# 2024 ANNUAL REPORT

# SILC SHORE INFRASTRUCTURE LOGISTICS CENTER

May 23, 2025

## MISSION: WE ADVANCE OPERATIONS AND SUPPORT OUR PEOPLE THROUGH SHORE FACILITIES

Advancing operations means that the Civil Engineering (CE) Program takes proactive steps to better align shore infrastructure with mission needs. We strive to ensure that the shore plant, such as buildings, utility systems, pavements, runways, piers, and aids to navigation (ATON) equipment, is acquired and maintained to support the statutory missions of the Coast Guard. We support Coast Guard members and their families by acquiring and maintaining the buildings and facilities that our people use for mission execution, to sustain a resilient workforce and family life.

## VISION: EXPERTLY BUILD AND SUSTAIN THE RIGHT FACILITIES

The CE Program is composed of dedicated civilian and military members who are experts in their fields of work. Our diverse expertise includes not only technical acumen (e.g., engineering, environmental compliance, contracting, real property, and more) but also unique knowledge and understanding of Coast Guard mission support. Our ability to understand and anticipate shore facility needs related to Coast Guard operations is a differentiator found only among our workforce. Building and maintaining the right facilities means that shore infrastructure fully supports Coast Guard missions and is also resilient, environmentally sustainable, affordable, efficient, and cost effective to own and operate.

*Cape Lookout Hall, the new 29,145 SF multi-mission facility in Atlantic Beach, North Carolina, will be used by members of Coast Guard Station Fort Macon, Marine Safety Detachment (MSD) Fort Macon, the patrol boat USCGC Steelhead, and Sector Field Office Fort Macon. Pictured here, the ribbon cutting was held on May 13, 2024 for the new facility.*

***Cover:*** *In April, 2024, SILC completed a $35 million recapitalization of current Coast Guard facilities at Base Boston to homeport six new Fast Response Cutters (FRCs).*

# COMMANDER'S LETTER

## EVERY COAST GUARD OPERATIONAL MISSION BEGINS AND ENDS AT A SHORE FACILITY

It is my pleasure to present the 2024 Shore Infrastructure Logistics Center (SILC) Annual Report. The demand for Coast Guard Civil Engineering services has never been higher for the military and civilian professionals that make up our amazing team. With aging infrastructure, tight budgets, new cutter homeports, aircraft transitions, and major base buildouts, the SILC continues to provide the best technical solutions within the given budget to support current and future Coast Guard operations. This annual report highlights our outstanding accomplishments during Fiscal Year 2024.

I'm grateful to the Coast Guard's Operational Commanders for partnering with us last year to update the Missions Dependency Index (MDI), articulating the service's most critical shore assets. With the completion of this effort, we are now poised to combine it with other critical metrics such as Facility Condition Index (FCI) to make more defensible funding decisions that align with stakeholder priorities as we allocate scarce resources for best effect. In addition, we continued to strengthen our profession by leveraging DoD programs like the BUILDER™ Sustainment Management System (SMS). For the first time the FCI/MDI comparison was used to help prioritize the upcoming FY27 Depot Level Maintenance program and we intend to use this approach to inform resource recommendations in the future. You will see that we have retired the previously used infrastructure letter grade in an effort to start reflecting more sensitive and data-driven metrics that are more easily aligned with and informed by funding and condition shortfalls.

Throughout the report, we illustrate the impact and value that the Civil Engineering Program initiatives have in supporting Coast Guard missions, our people, and their families. To further this connection, we added a summary page to highlight asset statistics and performance by Area of Responsibility (AOR). Also highlighted are the delivery of several new facilities as part of our $3B capital construction portfolio that includes new housing, cutter homeports, multi-mission buildings and an Air Station. These modern, resilient structures will improve mission efficiency and quality of life for Coast Guard members and their families.

The SILC continued to focus on furthering strategic initiatives that will ensure our ability to support tomorrow's Coast Guard. We awarded two small business contractor pools of our $4B strategic sourcing tool as well as a facility condition assessment contract that will gather critical data necessary for prioritizing repair projects. We upgraded our enterprise database to the latest version in preparation for moving to the cloud. We made major progress on polyfluoroalkyl substances (PFAS) site surveys and the environmental work necessary for one of the largest homeport buildouts in Coast Guard history. We kicked off infrastructure resilience projects in Kodiak, AK and delivered Integrated Logistics Support Plans for a dozen new facilities across the country. Despite the end-of-the-year rush, we also deployed teams in support of hurricanes, typhoons, nor'easters, and atmospheric rivers to assess and repair damage across the enterprise. These accomplishments are a clear demonstration that our elite team of civilian and military professionals are the best in the world at what we do.

I hope this annual report provides insight into how our team of 500 professionals continues to support frontline Coast Guard operations and that it convinces you that the future of our Civil Engineering program has never been brighter.

CAPT John Berry
Commander, SILC

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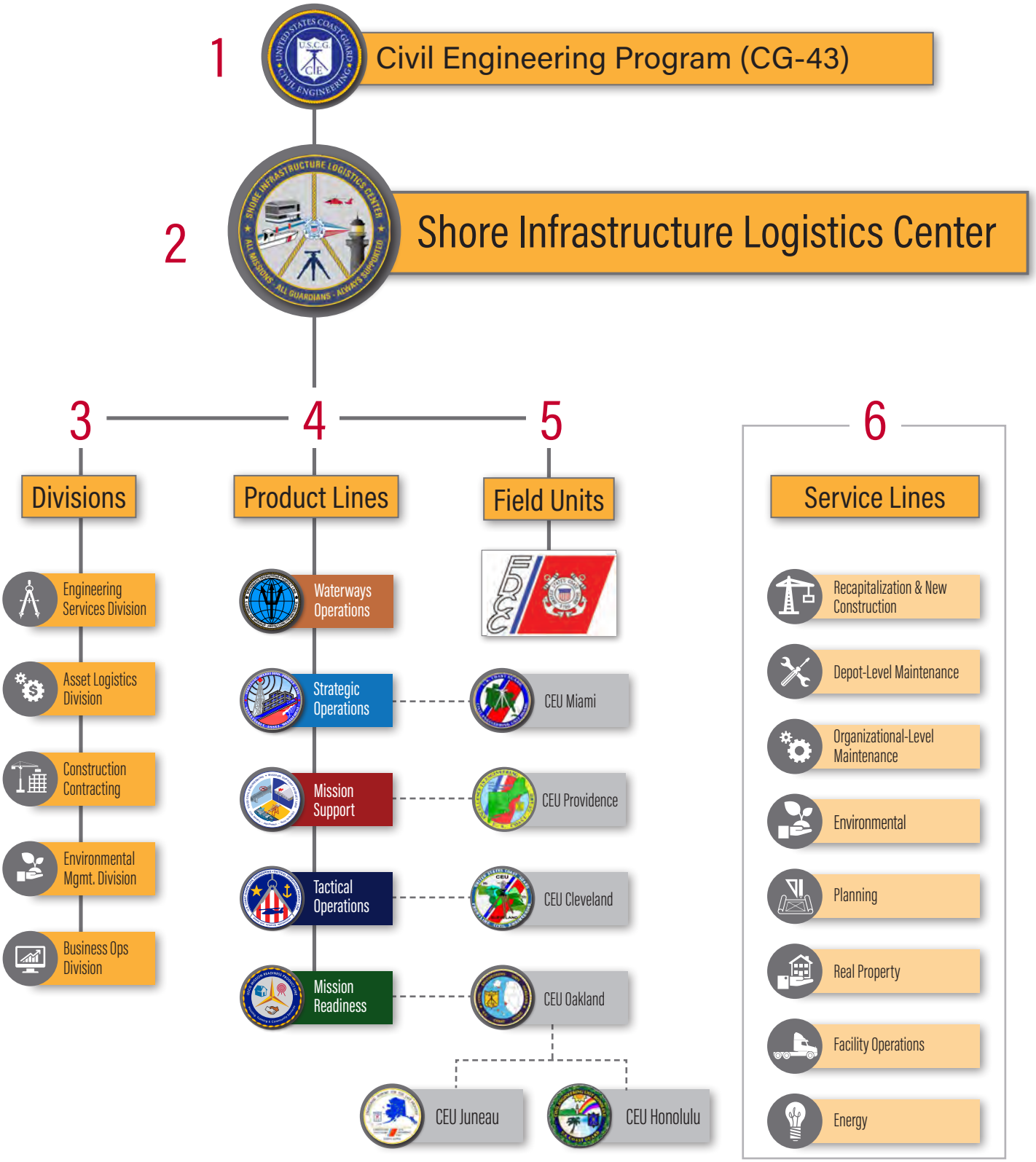
# CIVIL ENGINEERING PROGRAM



# ORGANIZATION SUMMARY

1 **The Office of Civil Engineering (CG-43)** is the Civil Engineering Program manager and is responsible for creating policy to provide operationally capable shore facilities. CG-43 oversees SILC's execution of necessary planning, design, contracting, acquisition, engineering, and environmental stewardship services to support *the right facilities, at the right location, at the right time, and for the right cost.* The office manages and develops the CE community by establishing programmatic goals and by championing resources.

2 **SILC** is the operational management and execution component of the CE Program. It is comprised of five divisions, five product lines, and seven field units that deliver the services and asset management needed to maximize the lifecycle of shore infrastructure. SILC manages the acquisition, maintenance, alteration, and divestiture of facilities as well as other related service line functions that enable Coast Guard mission execution.

3 Five divisions operate under SILC's command:

**1. The Engineering Services Division (ESD)** provides technical oversight and production management. ESD has five branches common to all product lines: Facilities Management, Facilities Operations, Energy, Planning, and Real Property.

**2. The Asset Logistics Division** provides financial management including distribution, monitoring, and reporting.

**3. The Construction Contracting Division** oversees procurement effectiveness with distributed field contracting officers embedded within field units.

**4. The Environmental Management Division (EMD)** provides shore facility program and project support related to environmental planning, compliance, remediation and management of real property, environmental liabilities, sustainability, and training.

**5. The Business Operations Division (BOD)** improves organizational efficiency and oversees three branches: Business Information Services, Workforce and Administration, and Cybersecurity.

4 **Product Lines** collectively form the asset management arm of the SILC. They are the single point of accountability for their respective shore assets and are responsible for managing the risks to degraded shore infrastructure performance.

5 **Field Units** include the Facilities Design & Construction Center (FDCC) and six Civil Engineering Units (CEUs). FDCC executes new shore facilities construction and major recapitalization projects. FDCC is responsible for all project phases including planning, design, procurement contracts, and construction using the shore PC&I, Major Acquisition Systems Infrastructure (MASI), and other related appropriations. CEUs execute regional services, manage projects, and serve as the front-line liaisons for operational partners. CEUs are located in Miami, Providence, Cleveland, Oakland, Juneau, and Honolulu. Four of the six CEUs are double-hatted with product lines.

6 The services delivered by SILC are captured in eight functional **Service Lines.** All users, caretakers, managers, or stakeholders of shore facilities are recipients of these services.

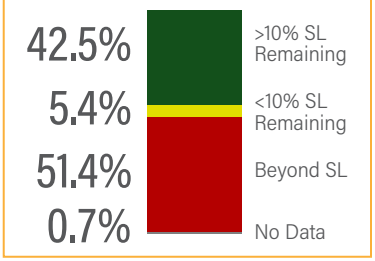

*At Air Station Ventura, SILC completed construction of a $70M state-of-the-art, 43,000 SF hangar and a 12,000 SF administration facility, ensuring Coast Guard personnel have the resources needed to carry out their missions. This new facility will house three MH-60 Jayhawk helicopters and approximately 100 personnel, significantly enhancing the Coast Guard's capabilities.*

# INFRASTRUCTURE PERFORMANCE[1]

The CE Program uses remaining service life (SL) as a tool to communicate overall portfolio status. This year, nearly 52% of shore assets are beyond their expected service life. These assets represent over $15B in portfolio value and carry an increased risk of reduced mission-enabling performance.

In previous years, the CE Program used an infrastructure letter grade to reflect the Program's assessment of the overall portfolio. This letter grade had limitations and the Program is moving toward a more data-driven method for assessing the health of the portfolio. As the Program gathers facility condition assessment data over the next three years and incorporates it into the BUILDER™ SMS, new measures will be developed that tie portfolio performance to operational readiness.

