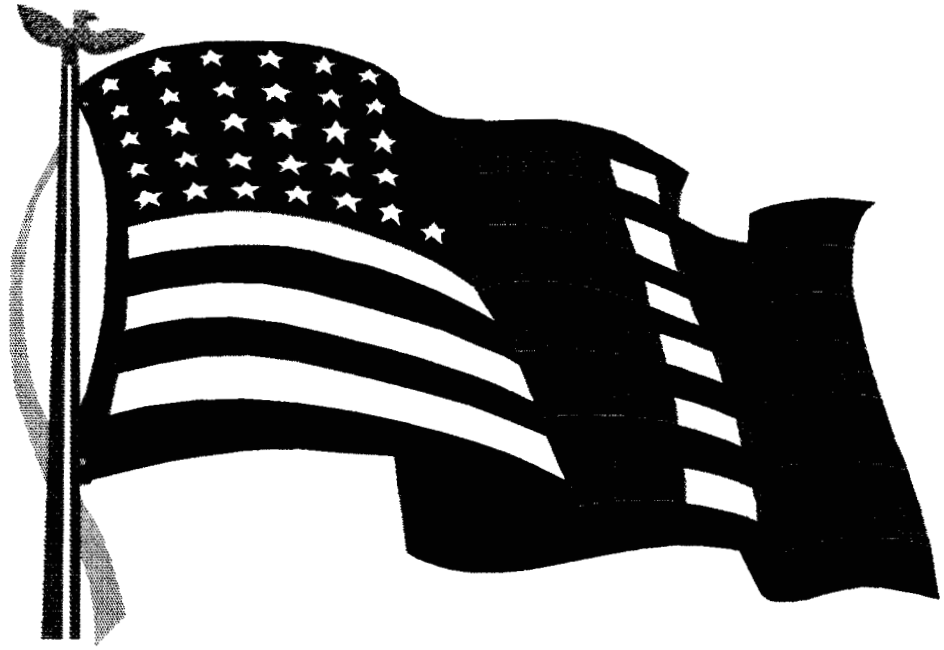
- Depot Recognized as a Quality Leader by:
  - Vice President Gore (National Quality Conference, July 1994)
  - National Partnership Council
  - Government Executive Magazine (July 1994)
  - Federal Times Newspaper (18 July 1994)
  - September 1994 Status Report of National Performance Review

Red River Army Depot

A "Unique" Quality Team

- Importance of award lies with the accomplishments during pursuit
- Successful in spite of downsizing, major reorganization, and BRAC threats
- Most important asset is the summation of the members as one unique team
- Quality should be a part of the BRAC Criteria
  - Quality products
  - Performance efficiency
  - Responsiveness and readiness to customers

Red River Army Depot
On Site Visit
April 6, 1995



Briefing: Community Impact

Presented By: Robert E. "Swede" Lee

BRAC Impact

- Highest economic impact of any closure
- 10% of the total civilian job cuts in BRAC 95 are at Red River
- Projected job losses equal 13.6% of total employment
- Area unemployment rate increases to 21.7%

Congressman Jim Chapman

Congress of the United States

House of Representatives 1st Congressional District - East Texas

United States House of Representatives

In 1985, Jim Chapman began serving the people of the First Congressional District as their congressman. He won an eight-candidate special election to the U. S. House in one of the most hotly contested and visible races in the history of the Congress. Chapman has been reelected five times. Twice he was reelected despite being a top target of the National Republican Congressional Committee, winning both elections with more than 61 percent of the vote.

Congressman Chapman currently serves on the powerful House Appropriations Committee which controls all expenditures of funds by the U. S. government. In the Appropriations Committee, he serves on the Subcommittee on Energy and Water development and the Subcommittee on VA/HUD and Independent Agencies (which has jurisdiction over NASA, EPA, and the Federal Home Loan Bank Board).

Until his appointment to the exclusive House Appropriations Committee (which requires its members to give up all other standing committees), Chapman served on the Public Works and Transportation Committee and the Science, Space and Technology Committee. Chapman also served on the prestigious Democratic Steering and Policy Committee, the House leadership committee that makes assignments for Members of Congress and sets the legislative agenda.

In the East Texas tradition, Congressman Chapman has effectively worked for economic development and jobs, comprehensive trade policies, energy independence, sensible agriculture policies, and quality care for our senior citizens. he has been an outspoken advocate for a balance federal budget, for which he received the prestigious Watchdog of the Treasury Award. Chapman also works for a strong national defense and was recently honored for the fourth time with the National Security Leadership Award.

Texas Public Service

Prior to his congressional service, Jim Chapman served as District Attorney in Texas' 8th Judicial District. he was elected District Attorney in 1976, reelected in 1980 and served until `1985. As District Attorney, Jim Chapman achieved a 99 percent conviction record and a national reputation as a tough, anti-crime prosecutor.

Chapman has held leadership positions in the Hopkins County Bar Association and the State Bar of Texas. He also served as a director of the Texas District and Country Attorneys Association, as well as the National District Attorneys Association.

Personal Background

Born on March 8,1945, Congressman Chapman was raised and educated in Sulphur Springs. he graduated from Sulphur Springs High School in 1963, received his BBA degree in accounting from the University of Texas at Austin in 1968, and his law degree from Southern Methodist University.

Jim Chapman is married to the former Betty Brice of Sulphur Springs. They have two children, Jennifer, a 21 year old senior at the University of Texas, Austin, and Trey, an 18 year old freshman at UT. The family belongs to the First United Methodist Church in Sulphur Springs, where Chapman has served as church lay leader and chairman of the Official Board.

Brigadier General Claude B. Donovan, USA (Ret.)
Biography

General Donovan retired from the U.S. Army in 1987 after 29 years of service. During his military service, he was program manager for some of the Army's most critical weapons programs, commanded logistics units at all levels from platoon to depot and served as an instructor of weapons system engineering at the U.S. Military Academy.

General Donovan's assignment immediately prior to retirement was Deputy Chief of Staff for Development, Engineering and Acquisition at the Army Materiel Command Headquarters.

From 1983-1986 he was the Program Manager for the Bradley Fighting Vehicle System where he was responsible for all aspects of cost, schedule and performance on a multi-billion dollar program. Development and testing of politically sensitive product improvements were successfully completed. Contracts covering five major components of the system were coordinated to provide an uninterrupted supply of Government Furnished Material to the prime contractor. All systems were delivered on time and within budget.

As Program Manager for Light Combat Vehicles, he continued his responsibilities with the Bradley vehicle and 25mm Bushmaster gun and acquired executive management functions for the M113 family of vehicles, the M9 Armored Combat Earthmover, and the field Artillery Ammunition Supply Vehicle. To these important programs he provided the benefit of his extensive experience in engineering, production, quality assurance, ILS, testing, fielding, and program control.

While Project Manager for the M60 tank program from 1981-1983 he directed a major product improvement program, introduced statistical process control to tank production and oversaw $200 million in foreign military sales cases, while maintaining production and world wide fielding schedules.

As commander of Red River Army Depot, he directed mission accomplishment as well as industrial modernization and expansion of maintenance and supply activities. The depot modernized and upgraded virtually all U.S. Army M113 Armored Personnel Carriers (APC). Experience as a divisional maintenance battalion commander was invaluable in providing effective direct support, general support, and depot maintenance of combat equipment.

During the Vietnam Conflict, he served as the Materiel Officer for the Division Maintenance Battalion in the First Infantry Division.

Following his retirement he has provided consultant services on proposals for major system contracts and on marketing strategies.

He is currently mayor of Ouray, Colorado, and active in numerous volunteer and public service activities.

Education: B.S. - United States Military academy
MS in ME - University of Alabama
ORSA - Royal Military College of Science (UK)
Industrial Management - Industrial College of the Armed Forces

Robert T. Barnes

Biography

Mr. Barnes is currently employed with Westinghouse Electric Corporation as Business Operations Manager for Systems Development and Operations Division, Electronic Systems. He is responsible for business process reengineering, and new product transition, to various manufacturing locations having leading-edge process technology.

