



Homeland
Security

United States
Coast Guard



The Innovative Depot

US Coast Guard YARD

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Industrial Manager



Assistant Commandant for
Engineering and Logistics (CG-4)



YARD History



- In operation since 1899 – 107 years
- Peak operation in WWII:
 - over 3100 employees
 - Constructed 2-255' cutters every 7 months
 - 300+ small boats & 8 – 100' tugs
- Work has changed from new construction to repair and now renovation.
- Personnel drawdown ever since





- \$80M annual workload
 - 270', 210', 110' vessel renovation
 - 76mm overhaul facility (NAVSEA approved)
 - Diesel engine overhaul facility w/ Dyno
- ~570 employees, average age 46
- ~400 producers – economic engine
- Working Capital Fund





Current State



- Syncro-lift installed in 1997 – one of the largest ship handling facilities in US
- OAKRIDGE – 1940 vintage Dry Dock received from USN in 2002
- Trades Training Program
- Process oriented - ISO 9001/14001
- Excel at: “This is broke - Fix it ASAP”





Challenge



- Convert a 112 acre facility with primary infrastructure from 1940's (designated as a historic site), capable of handling 3000+ employees and building new 250' ships every 7 months into...?
- Modern, **efficient, environmentally compliant** depot level maintenance and repair facility





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The Way Ahead

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- Infrastructure
- People
- Processes
- Parts



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- Expand and cover shiplift
 - Add third rail set & water containment system
 - All-weather painting
- Surplus OAKRIDGE Dry Dock
- Widen Pier 3, extend crane tracks
- Relocate cafeteria
- Level old shipways





Infrastructure



- Create Satellite Paint Facility
- Upgrade existing Paint Facility
- Renew tower cranes – 60+ years old
- Renew gas, steam, electrical lines
- Landfill gas utilization
- Expand and update locker rooms







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People

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- Flexible/scaleable/skilled workforce
 - Surge contracts
- Incentive pay/cost share system
- Responsive hiring system
- Standard work hours



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Process



- LEAN
- Critical Chain Project Management
 - Horizontal integration
- Inventory Management
 - Contracts to provide consumables
- Earned Value Reporting





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Parts

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- Readily available
 - Manufacturing lead times 18-24 weeks kill us!



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Costs



- Infrastructure ~ \$15-\$20M
- People ~ \$1M
- Processes ~ \$2M
- Parts ~ \$8-\$10M





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CG YARD After

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