



CITY & BOROUGH OF
Wrangell



EDUCATION

DEEP WATER PORT

UTILITIES & HOUSING

TRANSPORTATION

HAZARD PROFILE

Wrangell, Alaska

Rural in Scale, National in Capability

Building Polar Security Cutter Homeport & Maintenance Capacity
Through Industrial Partnership & Community Commitment

Table of Contents

03	Executive Summary
04	Six Mile Deep Water Port: Core Infrastructure Asset
08	Transportation: Roads, Airport, Ferry & Freight
09	Utilities: Water, Sewer, Power, & Resiliency
11	Natural Hazard Profile, Strategic Location, & Operational Advantages
12	Housing Capacity & Land Availability
14	Education, Childcare, & Community Programming
16	Health & Dental Services
18	Daily Needs and Quality of Life
20	Concluding Points
22	Appendix A: Quick Reference Summary
24	Appendix B: Deepwater Port Conceptual Layout
25	Appendix C: Deep Water Port Bathymetry
26	Appendix D: JAG & CBW Memorandum of Understanding
34	Appendix E: Coast Guard City Resolution
36	Appendix F: Wrangell Public Schools Capacity Letter
37	Appendix G: Property for Housing Development





EXECUTIVE SUMMARY

Wrangell, Alaska is uniquely positioned to support U.S. Coast Guard operations in the North Pacific and Arctic through two complementary outcomes: (1) establishing practical, scalable capacity to homeport Polar Security Cutters (PSCs) with a modest Coast Guard mission support footprint; and (2) enabling PSC, ASC, and National Security Cutter (NSC) drydock maintenance availabilities through a strengthened industrial and community support ecosystem.

In partnership with JAG Marine Group, the City and Borough of Wrangell (CBW) is advancing a phased plan anchored by Wrangell's Six-Mile Deep Water Port—a rare 42-acre upland industrial site with an additional 37 acres of adjacent tidelands, deepwater frontage, protected inside-waters access, and separation from the residential core. This capability analysis is an enhanced version of CBW's prior readiness summary and is written to directly address the conditions the Coast Guard must be confident in before selecting a homeport: housing delivery, transportation and supply chain reliability, family sustainment services including quality education and extra-curricular programming, a mission support footprint, and surge readiness for maintenance events. Additionally, co-locating a homeport with an industrial docking facility significantly decreases both maintenance costs and days away from home port while at the same time increasing operational availability of assets.

Wrangell has present-day constraints: housing vacancy is limited and certain community services will require increased capacity as Coast Guard personnel and families are added. Wrangell's core case reflects an understanding that housing and service capacity is best delivered in alignment with confirmed mission needs, and that the Borough is prepared to deliver that capacity on a defined schedule once commitments



are made. Specifically, Wrangell has developable land and a clear pathway towards timely development, a track record of executing significant housing and utilities investments, and committed industry and institutional partners prepared to deliver new units and expanded services. In short: capacity can be created predictably, and Wrangell is prepared to do so in a manner aligned with Coast Guard timelines and affordability realities considering varying levels of USCG personnel.

Local commitment is formal and public. The Wrangell Borough Assembly adopted a resolution on January 7, 2026 (Appendix B), declaring Wrangell a "Coast Guard City" and respectfully seeking recognition from Coast Guard leadership—an explicit signal of long-term intent to support Coast Guard families and mission requirements.

SIX-MILE DEEP WATER PORT: CORE INFRASTRUCTURE ASSET

Wrangell's Six-Mile Deep Water Port is a 42-acre upland industrial site with an additional 37 acres of adjacent tidelands—one of the few remaining large-scale marine industrial properties in Southeast Alaska. The port would be the anchor as an Arctic / Polar Security Cutter homeport, a hub for USCG Mission Support / inventory, and include a major docking facility with additional pierside space that would support maintenance requirements for the USCG Ice-Breakers and Fleet.

KEY FACTS

- **Location & Access:** Six miles south of downtown Wrangell; zoned for waterfront industrial use. Deep-water capable with over 2,000 feet of deepwater frontage; bathymetry assessment performed to substantiate capabilities; site cleared and grubbed in summer 2025.
 - Home porting polar assets to Wrangell significantly enhances direct access to key operating areas—including the Bering Sea, North Pacific Ocean, and Arctic Ocean—compared to the current homeport in Seattle. Situated within the sheltered waterways of the Inside Passage, Wrangell offers a naturally protected, low-hazard environment that minimizes weather-related disruptions, reduces transit risk, and strengthens year-round Coast Guard operational readiness, maintenance efficiency, and mission schedule reliability.
- **Utilities:** Municipal water and sewer terminate approximately 500 feet north of the site; extension is included in funding applications.
- **Power:** Southeast Alaska Power Agency (SEAPA), the Borough's hydroelectric wholesale power provider—boasting the cheapest power rates in Alaska—is committed to procuring and reinstalling a dedicated 10 MW transformer for the industrial site; Borough acquiring four CAT 3516 generators (~7.2 MW) to bolster backup power for the site and downtown system.
- **Environmental Status:** Phase I & II ESAs targeted for completion by summer 2026; Prospective Purchaser Agreement with Alaska DEC limits remediation liability to \$50,000 total; site to be closed upon completion.
- **Funding & Planning:** \$421,000 PIDP Planning Grant underway; EDA Disaster Supplemental application includes \$37M for utilities, surfacing, bulkhead replacement, and backup generation; intent to pursue 2027 PIDP construction funding.
- **Adjacent Uplands:** Additional publicly held upland parcels adjacent to the deep water port property provide immediate flexibility for surface parking, staging, and support uses, and are complemented by nearby privately held uplands that could accommodate ancillary development as needed.

Wrangell's Six-Mile-Deep Water Port provides sufficient land area, operational separation, and site flexibility to accommodate a Coast Guard mission support hub designed to support homeported cutters and maintenance activities.

Coast Guard Cutters Home Porting at Wrangell's Deepwater Port

The state of Alaska has been a longtime supporter of the Coast Guard, already boasting many home ports and diverse cutters. With the push to increase Arctic presence and acquire new Arctic & Polar Ice Breakers,

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Alaska is working to expand the shipyard infrastructure. Wrangell furthers the CG's goal of maximizing resources and support services through geographic concentration by specifically designing the waterfront to homeport and maintain the CG's largest assets: Arctic, Polar Security, National Security Cutters and other assets as required.

Co-locating a homeport with a docking facility will drastically reduce the cost to maintain the next generation of Polar & Arctic Security Cutters. This combination would decrease non-operational days away from home port and eliminate travel, dining and lodging costs during drydock maintenance availabilities.



This aligns with CG's mission to provide crew stability without compromising support operations, the optimally located maintenance facility will focus on keeping cutters operational while cutter commands and service members focus on personnel readiness. Additionally, A co-located maintenance and homeport will improve operational readiness by ensuring consistent maintainers, enable multi-year maintenance contracts, and allow for dedicated CG Mission Support Staff to oversee the maintenance facility.

Published in 2019, *Balancing Quality of Life with Mission Requirements*, noted the average days away from homeport for major cutters was 185 days per year. Over the past two years, CGC Polar Star (WAGB-10) crews have been away from home port for 308 and 285 consecutive days. That is 160% more days away from home port than the average major cutter- and no other cutter spends even half of those days consecutively away from homeport. The Wrangell homeport and depot level maintenance facility would help CG with retention and service members and their families quality of life by conducting major maintenance availabilities without taking service members away from their families.

Wrangell's deepwater port is uniquely positioned to support a full complement of large Coast Guard assets, including Polar Security Cutter class vessels, National Security Cutter class cutters, and other Arctic-capable platforms. The site offers over 2,200 linear feet of deepwater access with sufficient draft to accommodate multiple large vessels, while maintaining dedicated, segregated berthing for Coast Guard use. The layout ensures priority dock space for Coast Guard cutters, separate from industrial shipyard activity, eliminating conflicts with commercial operations. The facility will also include tug support for safe and efficient mooring evolutions consistent with large cutter operations.

Wrangell provides a reliable, year-round logistics network to sustain Coast Guard operations. The community is served by the Alaska Marine Highway System, weekly barge service from Alaska Marine Lines, and daily air access via Wrangell Airport. This multimodal connectivity ensures efficient delivery of parts, fuel, provisions, and personnel. Proximity between the port and community infrastructure enables rapid staging and resupply, minimizing downtime and maximizing cutter readiness in Alaska's Arctic environment.

Coast Guard Mission Support Hub at Wrangell's Deepwater Port

Wrangell's Six-Mile-Deep Water Port provides sufficient land area, operational separation, and site flexibility to accommodate a Coast Guard mission support hub designed to support homeported cutters and maintenance activities.

The port's 42-acre upland industrial footprint, combined with adjacent publicly held uplands and nearby private parcels, allows for a dedicated, secure area to support Coast Guard shore-based functions while maintaining appropriate separation from shipyard and commercial activities. This configuration is well suited to federal operational needs and can be implemented incrementally as cutter assignments and operational requirements are defined.

At a planning level, the Wrangell deepwater port and nearby property can accommodate a Coast Guard facility providing:

- Office and administrative space for a Naval Engineering Detachment (NED), including Port Engineers and Quality Assurance personnel responsible for overseeing depot level maintenance, organizational level maintenance, and lifecycle support activities.
- A hub for Maintenance Assist Teams (MATs) and Advanced Ship System, Instruction, and Support Teams (ASSIST), supporting routine and periodic maintenance tasks as well as complex troubleshooting, technical and engineering support, and training for cutter crews.
- A shipping and receiving center with controlled access, designed to handle delivery, staging, and distribution of parts, Government Furnished Material (GFM), and maintenance-related equipment.
- Secure storage and warehousing areas, including designated space for cutter-specific inventory, tool storage, and materials requiring controlled handling.
- Support infrastructure such as meeting rooms, communications/IT space, and secure access controls consistent with federal operational requirements.

The deepwater port's layout allows this footprint to be scaled appropriately, starting with core office and logistics functions and expanding only as operational demand increases. Importantly, this approach minimizes upfront investment while preserving long-term flexibility for the Coast Guard.