Mr. Barnes earned a Bachelor of Science degree in Mechanical Engineering from Virginia Polytechnic Institute in 1963. He also studied in the Executive Program at the University of Virginia's Graduate School of Business Administration.

During his 23 years at Westinghouse, Mr. Barnes has held a number of positions in manufacturing and in management. He has worked as a manufacturing engineer, supervisor and manager. In 1983, he was named manager of the Manufacturing Systems and Technology Center in Columbia, MD., where he was responsible for manufacturing engineering and the manufacturing research and development programs focusing on productivity improvement through automation and robotics.

Under Mr. Barnes' leadership, the Electronic Assembly Plant won the 1987 Electronics Factory Automation Award, and the Manufacturing Operations Division won the 1990 George Westinghouse Total Quality Award.

Mr. Barnes has served on the board of directors of Xetron Corporation, the Maryland Center for Total Quality and Productivity, Lions Club International, and the Foundation of Manufacturing Excellence for the state of Maryland. He is a member of the American Society of Mechanical Engineers. He also serves on the board of directors of Westinghouse-Norden Systems and Junior Achievement of Central Maryland.

Mr. Barnes was born on Oct 30, 1939. He is married and makes his home in Columbia, MD.

ROBERT E. "SWEDE" LEE

Biography

PERSONAL INFORMATION:

Birthplace: Texarkana, Arkansas

Education: Texarkana, Texas High School - 1954

BS Degree, University of Texas at Austin - 1958

PROFESSIONAL HISTORY:

1958 - 1977 Football Coach and Athletic Director

1977 - 1980 Private Business

1980 - Present President, Texarkana Chamber of Commerce.

WELCOME

Defense Base Closure and Realignment Commission

Red River Army Depot
Defense Distribution Depot Red River, Texas
Texarkana, Texas
6 April 1995

SDSRR-R

4 April 1995

RED RIVER ARMY DEPOT
TEXARKANA, TX

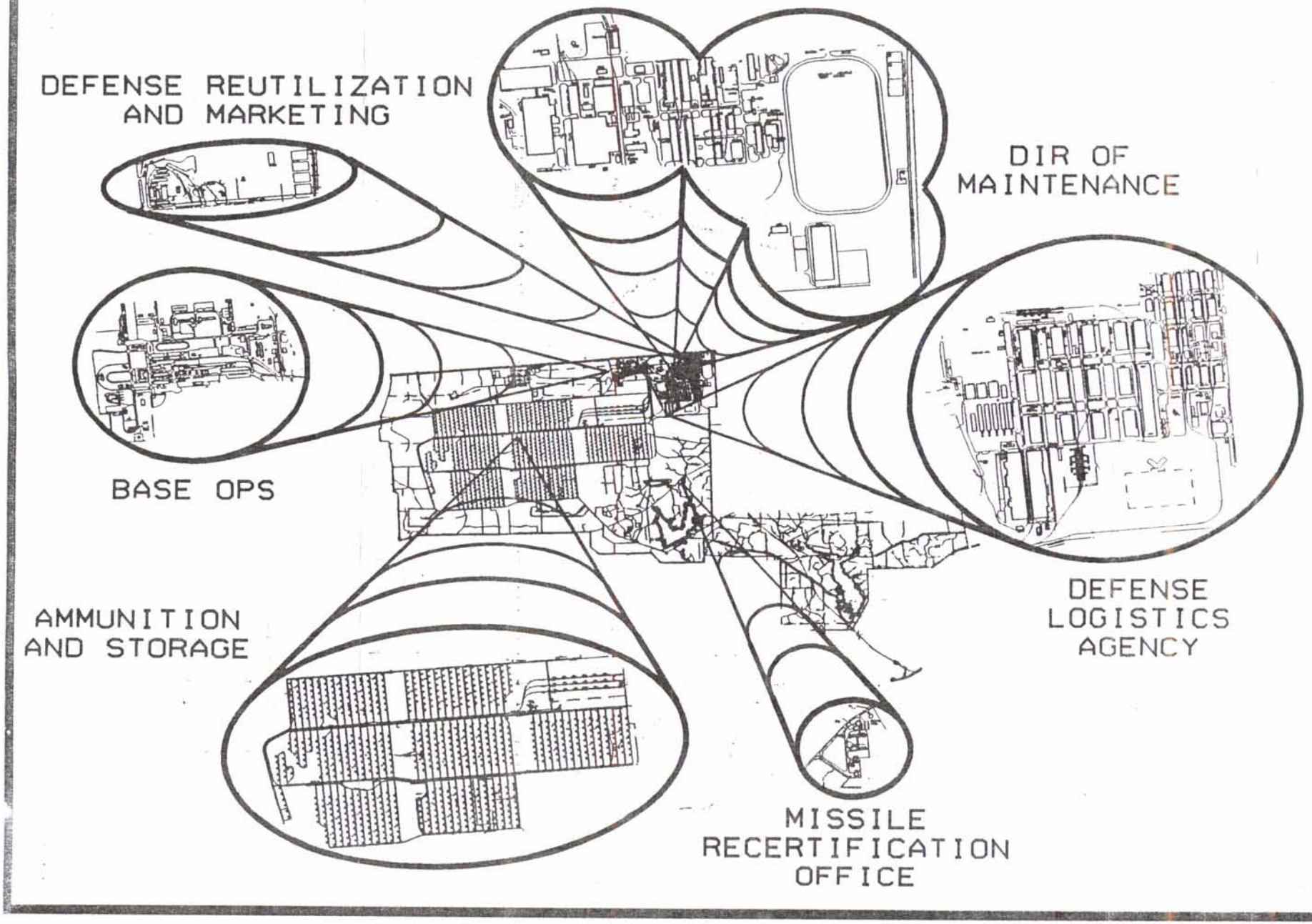
ITINERARY

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION VISIT

DATE OF VISIT: **6 April 1995**

HOUR	**SCHEDULE**	**NOTES:**
1210 hrs	Depart for Airport from RRAD	Party Consists of COL Hall, Congressman Chapman, LTC Knapper, Phillip DuVall, BG (Ret) Donovan, Pat Pierce, and Swede Lee
1300 hrs	Commissioners Arrive	Arriving Military Air
1306 hrs	Travel to Depot	Travel by Bus. Party will consist of COL Hall, Congressman Chapman, LTC Knapper, Phillip DuVall, BG (Ret) Donovan, Pat Pierce, Swede Lee, Mr. Dixon, Mr. Kling, Mr. Cornella, Mr. Lyles, Mr. Borden, LTC Miller, Mr. Cook, and Ms. King
1331 hrs	Arrive at Bldg 320 • Command Briefing - RRAD • Command Briefing - DDRT • Community Briefing	Entrance to Conference Room by invitation only.
1424 hrs	Vehicle Tour	
1432 hrs	Mission Area Tours	
1629 hrs	Aerial Tour of Defense Complex	Passengers in 1st Helicopter: COL Hall, Mr. Dixon, Mr. Kling, Mr. Cornella, and LTC Miller. 2nd Helicopter: LTC Knapper, Mr. Lyles, Mr. Borden, Mr. Cook, and Ms. King.
1654 hrs	Arrive at Airport	
1659 hrs	Wheels Up	Military Aircraft

