



# Innovative Readiness Training Program in Unalaska

SUMMARY OF THE AUGUST 2020 CIVIL AFFAIRS ASSESSMENT  
AND PLANNING FOR NEXT STEPS



# Usugiliĭ Awakun

Unangam Tunuu (Native Aleutian Language)  
phrase that means “We are Working Together.”

# What is IRT?

**Innovative Readiness Training – or IRT - is a U.S. DoD military-training opportunity that delivers joint-training to increase deployment readiness. Simultaneously, IRT provides key services (health care, construction, transportation & cybersecurity) with lasting benefits to American communities.**

- In 2015, the Qawalangin Tribe of Unalaska (QTU) began discussions with the DoD re: the IRT program.
- The QTU applied for a Civil Affairs Assessment early in 2020.
- In July 2020, a mission leaders reconnaissance team was deployed to Unalaska to lay the groundwork for a future Civil Affairs Assessment.
- In August 2020, soldiers from the 351<sup>st</sup> Civil Affairs Command (CACOM) Functional Specialty Team (FxSP) arrived and conducted the Civil Affairs Assessment.
- In September 2020, the Unalaska IRT Report was completed.



# Why Unalaska?

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**There are several key points that were part of the IRT team's decision to assess the communities needs.**

- Military & political leaders have long understood the strategic importance of the Arctic and have called attention to the “capabilities gap” in this critical location.
- There are multiple commands involved with Arctic operations, which makes coordination difficult.
- The nearest fleet capable of holding key ocean terrain is in San Diego - too far for a rapid response.
- Foreign entities continue to make incursions into U.S. waters, including military operations & illegal fishing.
- The Arctic Northern Sea Route is an increasingly important route for trade & military functions.
- Russia has invested heavily in its military & commercial operations in the Arctic and is prepared to defend it.



# IRT Mission

To execute the IRT Mission, 351st CACOM decided on a 2-phase mission to Unalaska.

**The first phase**, a Leaders' Reconnaissance, completed 21-26 July when 3 Officers traveled to the Island & engaged key leaders, including participation in a Tribal Council meeting, & reconnaissance of transportation & potable water infrastructure.

**During phase 2**, these Subject Matter Experts (SMEs) identified critical community members, & contact was made with Iliuliuk Family & Health Services Clinic providers, City Staff including the City Assistant City Manager and City Director of Planning, Q Tribal Operations & Finance Director, Oonalaska Wellness Center personnel, & others.



## IRT Mission, cont.

Additionally, IRT Soldiers reviewed reports prepared by consultants hired by the Tribe, Corp, & Muni over the last 25 years. These preparations provided real-world understanding & information to understand the community's needs.

Soldiers attended Unalaska City Council, OC Board & Qawalangin Tribal Council meetings, & met with Officers on the Alex Haley, the largest Medium Endurance Cutter in the U.S. Coast Guard's fleet, currently docked at Dutch Harbor while on a Bering Sea cruise from its home port of Kodiak.



# Civil Affairs Assessment

The Civil Affairs Assessment included interviews with key personnel & reconnaissance of existing infrastructure.

This information informed the Subject Matter Experts' (SMEs') professional opinion on a particular component (i.e., public works & utilities, environmental management, or public health).

This information was combined into a document that summarizes the assessment (IRT Report).

In addition, SMEs provided recommendations for enhancing, sustaining, or establishing physical/administrative resources that could be beneficial to the community.