By situating these functions at the deepwater port, Wrangell provides a more accessible and logistically efficient alternative to other Coast Guard locations in Alaska. Unlike more remote or capacity-constrained homeports, Wrangell offers direct adjacency between cutters, shipyard operations, and logistics flows—reducing transit time, improving coordination, and minimizing “away-from-homeport” costs during maintenance periods. With unconstrained uplands available for expansion, staging, and support uses, Wrangell is uniquely positioned to accommodate future Coast Guard growth while enhancing operational efficiency and security.

In summary, Wrangell's deepwater port is not only capable of supporting vessel moorage and industrial activity, but also provides adequate, flexible space to host a purpose-built footprint that meets naval engineering, logistics, and operational oversight needs in a remote environment.

Wrangell's Commercial Dry Dock Facility In Partnership with JAG Marine Group

Wrangell's commercial dry dock facility will compliment Alaska's other major shipyards in Seward and Ketchikan by providing increased capabilities to maintain ships up to 600 ft. JAG Marine Group has over a decade of experience mobilizing ship repair efforts to complete complex dockside maintenance on all ten National Security Cutters, Polar Star, HEALY, 225' Juniper Class Buoy Tenders, and Medium Endurance Cutters in their respective home ports throughout the United States. JAG's performance has been documented as Very Good or Exceptional on all CPARS

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evaluations and is recognized by the Coast Guard as one of their Very Best Vendors. JAG Marine Group also demonstrates a track record of success at their Seward Shipyard facility where they regularly perform drydock maintenance on a variety of Coast Guard assets. Lastly, JAG Marine group recently acquired the Ketchikan Shipyard in late 2025 and has demonstrated a significant increase in productivity in one quarter as opposed to work accomplished by the previous owner over the past year. The state of Alaska values the significant and positive economic impact of JAG Marine Group.

Capacity Creation at Six-Mile: What Gets Built, In What Order

Wrangell will present port development as a phased infrastructure program tied to Coast Guard decision gates:

- Phase 1 – Site readiness and access control (2026-2027): yard surfacing/drainage, access improvements, controlled entry points, initial laydown and staging areas.
- Phase 2 – Utilities and resiliency (2027–2028): water/sewer extensions, dedicated power transformer integration, backup generation placement and interconnect planning.
- Phase 3 – Maritime Infrastructure + site layout + logistics (aligned with homeport decision): building design/construction, shipping/receiving area, secure storage and warehouse functionality.
- Phase 4 – Expansion for sustained presence + maintenance (as cutter count grows): additional warehouse capacity, improved marine infrastructure, and refined security envelope.



TRANSPORTATION: ROADS, AIRPORT, FERRY & FREIGHT

Transportation capacity includes affordability and predictability. Wrangell's plan addresses day-to-day movement (school/work/errands), crew rotation travel, and surge movement during maintenance events.

- **Roads and local circulation:** Six-Mile Deep Water Port access supports industrial traffic without routing heavy vehicles through downtown residential neighborhoods; parking and staging at the port will be designed for shift work and delivery vehicles.
- **Full-service Airport and connectivity:** 6,000' x 150' runway supports jet aircraft and heavy lift capability (217,000lbs on double wheel gear); twice-daily jet service currently connects to hubs via Alaska Airlines (737-800s). Alaska Airlines also provides weekly freighter service to supplement Wrangell's reliable barge service. Full fuel service is available for 100LL and Jet A.
- **Ferry/Marine Highway:** Wrangell is an Alaska Marine Highway port-of-call for passengers/vehicles and a redundancy option for travel and resupply. One northbound and southbound call are received in Wrangell weekly.
- **Freight:** weekly barge freight service supports heavy parts and household goods; Wrangell and Alaska Marine Lines (AML) are working as public private partners toward a new cargo transfer facility at Six-Mile by 2028 to deliver freight directly to port occupants.
- **Floatplane, seaplane, and water-based transit:** Wrangell is a key aviation and marine transfer point within Southeast Alaska, served by charter floatplane and seaplane operators, as well as water taxi services. These modes provide critical connectivity to surrounding communities, remote worksites, and marine facilities, enabling efficient personnel movement, project logistics, and inter-island travel across the region.
- **U.S. Forest Service road network:** Wrangell Island is served by an extensive U.S. Forest Service road system that provides access to remote areas of the island for subsistence hunting, recreation, and resource management. This network supports outdoor-based livelihoods, community resilience, and workforce access to dispersed project sites, while enhancing emergency response and land stewardship capabilities.





UTILITIES: WATER, SEWER, POWER, & RESILIENCY

Wrangell's utility systems are modern, reliable, and already sized to support meaningful population and industrial growth. Over the last several years, the Borough has made substantial capital investments to move from maintenance-mode infrastructure to growth-ready systems, with additional upgrades programmed to further expand capacity and resiliency.

Current System Status

- **Water Supply:** Wrangell completed a \$24 million water treatment plant in 2025, providing over 2.2 million gallons per day (MGD) of treatment capacity—approximately three times prior production levels. This investment was made specifically to ensure excess capacity for future residential and industrial growth, not merely to meet existing demand.
- **System Redundancy and Storage:** A \$3.5 million reservoir bypass project is under construction in 2026, improving operational flexibility and system reliability. In addition, a \$5 million drinking water dam rehabilitation project is scheduled for 2027, further strengthening long-term water security.
- **Wastewater:** The Borough's wastewater treatment system is functional and reliable today, with capacity upgrades totaling \$10 million identified and pending federal appropriation. These upgrades are intended to align wastewater capacity with anticipated population growth and industrial expansion, ensuring regulatory compliance and operational continuity.
- **Electric Power:** Wrangell is served by 100% renewable hydropower through the Southeast Alaska Power Agency (SEAPA), offering among the highest reliability and lowest electric rates in Alaska. System capacity is currently 10 megawatts (MW) and is scheduled to increase to 20 MW by 2027, providing substantial headroom for new industrial load. A dedicated transformer is planned for the Six-Mile-Deep Water Port, and a backup generation program is already underway to further enhance resiliency.



Site Connectivity & Expansion Readiness

- Water and sewer mainlines are located within approximately 500 feet of the Six-Mile Deep Water Port, allowing for efficient extension as part of subdivision and site development.
- Dedicated SEAPA electrical service can be extended directly to the site, supporting high-load industrial operations and federal facilities.
- These proximities enable a “plug-and-play” development model, where utility extensions are straightforward, predictable, and integrated into phased site development rather than requiring system-wide retrofits.

Resiliency & Redundancy for Federal Operations

Federal operations require uninterrupted service and contingency planning. Wrangell’s utility strategy deliberately pairs renewable base-load hydropower with redundant infrastructure and backup generation, ensuring reliability for both critical industrial operations and residential growth year-round. Phased utility upgrades are sequenced to stay ahead of demand, providing the Coast Guard with confidence that essential services will remain stable as operations scale.





NATURAL HAZARD PROFILE, STRATEGIC LOCATION, & OPERATIONAL ADVANTAGES

Wrangell's location within the protected waterways of the Inside Passage provides a low-risk natural hazard profile and a set of operational advantages that directly support year-round Coast Guard operations, maintenance activities, and schedule reliability.

From a hazard perspective, tsunami risk is low, as Wrangell is sheltered from open-ocean exposure by surrounding landmasses. Storm surge exposure is significantly lower than outer-coast communities, reducing the likelihood of weather-related port closures or infrastructure disruption. Although a series of landslides have taken place across the region, recent analysis assesses this risk at a low probability rate. Wrangell's designated industrial site—is located on low-slope, stable terrain well suited for heavy industrial use and long-term federal facilities, providing a safe location for development

These physical characteristics translate directly into operational benefits. Wrangell's protected inside-waters access supports predictable, year-round work windows, minimizes weather downtime, and improves safety for vessel movements, in-port operations, and shipyard activities. For Arctic-capable cutters and maintenance availabilities, this reliability is a meaningful advantage over more exposed coastal locations.

Strategically, Wrangell sits almost equidistant between Seattle and Anchorage (approximately 700 miles each), positioning it as an efficient midpoint for supply chains, crew rotation, logistics staging, and mission response. This geography allows the Coast Guard to avoid congestion and higher operating costs associated with larger ports, while still maintaining practical connectivity to major hubs in the Lower 48 and Alaska.

In combination, Wrangell's low-risk hazard environment, protected waters, and strategic midpoint location create a setting that supports operational continuity, cost efficiency, and schedule certainty—key considerations for sustained homeporting and maintenance operations in a remote but mission-critical region.



HOUSING CAPACITY & LAND AVAILABILITY

CURRENT CONDITIONS

Wrangell has approximately 1,300 housing units, 912 of which are occupied.

Market vacancies are functionally zero, creating high demand for workforce and contractor housing.

The Borough has approximately 12,000 acres of land. Approximately 95 acres of premier undeveloped residential property adjacent to a recently completed publicly funded subdivision, Alder Top Village is available for divestiture and/or development incentives. This area is approximately 1.5 miles from the deepwater port and in close proximity to existing roads and utilities.

Implication for the Coast Guard: Wrangell will not rely on existing housing vacancies to support a homeport, as is often assumed elsewhere in Alaska. Instead, the community is prepared to deliver new housing capacity quickly and cost-effectively following a homeport decision. Wrangell has a clear, executable plan to scale housing supply to meet Coast Guard needs, ensuring personnel and their families are supported without delay.

Active Housing Initiatives

- Alder Top Village Subdivision: Phase 1 (20 lots) –20 of 20 available lots were sold within a two-month period (December 2025–January 2026). Four additional accessible lots will be added to available inventory and auctioned in 30-day increments.
- Multifamily District Expansion: Planned zoning for medium-density housing adjacent to Alder Top (95-acres).
- Employer-Supported Housing: SEARHC and Wrangell Medical Center housing is under construction as a result of a strong Borough–SEARHC partnership.
- Additional subdivision partnership: Alaska Mental Health Trust Land Office pursuing development of another 27-acre subdivision, building on the 17-acre subdivision already in progress.

Coast Guard Housing Needs & Product Mix Considerations (BAH-Informed)

Wrangell recognizes that successful homeporting depends on delivering the right mix of housing types, aligned with Coast Guard rank structure, family composition, and Basic Allowance for Housing (BAH) affordability. While the Borough does not maintain a pre-assigned housing program by rank, it understands the importance of achieving an appropriate product mix and has the land, development pathways, and partnerships necessary to create that mix once homeport commitments are defined.