RED RIVER ARMY DEPOT



President's Quality Award Criteria

Strategic Quality Planning

Information & Analysis

Human Resource Development & Management

Management of Process Quality

Quality & Operational Results

Customer Focus & Satisfaction

Leadership

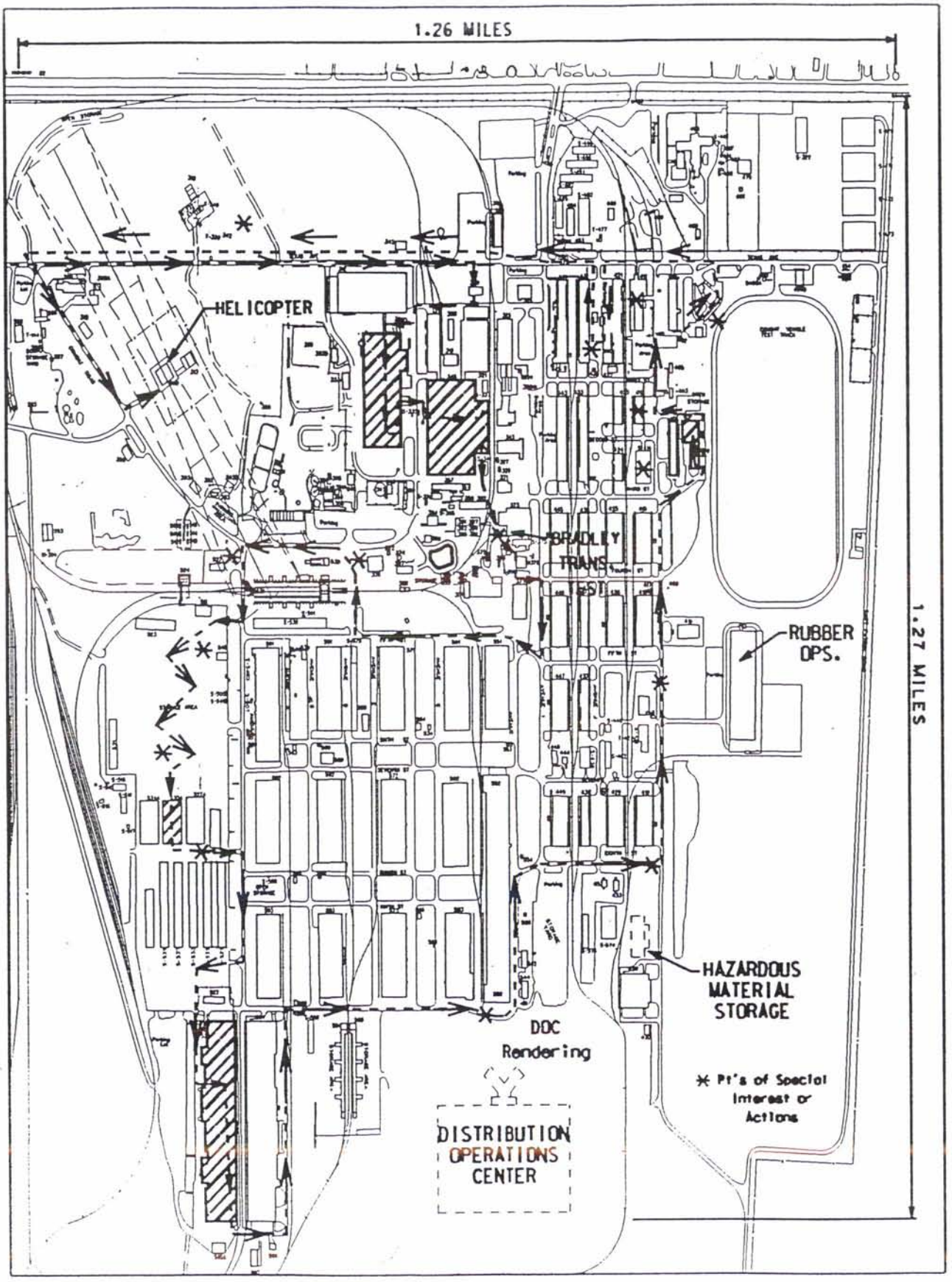
National Performance Review

- √ *Customer Response*
- √ *Union & Management Partnerships*
- √ *Reorganized for Quality*
- √ *"HEARTS" Change Process*
- √ *Self-Managed Work Teams*

- √ **Putting the Customer First**
- √ **Empowering Employees to Get Results**
- √ **Cutting Red Tape**
- √ **Getting Back to Basics**

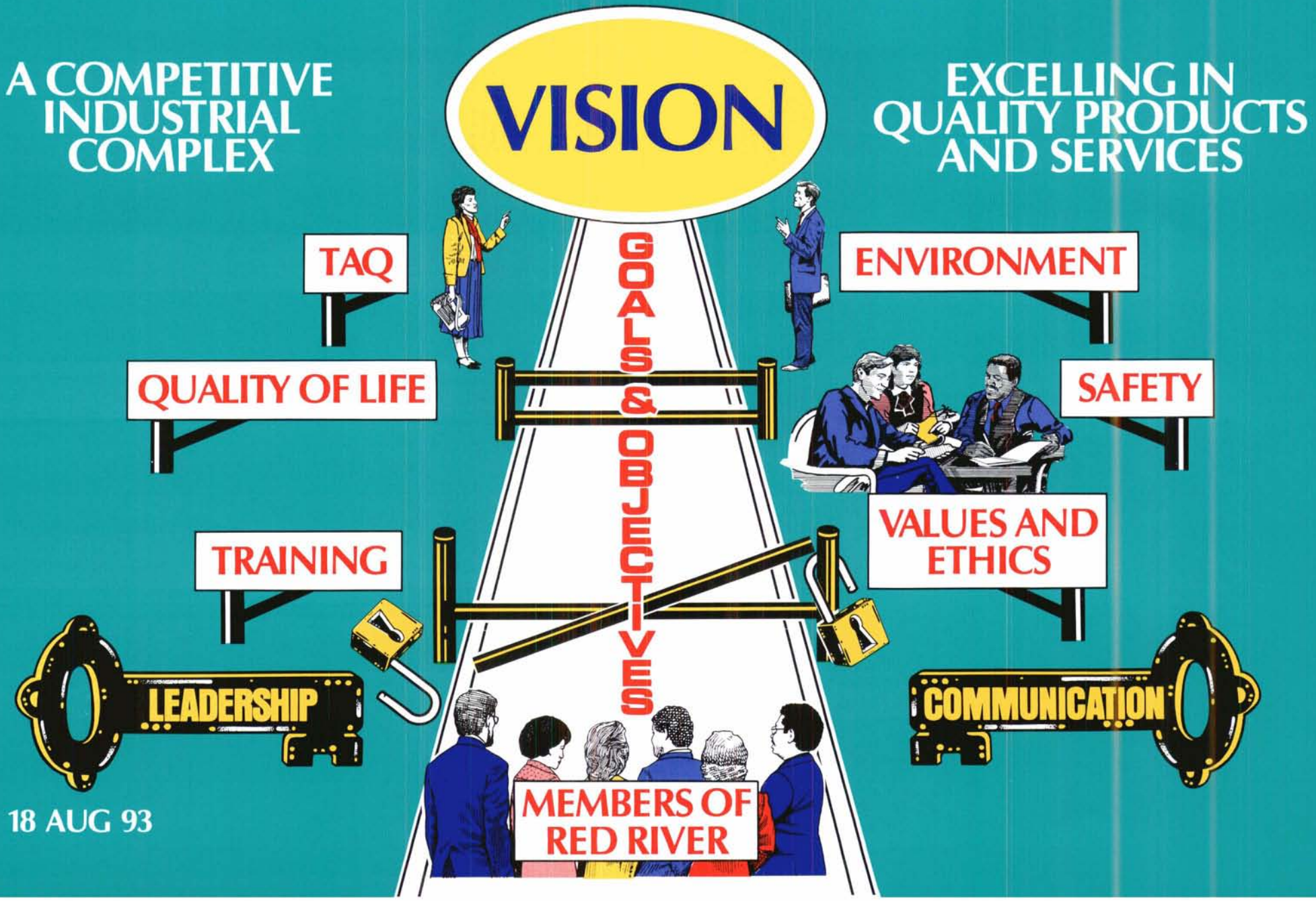
1995 Quality Improvement Prototype Award "Winner"

TOUR ROUTE


1.26 MILES
HELICOPTER
BRADLEY TRANS TEST
RUBBER OPS.
1.27 MILES
HAZARDOUS MATERIAL STORAGE
DOC Rendering
* Pt's of Special Interest or Actions
DISTRIBUTION OPERATIONS CENTER

NOTES:

RED RIVER ARMY DEPOT



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We
Support
The
Soldier

Red River Army Depot

People With A Vision Proudly Creating Excellence

Red River Army Depot

Three Major Missions

We Support The Soldier

- **Maintenance**
  - **Performs Depot Level Maintenance on a Variety of Combat Vehicles, Weapon, and Support Systems.**
- **Ammunition**
  - **Performs Depot Level Maintenance, Storage, and Demilitarization on a Variety of Ammunition and Missiles.**
- **Missile Recertification**
  - **Sole-Source Support to United States Forces and Various Foreign Military Sales for Recertification of Patriot and Hawk Missiles.**

Unique Missions

We Support The Soldier

- Conversion/Modification of Light Tracked Vehicles
- Rebuild of Roadwheel, Track, Bias and Radial Tires
- Design and Manufacture of Prototype Combat Vehicles
  - Large Area Mobile Protected Smoke System
  - M113 Armored Personnel Carrier (Stretched)
  - USAF Explosive Ordnance Disposal Vehicle
  - Joint Readiness Training Center Light Armored Vehicle Conversion
  - National Training Center Opposing Forces Surrogate Vehicles
- Special Fabrication Projects
  - Single Channel Ground and Airborne Radio System (SINCGARS) Installation Kits
  - Combat Identification Panels

Interservice Support

We Support The Soldier

- Marine Corps
  - Amphibious Armored Vehicle Roadwheels
  - Hawk Missiles
  - Negotiations Currently Ongoing for 500 High Mobility Multi-Purpose Wheeled Vehicles (HMMWV)
- Navy - Armament Subsystems
- Air Force
  - Explosive Ordnance Disposal Vehicle
  - Maverick Missiles

DoD's "CORE" Weapon Systems Supported

We Support The Soldier

- Bradley Fighting Vehicle System (BFVS)
- Multiple Launch Rocket System (MLRS)
- M113 Family of Vehicles (FOV)
- Fire Support Team Vehicle (FIST-V)
- Heavy Equipment Transporters (HET)
- M9 Armored Combat Earthmovers (ACE)
- Palletized Load System (PLS)
- Reverse Osmosis Water Purification Units (ROWPU)

Army Mechanized Division Structure

We Support The Soldier

• Bradleys	311
• Multiple Launch Rocket System (MLRS)	~~72~~ 9
• M113 Family of Vehicles (FOV)	706
• M1 Abrams	255
• M109's	72
• M9 Armored Combat Earthmovers (ACE)	64

We support 77% of all tracked vehicles in a typical mechanized division.

• High Mobility Multi-Purpose Wheeled Vehicle	1700
• Cargo Truck	1500
• Heavy Expanded Mobile Transport Truck (HEMTT)	500
• Heavy Equipment Transporters (HET)	24
• Light Equipment Transporters (LET)	3
• Palletized Load System (PLS)	63

Note: Items highlighted in blue represent core systems supported by Red River Army Depot

Fleet Densities

We Support The Soldier

Current USA Inventory	
Bradleys	6,724
M113 FOV	25,600
MLRS	747
Total	33,071
10 Division Army	
Bradleys	6,724
M113 FOV	17,353
MLRS	747
Total	*24,824
Non-USA/World	
Bradleys	400+
M113 FOV	50,000
MLRS	86

**Current Production Rates = 24-Year Cycle*

Unique Capability to Support Logistics Power Projection

We Support The Soldier

- Unserviceable Assets at RRAD
  - Bradleys - 732
  - M113 Family of Vehicles - 2,553
  - Tactical Wheeled Vehicles - 810
- Power Projection Capability
  - Bradleys - 50/Month
  - M113 Family of Vehicles - 200/Month
- Mobilization + 6 Months - RRAD Could Provide:
  - 300 Bradleys
  - 1200 M113 Family of Vehicles

VALUE OF KNOWLEDGE

Support Provided in the Field

Fiscal Years 1994 & 1995

We Support The Soldier

- 98 Site Visits
- 257 Members Deployed
- Examples of Support:
  - MLRS MWO Application - CONUS/OCONUS
  - MLRS VOLEP - CONUS/OCONUS
  - M113A3 Fielding - Ft. Stewart, Georgia
  - Bradley MWO Application - CONUS Locations
  - MLRS Retrofit - CONUS/OCONUS
  - Deprocessing - Kenya/Rwanda
  - Bradley Repair - Ft. Bliss, Texas
  - AR3 (Army Equipment Afloat) Handoff - Kuwait
  - MLRS Relay Box Mod - Germany
  - Combat Identification Panels - Korea
  - Bradley Radio Repair - Ft. Carson, CO

RAPID RESPONSE

RRAD Support Provided to

DESERT SHIELD / DESERT STORM

We Support The Soldier

- Deployed 315 Members
  - 257 to CONUS Destinations
  - 176 to OCONUS Destinations
- Provided 30,304 Mandays of Support
  - Painted 6,000 Items for 1st Cavalry
  - Provided Staff to USA Spt Gp in Saudi
  - Upgraded 300 BFVS in Saudi
  - Assisted USA Spt Gp in Modification of M1A1s
  - Fabricated 1,000 M9ACE Roadwheels
  - Accelerated Secondary Item Production
- Force Reconstitution

Increased Production By 1 Million Manhours

Unique Environment of Cultural Change

We Support
The Taxpayer

- Partnerships with Customers
- Union & Management Partnerships - All Organizational Levels
  - 58% Reduction in Number of Grievances (FY92-FY94)
- Reduction of Organizational Layers from Five to Three
  - Decreased the Number of Supervisors by 51% (FY94)
  - Increased Member to Supervisor Ratio - 15:1
- State-Of-The-Art Training
  - Increased Training Hours Per Member from 17 to 71
  - "HEARTS" Teambuilding (RRAD-4986; Other-1570)
  - Cost Avoidance of More Than $3 Million
- Empowerment of Our Members
  - Decreased Injuries by More Than 11%
  - FY94 Suggestion Savings of $1.2 Million
  - FY94 Value Engineering Savings of $7.8 Million
  - Reduced Local Regulations by 53%
  - Increased Productivity at a Savings of $14.8 Million
- 85 Self-Managed Work Teams - 27% of Members
- 129 Process Action Teams - 70% Cross-Functional