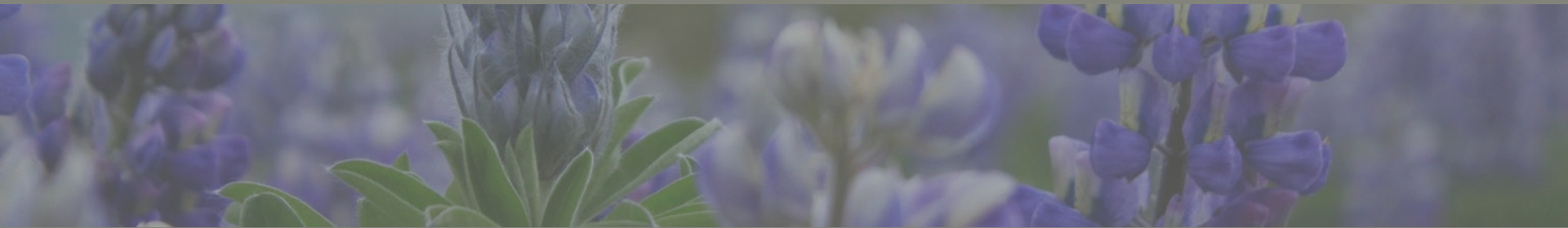


*It should be noted that due to the limited (in time and scope) nature of this assessment that it is not comprehensive.*

# Unalaska IRT Report

**The IRT Report contains assessments of the following areas based on the community interviews & work conducted by the team:**

- Public safety
- Public health & social wellbeing
- Governance
- Environmental management
- Economic development
- Public communications
- Utility Power
- Waste Disposal
- Water Infrastructure
- Wastewater Management
- Roads
- Public Transportation
- Airport
- Harbor & Ports







# Unalaska IRT Group & Tri-Lateral Agreement

**Communities receiving IRT support are required to be aligned on activities & projects related to this support.**

- To satisfy this need, the Unalaska IRT Group was formed and consisted of the Qawalangin Tribe of Unalaska (QTU), the Ounalashka Corporation (OC), & the City of Unalaska (City).
- The Unalaska IRT Group cemented their commitment to advance this work by signing a Memorandum of Understanding (MOU) on August 27, 2020.
- Since the signing of this agreement, the Unalaska IRT Group or Tri-Lateral Group has been meeting monthly, at minimum, to advance priorities to support future IRT projects in Unalaska.
- The Trilateral group requested a "Military Base Feasibility Study for Unalaska Island" to be conducted September 2021 (an additional study has been requested by the Tri team requesting DoD to write a report on the feasibility of a military base on Unalaska Island, which the Civil Affairs Assessment team has agreed to do).



# Proposed Priority Projects

From the IRT report, the Tri-Lateral has identified individual & group priorities. Individual priorities are based on each organization's key strengths, interests & jurisdiction.

Together, we are presenting these proposals to our governing bodies for feedback & alignment.



# Qawalangin Tribe

**The Tribe has identified the following as proposed priorities for future IRT projects:**

- Development of local communications and broadband capabilities.
- Development of a robust cyber security platform to protect Tribal interests & sensitive data.



# Broadband Infrastructure

## Assessment:

- Unalaska does not have a wired connection to the global internet through any available fiber optic infrastructure.
- Island relies on satellite backhaul services that are provided by OptimERA (5.8 GHz), GCI; AT&T utilizing three different C Band satellite dishes.
- QTU has requested from FCC 2.5 GHz bandwidth for the entire island.
- Services so limited that normal communication functions are reduced to non-functional.
- Unalaska's strategic location & lack of reliable internet is a national security issue.

## Recommendations:

- All efforts be made to request funding for a subsea cable connecting Unalaska to the mainline fiber optic backbone & help **eliminate the digital divide that currently exists, benefiting the Tribe & the community.**

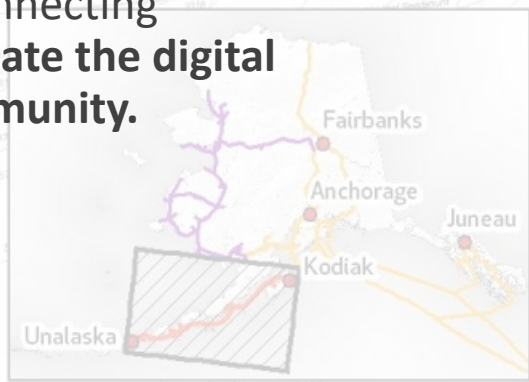
AU-Aleutian

Proposed

Existing GCI

Microwave

Fiber



# What is the FCC 2.5ghz Tribal Broadband Window?

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- Unassigned channels in the 2.5 GHz band that allow for communications and broadband services.
- Unique opportunity for Tribes in rural areas to directly access unassigned spectrum over their Tribal lands to address communication needs of rural communities.
- Introduced to the Tribal Council Member, Dennis Robinson.