### OVERALL SERVICE LIFE[2]




## OWNED ASSET HIGHLIGHTS

### TOTAL OWNED ASSETS[3]

39,288

### TOTAL PRV[3]

$28.4B

### AVERAGE AGE OF ASSETS[4]

41.3 Years

### STRUCTURES

13,534 Total Assets

$8.8B Total PRV

### FIXED ATON

19,808 Total Assets

$902M Total PRV

### BUILDINGS

5,946 Total Assets

$18.7B Total PRV

26.8M Total Square Footage

## PORTFOLIO HIGHLIGHTS

### NUMBER OF SITES

3,237

### NUMBER OF WATERFRONT STRUCTURES

1,557

### NUMBER OF LEASED ASSETS

941 Structures

684 Buildings

### MILES OF UTILITIES

1,014

### ACRES OF AVIATION PAVEMENT

770

### ACRES OF LAND

60,226 Owned

9,299 Leased

### NUMBER OF HOUSING ASSETS

1,909

### NUMBER OF TOWERS

702

### NUMBER OF VEHICLES

270 Owned

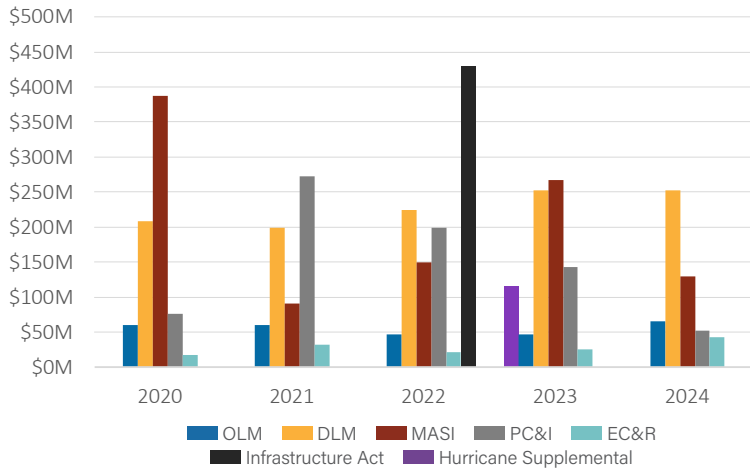
3,371 Leased

1. Data covers FY 2024 and was pulled on October 1, 2024, from the SAM system of record.
2. Overall Asset Service Life percentages on this page are based on Unified Facilities Criteria (UFC). Percentages reflect count of assets and exclude 269 owned structures without a recorded date built.
3. Total Owned Assets and Total PRV excludes floating ATON because they are not categorized as real property.
4. To avoid asset age skewing, Average Age of Assets excludes the Fixed and Floating ATON Asset Line. It also excludes 269 owned structures without a recorded date built.

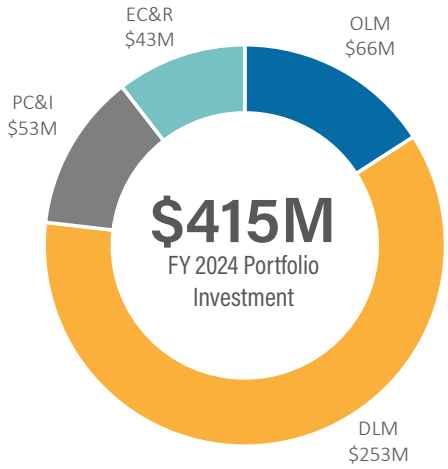
# SHORE INFRASTRUCTURE FUNDING AND RESOURCES

The CE Program made best use of the various investments in the portfolio including Procurement, Construction, and Improvements (PC&I), Coastal Shore Operations (Depot-Level Maintenance (DLM) and Organizational-Level Maintenance (OLM)), and Environmental Compliance and Restoration (EC&R) funds to help ensure mission ready facilities. These investments totaled $415M, excluding the $130M in MASI funding, which provides for new facilities in support of new operational assets. However, the total investments for FY 2024 were 69% ($827M) below optimal levels to sustain the current condition of the portfolio.[1]

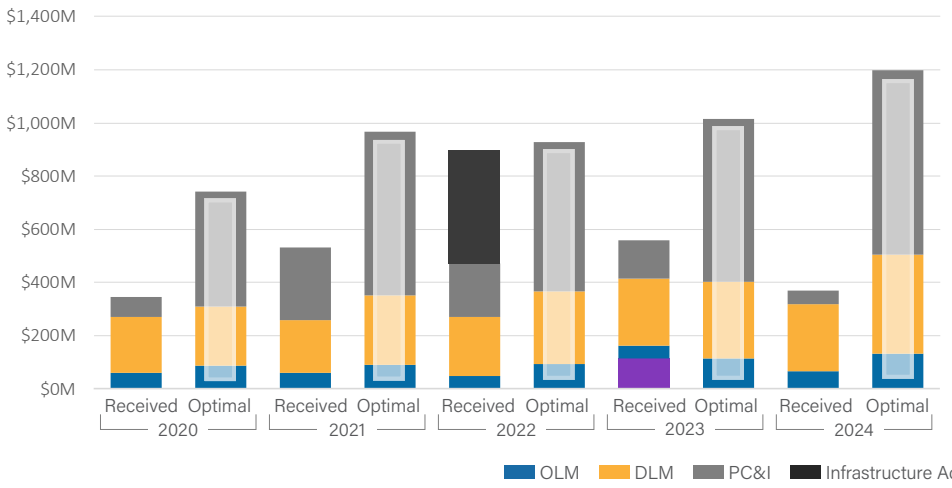
## Funding Received Over Five Years



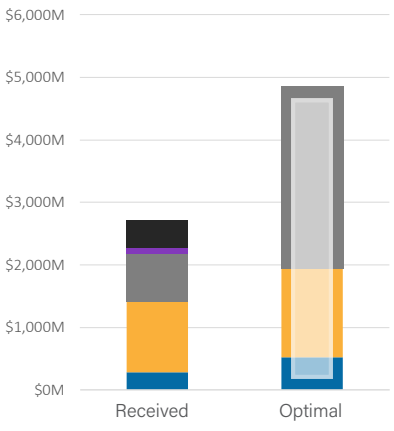

## FY 2024 Portfolio Investment




## Investment and Liability




## Cumulative Investment and Liability (FY 2020-24)




1. OLM, DLM, and PC&I optimal values are based on UFC requirements calculated in accordance with the SILC Requirements-Based Budget Model.

# WORK PLAN STRATEGIC INITIATIVES

The CE Program continues to push toward achieving long-term performance objectives for our operational and mission support partners, while focusing on how to best use allocated resources and improve shore infrastructure resiliency. Progress on these initiatives is evaluated quarterly and published on the CG Portal. The following prioritized list summarizes the strategic initiatives SILC focused on in FY 2024.

## 1 ADVANCE SHORE INFRASTRUCTURE PLANNING AND PROGRAMMING

The CE Program is committed to continual improvement of the processes to sharpen our competitive edge and advance mission excellence through the shore plant. Now that the process for homeporting decisions has been refined and the FINS process communicated, the CE Program is working to improve the transparency of decision delay impacts and the data to highlight the impacts of investment decisions to Coast Guard operations. This will guide the integration of MASI and Major PC&I funding for improved outcomes while balancing long-term Coast Guard needs, timeliness, and affordability.

## 2 INVEST IN OUR WORKFORCE

CE Program staff are the key to providing shore infrastructure services to our operational and support partners. High vacancy rates, difficulties competing for talent on the open market, and loss of talent to other government agencies and industry limit our execution capabilities. Additionally, it places an increased workload on our remaining staff. To provide excellent service to the Coast Guard, the CE Program needs to invest in the recruitment, development and long-term retainage and growth of our personnel.

## 3 STRENGTHEN CAPITAL PROGRAM EXECUTION

Deliver facilities on time and on budget consistent with the approved governance of the Shore Infrastructure Lifecycle Management Framework.

## 4 OPTIMIZE BI-LEVEL MAINTENANCE AND REPAIR PROGRAM

Develop and implement consistent processes to support lifecycle maintenance of all shore infrastructure. The vision includes implementing robust facility condition assessment program, incorporating the use of BUILDER™ software combined with a mission-based metric (MDI) to help the CE Program better inform leadership for resource decisions. It also includes continued refinement of standardized bi-level maintenance (DLM and OLM) execution processes across the enterprise that streamline design, contracting, and construction timelines. This priority includes an emphasis on improving predictive OLM to improve mission continuity.

## 5 ENHANCE RESILIENCY, RISK ANALYSIS, AND RESPONSE

Complete a comprehensive and maintainable assessment of shore infrastructure vulnerabilities. Enhance mission readiness by identifying potential mission-critical, life-safety, and environmental risks to people and infrastructure in the event of natural disasters (e.g., earthquake). Provide Coast Guard leadership clarity on the risk and cost to remediate to allow informed risk management investment decisions. Define and address mission continuity risks. Push forward on the government-wide mandated resiliency and sustainability efforts.

## 6 IMPROVE CE PROGRAM IT CAPABILITIES

Accelerate the information technology (IT) capabilities needed to improve the SILC's service delivery and management performance. Develop a robust, integrated system of systems that effectively manages total asset lifecycle and support functions. Investigate and leverage best practices, focusing on maintenance management, asset configuration, and data. Improved IT capabilities will integrate assessment processes with maintenance management systems and budget development.

# SERVICE LINES

SILC Service Lines are led by SILC Divisions and Branch Chiefs, and selected field units (i.e., FDCC), who deliver the following shore infrastructure functional services:

## RECAPITALIZATION & NEW CONSTRUCTION

The Recapitalization & New Construction Service Line delivers engineering design, contracting, and construction management for new shore facilities construction and major recapitalization projects.

## DEPOT-LEVEL MAINTENANCE

The Depot-Level Maintenance (DLM) Service Line delivers shore infrastructure demolition, maintenance, alterations, code compliance, and improvement functions.

## ORGANIZATIONAL-LEVEL MAINTENANCE

The Organizational-level Maintenance (OLM) Service Line delivers shore infrastructure preventive and corrective maintenance at the unit level.

## ENVIRONMENTAL

The Environmental Service Line ensures CE Program actions are carried out in accordance with applicable federal, state, interstate, and local environmental laws, regulations, and executive orders.

## PLANNING

The Planning Service Line delivers capital planning, area and installation development planning, PC&I and MASI project planning, and performance management.

## REAL PROPERTY

The Real Property Service Line manages and accounts for government-owned and -leased property, to support mission objectives.

## FACILITY OPERATIONS

Facility Operations Service Line acquires, maintains, and divests of vehicles to support Coast Guard operations in accordance with applicable federal laws, regulations, executive orders, and Coast Guard energy usage objectives.

## ENERGY

The Energy Service Line optimizes energy use and improves energy resilience and reliability at shore facilities throughout the Coast Guard in alignment with best practices and federal mandates for energy management and sustainability.

*Background image: Station Grand Isle Hurricane Rebuild*

# RECAPITALIZATION AND NEW CONSTRUCTION

SILC's FDCC and CEU field units deliver new shore facility construction and major recapitalization through the execution of major appropriations for shore infrastructure, including:

- PC&I • MASI • Inflation Reduction Act • Infrastructure Investment and Jobs Act (Infrastructure Act)
- Housing • Hurricane Supplemental

In 2024, SILC managed a project portfolio that included 66 capital projects valued at over $3B. Our work encompassed every Coast Guard District with capital investments that will propel our people to safely and efficiently operate aircraft, cutters, and boats from our new facilities for many decades.

*SILC's portfolio included* **66** *capital projects valued at over* **$3B**

## ACHIEVEMENTS

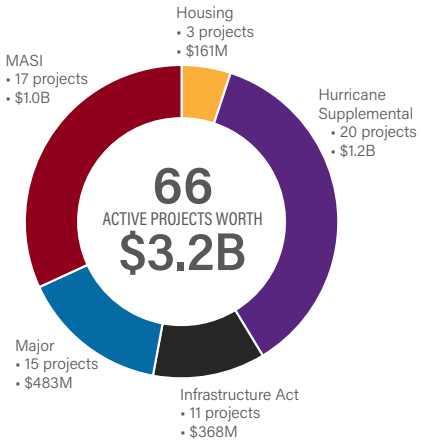
In 2024, SILC continued to emphasize teamwork across stakeholders and industry partners to facilitate construction of critical Coast Guard facilities from Alaska to the Caribbean. SILC successfully fostered strong relationships with the U.S. Army Corps of Engineers, Naval Facilities Engineering Systems Command, Customs and Border Protection, U.S. Marine Corps, National Parks Service, and dozens of state historical preservation offices. Some noteworthy groundbreakings included:

- Jan 2024: Fast Response Cutter (FRC) Recurring Depot Availability Program Facilities at CG Yard, Baltimore MD
- Jan 2024: Pier November and New Base Administration Building at Base Charleston, SC
- Mar 2024: Child Development Center (CDC) at Training Center (TRACEN) Petaluma, CA
- May 2024: Station/Aids to Navigation Team (ANT) Facilities PH III at Buffalo, NY

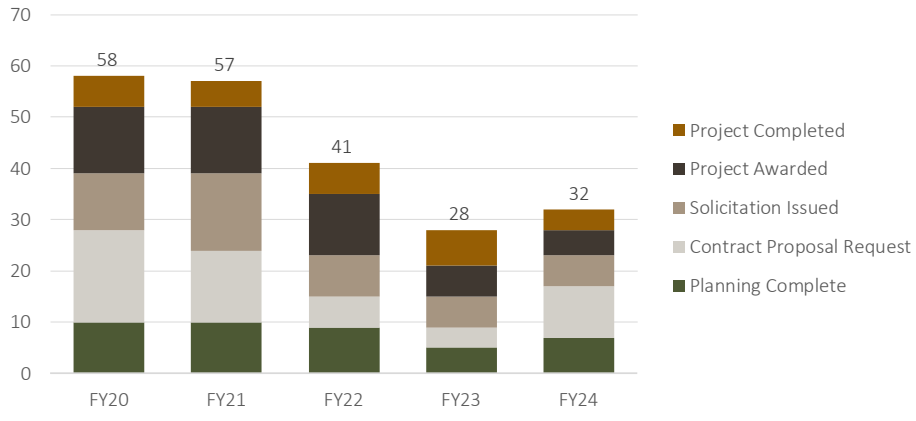
Noteworthy projects completed:

- Mar 2024: Station Ft. Myers, FL Multi-Mission Building and Waterfront
- Apr 2024: FRC Homeport Facilities at Base Boston, MA
- May 2024: Station/Sector Field Office Multi-Mission Building at Fort Macon, NC
- June 2024: Air Station Ventura, CA: Hangar, Admin Building, and Taxiway
- Sept 2024: Air Station Barbers Point, HI HC-130J Upgrade: Liquid Oxygen Storage, Maintenance Propeller Facility

### FDCC - PC&I Active Projects[1]




### FDCC - PC&I Project Execution[2]




1. Data covers FY 2024 and was pulled on November 18, 2024.
2. PC&I project execution milestones shift from year to year based on FDCC five-year execution timeline for funds expiration and FDCC acquisition planning milestones that shift after contract award. Therefore, PC&I project execution milestone metrics may be different from annual reports in previous years. Data was pulled on October 22, 2024.