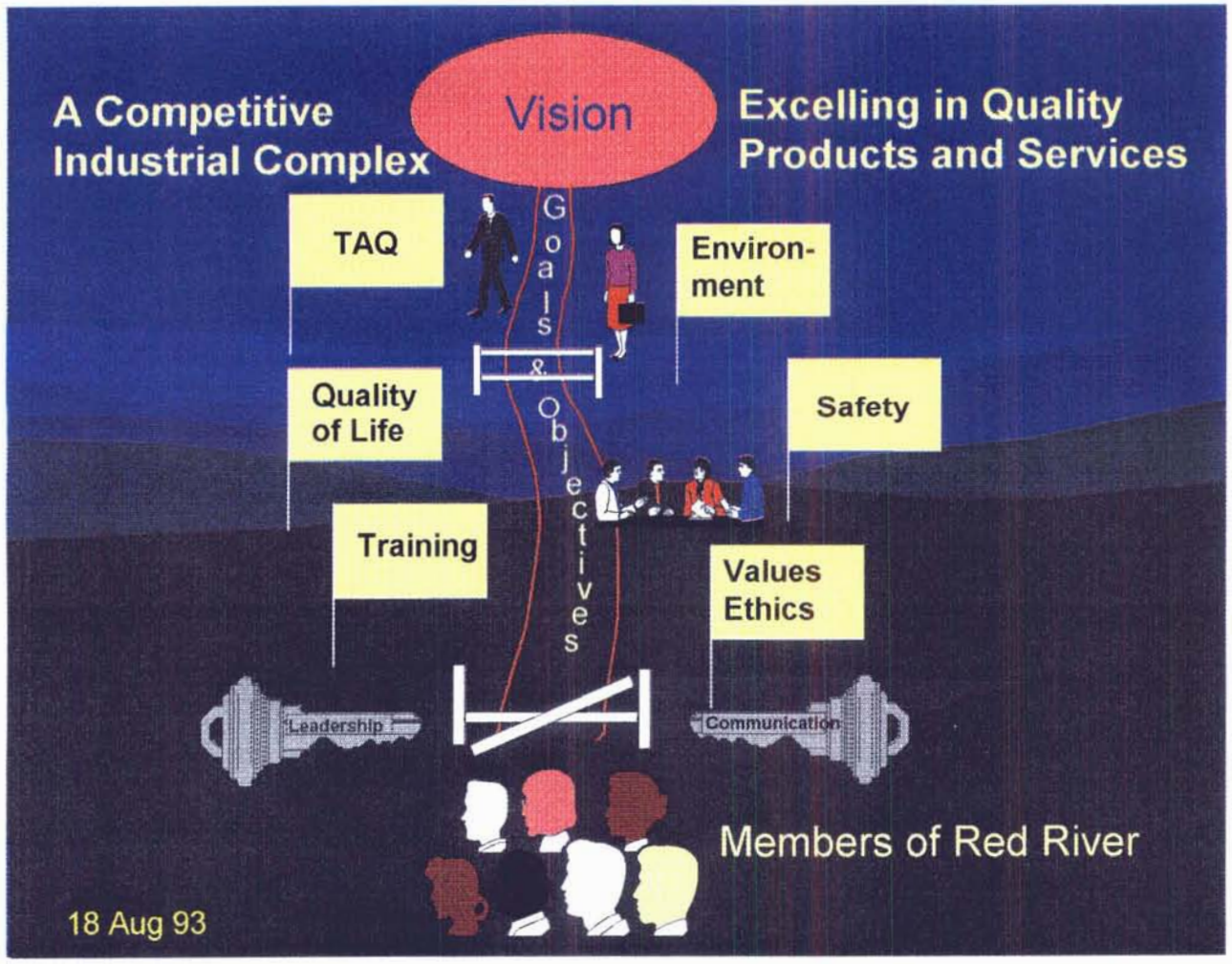
UNITED WE CONTINUE OUR QUALITY JOURNEY INTO THE 21ST CENTURY!

Summary

We Support The Soldier

- Depot With Three Major Missions
- One-of-a-Kind Capabilities
- 75% of Heavy Division Tracked Vehicles
- Unique Body of Rapidly Deployable Knowledge
- National Leader Of Cultural Change and Increased Efficiency

SHARED VISION



SHARED VALUES

HONESTY

ETHICS

ACCOUNTABILITY

RESPECT

TRUST

SUPPORT

A New Way of Thinking---A New Way of Doing Business

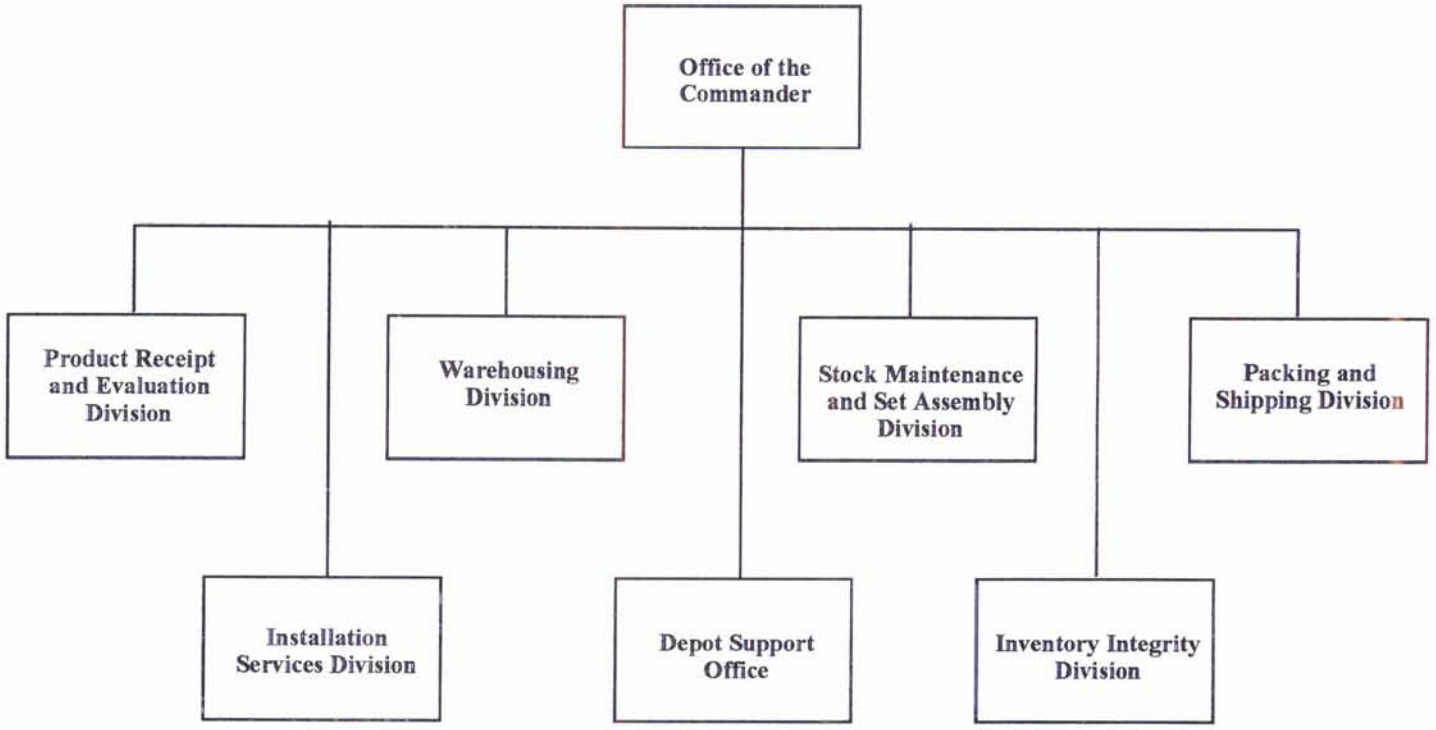
DEFENSE DISTRIBUTION DEPOT RED RIVER
LOGISTICS
DEFENSE
AGENCY
Distribution Is Our Business
TEXAS

DEFENSE DISTRIBUTION REGION WEST

We Support The Soldier

DEFENSE DISTRIBUTION DEPOT RED RIVER

We Support The Soldier



PERSONNEL STRENGTH

We Support The Soldier

CLASSIFICATION	NO.
GS	325
WG/WS/WL	698
MILITARY	1
TOTAL	1,024

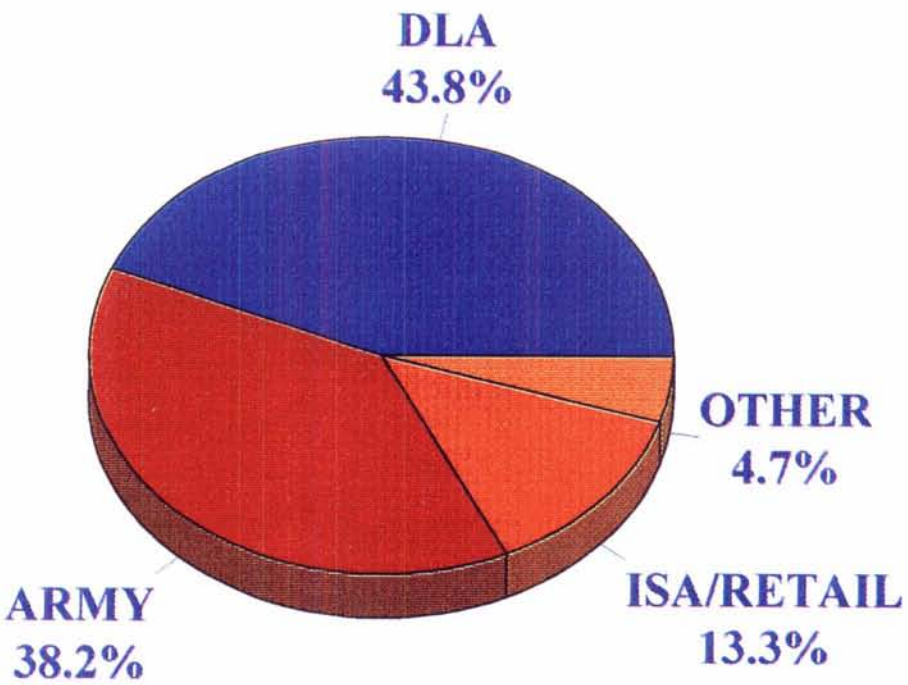
FACILITIES

We Support The Soldier

CATEGORY	SQ FT
COVERED STORAGE	2,202,496
OUTSIDE STORAGE	2,925,790
TOTAL SPACE	5,128,286
GENERAL HEATED/UNHEATED	38
HAZARDOUS/FLAMMABLE	8
CHILLED	3
CONTROLLED HUMIDITY	13
TOTAL WAREHOUSES	62
SHEDS/SHELTERS	130