Based on Coast Guard staffing profiles and standard homeport experiences, Wrangell anticipates the following housing needs and has the capacity to deliver them through phased development and partnered construction:

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- Service members and households with more compact housing needs: Across pay grades, many Coast Guard personnel—particularly those seeking lower-maintenance living arrangements—often prefer smaller units such as studios, one-bedroom apartments, or compact multifamily housing, with proximity to daily services and predictable operating costs. Wrangell’s planned multifamily zoning, modular construction options, and infill development capacity provide the flexibility to deliver this housing type efficiently as demand is clarified.
- Service members and households with greater space or family needs: Other Coast Guard households, including many senior enlisted personnel and officers, may require townhomes or single-family residences that accommodate families, pets, storage needs, and outdoor space. Wrangell’s available residential land inventory including Alder Top and adjacent Borough-controlled property supports phased subdivision and private development capable of delivering this housing type in alignment with confirmed needs.
- Surge and transitional demand: Maintenance availabilities and contractor mobilizations create temporary housing pressure. Wrangell has the capacity to address these periods through managed leasing, modular or workforce housing solutions, and seasonal inventory coordination, reducing the risk of displacing local residents or destabilizing the rental market.

In summary, Wrangell’s approach is responsive rather than prescriptive: once Coast Guard homeport parameters are defined, the Borough can translate personnel and family profiles into housing unit targets and work with development partners to deliver the appropriate mix on a defined schedule. This flexibility—paired with available land, permitting readiness, and proven partnerships—is central to Wrangell’s ability to support a sustainable Coast Guard presence.

Demonstrating Capacity: How Wrangell Creates Housing at Scale

No Alaska community maintains large volumes of vacant housing for a major federal influx. The Coast Guard’s question is whether the community can deliver housing rapidly with predictable affordability and quality. Wrangell’s answer is yes, through a combination of land readiness, proven execution, and committed partners. The Borough will demonstrate capacity through the following mechanisms:

- Land pipeline: Alder Top Village and adjacent lands (including the 95-acre portion of the Institute Property) provide immediate, developable inventory near roads and utilities and within 1.5 miles of the deepwater port.
- Partner delivery: SEARHC housing under construction shows that Wrangell can execute employer-supported housing when institutional demand is clear.
- Expanded subdivision partnerships: Alaska Mental Health Trust Land Office subdivision development adds additional unit runway beyond Borough-controlled inventory.
- Permitting and incentives: CBW can package lots, expedite approvals, and structure incentives to reduce developer risk and accelerate unit delivery (including modular and panelized construction paths suited to Alaska logistics).
- Management approach: explore a government-furnished housing model or master-lease arrangements as needed to stabilize early cycles while permanent neighborhoods are built.

EDUCATION, CHILDCARE, & COMMUNITY PROGRAMMING

Schools & Youth Services

Wrangell Public Schools currently serve approximately 260 K–12 students and are operating well below their historical capacity. During the timber era, Wrangell's student population was more than double current enrollment, and school facilities, staffing models, and operating budgets were scaled accordingly. That legacy capacity remains embedded in the system today—both in physical facilities and in institutional knowledge—allowing Wrangell to accommodate growth in excess of 100 percent without the need for new school construction.

As Coast Guard personnel and families are added, the City and Borough of Wrangell will work in coordination with Wrangell Public Schools to phase enrollment growth in step with housing delivery and cutter assignment timelines. This approach ensures staffing, classroom utilization, and student services scale predictably, while preserving educational quality and minimizing disruption. Wrangell's schools already demonstrate strong leadership, participation, and community engagement through a highly regarded athletics program, supported by an exemplary coaching staff and a recent state championships—reflecting both student achievement and a culture of mentorship and teamwork.

Importantly, Wrangell High School already operates trades-based and career-technical programming, which provides a direct foundation for workforce development. The Borough intends to integrate these existing programs into formal workforce pathways with JAG Marine Group, creating local pipelines in welding, fabrication, marine trades, and industrial support roles. This alignment supports both shipyard workforce needs and long-term economic resilience, while offering meaningful career opportunities for local youth and Coast Guard family members.

Beyond the school system, Wrangell's civic, recreational, and cultural infrastructure is fully built, operational, and scaled beyond the minimum thresholds typically found in remote communities of similar size. Existing amenities include:

- A museum, theater, and large civic center that host cultural programming, public events, and regional functions.
- A full-service public library offering comprehensive programming for children, teens, adults, and families, including educational, cultural, and community-based activities that support learning and social connection year-round.
- Established parks and trail systems that provide safe, accessible outdoor recreation for families and youth.
- A golf course and multiple organized recreational offerings that support year-round activity and social engagement.
- A full-size aquatics and recreation center located adjacent to the school campus, offering swimming, fitness, and youth programming integrated with both school and community use.

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These facilities are already in place and actively used, reducing the need for new capital investment to support near-term population growth.

Together, Wrangell's educational capacity, workforce training programs, and civic and recreational amenities ensure that incoming families are supported by a well-rounded, resilient, and fully functional community—positioning the Borough to accommodate growth while maintaining quality of life and long-term economic stability.

Childcare & Early Learning

Wrangell has made measurable, recent progress expanding childcare and early learning capacity through active partnerships and targeted investments. To date, approximately 40 new childcare slots have been created, materially improving access for working families and supporting workforce participation—an essential factor for sustaining growth in a remote community.

Importantly, this progress establishes a scalable foundation. The Borough has existing partnerships with Tlingit & Haida that provide clear avenues for further expansion of childcare capacity as population grows. These partnerships enable Wrangell to add slots through facility expansion, provider support, and programmatic scaling, ensuring early learning capacity can keep pace with housing and employment growth.

Beyond formal childcare infrastructure, Wrangell offers a family-supportive environment that strengthens early childhood outcomes and workforce retention. The community benefits from safe neighborhoods, accessible outdoor recreation amenities, and strong volunteer and civic engagement networks, all of which contribute to quality of life for families with young children. These community attributes reduce household stress, support informal care networks, and help spouses and families establish roots during deployments.

As Coast Guard families are added, the Borough's approach is to scale early childhood capacity in step with housing and workforce growth, pairing formal childcare expansion with the community assets that already support family wellbeing. This integrated foundation supports a stable workforce and the long-term retention of skilled employees and their families, which is essential to sustaining a successful remote homeport.



HEALTH & DENTAL SERVICES

Wrangell's healthcare system is anchored by the Wrangell Medical Center (WMC), a modern facility owned and operated by the Southeast Alaska Regional Health Consortium (SEARHC). WMC provides critical-access hospital services, long-term care, and primary care for Wrangell and the surrounding region, and is a cornerstone of the community's ability to support families, workforce growth, and remote federal operations.

Schools & Youth Services

- The community's prior hospital facility was originally constructed in 1968.
- A full replacement medical center campus (Wood Street facility) was completed in January 2021, with services transitioning and the facility becoming fully operational in February 2021.
- The new state-of-the-art campus was purpose-built to modern healthcare standards, improving clinical capacity, patient experience, and operational resilience.

Carrying Capacity & Clinical Capabilities

SEARHC Wrangell Medical Center is a DNV-accredited healthcare provider and part of the SEARHC healthcare system serving Southeast Alaska. Wrangell Medical Center operates as an 8-bed Critical Access Hospital with a 4-bed Emergency Department and an 18-bed Long-Term Care (LTC) facility. The Emergency Department is Level IV Trauma Designated, recognized as a Pediatric Ready Emergency Care Facility, and supported by Behavioral Health Crisis on-call coverage 24/7. The LTC program is a 5-Star LTC Facility. In addition to emergency and inpatient services, Wrangell Medical Center provides a Primary Care Clinic/FQHC, Dental Clinic, Behavioral Health Clinic, Pharmacy, High Complexity Laboratory services, an Imaging Department (X-ray, CT, Ultrasound, 3D Mammography, and Bone Density), and a Physical Rehabilitation Department offering PT, OT, and SLP. The Center also hosts Visiting Specialty Clinics, including Endoscopy. Beyond direct clinical services, Wrangell Medical Center supports local workforce development through CNA, CMA, and Dental Assistant work training programs, including a CNA training partnership with Wrangell High School, and it convenes an Annual Community Wellness Fair—strengthening community health capacity and support systems that directly benefit incoming Coast Guard personnel and their families.

Emergency Services

WMC provides 24-hour emergency services, ensuring immediate response capability for urgent and emergent medical needs for residents, workers, and visiting populations. Emergency medical services are integrated with regional medevac and referral networks to support higher-acuity cases when needed.

In addition to hospital-based services, Wrangell residents and families have access to primary care and dental services through SEARHC-operated clinics and community providers. Local dental care supports routine and preventive services, reducing the need for off-island travel for standard dental needs—a key quality-of-life factor for families in a remote assignment.

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Primary Care & Dental Services

As population grows, SEARHC's regional service model provides a clear pathway to scale staffing, clinic hours, and specialty service rotations, including dental services, to meet increased demand. This integrated healthcare and dental delivery framework supports continuity of care, family stability, and workforce retention.

Healthcare Continuity for a Growing Community

Wrangell's healthcare system is not static. The combination of a modern facility, regional provider network, and active employer partnerships allows capacity to be expanded incrementally and predictably as new families arrive. This approach ensures healthcare and dental services remain aligned with housing growth, workforce expansion, and Coast Guard operational needs.



DAILY NEEDS & QUALITY OF LIFE

Wrangell already maintains existing, year-round capacity across the core daily services and community amenities required to support families, workforce stability, and remote federal operations. These services are not aspirational or planned—they are in place today and actively serving the community.

Essential Goods & Services (Existing Capacity)

Wrangell is served by two full-service grocery stores, providing consistent access to food, household goods, and essential supplies without reliance on infrequent or specialty delivery. The community also supports two hardware stores and a dedicated building supply company, ensuring immediate access to tools, materials, and maintenance supplies for residential, commercial, and industrial needs.