The following projects exemplify SILC's positive impact on the Coast Guard enterprise.

**Base Charleston, SC.** SILC made significant progress building a new 64-acre campus in Charleston, which will become one of the Coast Guard's largest homeports and a base for global operations, training and support.

**Air Station Ventura, CA.** SILC commissioned the Coast Guard's first new Air Station since Atlantic City in 1998. This project required navigating extensive environmental and real property negotiations with the Navy, along with balancing escalating project costs. It includes a new 48,000 SF hangar facility, 12,000 SF administrative and berthing facility, and aircraft apron (see photo). Air Station Ventura will house three MH-60 Jayhawk helicopters and about 100 personnel.

*Air Station Ventura*

**PSC Homeport Base Seattle, WA.** SILC advanced the buildout at Seattle to accommodate new Polar Security Cutters (PSCs) and completed the 95% design deliverable for the Phase 1A effort.

**Base Kodiak, AK OPC/FRC Homeport.** SILC continued construction and design work to support a growing cutter fleet as Coast Guard operations in the North Pacific increase. A 20,000 SF Maintenance and Weapons Detachment building is almost complete; it will support maintenance activities for two Offshore Patrol Cutters (OPCs), two FRCs, and the D17 FRC hybrid maintenance plan.

**Base Kodiak, AK Family Housing.** SILC continued construction on the latest phase of family housing in Kodiak. The project provides housing for 50 families (25 duplex units), replacing homes that were razed at the housing site more than a decade ago.

The project fulfills long-standing housing shortfalls at the Coast Guard's gateway to the Arctic. The first 16 units will be available for Coast Guard families in December 2024 (see photo).

*Base Kodiak Nemetz Housing*

**U.S. Coast Guard Academy, CT.** FDCC continued mid-life renovations of the Chase Hall dormitory to ensure the safety, comfort, and security of the officer candidates and cadets.

**Training Center Petaluma, CA.** SILC replaced five miles of aged water distribution piping that was originally installed in 1942. Phase 2 will replace the final three miles of piping and reconstruct the pump house. While the results are largely unseen, this recapitalization project improves capacity and reliability of critical utilities infrastructure at a unit responsible for training more than 4,000 enlisted personnel every year.

**Bases San Juan and Borinquen, PR.** At San Juan, FDCC erected the Base Central Utility Plant and the new Engineering Shop Building. Station and ANT crews were relocated to temporary facilities in order to prepare for the building demolition.

At Borinquen, the La Plaza complex and various housing units were demolished and improvements were completed at the CG Exchange. Stormwater and utility improvement work is ongoing (see photo) and includes a new CDC, unaccompanied personnel housing (UPH), and a community services complex.

*Base Borinquen Stormwater Improvements*

## STRATEGIC INITIATIVES

FDCC awarded several critical DHS Strategic Sourcing Contract vehicles. The new National Multiple Award Construction Contract (NMACC III) includes:

- Pool 1 - Unrestricted Large Business
- Pool 2 - Small Business East Region
- Pool 3 - Small Business West Region

These contract vehicles have a total aggregate capacity of $4B and will be primary contracting vehicles available to all DHS components to execute capital improvement projects over the next 10 years. This was a significant undertaking that required bringing in technical resources from other Coast Guard units to assist in the evaluations of more than 60 industry proposals.

# DEPOT-LEVEL MAINTENANCE

*TRACEN Yorktown Cofferdam Survey*

*TRACEN Yorktown Sinkhole Replacement and Investigation*

SILC's delivery of DLM service is a vital element of the Coast Guard's mission support structure. DLM maintains and repairs buildings, structures, waterfronts, and utilities to obtain the full lifecycle of Coast Guard shore assets at the lowest overall cost. In 2024, SILC executed a $253M DLM program that effectively met the increasing demands for major maintenance and repairs, leveraged cutting-edge technologies, and advanced processes to enhance our service delivery to customers.

***A maintained facility***
**=**
***Operational readiness and workforce satisfaction***

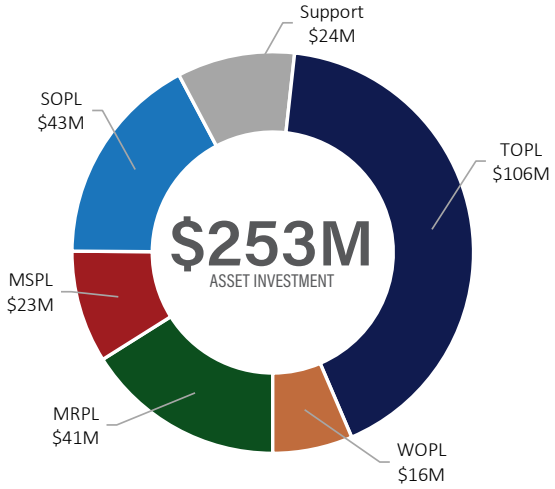
## ACHIEVEMENTS

This year, one of our primary challenges was effectively managing financial resource allocations amid rising shore maintenance demands. To ensure SILC continues to meet our customers' needs, the program optimized our resource planning using advanced forecasting models and improved coordination among our various CEU and Headquarters Facilities Engineers (FEs). This strategic approach not only helped us allocate resources more effectively, but also ensured that our customers receive timely and reliable support.

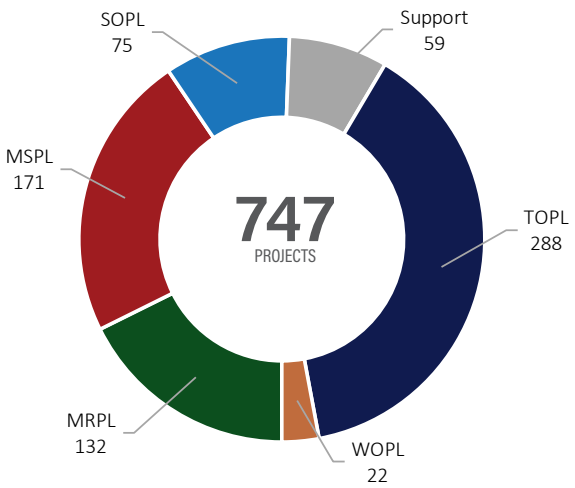
## STRATEGIC INITIATIVES

- **Predictive Maintenance.** The DLM Program plans to integrate advanced analytics and machine learning algorithms, utilizing MDI and FCI. This will enable us to forecast maintenance needs more accurately and prevent unexpected failures.
- **Sustainability Efforts.** SILC is dedicated to reducing waste and energy consumption through innovative technologies and processes. By exploring multiple energy sources for our facilities, SILC aims to create a more sustainable operational environment that benefits both the Coast Guard and our communities.

### DLM Executed Funding




### Number of DLM Executed Projects



# ORGANIZATIONAL-LEVEL MAINTENANCE

SILC's delivery of Shore OLM ensures the Coast Guard's capital assets are maintained to high standards, with an emphasis on safety, environmental responsibility, cost effectiveness, and operational readiness. OLM benefits our customers by:

- Improving asset quality
- Improving asset performance
- Reducing overall asset costs
- Safeguarding Coast Guard investments
- Preventing accidents
- Ensuring facilities achieve their intended service life

## ACHIEVEMENTS

**BUILDER™ Deployment.** SILC has made significant progress deploying the U.S. Army Corps of Engineers (USACE) BUILDER SMS. This data-driven solution provides a single rules-based approach to assess buildings and structures. SILC will use BUILDER to inform funding decisions based on current and predicted building/component conditions, mission priorities, and acceptable risk tolerance levels. Currently, BUILDER is being used by reservists and some CEUs to perform assessments, and SILC has successfully refreshed asset data from SAM to BUILDER.

## STRATEGIC INITIATIVES

**Prioritizing Preventive Maintenance (PM) Requirements.** In response to manpower shortages, SILC will focus on prioritizing PM based on the mission impact of equipment. This approach provides crucial support to Facilities Engineers, ensuring they can address the most critical maintenance needs even with limited resources.

## SHORE TRANSITION ASSET TEAM

SILC's Shore Transition Asset Team (STAT) implements repeatable sustainment methods that are integral to each phase of a shore facility's life cycle. The team visited several project sites to ensure effective upkeep and operational readiness.

STAT enrolled 2,318 new equipment records in SAM and developed 217 Maintenance Procedure Cards (MPCs).

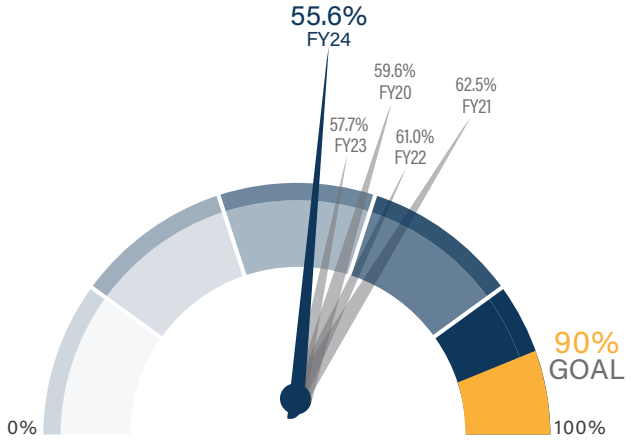
In partnership with LOGCOM-9, STAT successfully awarded 10 annual service contracts totaling $214K. These contracts cover both PM and corrective maintenance (CM), significantly reducing the workload for field personnel and enhancing operational efficiency.

Supported sites included:

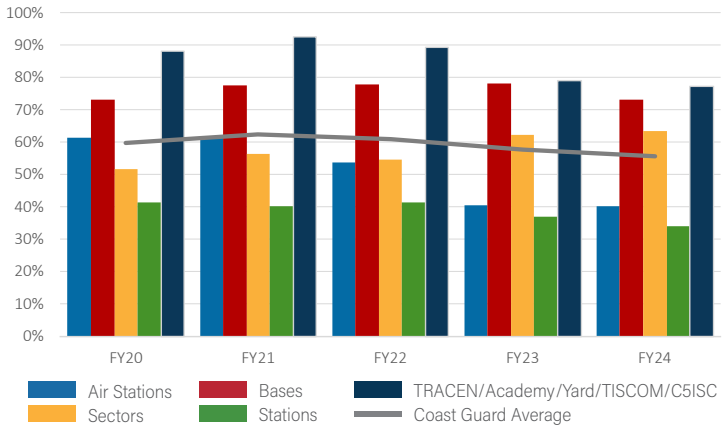
- STA Marathon
- STA Port Aransas
- STA Ponce de Leon Inlet
- STA Tybee
- Base Miami Beach
- STA Port O'Connor
- STA Fort Myers Beach
- STA Fort Macon
- STA Port Canaveral

These initiatives support reliable service delivery and make it easier for field units to accomplish OLM.

### Historical Enterprise PM Completion Rates




### PM Completion Rate by Unit Type



# ENVIRONMENTAL

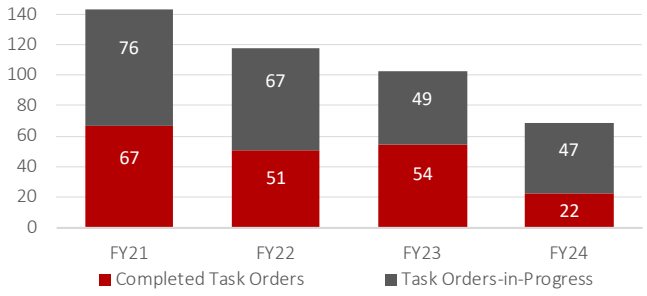
SILC's environmental management support enables project planning and execution; supports maintenance and repair of shore infrastructure; facilitates acquisition, divestiture, and management of real property; addresses real property environmental liabilities through remediation of environmental damage; and promotes environmental sustainability throughout the Coast Guard enterprise.