# THE “DIGITAL DIVIDE”

IRT Report Pg. 27

“The island of Unalaska is being left behind during this time of global transformation.”

“The Unalaska community will be at a greater economic & national security disadvantage going forward if broadband internet continues to be out of reach.”

“A solid digital foundation is a requirement to stay economically & educationally relevant.”



# The Ounalashka Corporation

**OC has identified the following as proposed priorities for future IRT projects:**

## General Road & Utility Projects

- LSA, Strawberry Hill, Pyramid Valley, Tundra Drive, Makushin Valley (MGP)

## Residential Construction Projects

- Valley, LSA, Pyramid Valley, Standard Oil Hill, Strawberry Hill, Tundra Drive Including Utilities, Roads, Construction, Civil, etc.

## Commercial Construction (warehouses, cold storage, fuel tanks, fish oil tanks, retail, grocery, offices, Government, etc.)

- Valley, Pyramid Valley, LSA, Standard Oil Hill, Strawberry Hill, Tundra Drive, Including Utilities, Roads, Construction, Civil, etc.



# Roads & Utility

**Development of road & utilities capacity has long been identified as a high-priority need.**

**Economic development on Unalaska will increase if access & utilities are made available to current & prospective industries that operate on the island.**

## **Utilities Assessment**

- Electric utility experiences substantial seasonal variation in demand.
- Demand is nearing the existing infrastructure's maximum capacity.
- Daily/seasonal system load fluctuations will likely continue.
- Local companies & businesses cannot thrive without reliable power.
- The development of OC lands is dependent upon the extension of Mainline utilities. Very expensive for for the Tri-lateral entities to shoulder this very high cost.

## **Utilities Recommendations:**

- An increase in roads, mainline utilities & internet to Unalaska, along with diversification within Unalaska, will help the governing entities further develop their landholdings.



# Roads & Utility

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## Roads Recommendations:

- An increase in roads, mainline utilities & internet to Unalaska, along with diversification within Unalaska, will help the governing entities further develop their landholdings.
- OC's lands hold potential for development by private and non-private entities.
- Ability to construct & maintain roads is limited by local access to materials and equipment.
- Much of OC's lands are not accessible by road. These will be difficult to lease if there is no access. Future Military Development could open up more lands for not only development but for Subsistence Resource use by residents.

# The City of Unalaska

**The City has identified the following as proposed priorities for future IRT projects:**

## **Pavement Management Plan for Roads**

- Assess current pavement conditions & management of surfaces for maximum lifespan, recommendations for maintenance type, frequency, & other considerations.

## **International Port of Dutch Harbor Development Plan for Iliuliuk Bay & Dutch Harbor Proper**

- Address many of the points highlighted the IRT report and would assist in planning for improved port facilities & services into the future.

*Projects identified in the CMMP will also serve as a resource in identifying concepts for future IRT applications. Much of this would be based on timing and on the training requirements for the IRT at any particular time. Projects could include:*

- Solid Waste: Assistance with the Gasification project.*
- Water Infrastructure: Assistance with the design & reconstruction of the Ice Lake Road.*
- Roads: Assistance in the Captains Bay Road and Utility improvements.*



# Pavement Management Plan for Roads – IRT Report Background

- The City of Unalaska has 42 miles of road in the existing roadway network: 6.6 miles of road as paved, with the remaining 35.4 miles unpaved or a class 2 gravel surface.
- Ideally, all the roads in the network should have a finished surface consistent with the flexible pavement design & maintenance life cycles established by DOT&PF.
- Economic development on Unalaska will increase if access & utilities are made available to current & prospective industries that operate on the island.
- Materials and contractor access limited due to remoteness & cost.
- Currently, the City can only perform cold patch asphalt concrete repairs, limited earthwork, rut repairs for unpaved/gravel roads, street sweeping, & snowplow related activities. All other roadway activities above essential maintenance require the support of DOT&PF, the Statewide Pavement Engineering Group, & a qualified contractor.