PROFILE OF ASSETS IN STORAGE

We Support The Soldier



% LINES

As of 31 Jan 95

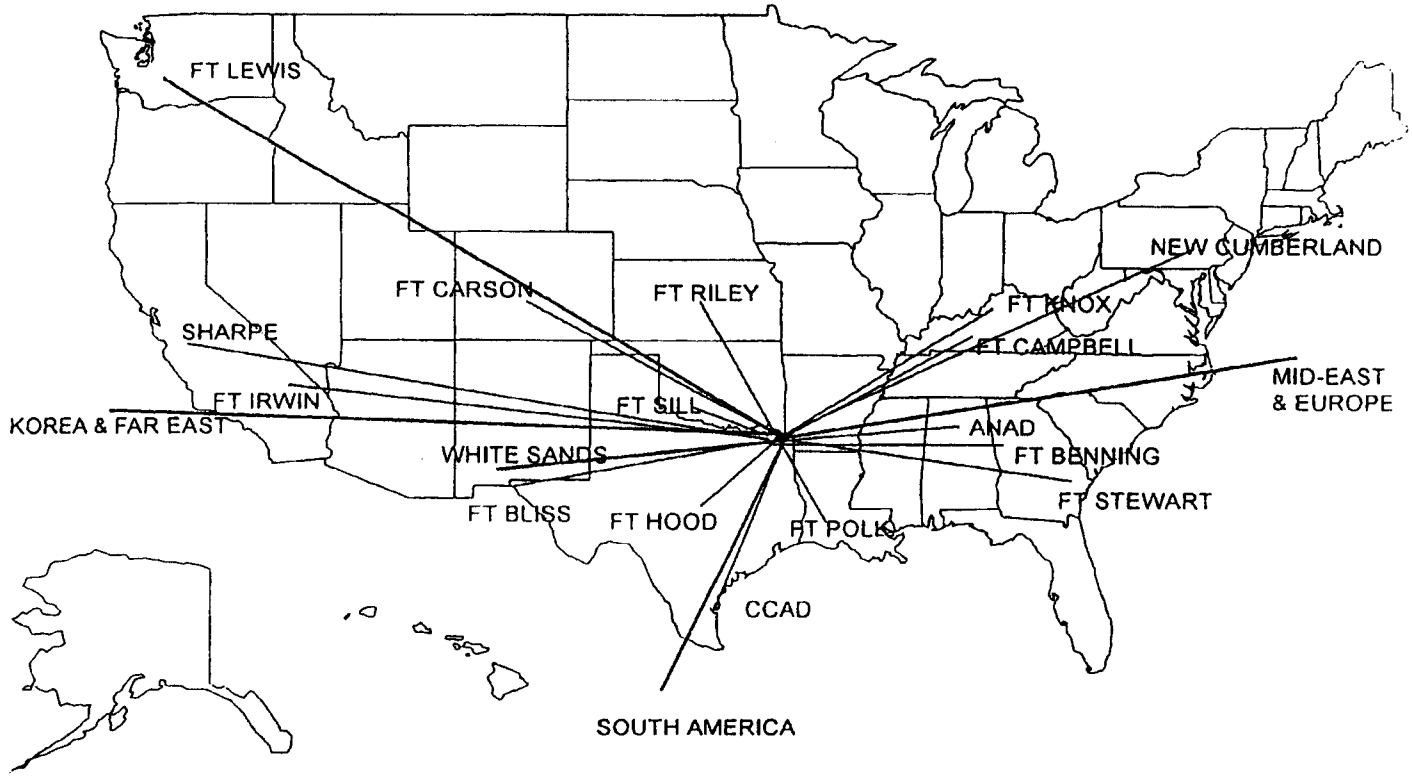
TOP TEN DESTINATIONS

We Support The Soldier

RANKING	DESTINATION
1	FT. HOOD, TX
2	CCP - E
3	FT. RILEY, KS
4	CCP - W
5	FT. BLISS, TX
6	FT. SILL, OK
7	FT. POLK, LA
8	FT. CARSON, CO
9	FT. CAMPBELL, KY
10	FT. RUCKER, AL

Defense Distribution Depot Red River's Major Customers

We Support The Soldier



Over 50% of all stateside military posts, camps, and stations are located in the Red River central distribution area

VEHICLES IN STORAGE

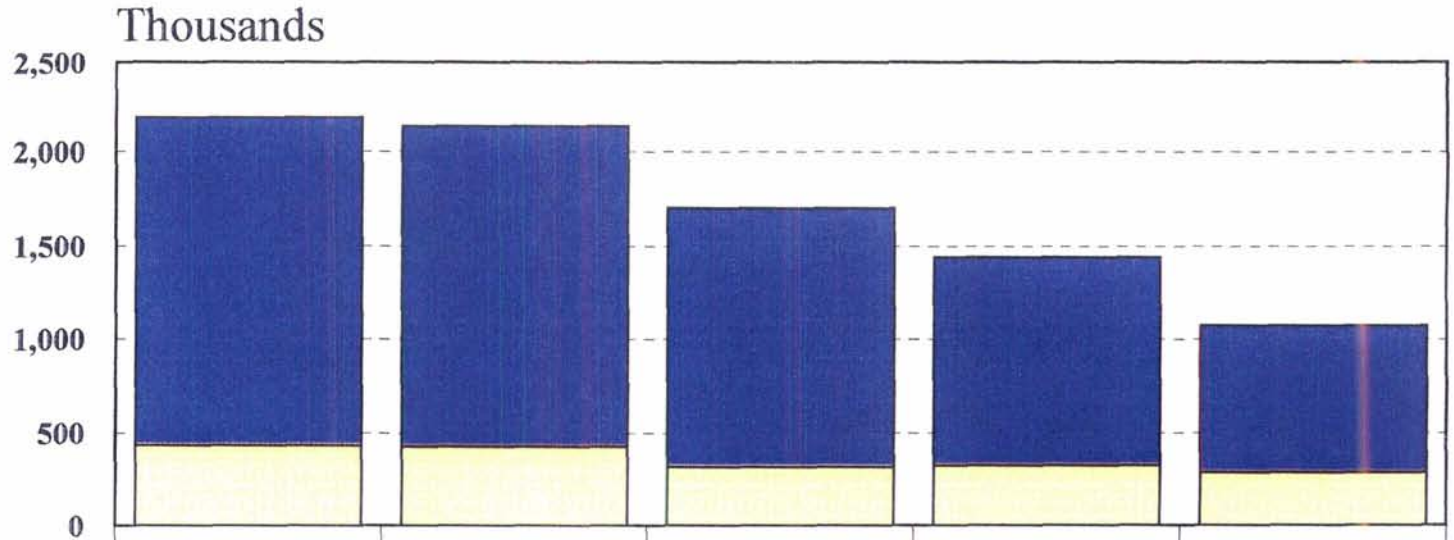
We Support The Soldier

CATEGORY	SERV	UNSERV	SAL	WT (TONS)
TACTICAL	1,558	908	23	23,016
COMBAT	1,262	4,662	10	83,335
REPAIR & RETURN				
-- NG		66		693
-- FORSCOM		15		158
TOTAL	2,820	5,651	33	107,202