Automotive mechanics and vehicle service providers operate locally and year-round, supporting routine maintenance and repairs and ensuring reliable household mobility and workforce continuity. These services collectively reflect an existing commercial base that is scaled to meet daily needs.

Food, Dining & Community Life (Existing Capacity)

Wrangell maintains a diverse and unusually deep dining sector for a community of its size, with more restaurants and catering options than many communities twice its population. This existing capacity supports working families, community gatherings, and visiting personnel during maintenance availabilities or surge periods.

The community is also served by multiple religious institutions and civic organizations, providing established social infrastructure that supports family integration, volunteerism, and informal support networks—critical factors for retention during deployments.

Implications for Workforce & Family Retention

Taken together, Wrangell's existing capacity across daily services, recreation, education, healthcare, and community life provides a strong foundation for sustaining population growth associated with Coast Guard homeporting. These assets reduce household friction, support spouse employment and family wellbeing, and strengthen the Borough's ability to retain skilled employees and their families in a remote setting.

Importantly, this existing capacity allows Wrangell to focus future investments on scaling housing and targeted services, rather than building basic community infrastructure from scratch—an advantage not shared by many similarly situated communities.

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Community Integration & Family Readiness Commitment

Wrangell's approach is grounded in a simple commitment: the Coast Guard and their families will be welcomed as integral members of the community, supported in their transition, and positioned to thrive. To achieve this, the City and Borough of Wrangell will fund a dedicated Coast Guard Liaison to work in close coordination with the Coast Guard Ombudsman and local service providers. This role will serve as a single, reliable point of contact for incoming families, facilitating housing placement, school enrollment, healthcare access, childcare connections, and community orientation. By aligning municipal resources with Coast Guard family support structures, the Liaison will reduce friction during transitions, strengthen family readiness, and enable service members to focus on mission execution. This proactive, community-based model reflects Wrangell's belief that family integration is inseparable from operational readiness—and that no community in the nation will work harder to ensure Coast Guard families feel supported, connected, and successful.



CONCLUDING POINTS

Wrangell offers a rare combination of existing community capacity, developable industrial land, modern infrastructure, and demonstrated execution capability that positions it to meet and exceed the U.S. Coast Guard's requirements for homeporting Polar Security Cutters and supporting major maintenance availabilities.

Critically, Wrangell is not starting from zero. The community already maintains substantial baseline capacity across the systems that matter most for a successful remote homeport: modern water and power utilities sized for growth, a reliable transportation and logistics network, a resilient healthcare and dental system, robust schools and childcare infrastructure, and a full complement of daily services and quality-of-life amenities that support family stability and workforce retention. These assets are operational today, not aspirational, and they distinguish Wrangell from many similarly situated communities.

Where additional capacity is required—most notably in housing and surge-period accommodations—Wrangell has demonstrated that it can deliver new capacity predictably and on schedule once commitments are made. The Borough controls or partners on significant developable land, has clear permitting and infrastructure extension pathways, and has a proven record of executing housing, utilities, and institutional projects in partnership with entities such as SEARHC, the Alaska Mental Health Trust Land Office, and private developers. This capacity-to-create model reflects the reality of Alaska communities and aligns with how successful Coast Guard homeports are established over time.

Importantly, Wrangell has historically sustained population levels well in excess of the growth projected from PSC homeporting. During the timber era, the community supported a significantly larger population

for extended periods, with schools, utilities, housing, and municipal services scaled accordingly. That legacy capacity embedded in the community today and provides a proven foundation for accommodating future growth without compromising service quality or community stability.

Wrangell's Six-Mile Deep Water Port anchors this strategy. With 42 acres of upland industrial property, 37



LEFT - 200427-A-BP481-1005 MANAMA, Bahrain (April 27, 2020)
The U.S. Coast Guard patrol boat USCGC Wrangell (WPB 1332) maneuvers as it returns to port. Wrangell is deployed to the U.S. 5th Fleet area of operations in support of naval operations to ensure maritime stability and security in the Central region, connecting the Mediterranean and the Pacific through the Western Indian Ocean and three strategic choke points. (U.S. Army photo by Staff Sgt. Brandon Franklin)

Homeport Briefing

WHITE PAPER



acres of adjacent tidelands, nearby publicly held uplands, and proximity to utilities and transportation infrastructure, the site provides adequate space and flexibility to support a phased Coast Guard mission support hub. Office space for Naval Engineering Detachments and Port Engineers, shipping and receiving operations, secure storage, and logistics staging can be implemented incrementally—right-sized to operational need—while preserving long-term expansion potential.

Just as important, Wrangell's low-risk natural hazard profile, protected inside-waters access, and strategic midpoint location between Seattle and Anchorage provide operational reliability, schedule certainty, and cost efficiency for cutters operating in the North Pacific and Arctic. These characteristics reduce weather-related downtime, support year-round maintenance windows, and improve logistical efficiency relative to more exposed or congested ports.

Finally, Wrangell's commitment is both institutional and enduring. The Borough Assembly's declaration of Wrangell as a "Coast Guard City" reflects a long-term civic commitment to supporting Coast Guard missions, personnel, and families. The community understands that homeporting is not a single decision, but a sustained partnership—and Wrangell is prepared to invest accordingly.



In summary, Wrangell does not merely meet the baseline conditions for Coast Guard homeporting. With its existing capacity, demonstrated ability to create new capacity, proven history of sustaining larger populations, and a clear, phased implementation framework, Wrangell is positioned to exceed Coast Guard requirements over time, providing a reliable, resilient, and family-supportive homeport that strengthens national maritime and Arctic readiness. Consistent with Wrangell's role as a community rural in scale but national in capability, the Borough respectfully requests Coast Guard engagement through a site visit and the initiation of a formal homeport analysis, and stands ready to demonstrate how this capability can be translated into a reliable Polar Security Cutter homeport.

APPENDIX A: Quick Reference Summary

CATEGORY	KEY DATA & HIGHLIGHTS
Executive Summary	Wrangell is positioned to serve as a homeport and fabrication hub for JAG Marine Group and an Arctic-capable icebreaker. Protected waters, substantial industrial waterfront, modern utilities, strong logistics, and an engaged community provide a cost-effective alternative to congested ports. Strategically located ~700 miles from both Seattle and Anchorage.
Industrial Site – Six-Mile Deep Water Port	42-acre upland industrial site with an additional 37 acres of adjacent tidelands; zoned for waterfront industrial use. Located six miles south of downtown Wrangell. One of the few remaining large-scale marine industrial sites in Southeast Alaska.
Deepwater Access & Site Readiness	Over 2,000 linear feet of deepwater frontage. Bathymetry assessment completed by PND confirming capabilities. Entire site cleared and grubbed in summer 2025 by Tideline LLC.
Utilities – Water & Sewer	Municipal water and sewer service terminates approximately 500 feet north of the site. EDA Disaster Supplemental application includes full extension of City water and wastewater to the deepwater port subdivision.
Utilities – Power & Resiliency	Former mill utilized a 5 MW transformer fed directly from the SEAPA switchyard (overbuild remains in place). SEAPA committed to procuring and reinstalling a dedicated 5 MW transformer for the site. Borough acquiring four CAT 3516 generators providing 7.2 MW of backup generation for the port and downtown system.
Environmental Readiness	Phase I & II Environmental Site Assessments to be completed by summer 2026. Prospective Purchaser Agreement with Alaska DEC limits remediation liability to \$50,000 total. Site to be formally closed upon completion.
Funding & Planning	\$421,000 PIDP Planning Grant underway for engineering and subdivision design. EDA Disaster Supplemental application includes approximately \$25M for utilities, surfacing, bulkhead replacement, and backup generation. Borough intends to pursue a 2027 PIDP Construction Grant.
Housing Capacity	Approximately 1,300 housing units; Alder Top Village Subdivision (134 acres): Phase 1 (20 lots) with 16 sold as of December 2025; additional lots coming online via auction. Planned multifamily zoning adjacent to Alder Top; new planned unit development coming online to support SEARHC growth adding another 20 housing units.
Residential Land Availability	Borough controls ~95 acres of premier undeveloped residential land adjacent to Alder Top (former Institute Property) available for divestiture and/or development incentives.
Employer-Supported Housing	SEARHC and Wrangell Medical Center employee housing currently under construction through a strong Borough-SEARHC partnership.

Homeport Briefing

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CATEGORY	KEY DATA / HIGHLIGHTS
Schools & Workforce Capacity	Wrangell Public Schools serve ~260 K–12 students; historic enrollment supported roughly double current levels. Workforce pathways in maritime trades, welding/fabrication, and heavy equipment operation. Strong opportunity for JAG Marine Group CTE and apprenticeship partnerships.
Airport Capability	6,000 ft x 150 ft asphalt runway capable of supporting large aircrafts, including C-17s. Twice daily Alaska Airlines jet service connecting to Seattle and Anchorage.
Freight & Logistics	Weekly Alaska Marine Lines freight barge from Seattle. Alaska Marine Highway System port-of-call. Borough and AML planning a cargo transfer facility at the deepwater port by 2028, delivering freight directly to port occupants.
Water & Wastewater System Capacity	\$24M new water treatment plant completed in 2025 with 2.2 MGD capacity (3× prior capacity). \$3.5M reservoir bypass under construction (2026). \$5M dam rehabilitation planned for 2027. \$10M wastewater treatment plant capacity expansion pending federal appropriation.
Power Supply	100% renewable hydropower via SEAPA with high reliability and among the lowest rates in Alaska. Capacity increasing from 10MW to 20MWs with 5MW dedicated to the deepwater ports exclusively.
Natural Hazard Profile	Protected inside waters location. Low tsunami and storm surge risk. Landslide risk limited to steep residential areas; Six-Mile site is stable, low-slope industrial terrain.
Strategic Location	Approximately 700 miles from both Seattle and Anchorage. Located along Inside Passage shipping routes and the Alaska Marine Highway, supporting Arctic and Pacific operations.
Childcare & Family Support	Over 40 new childcare slots created through partnerships with Tlingit & Haida, Wrangell Public Schools, and community providers. Strong recreation amenities and civic engagement support workforce retention.
Healthcare Capacity	Wrangell Medical Center (SEARHC) is a DNV-accredited provider within the Southeast Alaska Regional Health Consortium healthcare system. The facility operates as an 8-bed Critical Access Hospital with a 4-bed Emergency Department and an 18-bed Long-Term Care facility, including a 5-Star LTC program. The Emergency Department provides 24/7 services and is Level IV Trauma Designated, Pediatric Ready, and supported by Behavioral Health Crisis on-call coverage. Core services include primary care/FQHC, dental, behavioral health, pharmacy, high-complexity laboratory, advanced imaging, physical rehabilitation, and visiting specialty clinics, with additional workforce training partnerships that support community health capacity
Natural Hazard Profile	Protected inside waters location. Low tsunami and storm surge risk. Landslide risk limited to steep residential areas; Six-Mile site is stable, low-slope industrial terrain.
Overall Readiness	Wrangell offers developable industrial land, modern utilities, reliable transportation, protected waters, and an experienced municipal partner ready to support JAG Marine Group and PSC/NSC homeport operations.