## ACHIEVEMENTS

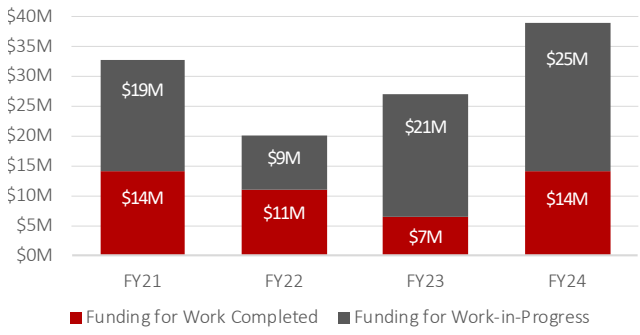
**Environmental Planning (EP) and National Environmental Policy Act (NEPA).** In FY 2024, SILC completed approximately 1,000 NEPA reviews to accomplish a wide portfolio of projects and initiatives. Many of these NEPA reviews supported high-priority, high-profile, and time-critical actions, such as homeporting FRCs and Waterways Commerce Cutters (WCCs), congressionally mandated divestitures, and projects earmarked for special appropriations or other funding sources.

**Remediation and Environmental Liabilities (ELs).** Remediation efforts reduced the project backlog by 19, resulting in a $25M reduction in environmental liabilities. In FY 2024, SILC initiated 47 new remediation projects, with a combined estimate over $25M.

### Environmental Remediation Task Orders



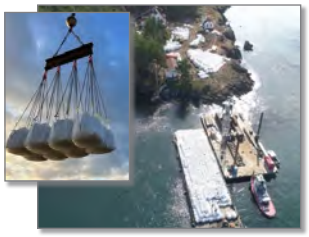

### Environmental Remediation Funding




Some remediation/EL efforts included:

- Nationwide site assessment investigating potential exposure to per- and polyfluoroalkyl substances (PFAS)
- Remediation at D1 and CGA REPFAC housing and other locations to support the Safe Homes initiative
- $3M pilot study to develop remedial alternatives for lead and semi volatile organic contaminates at the former TRACEN Petaluma skeet range (see photo)
- Removal of 1,000 tons of contaminated soil and debris at Burrows Island Light Station (see photo)
- Remediation to support lighthouse divestitures through the National Historic Lighthouse Preservation Act (NHLPA)

*TRACEN Petaluma Skeet Range Site Remediation*



*Burrows Island – Barge Removal of "Super Sack" Contaminated Soil*

**Environmental Compliance.** SILC performed environmental compliance evaluations (ECEs) at 82 units, significantly reducing risk and enhancing the environmental compliance posture at these sites (see photo).

*Environmental Compliance Evaluation*

SILC initiated air emissions inventories at eight units with high emissions potential to identify opportunities to minimize air pollution risk. SILC continued to prioritize coordination of dredging permits to support infrastructure project work and operations. Two noteworthy efforts included obtaining dredging permits for construction and long-term operations at Base Charleston and for operations at Mooring Ballast Point in San Diego.

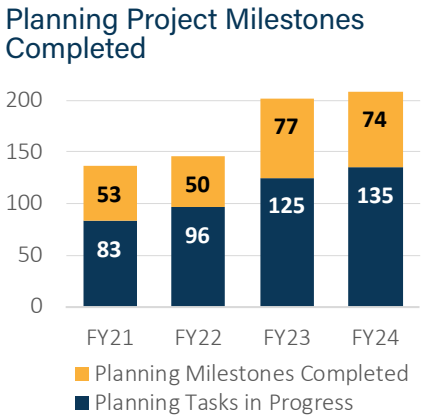
**Environmental Sustainability and Training.** Delivery of C-School and other environmental curriculum improved the environmental management skillsets of 580 unit environmental management practitioners.

SILC began using underwater drone technology, allowing Coast Guard environmental professionals to greatly reduce the investigation time and costs to survey endangered coral species, and to ensure project compliance with the Endangered Species Act (ESA).

# PLANNING

SILC provides comprehensive infrastructure planning for major shore facility investment projects. Our planning efforts accomplish the following:

- Ensure project scopes accurately meet mission requirements and comply with all policy and statutory requirements, including NEPA
- Evaluate multiple alternatives
- Provide recommended courses of action to decision makers
- Provide objective analysis of each course of action
- Ensure holistically-planned solutions meet mission demands for facilities in an economic and operationally efficient manner, now and for decades in the future




## ACHIEVEMENTS

In FY 2024, SILC made significant progress planning over 50 projects valued at over $2.5B, including:

- WCC homeport planning
- MH-65 to MH-60 transition support projects
- Charleston and Seattle recapitalization
- Air and Boat Station facilities at Base Elizabeth City
- Recapitalize Sector Guam facilities
- Helicopter Interdiction Tactical Squadron (HITRON) Hangar
- Child Development Centers at three locations
- Construct Covered Moorings, Station Valdez
- Secure Compartmentalized Information Facilities (SCIFs)

## STRATEGIC INITIATIVES

SILC plans to implement a schedule -based approach to improve our process and allow us to analyze the impact of events that delay planning. SILC is also increasing the amount of planning performed by A/E firms. CEUs have been tasked to incorporate both of these initiatives into the execution of their assigned projects this year.

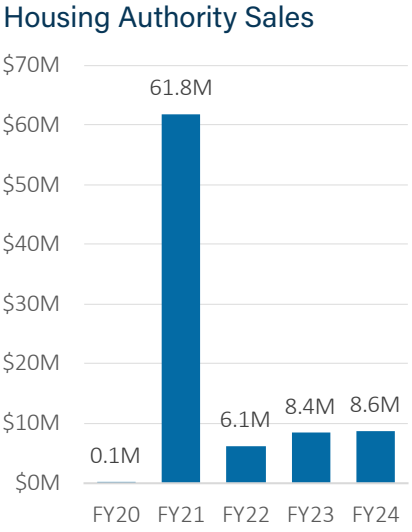
# REAL PROPERTY

SILC oversees the acquisition, inventory management, and divestiture of all Real Property (RP) in the Coast Guard's portfolio. SILC acquires RP to support operational mission requirements as an owned asset or through an ingranted action (i.e., lease). SILC divests of RP once the operational need is no longer required.

## ACHIEVEMENTS

In FY 2024, Housing Authority sales netted over $8.6M in proceeds and the RP Branch executed several major property acquisitions, including:

- Facilities in Kodiak, Sitka, and Seward, AK, for family housing and mooring FRCs
- Property in Juneau, AK, for expansion of Polar Operations
- Space at Federal Law Enforcement Training Centers (FLETC) in Charleston, SC, for a staff of 60 supporting the Atlantic Area Command
- Major land leases established for critical Seattle moorings expansion




## STRATEGIC INITIATIVES

In FY 2025, SILC plans to roll out a new Shore Divestiture Program (SDP). The 2016 Housing Authority allows the Coast Guard to directly sell excess property and retain the proceeds for new housing construction or purchase. The revamped SDP will ensure SILC accurately accounts for these divestiture actions, and help us quickly and efficiently move divestiture actions through our procedural pipeline.

# FACILITY OPERATIONS

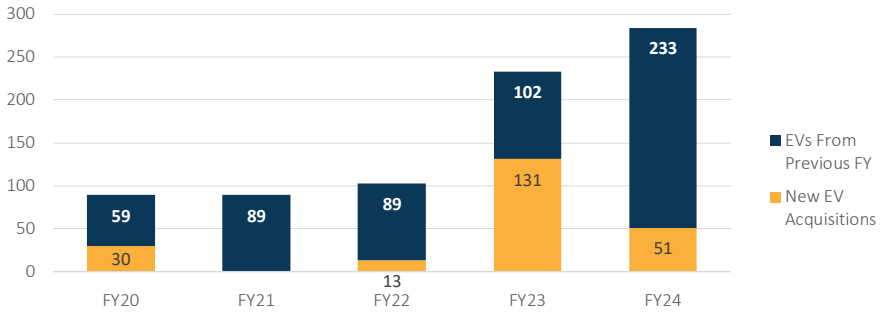
## ACHIEVEMENTS AND INITIATIVES

**Fleet Electrification.** In FY 2024, the Coast Guard converted 56 leased and 8 owned vehicles to electric vehicles (EVs). Diversifying the Coast Guard's transportation fleet supports operational missions by increasing resilience to natural disasters and by mitigating potential fuel supply disruptions.

**EV Charging Ports.** To enable sustained operations of the Coast Guard's fleet of EVs, SILC installed 56 new EV charging ports. Twenty of the new ports are solar powered EV-ARCs (see photo below). EV-ARCs support rapid relocation to enable vehicle charging in areas with prolonged power outages.

**Vehicle Telematics.** SILC increased vehicle telematics to cover two-thirds of the fleet. Telematics allow visibility of vehicle data, including speed, mileage, idle hours, etc. SILC leveraged this data to reduce fleet expenditures, support law enforcement actions, and improve personnel safety, with a 90% reduction in hazardous driving incidences since program inception.

### Coast Guard Fleet Electrification



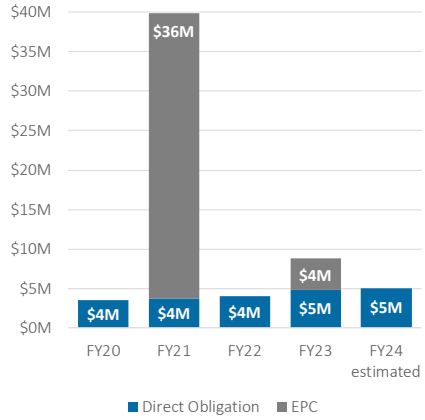

*EV-ARC Charging an F-150*

# ENERGY

## ACHIEVEMENTS AND INITIATIVES

The Energy Team made major strides toward meeting DHS and federal goals in FY 2024. SILC prioritized $2.9M across 10 projects targeting Green House Gas (GHG) reductions and generating more than $150K in annual savings. TRACEN Petaluma completed the 5-MW solar array, with a 5.8-MWh battery storage system as part of the Energy Performance Contract (EPC). SILC also began work on Utility Energy Service Contracts (UESCs) at DHS's two largest energy consumers: the Coast Guard Yard and Base Kodiak. These UESCs, valued at $100M, will improve infrastructure reliability and resilience while reducing long-term utility costs at our facilities, as outlined below.

### Investments in Energy Conservation Measures




**Coast Guard Yard UESC.** This contract modernizes and updates ship repair functionality for our new fleet of cutters and boats. Along with increasing resiliency and sustainability, the UESC is projected to reduce energy use by 30% and generate $4M in annual savings.

**Base Kodiak UESC.** This contract improves site resilience by updating the steam, potable water, wastewater, and electrical infrastructure, and by addressing inefficient energy use. It will generate significant savings for Base Kodiak's ~$8M annual utility costs.

**Electric Vehicle Support Equipment (EVSE).** To get the most benefit from our fleet of EVs, the Energy Team provided configuration standards for installation of vehicle charging equipment, including a blanket approval for ChargePoint chargers. These networked devices support the collection of asset level data and allow the Coast Guard to recoup charging fees from GSA to help maintain EVSEs.

# PRODUCT LINES

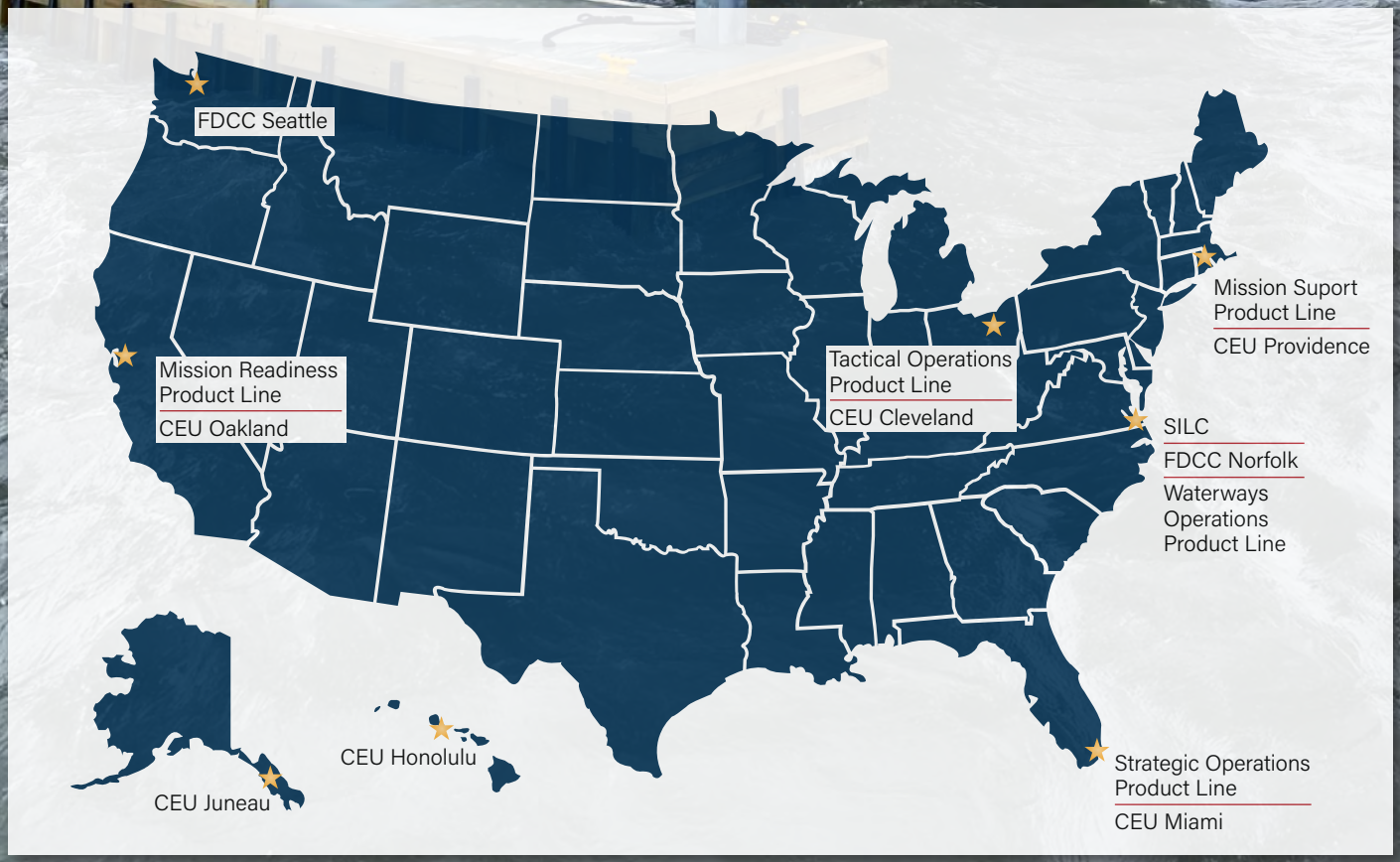
## TACTICAL OPERATIONS
- Aviation Asset Line
- Shore Operations Asset Line
- Waterfront Asset Line