As of 27 Mar 95

ISSUE/RECEIPT WORKLOAD

We Support The Soldier



	FY 90	FY 91	FY 92	FY 93	FY 94
ISSUES	1,765.58	1,714.218	1,386.431	1,118.4	789.912
RECEIPTS	429.692	423.683	316.047	320.7	283.245
TOTAL	2,195.272	2,137.901	1,702.478	1,439.1	1,073.157

LINE ITEMS

PERFORMANCE AVERAGE DAYS

We Support The Soldier

CATEGORY	DLA STD	DDRT AVG
RECEIPTS:		
PROCUREMENT	4 DAYS	2.2 DAYS
RETURNS	10 DAYS	5.6 DAYS
ISSUES:		
HI PRI	1 DAY	.48 DAYS
ROUTINES	8 DAYS	3.8 DAYS
WAREHOUSE DENIALS	0.80	0.76

INDEX OF MISSION AREA CHARTS

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RED RIVER ARMY DEPOT MAINTENANCE MISSION

We Support The Soldier

- Vehicle Missions
  - Bradley Fighting Vehicle - 8 Configurations
  - M113 Family of Vehicles - 24 Configurations
  - Trailers, Trucks, Army Construction Equipment

- Supporting Missions
  - Overhaul of Major Assemblies - Engines, Transmissions, Electronic Systems
  - Generators, Reverse Osmosis Purification Units, Hydraulic Pumps, Valves, Actuators
  - On-Site Customer Assistance
  - Technical Data Development

PRODUCTION FACILITIES

We Support The Soldier

- Production Facilities Cover Over 45 Acres
- 43 Buildings Devoted to Repair, Overhaul, or Rework of Assigned Weapon Systems
- 1.4 Million Square Feet of Production Facilities
- Equipment Value In Excess of $110 Million

TRACKED VEHICLE COMPLEX

We Support The Soldier

- 218,480 Square Feet (5 Acres Under One Roof)
- Allows Rework/Overhaul/Repair of Assigned Vehicles in Single Facility
- Designed for Flexibility in Adapting to Changes in Weapon System Assignments
- Operations Include Painting, Cleaning, Assembly, Vehicle Hull Abrasive Cleaning, Boring/Milling, Welding, Final Milling, and Component Cleaning

BODY REPAIR OPERATIONS

We Support The Soldier

- Supports Reconfiguration of Vehicle Bodies
- Light Welding of Brackets and Conversion Kit Components
- Supports Prototype Design and Fabrication

VEHICLE ASSEMBLY AREA

We Support The Soldier

- Supports Vehicle Assembly Operations
- Flexible - Assembly Area Easily Reconfigured to Meet a Variety of Products (Vehicles) Simultaneously
- Lifting Capability Upgraded to Provide Increased Vehicle Throughput
- Work Station Instructions and Pre-Kitting of Parts Has Reduced Cycle Time From 13 to 4 Workdays
- Crane Capacity Capable of Supporting Light and Heavy Tracked Vehicles

CINCINNATI GILBERT COMPUTER NUMERICAL CONTROL MILLING MACHINE

We Support The Soldier

- Milling Machine Supports Requirement for Machining Surfaces at Different Angles Without Moving the Part - i.e., Bradley Fighting Vehicle System
- Has 5 Axis, True 3-Dimensional Machining, Accurate Repeatability
- Sized to Accept Both Light and Heavy Tracked Vehicles
- Man-Hour Savings
  - Conventional Methods - 81 Man-Hours
  - Team Driven Gilbert - 10 Man-Hours
- Operational Savings in Excess of $2 Million Per Year

AUTOMATED HULL BLAST CLEANING SYSTEM

We Support The Soldier

- Complete Removal of Paint and Nonskid Materials from Vehicle Hulls and Other Large Components
- 1/3 the Cost of Conventional Methods
- Man-Hour Savings (Vehicle Hulls)
  - Conventional Sandblast - 15.0 Man-hours/Vehicle
  - Automated Hull Blast - 4.5 Man-hours/Vehicle
- Closed System Captures Hazardous Waste for Easy Disposal
  - Generates 1/8 the Hazardous Waste of Conventional Methods

SUB-ASSEMBLY SUPPORT FACILITY
BUILDING 345

We Support The Soldier

- 371,000 Square Feet

- Primary Operations Include:
  - Repair and Overhaul of Engines, Transmissions, Hydraulic Components, and Other Hydraulic/Mechanical Components
  - Milling Operations
  - Vehicle Disassembly
  - Electroplating
  - Component Cleaning and Painting

- Flexible - Used to Support Current Programs and Augment Production Capability for New Programs, and/or Mobilization Requirements, i.e., BRAC 93 Tooele Tactical Wheeled Vehicle Workload

HYDRAULIC TEST STAND FOR MULTIPLE LAUNCH ROCKET SYSTEM

We Support The Soldier

- Hydraulic Shop Recently Modernized
- Accomplishes Overhaul/Repair and Testing of All Hydraulic Assemblies and Components
- Only DoD Depot Equipped to Test the Multiple Launch Rocket System Hydraulics

We Support The Soldier

LINES 1 - 4
BUILDING 345

- Additional Milling Capability for Vehicle Body Reconfiguration
- Area Also Supports Battle Damaged Vehicle Bodies
- Area Can Be Reconfigured to Meet Additional or New Requirements

FLAME SPRAY OPERATION

We Support The Soldier

- Reconditions Shafts, Worn Bearing Surfaces, and Seal Surfaces
- $1.2 Million First Year Savings

BORE/BALL MATCHING GAGE TEST ROOM

We Support The Soldier

- Supports Overhaul/Test of Crossdrive Transmissions for Bradley and Multiple Launch Rocket System Vehicles
- Reduces Transmission Overhaul Cost by $10,400/Unit
- Eliminates Need to Send Cylinder Blocks Back to Manufacturer for Repairs

X200-4 TRANSMISSION COMPONENT TEST EQUIPMENT

We Support The Soldier

- Supports Overhaul/Test of M113A3 Transmission Components
- Only Maintenance Point, Public or Private, Equipped With This Capability
- Eliminates Army's Need for Contractor Support in the Testing of Individual Transmission Components

ENGINE REBUILD AND RECLAMATION

We Support The Soldier

- Repair/Overhaul for Various Vehicle and Engine Electrical/Mechanical Components
- Engine Assembly Area for the Bradley and M113 Family of Vehicles Engines
- Site for New Generator Test Facility for BRAC 93 Tooele Transfer Workload (30, 60, and 100 KW Generators)

PRODUCTION LINES 16 - 18 AND 20
BUILDING 345

We Support The Soldier

- Augment Production Capability for New/Additional Programs
- Flexible in Adapting/Reconfiguring for Mobilization or Surge Requirements
- Currently Beginning New Program for Tactical Wheeled Vehicles (BRAC 93 - Tooele Workload Transfer)
- Line 20 Accomplishes Vehicle Disassembly Operations

DYNAMOMETER

We Support The Soldier

- Capability to Test Engine, Transmission and Power Pack

- Total of 28 Test Cells
  - 12 Fully Automated Engine Test Cells
  - 4 Fully Automated Transmission Test Cells
  - 6 Power Pack Test Cells
  - 6 Transfer-Steer Differential, Power Generators

- Capacity Will Support Changing/Additional Requirements With No Loss in Ongoing Production

- Only X200-4 M113A3 Transmission Test Cell in Department of Army

BRADLEY TRANSMISSION TEST FACILITY

We Support The Soldier

- Supports the Transmission Testing Requirements for:
  - Bradley Fighting Vehicle System
  - Multiple Launch Rocket System
- Self Contained Noise Attenuation Facility
- Generates 60% of Its Own Power
- Adjacent Facility Under Construction Will Provide Testing Capability for the M9 Army Construction Equipment Steering Unit (BRAC 93 - Tooele Army Depot Workload Transfer)