APPENDIX B: Deepwater Port Property Allocation



The concept illustrated above reflects a proposed site allocation based on ongoing discussions with prospective industrial tenants. The Borough is working in partnership with Alaska Marine Lines (AML) to develop a new cargo transfer facility that would relocate existing downtown operations to this site. JAG Marine is envisioned as the primary tenant, establishing a shipyard to support vessel maintenance and repair. The site provides ample capacity to accommodate a dedicated homeport, either adjacent to the syncrolift or along the deepwater port bulkhead. Tideline Construction currently operates a scrap metal and recycling facility on site. Collectively, these uses represent the full lifecycle of a vessel—spanning cargo operations, fabrication and maintenance, and end-of-life recycling—creating a comprehensive and synergistic marine industrial hub.

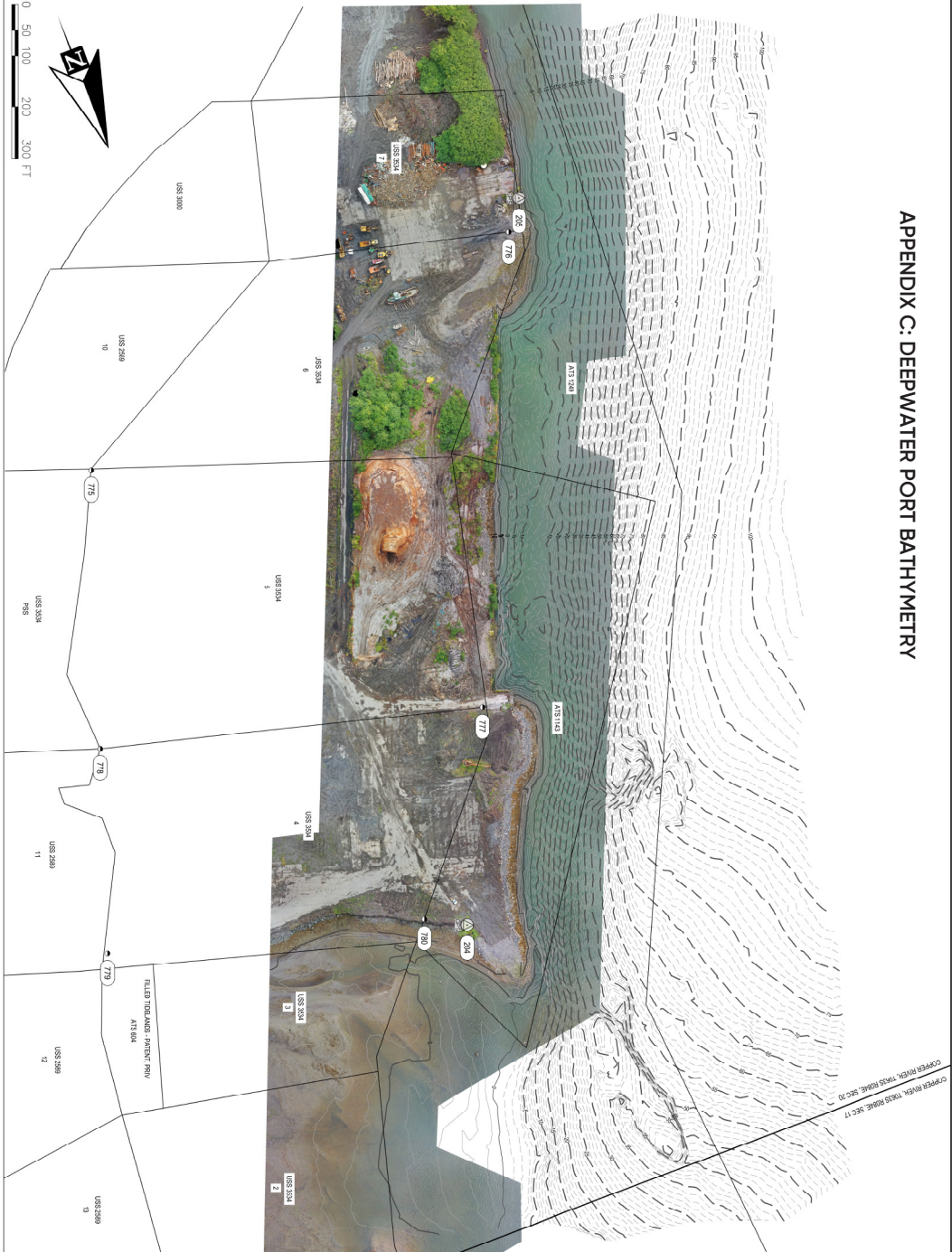
APPENDIX C: Deepwater Port Bathymetry

APPENDIX C: DEEPWATER PORT BATHYMETRY

POINT #	NORTHING	EASTING	DESCRIPTION
* 201	1658264.23	298222.50	3.0
* 202	1658264.23	298101.48	2.21
* 203	1658262.10	2981428.12	10.20
* 204	1658264.08	2982491.00	23.57
* 205	1658262.20	2982817.54	23.40
* 206	1658242.03	2982713.54	27.88
* 207	1658261.23	2982328.22	93.71
* 208	1658448.67	2982337.04	52.71
* 209	1658264.23	2984897.80	24.69
* 210	1658264.23	2984897.80	24.69
* 211	1658262.20	2984715.10	24.88
* 212	1658262.20	2984715.10	24.88
* 213	1658262.20	2984715.10	24.88
* 214	1658262.20	2984715.10	24.88

POINT #	NORTHING	EASTING	DESCRIPTION
775	1658262.23	298222.50	1.00
776	1658264.23	298222.50	1.00
777	1658262.10	298222.50	1.00
778	1658264.08	298222.50	1.00
779	1658262.20	298222.50	1.00
780	1658264.23	298222.50	1.00

- NOTES**
- BASE OF COORDINATES FOR THIS SURVEY IS THE NORTH AMERICAN DATUM OF 1983 DERIVED FROM GLOBAL NAVIGATION SATELLITE SYSTEM STATIC OBSERVATION (GNSS) DATA. ALL POINTS ARE REFERENCED TO THIS DATUM. POINT NUMBERS AND POSITIONS IN THIS SURVEY ARE REFERENCED TO THE SURVEY (GNS) ORIGIN POINT POSITIONING IN ROCK. ALL OTHER CONTROL POINTS WERE OBSERVED USING REDUNDANT SURVEY BUSINESS CENTER VERSION 2024.1. POINT 702 WAS FOUND TO HAVE THE FOLLOWING COORDINATES: E 2945151.486
 - THE BASIS OF ELEVATION FOR THIS SURVEY IS MEAN LOWER LOW WATER (MLLW) (0.0).
 - DEPTH FROM AND HOLDING THE PUBLISHED ELEVATION FROM 945 1204 3M-2. A POINTS WERE OBSERVED USING REDUNDANT MEASUREMENT TECHNIQUES AND AT LEAST POINT NUMBER 501 HAD THE FOLLOWING FIELD-BASED ELEVATION: EL: 57.71
 - THE FIELD SURVEY WAS PERFORMED AUGUST 21-22, 2024, BY PND ENGINEERS.
 - ALL DIMENSIONS AND COORDINATES ARE IN U.S. SURVEY FEET UNLESS OTHERWISE NOTED.
 - THIS SURVEY WAS COMPLETED USING GNSS SURVEY TECHNIQUES. REAL-TIME KINEMATIC (RTK) OBSERVATIONS WERE STORED USING RIMBLE RT2A GNSS RECEIVERS.
 - UNDERGROUND UTILITY LOCATIONS WERE SURVEYED WHERE MARKED BY OTHERS. UNDERGROUND UTILITIES WERE NOT IDENTIFIED BY THIS SURVEY. A COMBINATION OF FIELD SURVEY INFORMATION AND RECORD INFORMATION FROM BAA WATERFRONT & DW PORT BATHYMETRY SURVEY (PROJECT NO. 255079) AND RECORD ELECTRIC WAS NOT MARKED AT TIME OF SURVEY. PARALLEL TO SURFACE. UNDERGROUND UTILITIES WERE NOT IDENTIFIED BY THIS SURVEY.
 - CONTIGUOUS ARE IN FEET WITH ONE FOOT INTERVALS.
 - AND THE REPORT HAS OPERATED FOR THE SURVEY. EMBLEMATS AND ENCOURAGEMENTS MAY EXIST THAT ARE NOT SHOWN HEREIN.
 - PROPERTY LINES SHOWN HEREIN ARE FROM PLATS AND DEEDS OF RECORD, AS NOTED HEREIN, ROTATED AND SCALED TO FIT FIELD DATA AS BEST POSSIBLE.



REVISIONS

REV.	DATE	DESCRIPTION	DWN.	COO.	APP.

ENGINEERS, INC.