# Pavement Management Plan for Roads

## Pavement Management Assessment

- Remoteness of location drastically accelerates costs, stalling all roadway activities.
- Cost savings not likely to be realized due to restrictive conditions & associated costs.
- Lack of dedicated construction inspectors.
- Lacks materials lab.
- Lacks in house design capability.

## Pavement Management Recommendations:

### Short-term

- Continue to forecast anticipated maintenance cycles
- Consult with Alaska DOT&PF for Flexible Funding Programs for opportunities to leverage appropriate funds for new roadway construction  
Ability to construct & maintain roads is limited by local access to materials and equipment.

### Long-term

- Seek opportunities to expand RD staff to employ technically trained staff to support in-house materials testing & production capabilities.
- Seek opportunities to purchase a portable asphalt batch plant.
- Seek opportunities to buy an AC paving machine.
- Consider training existing staff or supplement with an experienced AC paving crew.
- Acquire vibratory compactor.



# International Port of Dutch Harbor Development Plan for Iliuliuk Bay & Dutch Harbor Proper

Unalaska's Port of Dutch Harbor leads the nation, producing 763 million pounds of seafood, or 14.5%, of the national totals valued at more than USD 180M.

The goals for Harbor & Port Operations moving forward are to continue leading the nation in production, continuing to find opportunities to build and expand operations, & diversify port support services.

## **Harbor Assessment:**

- Limited resources available, including crane operation redundancy.
- Restriction of deep-draft vessels hinders development of fuel and other supplies.
- There is a lack of available dock space to service non-cargo container vessels.

## **Harbor Recommendations:**

- Address the restriction of deep-draft vessels entering Iliuliuk Bay.
- Provide a plan for expanding crane services at UMC.
- Identify additional areas to support a different deep-water Port, and long-term, develop this port.



# Opportunities for Collaboration

- Individual IRT Applications with Support of other Tri-Lateral Members
- Military Base Feasibility
- Tsunami Shelters
- Identify Shared Priorities
  - ✓ Port Development
  - ✓ Roads
  - ✓ Utilities
  - ✓ Recreation

*Resources for ideas – IRT Community Assessment; Existing plans from Tribe, OC, & City; Feedback from Community, Staff, Councils, & Boards.*

# Military Base Feasibility

**Assessment:** Two deep-water inlets for future U.S. Naval basing (strategic location, proximity to Russia, two deep-water inlets, favorable attitude towards the U.S. military)

**Within the military/strategic domain, the IRT recommends:**

- Increased military presence in Alaska
- Building select military infrastructure in Unalaska to support the Arctic development
- Investing in telecommunications capabilities to facilitate intelligence collection & the projection of soft power throughout the Arctic
- Increased regional missile defenses to protect the homeland from land, air, & sea threats

## **Projects Associated With Base Development**

- ✓ Geothermal resource
- ✓ Airport updates & enhancements
- ✓ Harbor/port updates & enhancements
- ✓ Road & Utilities Enhancements

**The IRT Team physically surveyed an ideal site for a joint United States Coast Guard/United States Navy base.**



# Process for Future IRT Collaboration

**The Tri-Lateral group will continue to engage with the IRT program.**

Once there is consensus around primary projects, the QTU will submit applications for the priority projects early in 2021.

The Tri-Lateral group members will support the application process by providing staff support & technical information as needed.

The Tri-Lateral group will continue to develop potential projects & submit applications to the IRT; ensures multiple IRT training projects are ready to be paired with the appropriate IRT training team, & that community benefits continue.

Project selected by the IRT will require community commitment & a mechanism to provide the needed material goods to advance the project.



Questions?