## MISSION SUPPORT
- Civil Works Asset Line
- Base Services Asset Line
- Industrial Asset Line

## MISSION READINESS
- Housing Asset Line
- Community Services Asset Line
- Training Asset Line

## STRATEGIC OPERATIONS
- Sector/District Asset Line
- C5I Asset Line

## WATERWAYS OPERATIONS
- Fixed & Floating ATON Asset Line
- MER & Signal Equipment Asset Line


*Background image: Station Grand Isle Hurricane Rebuild*

# TACTICAL OPERATIONS

SILC's Tactical Operations Product Line (TOPL) improves the performance and management of the Coast Guard's front-line operational infrastructure assets, such as airfields, piers, and moorings. TOPL is composed of three asset lines: Aviation Asset Line, Shore Operations Asset Line, and Waterfront Asset Line.

## ACHIEVEMENTS

**Portfolio Improvements.** In FY 2024, TOPL made significant strides to operationalize the Mission Support Business Model by improving configuration control and total asset visibility (TAV) across the portfolio. TOPL and CG-711 jointly drafted the first Air Station Infrastructure Requirements Catalog (IRC) to establish baseline requirements for all Air Station facilities. Leveraging the draft IRC and other requirement documents, TOPL partnered with aviation stakeholders to conduct gap assessments (i.e., feasibility studies) at five Air Stations in support of the H60 rotary wing transition program's expedited acquisition timeline.

To support the surface fleet, the product line developed preliminary cutter mooring configuration standards for the Waterways Commerce Cutter (WCC) and helped CG-9/MASI budget and plan the first WCC homeports.

Across the enterprise, TOPL conducted 30 configuration reviews for capital construction to ensure ongoing projects deliver operationally acceptable facilities and financially prudent investments.

**Management Efficiencies.** TOPL pioneered a new method for updating the plant replacement value (PRV) unit costs for entire category codes (CATCODEs) by evaluating historical construction cost data, past PRV adjustments, and industry-wide Producer Price Index metrics. This new method improves TAV, maintenance budgeting, and project planning. The product line also created a new interactive Pavement Condition Index (PCI) dashboard and centralized waterfront inspection database to ensure all stakeholders have seamless access to TAV data to inform investment and operational use decisions.

## STRATEGIC INITIATIVES

**Air Station Optimization.** TOPL remains focused on initiatives with the greatest potential to deliver optimally configured facilities and the TAV necessary to make timely data-driven decisions. To that end, TOPL initiated Phase II of the Air Station Optimization project. Phase II will focus on optimizing configuration by leveraging private sector engineering and workflow expertise. It aims to complete a bottom-up redesign of the idealized Air Station by optimizing facility size, layout, and affordability.

**Configuration.** TOPL is developing a new Response Boat Waterfront CSTO, with the goal of standardizing the docks, boathouses, and covered mooring facilities at ready boat stations and resolving long-standing capability inconsistencies across the enterprise. TOPL remains steadfast in our commitment to work with the CG-7x1 program offices to develop infrastructure requirements for existing and future assets via the collaborative development of IRCs.

**Infrastructure Improvements.** Leveraging a recently developed recalculation process, TOPL will reevaluate PRV unit costs for category codes that pose the greatest risks to project execution and enterprise data accuracy. TOPL also plans to launch an initiative to update the Waterfront Inspections PGTO to standardize outputs and economize the process by shifting from a rigid three-year frequency to a condition-based model. Lastly, following several years of effort, TOPL will update the Hangar Fire Suppression CSTO to reflect the findings of the Hangar Fire Suppression Integrated Product Team (IPT) chartered by CG-43. TOPL will also leverage contracting efficiencies with the U.S. Army Corps of Engineers to remove over 50,000 gallons of aqueous film-forming foam (AFFF) from 29 hangars across the service to reduce environmental liabilities.

*Moored National Security Cutters*

*STA Cape Disappointment Dredging*

# ASSET PERFORMANCE

In FY 2024, the Coast Guard allocated $106M for DLM work towards TOPL assets, which was spread across 288 projects. FY 2024 also showed the promise of timely data-driven investments including a marked improvement in the Service's average aviation pavement condition. The product line successfully advocated for FY 2026 Centralized Planned Obligation Prioritization (C-POP) funds and secured over $38M to invest in 13 sites.

**PRODUCT LINE SUMMARY [1]**

2,824
COUNT OF ASSETS

$10.1B
PRV ROLLUP

## Aviation Asset Line

The FY 2024 aviation pavement inspections revealed that the PCI average increased from 65 to 70 across the Coast Guard. However, half of the Coast Guard's aviation pavement remains below the PCI target of 70.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Airfield Lighting | 42 | $62M | 94 |
| Airfield Pavements | 144 | $1,313M | 94 |
| Aviation Building | 72 | $2,057M | 25 / 72 |
| Nav./Traffic Aids/Other | 33 | $16M | 22 / 78 |
| Totals | 291 | $3,447M | 17 / 81 |

CONDITION INDEX: 70 (0–100)

DLM FUNDING: Optimal $38M; Allocated $11M

PC&I FUNDING: Optimal $103M; Allocated $0

## Shore Operations Asset Line

TOPL prioritized $2.5M in demolition funds to remove excess inventory and address the imbalance between shore plant size and available maintenance funding.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Ammunition Storage | 108 | $85M | 52 / 48 |
| Kennel | 2 | $1M | 39 / 61 |
| Maintenance | 583 | $946M | 66 / 33 |
| Operational Building | 299 | $2,154M | 51 / 45 |
| Other Waterfront Operational Facilities | 7 | $3M | 85 / 15 |
| Specialized Capabilities Building | 15 | $590M | 10 / 90 |
| Totals | 1,014 | $3,778M | 48 / 49 |

CONDITION INDEX: 68 (0–100)

DLM FUNDING: Allocated $43M; Optimal $24M

PC&I FUNDING: Optimal $68M; Allocated $0

## Waterfront Asset Line

After developing a new Dredge-POP process, TOPL funded 11 dredging projects at $13.2M, with the dredging liability forecasted to reach $24M per year by FY 2027.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Morale, Welfare, and Recreation (MWR) | 14 | $8M | 18 / 82 |
| Maintenance – Ships and Floating Equip. | 23 | $1M | 17 / 77 |
| Marina Support Building | 1 | $5M | 100 |
| Marine Improvements | 103 | $14M | 32 / 63 |
| Moorings | 183 | $5M | 61 / 10 / 26 |
| Other Waterfront Operational Facilities | 72 | $15M | 62 / 37 |
| Piers | 382 | $1,844M | 27 / 67 |
| Seawalls, Bulkheads, Quay Walls | 339 | $689M | 21 / 75 |
| Small Craft Berthing | 402 | $268M | 69 / 9 / 22 |
| Totals | 1,519 | $2,848M | 29 / 65 |

CONDITION INDEX: 68 (0–100)

DLM FUNDING: Optimal $20M; Allocated $52M

PC&I FUNDING: Optimal $72M; Allocated $115M

1. Counts on this page do not include leased assets.
2. PRV values may not sum to totals because of rounding.
3. Remaining service life bar charts are based on UFC and reflect percentage of category group PRV.
   Remaining service life key: >10% Service Life Remaining; <10% Remaining; Beyond Service Life; No Data

# MISSION SUPPORT

SILC's Mission Support Product Line (MSPL) sustains assets that support Coast Guard operations, mission support services, and industrial processes. MSPL sustains linear assets such as electrical, water, gas, and fuel lines. Vertical assets include fueling operations, maintenance, and security structures. MSPL is composed of three asset lines: Civil Works Asset Line, Base Services Asset Line, and Industrial Asset Line.

## ACHIEVEMENTS

**Portfolio Improvements.** In FY 2024, MSPL advanced efforts to maintain civil works and industrial assets while maturing utility program assessments. In the wake of nationwide infrastructure concerns, MSPL launched the Coast Guard's first Bridge Inspection Program by developing and analyzing categories, load ratings, and life cycle procedures. This program will guide contracted inspections starting next year. It will bring the Coast Guard into compliance with National Bridge Inspection Standards, while providing data to inform repair and recapitalization decisions. The product line successfully completed Phase 2 of the Shipyard Infrastructure Optimization Plan at the Coast Guard Yard, delivering utility requirements, phasing strategies, and cost estimates for sustainable designs to support the improved shipyard needs identified by Phase 1.

**Water systems.** For Coast Guard-owned water systems, MSPL leveraged inspections, utility assessments, and CEU partnerships to prioritize six projects executable in FY 2025. These projects will make improvements or transition the water system to a municipal water source. MSPL also began testing water at 23 Coast Guard sites to identify potential contamination from "forever chemicals" (i.e., PFAS). In addition to countless DLM efforts on Civil Works assets, FDCC completed $7M upgrades to Air Station Barber's Point C130J Fueling Facility, which added a covered liquid oxygen storage facility, maintenance building, and propeller shop.

**Electrical Infrastructure.** MSPL completed ICAM surveys of 80 locations, with the results indicating that 20% of Coast Guard-owned electrical equipment (including hundreds of transformers, shore ties, breaker panels, and exterior lights) are in serious or failed condition. Sector Columbia River, TRACEN Mobile, Sector Lake Michigan, and Sector Detroit are among the most concerning with regard to electrical infrastructure.

**ICAM Improvements.** In response to a need for condition data, MSPL enhanced the Inventory Condition Assessment and Mapping (ICAM) web application for better oversight and utility project identification. Anyone in the Coast Guard can access ICAM to view the significant risks in critical systems, including steam, electrical, potable water, sanitary sewer, and stormwater.

Information from ICAM helps operational commanders, CEUs, and MSPL to advocate for and prioritize DLM and PC&I projects to restore these critical systems to acceptable condition.

*ICAM Training at Sector Long Island Sound*

## STRATEGIC INITIATIVES

**Electrical Shore Ties.** In addition to ongoing efforts, MSPL's FY 2025 initiatives will focus on electrical infrastructure. Following a revision of the Electrical Shore Tie CSTO in 2023, feedback and field issues at new cutter homeports uncovered additional needs in the areas of portable transformers, ungrounded power, circuit protection, and proper labeling. One issue, uncovered at multiple sites where isolation transformers feed two or more cutters, resulted in a Time Compliant Technical Order (TCTO) with a reporting element that the product line will analyze for appropriate corrective actions. MSPL will also look to bridge gaps in electrical engineering expertise and resources, especially regarding ungrounded power for Coast Guard assets.

**Arc Flash.** An electrical arc flash is a phenomenon in which an electrical current leaves its intended path and travels through the air from one conductor to another, a person, or to ground. An arc flash event is an incredibly violent release of energy and can lead to severe injury or fatality. In FY 2024, MSPL awarded an Arc Flash Pilot Study to align the Coast Guard with updates to NFPA 70E: "Standards for Electrical Safety in the Workplace." The product line will review inventory, site-type risk analysis, and recommendations for wider dissemination toward the end-goal of safer use of Coast Guard facilities. MSPL will also explore transitioning data collection efforts into actionable projects, similar to current project initiatives for Coast Guard-owned water systems. The product line plans to target electrical infrastructure as well as fuel systems and industrial assets.

# ASSET PERFORMANCE

In FY 2024, the Coast Guard allocated $23M in DLM funding towards MSPL assets, spread across 171 projects. The product line successfully prioritized and advocated for FY 2026 C-POP funding, securing $13M towards projects at 7 sites.