14601 Glacier Highway, Ste 100
Juneau, Alaska 99801
Phone: 907-586-2073
www.pndengineers.com

DESIGN: [IB] CHECKED: [JJ] SCALE: 1" = 100'
DRAWN: [IB] APPROVER: [IB]

DATE: 09/17/2025

SHEET TITLE: EXISTING CONDITIONS - SILVER BAY
PND PROJECT NO. 255079 PLAN ACC2250

2 of 2

APPENDIX D: JAG - CBW Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE CITY AND BOROUGH OF WRANGELL
A Municipal Corporation and Unified Home Rule Borough of the State of Alaska
AND
JAG MARINE GROUP, LLC
A Texas Limited Liability Company

I. PREAMBLE

This Memorandum of Understanding (“MOU”) is entered into this 28 day of January, 2026, by and between the City and Borough of Wrangell, Alaska (“CBW”), a municipal corporation organized under the laws of the State of Alaska, whose address is P.O. Box 531, Wrangell, Alaska 99929, and JAG Marine Group, LLC (“JAG”), a Texas limited liability company, whose principal mailing address is 3801 Tongass Avenue, Ketchikan, Alaska 99901. CBW and JAG may hereinafter be referred to individually as a “Party” and collectively as the “Parties.”

II. RECITALS

WHEREAS, the CBW owns the approximately 40-acre 6-Mile Mill Site south of Wrangell’s downtown waterfront, a property featuring deep-water access suitable for industrial and marine development as a deepwater port (the “Port”), a strategic industrial asset with significant potential for maritime fabrication, vessel repair, and long-term infrastructure expansion including a syncrolift facility, assembly hall, and drydocks; and

WHEREAS, JAG is a full-service maritime, industrial, fabrication, and vessel-repair firm with national experience supporting local and state governments and agencies, the U.S. Coast Guard and United States Navy, commercial vessels, and industrial clients, and is seeking to expand its operational footprint in Alaska; and

WHEREAS, Alaska’s maritime sector consists of thousands of vessels—including fishing fleets, ferries, tugboats, barge systems, research vessels, offshore support assets, and U.S. government vessels—that collectively represent one of the largest vessel fleets in the nation, yet Alaska lacks sufficient in-state industrial and marine repair capacity, resulting in major economic leakage to the Pacific Northwest; and

WHEREAS, the United States is undertaking a national effort to strengthen domestic shipbuilding and repair capacity to support Arctic security, U.S. Coast Guard recapitalization, construction and maintenance of icebreakers, and expansion of the American maritime industrial base, consistent with the Federal Government’s Arctic Strategy, the National Defense Authorization Act, and the U.S. Coast Guard’s Polar Security Cutter program; and

WHEREAS, the Parties recognize that the Port is uniquely positioned to support federal icebreaker operations, vessel maintenance, and Arctic-region industrial capacity, aligned with national priorities; and



WHEREAS, JAG seeks to establish a long-term maritime industrial fabrication, ship repair, and workforce hub in Wrangell, creating new jobs, growing the local Alaskan workforce, expanding private investment in Wrangell, and capturing Alaska vessel-repair market share currently lost to shipyards in Washington, Oregon, and California; and

WHEREAS, JAG operates the two largest commercial shipyards in the United States north of Seattle, Washington in Seward, Alaska and Ketchikan, Alaska, respectively, and whereas further JAG is using its unique knowledge, skills, and expertise in the marine construction and repair industry to create a development proposal for the Port (the “JAG Proposal”); and

WHEREAS, CBW is preparing a regional coalition application to the U.S. Economic Development Administration (EDA) under the Industry Transformation Path Disaster Supplemental Grant Program, and intends to pursue additional state and federal funding for maritime infrastructure, industrial development, and workforce housing to support the initiatives described in the JAG Proposal; and

WHEREAS, both Parties recognize that a long-term public-private partnership with shared investment, coordinated planning, and aligned objectives will catalyze Wrangell’s economic growth, support JAG’s expansion, and address critical maritime industry needs throughout Alaska; and

WHEREAS, on December 4, 2025, JAG filed an application to lease approximately 30 acres of the Port in accordance with Wrangell Municipal Code 16.08.030A, along with the JAG Proposal for review by the borough manager and the planning and zoning commission as required by WMC 16.08.030B; and

WHEREAS, the Parties desire to establish this MOU as a framework for coordinated planning, investment readiness, and long-term partnership with the intent of negotiating a long-term lease agreement for development of the Port.

NOW, THEREFORE, in consideration of the mutual promises set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Parties agree as follows:

III. JOINT VISION STATEMENT

CBW and JAG share a long-term vision to transform Wrangell into a premier Alaska maritime industrial center, anchored by a multi-decade partnership that expands JAG’s marine and industrial footprint and strengthens Wrangell’s economy. The Parties envision developing the Port into a full-service fabrication and vessel-repair campus capable of serving Alaska’s fishing fleet, Alaska Marine Highway System, tug and barge operators, research vessels, the U.S. Coast Guard, United States Navy, Military Sealift Command, U.S. Army Core of Engineers, NOAA, and other federal assets, and future Arctic-capable vessels including icebreakers.

This vision includes expanding year-round skilled employment, developing a regional workforce pipeline in partnership with Wrangell Public Schools and AVTEC, constructing workforce housing (including single-family housing), and positioning Wrangell as a strategic



node in Federal maritime and Arctic policy objectives. The long-term partnership framework established by this MOU is intended to guide future agreements, investments, and shared actions supporting this Joint Vision Statement.

PURPOSE AND INTENT

The purpose of this MOU is to establish a broad, multi-decade framework between CBW and JAG to pursue economic development, industrial growth, and maritime infrastructure investment. The following expanded items describe the primary areas of collaboration in greater detail:

A. Participation in federal and state grant applications:

The Parties intend to jointly identify, pursue, and implement federal and state grant opportunities to support the development of Wrangell's maritime industrial corridor. This includes coordinated preparation of applications, alignment of project scopes, and shared commitments to meeting grant program requirements. Through these efforts, CBW and JAG aim to leverage external funding that accelerates infrastructure buildout and supports long-term industrial operations benefiting both the CBW and JAG's expansion efforts.

B. Co-development planning for the Port:

CBW and JAG will collaborate on long-range planning for the Port, including site layouts, infrastructure requirements, utility needs, and phased development of maritime fabrication facilities. This planning effort is intended to position the site as a cornerstone industrial center capable of supporting large-vessel repair, fabrication, and related commercial activities. Co-development planning will ensure that public investment and private operational needs are aligned to maximize economic return, support job creation, and enhance regional maritime capacity.

C. Workforce development initiatives:

The Parties will collaborate to design and support workforce training programs that prepare Wrangell residents for skilled maritime and industrial jobs. This includes coordination with Wrangell Public Schools, AVTEC, and technical education providers to create training pathways, apprenticeships, and credentialing opportunities. These initiatives are intended to produce a sustainable, year-round workforce that meets JAG's operational needs while expanding high-wage employment opportunities in Wrangell.

D. Housing development initiatives:

To support anticipated industrial growth, CBW and JAG will work together to address housing shortages that may limit workforce recruitment and retention. The Parties may collaborate on temporary workforce accommodations, long-term housing construction, and identification of suitable CBW owned parcels for conveyance and development. These efforts aim to ensure that sufficient housing is available to



support JAG's expanding operations and the broader economic growth expected from industrial expansion at the Port.

E. Industrial expansion planning for JAG's long-term presence in Wrangell:

JAG intends to evaluate, plan, and execute a long-term industrial expansion strategy centered around the Port, positioning Wrangell as its largest Alaskan shipyard. This includes assessment of fabrication capacity, equipment needs, vessel-repair capability, and phased workforce growth to meet regional and state market demand. Through these planning efforts, JAG seeks to establish a durable, scalable industrial presence that contributes to Wrangell's economic diversification and captures market share currently serviced outside Alaska.

V. ROLES AND RESPONSIBILITIES

A. Mutual responsibilities:

i. Collaborate on long-term industrial planning at the Port:

The Parties will jointly develop long-range industrial plans that identify infrastructure needs, operational layouts, and development phases necessary to create a full-service maritime industrial complex. This collaboration ensures that public infrastructure and private industrial operations are coordinated to support shared objectives. By working together, CBW and JAG aim to establish a multi-decade development blueprint that guides investment and supports strategic decision-making for both entities.

ii. Pursue EDA and additional grant funding for maritime infrastructure:

CBW and JAG will coordinate closely on identifying and pursuing grant funding that supports maritime facilities, transportation infrastructure, utility expansion, and workforce initiatives. This includes developing joint project scopes, cost-share arrangements, and letters of support. Successful grant acquisition will accelerate the timeline for port development, expand industrial capacity, and enable JAG to scale its operations within Wrangell.

iii. Develop workforce pathways and training partnerships:

The Parties will collaborate with educational institutions and training providers to create skill-development programs aligned with JAG's employment needs. These may include apprenticeships, maritime trades programs, welding training, and certifications for industrial maintenance and fabrication. This partnership strengthens Wrangell's workforce pipeline, enhances local access to high-wage industrial jobs, and supports JAG's labor needs as operations expand.

iv. Evaluate existing CBW infrastructure for near-term vessel work opportunities:



The Parties will jointly assess how existing municipal assets—such as City Dock, the Marine Service Center, and port facilities—can support JAG’s near-term operational needs prior to full buildout of the Port. This may include vessel repairs, fabrication work, or equipment staging. This evaluation aims to accelerate JAG’s operational presence in Wrangell while long-term infrastructure is developed.

v. Coordinate on workforce housing planning and development:

The Parties will work collaboratively to identify housing shortages, workforce needs, and appropriate solutions that support JAG’s long-term staffing requirements. Coordination may include planning for temporary workforce accommodations, permanent housing (including single-family), and mixed-use development tied to industrial expansion. A coordinated housing strategy will ensure that workforce availability does not constrain industrial growth, helping JAG scale its operations while strengthening Wrangell’s local economy.

B. Responsibilities of CBW:

i. Lead EDA coalition coordination and grant administration:

CBW will serve as the lead entity for grant administration, ensuring compliance with federal requirements, coordinating coalition partners, and managing application submissions. This leadership ensures that public investment is aligned with Wrangell’s long-term development goals. CBW will also coordinate communications with state and federal agencies to advance grant-supported initiatives.

ii. Provide access to sites for evaluation, planning, and feasibility studies:

CBW will grant JAG reasonable access to Borough-owned land and facilities relevant to planning and feasibility studies, including environmental assessments, geotechnical work, and preliminary engineering. This access enables JAG to evaluate site suitability and operational potential. Such evaluations will support informed master planning and phased infrastructure development.

iii. Support permitting, zoning, environmental reviews, and utility planning:

CBW will assist JAG in navigating local permitting processes, zoning requirements, and environmental reviews necessary for development at the Port. This support includes coordination with state and federal reviewers as appropriate. CBW will also aid in planning utilities—water, sewer, electrical, and transportation needed for industrial expansion.

iv. Identify Borough-owned property for potential workforce housing:

CBW will identify and evaluate Borough-owned properties suitable for workforce housing development in support of JAG’s current and future staffing needs. This may include temporary housing solutions, long-term residential development, or public-private housing partnerships in an effort to expand workforce housing availability that supports sustained industrial growth.