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- Whiting Bridge Crane
  - Bridge Crane Equipped With Two 30-Ton Hoists Providing 60 Ton Total Capacity
  - Crane Travels 720 ft., Spans 2 Rail Spurs and the Main Rail Line, and is 150 ft. Wide
  - Equipped for 24-hour Operations Capable of Loading/Unloading 300-400 Vehicles

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- MULTIPLE LAUNCH ROCKET SYSTEM
  - Mission Is Unique To DDRT Where Final Inspection Is Made For U.S. Army Missile Command
  - History and Overview Of The Weapon System and Its Unique Capabilities
  - DDRT Multiple Launch Rocket System Process

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- Bradley Fighting Vehicle Returned From Using Unit
  - Receipt Process
  - Basic Issue Items, Receipt, Recovery, Process and Redistribution

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- Standard Integrated Command Post System
  - Basic Issue Items
  - The Latest Version of the Command Post Vehicle with Fielding to Units Just Beginning

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- Bradley Fighting Vehicle System Prepared for Issue
  - Basic Issue Items
  - Basic Issue Items Packaged and Packed for Shipment

VEHICLE AND ARTILLERY OPERATIONS

We Support The Soldier

- Different Systems Processed
  - Diversified Workload Requiring Multi-skilled Personnel
  - 7 Categories of Equipment Equalling Over 30 Different Systems
  - Current or Planned Maintenance Programs on the Majority of the Systems
- Defense Distribution Depot - Red River Major Items Workload
- Current and Projected Inventory
- Certified Process Control Plan
  - Last 6 Months Process Assessment
- Summation

TRACK SHOE ASSEMBLIES

We Support The Soldier

- Stored in Two Low Cost Warehouses
- Processed at DDRT for Worldwide Distribution

DEDICATED CUSTOMER PACK AREA

We Support The Soldier

- Replaced Terminals with Radio Frequency Scanners
- Created Laser Card Data Transmission Device
- Benefits
  - Reduces Order Ship Time
  - Improves Materiel Availability
  - Improves Accuracy
  - Creates Intransit Visibility
  - Increases Productivity

DIRECT DELIVERY

We Support The Soldier

- Ship to 7 Largest Customers
- Consistent Reliable Next Morning Delivery
- 3-5 Day Reduction in Order Ship Time

DISTRIBUTION OPERATIONS CENTER

We Support The Soldier

680,000 SF OF CONSTRUCTION:
- 360,000 SF OF STORAGE SPACE
- 280,000 SF OF OPERATIONAL SPACE
- 40,000 SF OF ADMINISTRATIVE WING

STATUS OF 75 ACRE CONSTRUCTION SITE:
- 80% OF CONCRETE FOOTINGS COMPLETE
- ALL UNDERGROUND & DRAINAGE COMPLETE
- ALL MATERIALS ORDERED & AT CONSTRUCTION SITE OR AT MANUFACTURER'S SITE
- 20% COMPLETE WITH COE PROJECTED COMP DATE OF MAY 97 & CONTRACTOR'S COMP DATE OF JUN 96

NOTICE TO PROCEED ON 7 JUN 94:
- GEORGE HYMAN CONSTRUCTION BASED IN MARYLAND
- $32 MILLION CONSTRUCTION CONTRACT
- IN ADDITION, $6.7 MILLION OF SITE WORK & ELECTRICAL SUB-STATION COMPLETED

DOC FACILITY UNIQUE CHARACTERISTICS:
- STATE-OF-THE-ART VENTILATION & LIGHTING WITH EMPHASIS ON QUALITY OF LIFE & PRODUCTIVITY
- LOAD/UNLOAD 50 TRUCKS AT SAME TIME WITH STAGING FOR ADDITIONAL 100 TRUCK VANS
- 1000 LBS/SF FLOOR LOADING FOR MAXIMUM FLEXIBILITY
- 25 FEET STACKING HEIGHT THROUGHOUT FACILITY
- RAIL DOCK CAPABILITY WEST OF SITE

DOC - NEW HUB OF OPERATIONS:
- CENTER OF 3.2M SF OF STORAGE & OPERATIONS
- MOST IN-BOUND TRUCKS WILL BE PROCESSED HERE
- CONVERTS OPERATIONAL SPACE IN BLDG 595 TO STORAGE
- ALLOWS US TO VACATE 450,000 SF OF SUB-STANDARD STORAGE
- ENHANCES SUPPORT TO FT. HOOD, FT. POLK, AND OTHER MILITARY CUSTOMERS
- PROVIDES RAPID RESPONSE FOR CRISIS SITUATIONS
- CAN BE OPERATED ON A THREE-SHIFT BASIS

HAZARDOUS MATERIEL STORAGE FACILITY

We Support The Soldier

NOTICE TO PROCEED:	APRIL 1994
CONTRACTOR:	FOUR THIRTEEN, INC.
COST:	$3.2 MILLION
PROJECT FEATURES:	
* NEW BUILDING	29,300 SQUARE FEET
* EXISTING FACILITY UPGRADES:	
FLAMMABLE STORAGE	40,000 SQUARE FEET
ACID STORAGE	6,000 SQUARE FEET
* TOTAL HAZ CAPACITY	75,300 SQUARE FEET
* NEW BLDG & UPGRADES IN COMPLIANCE WITH OSHA/EPA	
ESTIMATED COMPLETION DATE:	SEPTEMBER 1995
STATUS:	60% COMPLETE

RUBBER PRODUCTS FACILITY

We Support The Soldier

- Army's Only CONUS Roadwheel and Track Rebuild Facility
- Operations Include:
  - Disassembly/Assembly
  - Remanufacturing
  - Painting
  - Cleaning
- Incorporates New Technologies
  - Fluidized Bed for Rubber Denuding
  - Injection Molding for Significant Production Process Improvements
- Process Has Saved Over $96 Million

LAND COMBAT SYSTEMS OVERHAUL FACILITY

We Support The Soldier

- 24,000 Square Feet With Overhead Crane Support
- Provides Final Operational Testing of Multiple Launch Rocket System
- Provides Build-up, Test and Mating of Turret to Bradley Vehicle Body for the A2 Conversion Program
- Bradley Turret Alignment Tower
  - One-of-a-Kind, Isolated Foundation
  - Checks Plumb Travel of Integrated Sight Unit

BRADLEY FLOAT FACILITY

We Support The Soldier

- Provides Capability to Accomplish:
  - Float Test of Bradley Fighting Vehicle System
  - Check of Bradley Vehicle Hull for Leaks
- Adjacent Facility Provides Same Capability for M113 Armored Personnel Carrier Family of Vehicles

SHEET METAL/WELDING FACILITY

We Support The Soldier

- State-of-the-Art Sheet Metal Working Facility

- Contains Specialized Equipment
  - Computer Numerical Control Precision Plate Saw
  - Computer Numerical Control Plasma-Arc Cut/Punch Machine
  - Computer Numerical Control Lathe
  - Computer Numerical Control Milling Machines
  - Laser

- Provides Capability for Prototypes
  - Light Armored Vehicle
  - Opposing Forces Surrogate Vehicle
  - M113 Stretch
  - Air Force - Explosive Ordnance Disposal Vehicle

AIR DEFENSE AND LAND COMBAT SYSTEMS REPAIR FACILITY

We Support The Soldier

- Provides for the Repair/Overhaul of:
  - Missile Guidance Systems
  - Launcher Systems
  - Circuit Boards
  - Radar and Fire Control Systems
  - Aircraft Armament Subsystems (COBRA and Apache Helicopters)
- Live Fire Testing of 20mm Cannon

VEHICLE TEST TRACK AND FACILITIES

We Support The Soldier

- Recently Modernized 1.0 Mile Oval
- Banked Turns for Speed
- Retainer Walls on Turns for Safety
- Track Widened for Multiple Vehicle Testing
- Four Bay Facility - For Final Inspection Before Shipment
- Supports Defense Logistics Agency