**PRODUCT LINE SUMMARY [1]**

10,922
COUNT OF ASSETS

$5.6B
PRV ROLLUP

## Civil Works Asset Line

Noteworthy DLM investments in civil works assets in FY 2024 include a $1.7M project to repair collapsed stormwater piping at TRACEN Yorktown and $800K to repair the sewage lift stations at Air Station Barbers Point.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Aviation Fuel Facilities | 72 | $48M | 20 / 11 / 69 |
| Electrical | 1,339 | $731M | 34 / 61 |
| Fuel/POL | 208 | $155M | 7 / 91 |
| Heating/Cooling | 39 | $243M | 39 / 61 |
| Marine Fuel | 325 | $25M | 64 / 13 / 21 |
| Natural Gas/Propane | 142 | $7M | 19 / 79 |
| Other | 416 | $62M | 35 / 63 |
| Pavement | 2,072 | $599M | 12 / 85 |
| Stormwater/Wastewater | 1,308 | $678M | 40 / 10 / 49 |
| Water | 792 | $663M | 43 / 50 |
| Totals | 6,713 | $3,210M | 32 / 62 |

CONDITION INDEX: 60 (0–100)

DLM FUNDING: Optimal $45M; Allocated $16M

PC&I FUNDING: Optimal $80M; Allocated $0

## Base Services Asset Line

In FY 2024, the CG Yard awarded a $1.2M contract that will complete roof repairs and replacements on multiple buildings across the facility. An additional $800K project is programmed at Air Station Barbers Point in FY 2025 to right size the fuel farm.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Administrative Structures | 871 | $11M | 34 / 62 |
| Community Facilities | 171 | $7M | 50 / 48 |
| Fueling Operations | 43 | $17M | 19 / 81 |
| HazMat | 357 | $45M | 84 / 12 |
| Maintenance Facilities | 426 | $1,289M | 31 / 65 |
| Memorials | 170 | $6M | 39 / 56 |
| Miscellaneous Structure | 536 | $48M | 72 / 5 / 19 |
| Security | 1,586 | $485M | 26 / 71 |
| Totals | 4,160 | $1,907M | 32 / 64 |

CONDITION INDEX: 60 (0–100)

DLM FUNDING: Optimal $22M; Allocated $3M

PC&I FUNDING: Optimal $48M; Allocated $10M

## Industrial Asset Line

The design for the ANT New York Buoy Depot Repairs project was completed and the $1.6M construction effort is anticipated to be awarded in FY 2025. Two additional projects were picked up for FY 2026, including $1.7M for major maintenance and repair to Base Honolulu's sandblast facility and $2.9M for Base Boston's blast bay repairs.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| National Industrial Enterprises | 38 | $318M | 33 / 9 / 58 |
| Other | 3 | $5M | 81 / 19 |
| CG Yard | 8 | $128M | 39 / 61 |
| Totals | 49 | $451M | 35 / 6 / 59 |

CONDITION INDEX: 61 (0–100)

DLM FUNDING: Optimal $5M; Allocated $4M

PC&I FUNDING: Allocated $50M; Optimal $19M

1. Counts on this page do not include leased assets.
2. PRV values may not sum to totals because of rounding.
3. Remaining service life bar charts reflect percentage of category group PRV.
   Remaining service life key: >10% Service Life Remaining; <10% Remaining; Beyond Service Life; No Data

# MISSION READINESS

SILC's Mission Readiness Product Line (MRPL) sustains shore infrastructure assets that provide services and support to Coast Guard members and their families, thereby ensuring current and future mission readiness. Assets include military housing, child development centers, dining halls, exchanges, and training facilities. MRPL is composed of three asset lines: Housing Asset Line, Community Services Asset Line, and Training Asset Line.

## ACHIEVEMENTS

**Housing Strategy Matrix.** In FY 2024, MRPL improved family housing total asset visibility by developing the Housing Strategy Matrix, which leverages Microsoft Power BI to link SAM data, Housing Management Information System (HMIS) data, GIS, and stakeholder priorities into an integrated asset visibility and decision-making tool. The Housing Strategy Matrix captures all relevant data for the Coast Guard's 2870 housing units. It provides users with integrated situational awareness on micro and macro housing information to facilitate data-driven decision making on sustainment, recapitalization, divestiture, strategic location, or acquisition strategies for Coast Guard family housing. MRPL is on track to develop similar matrices for community service assets and training facility assets in FY 2025.

**Housing DLM Fund.** The Housing Asset Line maintains a $5M annual fund intended for same-year DLM of Coast Guard-owned housing. The DLM fund enables rapid resolution of emergent and ongoing housing issues, separate from the prioritization and timelines of centralized or regional prioritization boards. In FY 2024, MRPL prioritized and expended $6.1M across 30 housing projects nationwide, including:

- $420K for kitchen renovations in Marina Village Housing, Alameda, CA (see photo)
- $157K for kitchen and bathroom renovations at CGC Mackinaw Family Housing, Cheboygan, MI
- $140K for roof, HVAC, and subflooring replacements at CGC Chena Housing, Union City, TN

The DLM fund enables rapid resolution of emergent and ongoing housing issues separate from the prioritization and timelines of centralized or regional prioritization boards.

*Kitchen upgrades in Marina Village Housing*

**Base Alameda Child Development Center.** In accordance with the Infrastructure Investment and Jobs Act of 2022, MRPL spearheaded scope of work development for an A/E redesign of Base Alameda's CDC. The project will provide contractable design plans and cost estimates to either: (1) fully align the CDC with existing configuration standards, or (2) provide minor remodeling to improve existing space utilization.

**Configuration Development.** MRPL collaborated with a range of stakeholders (including CG-721, CG-1122, CG-43, HSWL and C5I) to develop a Coast Guard Medical and Dental Clinic IRC. The IRC defines base requirements for all Coast Guard sick bays, laboratories, pharmacies, radiology, optometry, and mental and physical therapy facilities. MRPL is using these IRC requirements to develop a Medical and Dental Clinic CSTO to standardize requirements across new and recapitalized Coast Guard medical infrastructure. MRPL also published a major update to the Family Housing Design CSTO. In addition, MRPL plans to update the Child Development Center CSTO to include expandability as a design consideration for new CDCs.

## STRATEGIC INITIATIVES

**Nationwide Housing Assessment.** MRPL is partnering with CG1M2 to execute a nationwide member's-choice survey for customer feedback on housing condition, workplace commute times, satisfaction with maintenance and repair (M&R), and quality of service from owned housing maintenance coordinators (OHMCs). The survey will also be used for annual OHMC feedback on OLM and DLM needs at each Coast Guard housing site. The survey results will inform shore facility requirements for housing assets and will be integrated into the Housing Strategy Matrix.

**Housing Market Survey Locations.** MRPL's annual Housing Market Survey Analysis (HMSA) will analyze Guam's housing market and potential impacts of increased force allocation over the next decade. In addition, the HMSA will compare nationwide housing market shortage data, Coast Guard housing sites, and prior housing market survey locations to provide a prioritized list of Coast Guard housing locations for future HMSA action.

# ASSET PERFORMANCE

In FY 2024, the Coast Guard allocated $41M for DLM work towards MRPL assets, which was spread across 132 projects. The product line successfully prioritized and advocated for FY 2026 C-POP funds, securing $18M towards projects at 8 sites.

**PRODUCT LINE SUMMARY [1]**

**3,690**
COUNT OF ASSETS

**$8.4B**
PRV ROLLUP

## Housing Asset Line

Noteworthy FY 2024 housing projects included major exterior repairs to correct long-standing moisture barrier issues at Base Alameda Marina Village Housing, Safe Homes Initiative inspections and interim controls at Novato Housing, and lead-based paint encapsulation and exterior repairs at Wailupe Family Housing in Honolulu.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Family Housing | 2,203 | $3,294M | 65 / 7 / 28 |
| Recreational Lodging | 79 | $34M | 8 / 90 |
| Representational Facilities (REPFAC) | 12 | $26M | 37 / 63 |
| Unaccompanied Personnel Housing (UPH) | 154 | $2,036M | 41 / 10 / 50 |
| Totals | 2,448 | $5,390M | 55 / 8 / 37 |

CONDITION INDEX: 75 (0–100)

DLM FUNDING: Optimal $45M; Allocated $12M

PC&I FUNDING: Optimal $98M; Allocated $0

## Community Services Asset Line

Projects benefiting asset performance included solicitation of a Base Alameda CDC A/E design project and major HVAC, fire suppression, and seismic maintenance and repairs to Base Kodiak's Galley Facility.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Chapel | 7 | $32M | 24 / 76 |
| Child Development Center | 7 | $84M | 75 / 25 |
| Dining Facilities | 31 | $451M | 12 / 88 |
| Exchange Facilities | 60 | $192M | 32 / 6 / 62 |
| Indoor Physical Fitness Facilities | 46 | $464M | 8 / 6 / 86 |
| Morale, Welfare, and Recreation (MWR) | 735 | $546M | 22 / 7 / 71 |
| Medical and Dental Facilities | 25 | $329M | 3 / 93 |
| Miscellaneous Structure | 8 | $0M | 53 / 47 |
| Playgrounds | 149 | $61M | 19 / 78 |
| Pool | 16 | $26M | 44 / 56 |
| Totals | 1,084 | $2,185M | 17 / 78 |

CONDITION INDEX: 53 (0–100)

DLM FUNDING: Optimal $24M; Allocated $25M

PC&I FUNDING: Optimal $59M; Allocated $0

## Training Asset Line

Small Arms Firing Range asset visibility and performance was a primary focus in FY 2024. Notable projects included design and solicitation of compliance assessment for Base Honolulu's SAFR, kickoff of quarterly SAFR syncs with rangemasters and FORCECOM personnel, and investigations into configuration alignment with existing DHS SAFR facilities.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| General Training Facilities | 129 | $753M | 43 / 12 / 44 |
| Small Arms Firing Ranges | 29 | $61M | 75 / 3 / 22 |
| Totals | 158 | $814M | 46 / 11 / 43 |

CONDITION INDEX: 70 (0–100)

DLM FUNDING: Optimal $6M; Allocated $4M

PC&I FUNDING: Optimal $19M; Allocated $3M

1. Counts on this page do not include leased assets.
2. PRV values may not sum to totals because of rounding.
3. Remaining service life bar charts reflect percentage of category group PRV.
   Remaining service life key: >10% Service Life Remaining; <10% Remaining; Beyond Service Life; No Data

# STRATEGIC OPERATIONS

SILC's Strategic Operations Product Line (SOPL) sustains shore infrastructure assets that host or directly support strategic mission commanders in the field. Assets include towers, communication facilities, and regional operations and command buildings. SOPL is composed of two asset lines:

- Command & Control, Communications, Computers, Cyber & Intelligence (C5I) Asset Line
- Sector/District Asset Line

## ACHIEVEMENTS

**Tower Inspections.** In FY 2024, SOPL created a new Shore Tower Inspection and Preventative Maintenance CSTO with the intent to resolve discrepancies between multiple tower and fall protection publications. This CSTO aligns with the commercial American National Standards Institute (ANSI) and Telecommunications Industry Association (TIA) standards, providing the most up-to-date and comprehensive guidelines necessary to increase safety and improve cost effectiveness of tower inspection and maintenance. SOPL intends to publish this CSTO in FY 2025. In FY 2024, SOPL launched a feasibility study to evaluate if tower asset maintenance schedules and condition could be tracked in BUILDER.

The product line also streamlined a single repository for all tower condition information in SharePoint to improve communication with stakeholders.

**Portfolio Improvements.** SOPL continued to leverage demolition to improve portfolio efficiency by demolishing/divesting three towers, reducing the tower inventory by 1% and driving down yearly inspection and maintenance costs by approximately $30K. The product line executed $1.8M in essential communication infrastructure inspections, maintenance, and repairs for 160 towers to ensure communication availability and mission readiness using the National Tower Maintenance and Inspection Contract (NTMIC). SOPL also managed $800K in FY 2024 Sector Infrastructure Support Funds (SISF) to support OLM projects at Shore Forces Enterprise units who have a technical need or a demand exceeding the capability of their standard workforce.

## STRATEGIC INITIATIVES

**Contract and infrastructure efficiencies.** Looking to FY 2025, SOPL will implement new initiatives aimed at improving contract efficiency and infrastructure management. One key initiative is restructuring the NTMIC into four distinct contracting actions:

- Atlantic Area
- Pacific Area – District 11, District 13, and District 14
- Pacific Area – District 17
- Pacific Area – Culturally Sensitive

This segmentation will reduce the administrative burden on other CEU Environmental and Real Property branches and improve the response times for high-priority tower maintenance requests. Section 11211 of the James M. Inhofe National Defense Authorization Act for FY 2023 authorized the Coast Guard to dismantle or dispose of LORAN assets and their supporting real property infrastructure. SOPL plans to support this effort by allocating $11.25M to conduct the above-ground tower structure demolition of LORAN tower assets. In addition, SOPL will continue to construct batch demolition contracts for obsolete towers. Demolition will reduce the tower portfolio, lead to a tower inventory comprised of only essential towers, and reduce annual maintenance costs.

**HVAC System Improvements.** The Sector District Asset Line is primarily comprised of General Admin Buildings, Regional Operations Centers, and Command Centers. SOPL continuously receives projects proposing HVAC system replacements submitted via POP cycles or unit level work orders.

Obsolete and poorly functioning HVAC systems present health and safety risks to Coast Guard personnel. In FY 2025, SOPL will invest $3.92M to complete HVAC replacement-in-kind projects to resolve new and longstanding habitability problems. Using lessons learned from the NTMIC, SOPL will leverage the Defense Logistics Agency (DLA) as the primary mechanism by which the Sector District Asset Line will plan, coordinate, fund, and oversee HVAC replacements supporting critical Sector District Asset Line infrastructure and the larger Coast Guard efforts to improve living and working conditions for Coast Guard personnel. SOPL will produce an after-action report that assesses effectiveness and provides recommendations to grow these efforts to full-scale enterprise-level support in FY 2026.