C. Responsibilities of JAG:

i. Provide technical and operational expertise for planning:

JAG will share information with CBW and contribute technical expertise to planning efforts, including industrial process requirements, equipment needs, fabrication layouts, vessel-handling capabilities, and workforce demands so that development plans reflect realistic operational needs. JAG's experience in ship repair and industrial fabrication will guide the design of a high-functioning maritime campus and development of the Port.

ii. Identify areas for private capital investment and industrial buildout:

JAG will evaluate opportunities for private capital investment in fabrication facilities, equipment, workforce housing, and other components of its long-term Alaska strategy. These investments demonstrate commitment to establishing a permanent industrial and maritime presence in Wrangell. Such investments will support the Wrangell economy, local job creation, expand JAG's market position, and complement public infrastructure improvements.

iii. Support workforce training and apprenticeship development:

JAG will participate in creating and sustaining training programs, providing on-the-job training, mentorship, and apprenticeship opportunities in Wrangell. These programs will help build a highly skilled, Alaska-based maritime workforce. JAG's engagement strengthens local employment pathways while ensuring access to a qualified labor force.

iv. Collaborate on housing development for employees:

JAG will work with CBW to identify housing needs, collaborate on design solutions, and participate in the planning or construction of workforce housing that accommodates current and future employees. This may include temporary bunkhouse-style lodging and permanent residential options. Housing collaboration will enable JAG to scale operations efficiently while supporting Wrangell's community development goals.

VI. FUTURE LEASE NEGOTIATION FRAMEWORK

A. Intent to pursue a long-term lease:

The Parties acknowledge their mutual intent to pursue negotiation of a long-term lease agreement for JAG's occupancy and industrial development of a significant portion of the Port. Such a lease would serve as the primary real property foundation for JAG's operational base and expansion in Wrangell. Both Parties recognize that securing site control through a lease is essential for JAG's ability to invest in capital assets, secure equipment, hire workforce, and pursue major federal contracts and grant opportunities. Therefore, the Parties affirm that lease negotiations are a near-term priority following execution of this MOU and, to the fullest extent permitted by WMC 16.08.030, the Parties agree to the Exclusivity Period as outlined in Section VI(C).

B. Timeline for negotiation:

The Parties will initiate good-faith lease negotiations within 90 days of the execution of this MOU, with the shared goal of reaching a definitive agreement for consideration by the Borough Assembly within the next six (6) months, subject to required public



process and legal review. This proposed timeline reflects the Parties' mutual desire to rapidly advance development at the Port and ensure alignment with federal, state, and private investment timelines.

C. Exclusivity:

In consideration of JAG's material investment of its time, expertise, and resources (including financial) in: (i) developing and implementing the JAG Proposal, as amended, including trips to Alaska and Wrangell; (ii) sharing certain JAG Information (including JAG's strategic Alaskan growth and development plan) with CBW; (iii) participating in identification and pursuit of federal and state grant opportunities; (iv) collaborating in workforce development initiatives in Wrangell; (v) supporting the development of housing and workforce accommodations in Wrangell to address current housing shortages; and (vi) other goals and intentions outlined in this MOU, CBW agrees, to the fullest extent permitted by WMC 16.08.030, to grant JAG the exclusive right to pursue the development and construction of the Port or a shipyard facility in the City and Borough of Wrangell substantially as described in the JAG Proposal for a period of three (3) years following execution of a long-term lease, provided that JAG continues its good faith efforts to support and pursue the development of a shipyard facility in Wrangell substantially as described in the JAG Proposal (the, "Exclusivity Period"). For purposes of this MOU, a "shipyard facility" shall be deemed any facility or complex that has a drydock, a Syncrolift, or other large-scale marine repair and fabrication operation that substantially conforms to JAG Proposal. Notwithstanding, anything to the contrary, this MOU is not intended to and does not limit or affect in any way the Borough's Marine Service Center.

D. Guiding principles for the lease:

The Parties agree that future lease negotiations will be guided by the following principles:

- i.** Long-term tenure sufficient for multi-phase capital investment.
- ii.** Fair-market valuation aligned with Borough policies and economic-development objectives.
- iii.** Flexibility for phased industrial expansion, including fabrication yards, syncrolift development, and vessel repair areas.
- iv.** Infrastructure commitments proportionate to public and private capabilities.
- v.** Clear standards for site improvements, utilities, environmental compliance, and project milestones.
- vi.** Provisions that support year-round employment and community economic development.



VII. GENERAL TERMS

A. Term and Termination:

This MOU shall remain in effect from the Effective Date through December 31, 2026, unless extended or terminated earlier by mutual consent of the Parties or upon thirty (30) days' prior written notice by either Party.

B. Governing Law:

This MOU shall be governed by and construed under the laws of the State of Alaska, without regard to conflict of laws principles. Jurisdiction to resolve any dispute between the Parties shall be the state and federal courts located in Anchorage, Alaska.

C. Non-Binding Intent:

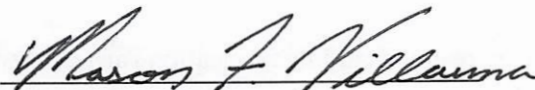
This MOU is intended to be an outline to assist the Parties in preparing a definitive final lease agreement and is not intended to contractually bind either Party in any way, nor shall either Party be legally bound until a lease in form and content satisfactory to each Party and their respective counsel is fully executed. After execution of the lease, neither Party shall be entitled to rely upon this MOU nor any promises (whether oral or written) that may have been made or that may be made in the future, in connection with the negotiations pertaining to the Port, JAG Proposal, or the lease.

D. Relationship of the Parties:

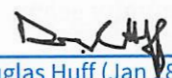
The provisions of this MOU are not intended to create, nor shall they be in any way interpreted or construed to create a joint venture, partnership, agency, or any other similar relationship between the parties.

VIII. SIGNATURES

CITY AND BOROUGH OF WRANGELL

By: 
Name: Mason F. Villarma
Title: Borough Manager
Date: 1/28/2026

JAG MARINE GROUP, LLC

By: 
Name: Douglas Huff
Title: President
Date: 01/28/2026

APPENDIX E: Coast Guard City Declaration

CITY AND BOROUGH OF WRANGELL, ALASKA

RESOLUTION No. 01-26-2014

A RESOLUTION OF THE ASSEMBLY OF THE CITY AND BOROUGH OF WRANGELL, ALASKA, TO RECOGNIZE AND DECLARE THE CITY AND BOROUGH OF WRANGELL A "COAST GUARD CITY"

WHEREAS, the United States Coast Guard, established in 1790, is one of the Nation's oldest continuous maritime services and is charged with critical missions including search and rescue, maritime safety, environmental protection, maritime law enforcement, and national defense; and

WHEREAS, the waters surrounding the City and Borough of Wrangell are among the most challenging and economically vital in Southeast Alaska, supporting commercial fishing, maritime transportation, subsistence activities, tourism, and recreation; and

WHEREAS, the City and Borough of Wrangell is actively working to establish itself as a Coast Guard City by advancing infrastructure, operational capacity, and regional partnerships necessary to support future United States Coast Guard missions, including the potential homeporting of an icebreaker and other fleet assets; and

WHEREAS, the City and Borough of Wrangell is pursuing a strategic partnership with JAG Marine Group to develop the Borough's deepwater port into a premier fabrication, maintenance, and repair hub capable of supporting United States Coast Guard vessels and enhancing long-term fleet readiness in Alaska and the broader Arctic region; and

WHEREAS, the Assembly of the City and Borough of Wrangell recognizes the importance of long-term collaboration with the United States Coast Guard to strengthen maritime safety, emergency response capability, industrial capacity, and national security interests in Southeast Alaska and the Arctic; and

WHEREAS, designation as a "Coast Guard City" reflects the City and Borough of Wrangell's commitment to supporting the missions of the United States Coast Guard through infrastructure readiness, policy alignment, and community partnership;

NOW, THEREFORE, BE IT RESOLVED, that the Assembly of the City and Borough of Wrangell, Alaska, hereby recognizes and declares the City and Borough of Wrangell a "Coast Guard City."

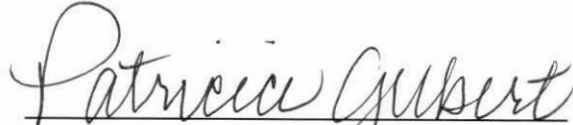


BE IT FURTHER RESOLVED, that the City and Borough of Wrangell affirms its intent to support current and future United States Coast Guard missions through continued investment in maritime infrastructure, industrial capability, and strategic partnerships that enhance fleet readiness and operational effectiveness.

BE IT FURTHER RESOLVED, that the Mayor and Borough Manager are authorized and directed to transmit a copy of this resolution to the appropriate United States Coast Guard command and district offices as a formal expression of the community's recognition, intent, and commitment.

PASSED AND APPROVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF WRANGELL, ALASKA this 7th day of JANUARY, 2026.

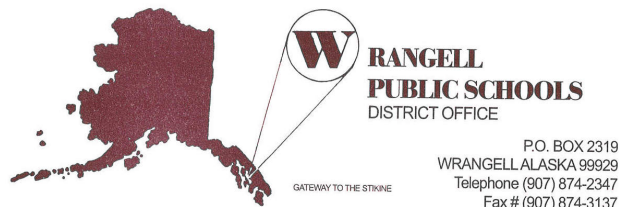
CITY & BOROUGH OF WRANGELL, ALASKA


Patricia Gilbert, Mayor

ATTEST: 
Kim Lane, Borough Clerk



APPENDIX F: Wrangell Public Schools Capacity Letter



To Whom It May Concern,

This letter is provided in response to a request for general enrollment information for the Wrangell Public School District (WPSD) in support of the potential homeporting of a Polar Security Cutter (PSC) in Wrangell.