# ASSET PERFORMANCE

In FY 2024, the Coast Guard allocated $43M for DLM work towards SOPL assets, which was spread across 75 projects. The product line successfully prioritized and advocated for FY 2026 C-POP funding, securing $6M towards projects at 4 sites.

**PRODUCT LINE SUMMARY [1]**

1,862
COUNT OF ASSETS

$3.0B
PRV ROLLUP

## C5I Asset Line

SOPL inspected 19 towers that had not been previously inspected and increased TAV to 85% for the tower portfolio. This additional visibility allows the product line to predict out-year budgets for the tower asset class five years in advance. The 28 towers inspected in FY 2024 had an average condition index of 83.5, indicating that the tower portfolio condition index is 79.7.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| Communication Facilities | 898 | $498M | 30 / 11 / 59 |
| Navigation Facility | 30 | $96M | 10 / 44 / 46 |
| Towers | 702 | $295M | 68 / 10 / 21 |
| Totals | 1,630 | $890M | 40 / 14 / 45 |

CONDITION INDEX
68 (0–100)

DLM FUNDING
Optimal $14M
Allocated $8M

PC&I FUNDING
Optimal $20M
Allocated $0

## Sector/District Asset Line

SOPL completed Phase 1 of the Sector Shore Forces Space Utilization Study to evaluate four Marine Safety Units (MSUs). Phase 1 of the study identified space shortfalls and surpluses for all functions at these locations. The Space Utilization Study product will be used in future lease renegotiations for the most efficient placement of personnel and use of funds.

| CATEGORY GROUP | ASSETS | PRV [2] | % REMAINING SERVICE LIFE [3] |
|---|---|---|---|
| ELC Warehouses | 5 | $9M | 17 / 83 |
| General Admin Building | 194 | $1,459M | 43 / 53 |
| Regional Command Building | 8 | $125M | 36 / 11 / 54 |
| Regional Operations Center | 25 | $534M | 45 / 55 |
| Totals | 232 | $2,127M | 43 / 54 |

CONDITION INDEX
66 (0–100)

DLM FUNDING
Allocated $35M
Optimal $22M

PC&I FUNDING
Optimal $66M
Allocated $0

1. Counts on this page do not include leased assets.
2. PRV values may not sum to totals because of rounding.
3. Remaining service life bar charts reflect percentage of category group PRV.
   Remaining service life key: >10% Service Life Remaining; <10% Remaining; Beyond Service Life; No Data

# WATERWAYS OPERATIONS

SILC's Waterways Operations Product Line (WOPL) sustains Aids to Navigation (ATON) assets and supports the technical and maintenance requirements for the Coast Guard's Maritime Environmental Response (MER) missions to safeguard the flow of maritime commerce along federal waterways. WOPL is located in Norfolk, Virginia, and is composed of two asset lines:

- Fixed and Floating ATON Asset Line
- MER and Signal Equipment Asset Line

## ACHIEVEMENTS

**Centralized Management.** In FY 2024, WOPL continued to centralize management of equipment and hardware by consolidating funding and buoy inventory, and by establishing Ocean Engineering capabilities within the product line. WOPL also piloted steel buoy overhauls at the U.S. Army Sierra Depot and initiated a foam buoy overhaul pilot program with organic Coast Guard resources. These endeavors diversify our industrial base, reduce costs, and reduce the risk of transportation delays.

**Contract Awards.** One of WOPL's most successful achievements during FY 2024 was the award of five major multi-year contracts worth a combined total of $22M. These contracts include West Coast regional buoy maintenance, ice lantern batteries, LED lanterns, plastic buoys, and Western River wire rope.

**Mooring buoys.** This year, WOPL assumed the technical authority for mooring buoys, assisted numerous Districts with developing mooring buoys or establishing requirements, and promulgated a Mooring Buoy Implementation Process Guide.

**Technology Investments.** In partnership with the Research and Development Center, WOPL completed the Next Generation Buoy study, which field tested a variety of floating ATON hulls. The results identified future investment opportunities and proved that many of our existing floating aids provide excellent signal to the mariner, exceptional survivability, and solid life cycle costs. WOPL also developed a buoy standard cost tracker to assist District Waterways staff with waterways planning. Concurrently, the product line developed a mooring calculator to fill the critical operational gap left by the obsolete legacy Mooring Selection Guide (MOORSEL) application.

**Signal Equipment.** In the signal equipment domain, WOPL modernized two fixed aids with new and highly efficient LED lanterns. The product line also developed a technical solution to solarize a critical range, thereby avoiding a $6M investment in a submarine cable. These conversions increased reliability to the mariner, reduced maintenance hours, and are forecasted to save tens of thousands in annual utility and maintenance cost avoidance, which further contributes to the millions of dollars in already-realized prior year conversions. WOPL has also continued divestment of obsolete oil recovery assets.

## STRATEGIC INITIATIVES

WOPL will continue improving support to the ATON mission through consolidation, inventory management, fixed ATON equipment standardization, and process maturity for prioritizing and allocating resources to fixed ATON demands. In FY 2024, several product line members retired after long and impactful careers. WOPL repurposed one position as an ocean engineer to align with fixed ATON support requirements and will be onboarding four positions in FY 2025. The product line also plans to publish a series of technical orders to replace and modernize the legacy ATON Technical Manual.

Working with Surface Forces Logistics Center-Industrial Operations Division (SFLC-IOD), WOPL is evaluating the use of Steel Seam high-build epoxy to potentially extend floating aid life span at reduced costs. The product line will also field test a concrete sinker design to ease recovery of mudded-in sinkers.

In partnership with the Office of Navigation Systems (CG-NAV), WOPL is implementing improvements to the U.S. Aids to Navigation Information Management System (USAIMS) to streamline how ATON units report fixed ATON condition. These changes will clarify field unit reporting and yield viable data streams to focus future fixed ATON investment.

In FY 2025, WOPL will represent U.S. Maritime Transportation System interests on the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) Engineering Committee.

The product line is also working two projects in FY 2025 in partnership with the Research and Development Center to validate effective radar range of specific floating aids and to reduce the long-term environmental impact of river buoy foam.

# ASSET PERFORMANCE

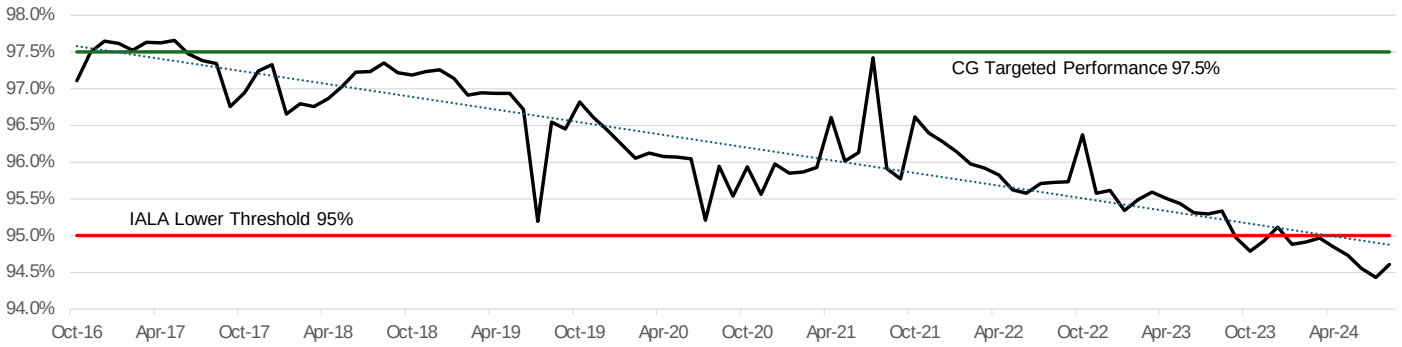
Fixed ATON availability is at 94.6%, with a declining annual rate. Primarily because of aid material condition, the Coast Guard's targeted performance of 97.5% has not been met since 2017, and in 2023 the Coast Guard slipped below the International Maritime Aids to Navigation and Lighthouse Authorities (IALA) lower threshold of 95% (see chart below). Our out-year trend analysis suggests this gap will continue to grow the $186M fixed ATON backlog. WOPL is addressing this issue by modernizing ATON with sustainable LED and solar technology; however, while this increases signal reliability, it does not address the condition of structures carrying the signal. To stem the deterioration of fixed ATON condition and align investments with USACE dredging projects, the Coast Guard needs to invest in fixed ATON recapitalization.

**PRODUCT LINE SUMMARY** [1]

**66,914**
COUNT OF ASSETS [2]

**$1.7B**
PRV ROLLUP

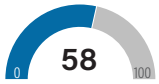
## Fixed ATON Availability Trend



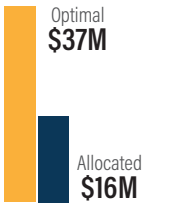

## Fixed and Floating ATON Asset Line

Presently, 4,149 steel buoys (36.5%) and 487 foam buoys (30.4%) are beyond their respective 24-year and 12-year service lives. Further, 52.5% of steel hulls and 54.9% of foam hulls are forecast to exceed their service lives by 2029. WOPL's efforts to centralize floating ATON overhaul funds to the product line in FY 2024 enabled us to effectively and efficiently use these funds to reduce the backlog.

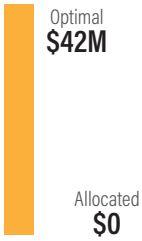
**CONDITION INDEX**




**DLM FUNDING**




**PC&I FUNDING**




| CATEGORY GROUP | ASSETS | PRV [3] | % REMAINING SERVICE LIFE [4] |
|---|---|---|---|
| Compound | 183 | $35M | 47 / 52 |
| Equipment | 35 | $1M | 9 / 30 / 61 |
| James River | 327 | $37M | 46 / 50 |
| Lighthouse | 181 | $424M | 4 / 96 |
| Miscellaneous Structure | 148 | $5M | 44 / 54 |
| Pile | 15,707 | $580M | 33 / 6 / 61 |
| Tower | 3,408 | $244M | 16 / 7 / 77 |
| Floating ATON | 29,193 | $307M | 35 / 12 / 53 |
| Totals | 49,182 | $1,633M | 21 / 74 |

## MER and Signal Equipment Asset Line

The MER and Signal Equipment Asset Line only tracks PRV and asset count. The condition of the signal is contained in the overall condition of the aid presented above.

| CATEGORY GROUP | ASSETS | PRV |
|---|---|---|
| MER | 9 | $247K |
| Signal Equipment | 17,723 | $23.5M |
| Totals | 17,732 | $23.7M |

1. Counts on this page do not include leased assets.
2. This count includes floating ATON, which are not categorized as real property and are not included in the total asset count in the Portfolio Highlights section of this report.
3. PRV values may not sum to totals because of rounding.
4. Remaining service life bar charts reflect percentage of category group PRV.
   Remaining service life key: >10% Service Life Remaining; <10% Remaining; Beyond Service Life; No Data

# PERSONNEL ACCOMPLISHMENTS AND COMMUNITY OUTREACH

The Coast Guard can complete its missions only because of the incredible passion and enthusiasm of its individual staff members, who exemplify the Service's core values while maintaining and innovating the shore plant. The SILC takes great pride and satisfaction in honoring the service of our staff, who make the Coast Guard mission a reality every day.

The following recipients received awards in 2023 from the Society of American Military Engineers (SAME) for making outstanding contributions to the Coast Guard Civil Engineering Program:

- **CEU Honolulu** was awarded with the "RADM Thomas Jones Excellence Award"
- **Base Elizabeth City's Facilities Engineering Department** received the "Cowart Plaque for Facility Engineering" Organizations
- **LCDR Joshua Smolowitz,** TOPL Branch Chief at CEU Cleveland received the "Oren Medal"
- **CWO David Mann,** Construction Project Manager and Contracting Officer's Representative at CEU Oakland received the "Sargent Medal"

*Members from CE Program attending the 2023 SAME awards ceremony at the Joint Engineer Training Conference and Expo*

*Megan is pictured with VADM Tom Allan, Deputy Commandant for Mission Support, and ADM Linda Fagan, Commandant of the Coast Guard*

**Megan L. Clouser** of CEU Miami has been awarded the 2023 Civilian Employee of the Year. As a Natural Resource Management Specialist, Ms. Clouser is directly responsible for all ECEs; NEPA reviews for depot-level maintenance; and environmental planning, compliance, and restoration projects for Sectors Miami, Key West, and St. Petersburg. Ms. Clouser's experience and tremendous work ethic contribute significantly to CEU Miami's intense production schedule.

*RDML Grable (CG-4) presenting the coin and letter to Mr. Stallings*

**Mr. Charles (Charlie) Stallings** of CEU Providence was recognized with a coin and letter from the Commandant of the Coast Guard for his 55 years of combined federal service. This sustained dedication is so rare that no formal pin or certificate exists.

**CEU Providence** successfully hosted a bridge building competition in February, 2024, for 32 students from a local high school's pre-engineering program. The event fosters mentorship relationships between aspiring engineers and professional engineers from CEU Providence.

**Ms. Cheryl Berry,** CEU Juneau, received the FY 2023 Department of Homeland Security "Chief Procurement Officer Excellence Award, Contracting Officer of the Year" category for her significant contributions as the Senior Field Contracting Officer at CEU Juneau to achieve mission delivery.