As of the current academic year, Wrangell Public School District serves approximately 270 students across its schools. This figure reflects current enrollment and includes students in elementary, middle, and high school programs.

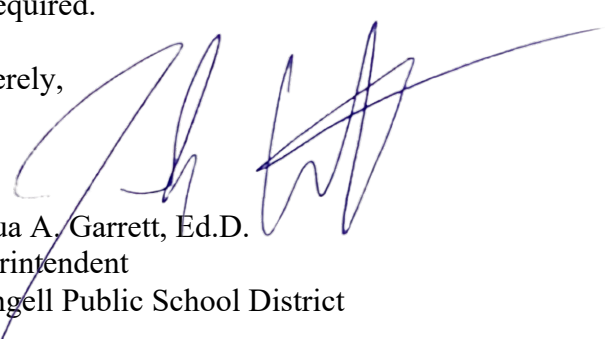
Based on existing facilities, staffing structures, and instructional capacity, the district has the ability to accommodate significant future enrollment growth. While formal building capacity studies and maximum occupancy certifications would be required for precise determinations, it is reasonable to project that, with phased and distributed enrollment growth, the district could support a total student population in the range of 600 or more students without compromising educational quality or safety.

Importantly, WPSD has experience adapting to changing enrollment patterns and is committed to ensuring that all growth is managed in a thoughtful, student-centered, and fiscally responsible manner. Any substantial increase in enrollment would naturally be accompanied by appropriate planning related to staffing, transportation, facilities, and student services.

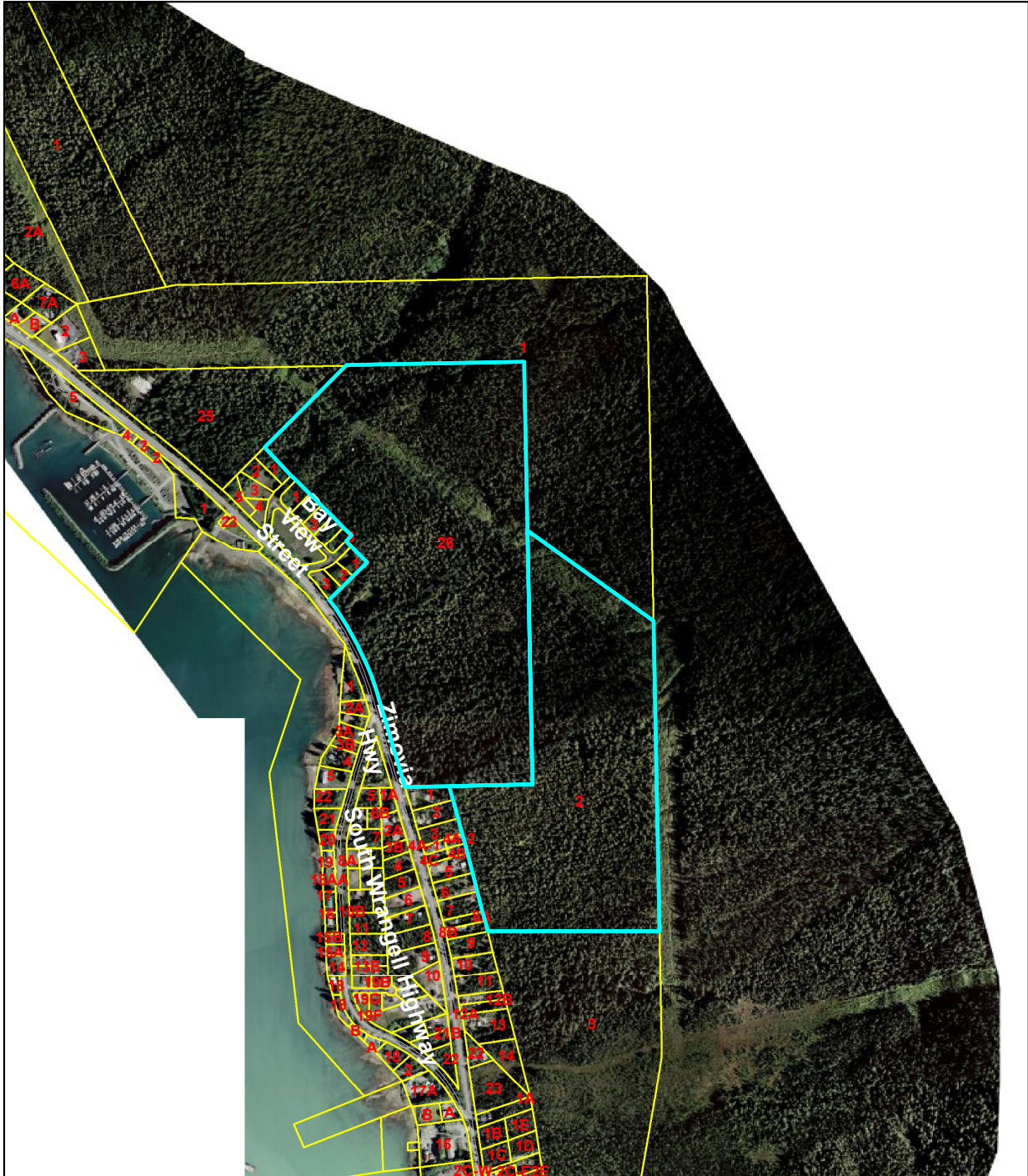
In summary, Wrangell Public School District currently operates well below its potential capacity and is well-positioned to support moderate to significant population growth associated with community and economic development initiatives.

Please feel free to contact the district if additional information or more detailed capacity analyses are required.

Sincerely,


Joshua A. Garrett, Ed.D.
Superintendent
Wrangell Public School District

APPENDIX G: Land Areas Identified for Housing Development



1 inch = 1,082.407308 feet
Date: 2/4/2026

Public Map

**DISCLAIMER: THESE MAPS ARE FOR PLANNING PURPOSES ONLY.
PROPERTY LINES ARE APPROXIMATE. AERIAL 2002.**



CITY AND BOROUGH OF WRANGELL, ALASKA



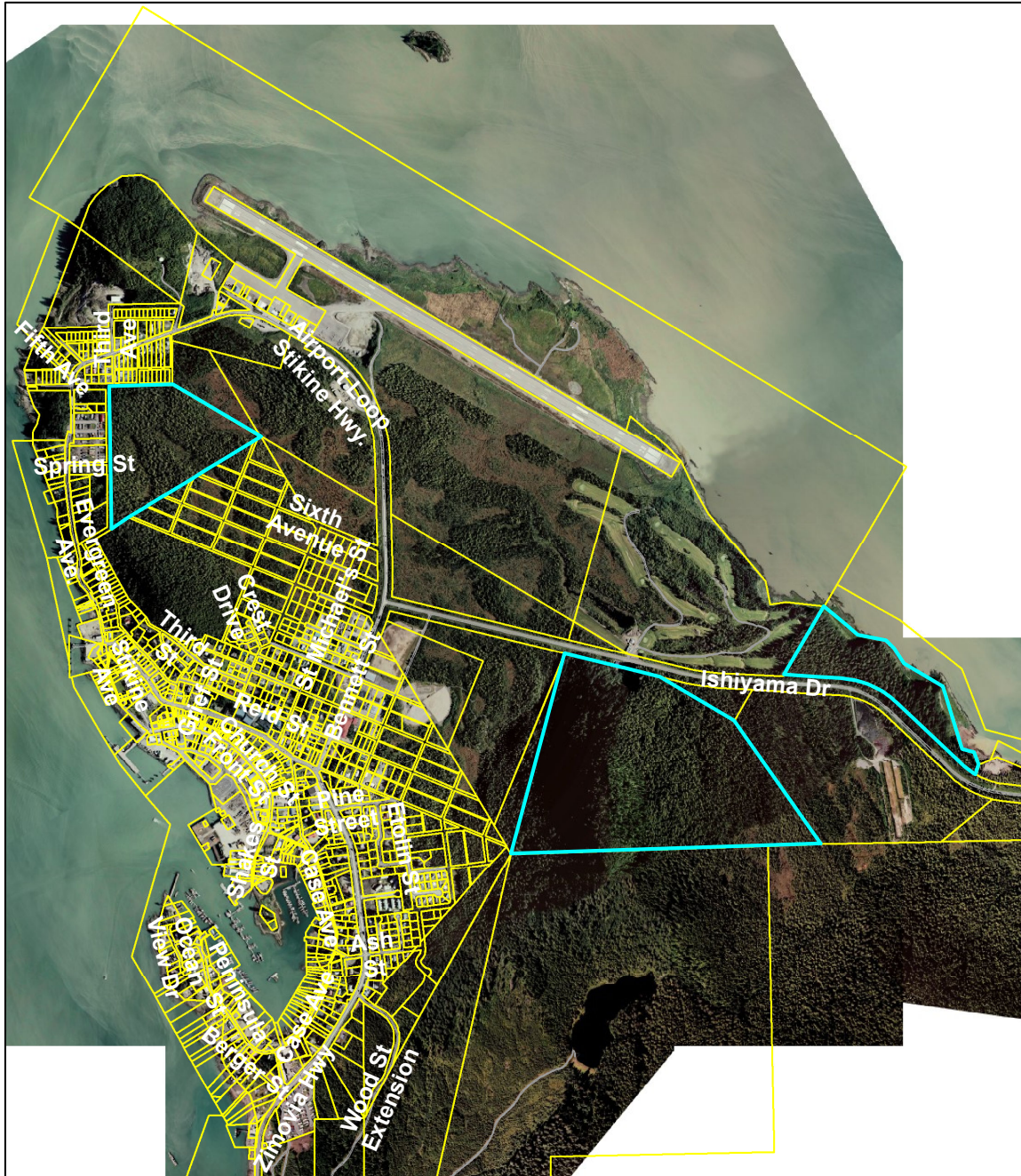
1 inch = 865.925846 feet
Date: 2/4/2026

Public Map

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CITY AND BOROUGH OF WRANGELL, ALASKA



1 inch = 1,623.610961 feet
Date: 2/4/2026

Public Map

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