*Ms. Berry pictured second from right*

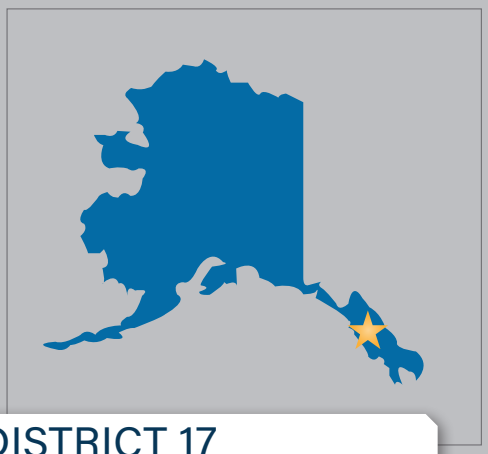
**The FDCC Kodiak Nemetz Housing Project Team** and the contractor, Tutor-Perini/RSP, received the "Large Firm Environmental Stewardship Award" and the "People's Choice Award" at the SAME Seattle Post "Projects of Excellence 2024" awards dinner.

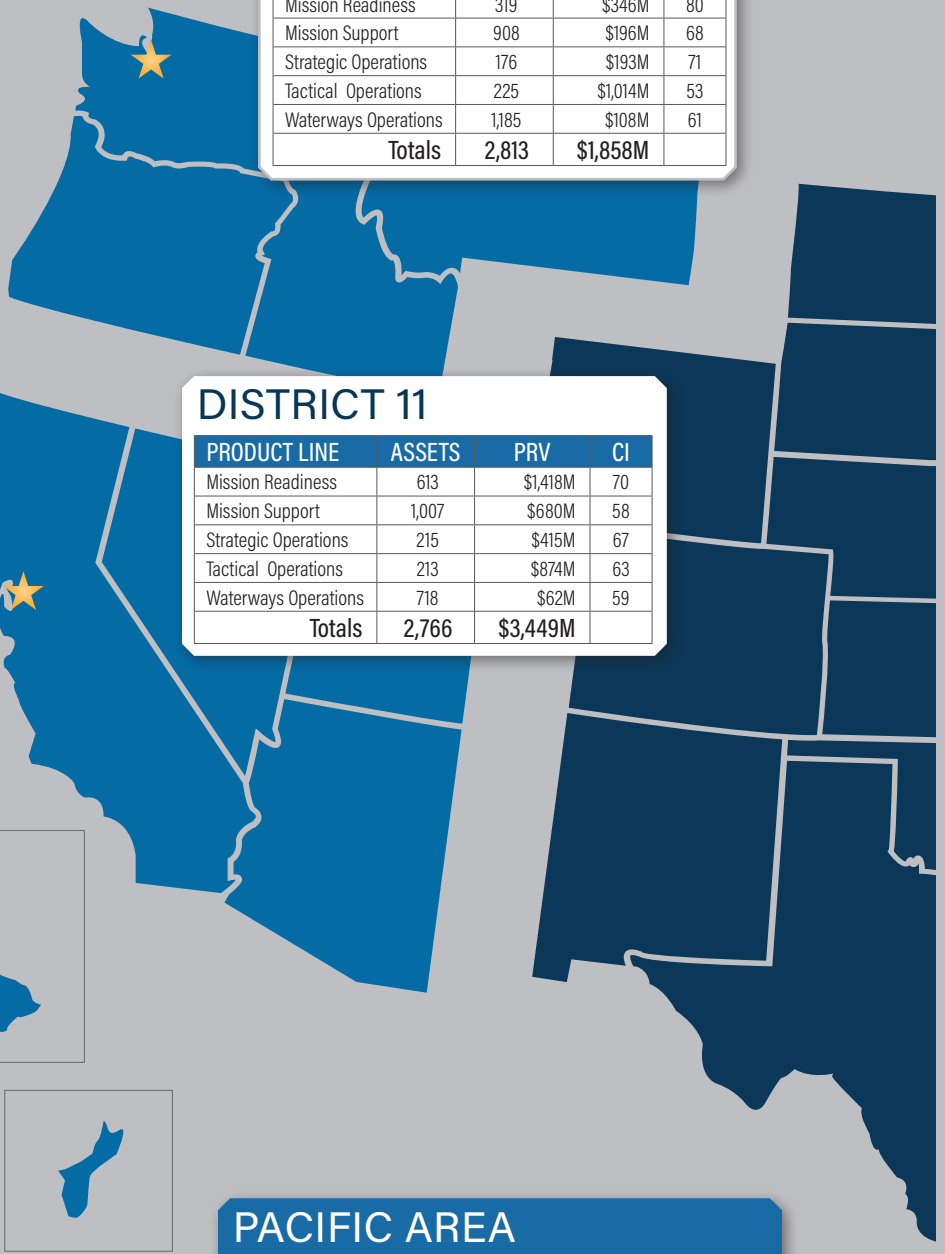
*CDR Tom Mansell (FDCC Seattle), left, and Jeane Clinton (FDCC Design PM), right, representing the FDCC project team*

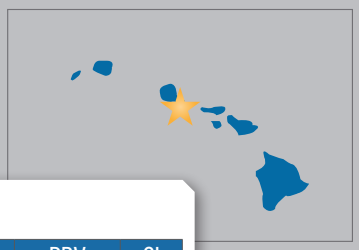
**Mr. Ronnie Galapon,** CEU Honolulu, was selected as a Coast Guard Federal Employee of the Year for the Honolulu-Pacific Federal Executive Board. Mr. Galapon was commended for distinguished performance as CEU Honolulu's sole Construction Project Inspector.

*Mr. Galapon pictured fourth from left*

# DISTRICT SHORE ASSET SUMMARY









## DISTRICT 13

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 319 | $346M | 80 |
| Mission Support | 908 | $196M | 68 |
| Strategic Operations | 176 | $193M | 71 |
| Tactical Operations | 225 | $1,014M | 53 |
| Waterways Operations | 1,185 | $108M | 61 |
| Totals | 2,813 | $1,858M | |

## DISTRICT 17

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 429 | $2,496M | 68 |
| Mission Support | 1,234 | $2,018M | 55 |
| Strategic Operations | 238 | $625M | 67 |
| Tactical Operations | 195 | $2,711M | 73 |
| Waterways Operations | 915 | $279M | 46 |
| Totals | 3,011 | $8,130M | |

## DISTRICT 11

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 613 | $1,418M | 70 |
| Mission Support | 1,007 | $680M | 58 |
| Strategic Operations | 215 | $415M | 67 |
| Tactical Operations | 213 | $874M | 63 |
| Waterways Operations | 718 | $62M | 59 |
| Totals | 2,766 | $3,449M | |

## DISTRICT 14

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 63 | $161M | 62 |
| Mission Support | 304 | $222M | 63 |
| Strategic Operations | 81 | $120M | 76 |
| Tactical Operations | 69 | $403M | 72 |
| Waterways Operations | 203 | $29M | 44 |
| Totals | 720 | $935M | |

## PACIFIC AREA

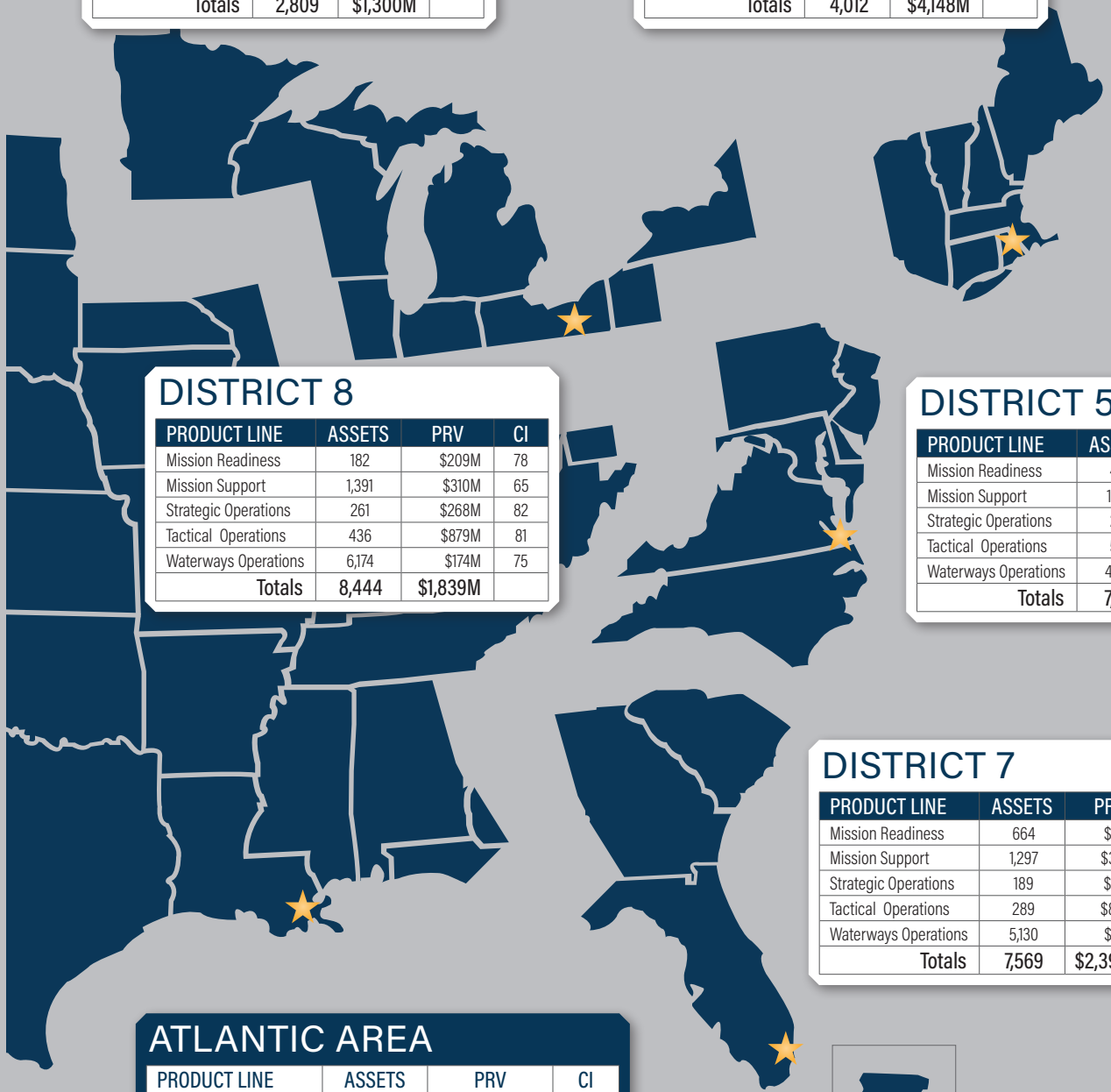
| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 1,424 | $4,421M | 69 |
| Mission Support | 3,453 | $3,117M | 57 |
| Strategic Operations | 710 | $1,354M | 68 |
| Tactical Operations | 702 | $5,002M | 67 |
| Waterways Operations | 3,021 | $477M | 51 |
| Totals | 9,310 | $14,371M | |

## DISTRICT 9

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 187 | $170M | 82 |
| Mission Support | 1,259 | $131M | 61 |
| Strategic Operations | 213 | $132M | 68 |
| Tactical Operations | 389 | $677M | 70 |
| Waterways Operations | 761 | $191M | 57 |
| Totals | 2,809 | $1,300M | |

## DISTRICT 1

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 739 | $1,753M | 63 |
| Mission Support | 1,787 | $598M | 68 |
| Strategic Operations | 193 | $534M | 57 |
| Tactical Operations | 478 | $1,158M | 69 |
| Waterways Operations | 815 | $105M | 49 |
| Totals | 4,012 | $4,148M | |



## DISTRICT 8

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 182 | $209M | 78 |
| Mission Support | 1,391 | $310M | 65 |
| Strategic Operations | 261 | $268M | 82 |
| Tactical Operations | 436 | $879M | 81 |
| Waterways Operations | 6,174 | $174M | 75 |
| Totals | 8,444 | $1,839M | |

## DISTRICT 5

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 494 | $1,225M | 71 |
| Mission Support | 1,735 | $1,017M | 62 |
| Strategic Operations | 296 | $427M | 72 |
| Tactical Operations | 530 | $1,464M | 68 |
| Waterways Operations | 4,088 | $187M | 59 |
| Totals | 7,143 | $4,320M | |

## DISTRICT 7

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 664 | $613M | 70 |
| Mission Support | 1,297 | $396M | 64 |
| Strategic Operations | 189 | $301M | 55 |
| Tactical Operations | 289 | $894M | 66 |
| Waterways Operations | 5,130 | $192M | 64 |
| Totals | 7,569 | $2,396M | |

## ATLANTIC AREA

| PRODUCT LINE | ASSETS | PRV | CI |
|---|---|---|---|
| Mission Readiness | 2,266 | $3,969M | 68 |
| Mission Support | 7,469 | $2,452M | 64 |
| Strategic Operations | 1,152 | $1,663M | 65 |
| Tactical Operations | 2,122 | $5,071M | 70 |
| Waterways Operations | 16,968 | $848M | 62 |
| Totals | 29,977 | $14,003M | |

# CONTACT

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