REQUEST FOR PROPOSALS

For Professional Consulting Services

To conduct a Feasibility Study for the Aquatic Center

City of Unalaska

Department of Parks, Culture & Recreation

Issue Date: **January 15, 2026**

Proposal Due Date: **February 23, 2026 5:00pm AKST**

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List of Attachments

I. UNALASKA COMMUNITY PROFILE

Figure 1: Carl E. Moses Boat Harbor, Unalaska AK.

Whether the sun is setting behind snow-covered mountains, shining on the rich green of our summertime valleys or trying to break through the chaos of a hurricane force storm, Unalaska is breathtaking in all of its natural beauty and inherent charm. Located just 50 miles from the Great Circle route, Unalaska, the 12th largest incorporated city in Alaska, is 800 miles southwest of Anchorage in the heart of the healthy and robust North Pacific/Bering Sea fisheries. Our community is a vibrant mix of industry and history connected by 44 miles of roads linking our port, harbors and private docks with local businesses and our thriving residential community of 4,120. We work hard to provide steady support to one of the busiest and most prosperous stretches of coastline in Alaska.

For more than 45 years, Unalaska's economy has been based on commercial fishing, seafood processing, fleet services and marine transportation. The International Port of Dutch Harbor is the only deep draft, ice-free port from Unimak Pass west to Adak and north to the headwaters of the Bering Straits. Our port has been designated a "Potential Port of Refuge" by the Coast Guard, and provides year-round protection for disabled or distressed vessels as well as ground & warehouse storage and transshipment opportunities for the thousands of vessels that fish or transit the waters surrounding the Aleutian Islands. Annually, more than 1.7 billion pounds of frozen seafood is shipped to domestic and export markets in North America, Europe and Asia, making the Port of Dutch Harbor first in the nation in the quantity of catch landed and first or second in the nation in value of the catch for more than 30 years.

Life is good on our island. We are the home of a creative, friendly, industrious and positive community, and a Blue Ribbon of Excellence Award school system. No wonder many who first come here to work choose to make Undiscovered-Unforgettable-Unalaska their home.

There are unique challenges to construction in Unalaska that include frequent hurricane force winds, strong seismic forces, high ground snow loads, wind driven precipitation, corrosive marine conditions and geographical remoteness. Additionally, most of the outdoor space that may be utilized in the development of future park and facility projects is not owned by the City of Unalaska.

II. PURPOSE OF THE PROJECT

The City of Unalaska is soliciting proposals to conduct a Feasibility Study for the Aquatic Center to evaluate the financial and operational impacts of renovating, reconstructing, or relocating the facility.

III. DEMOGRAPHICS

Population: The City of Unalaska has approximately 4,120 permanent residents and supports the largest commercial seafood industry in the United Sates. Our community is wonderfully multicultural and diverse. According to U.S. Census data (see Attachment A), many ethnicities and cultures are represented in

Unalaska. During fishing and seafood processing seasons, Unalaska's population swells to more than 10,000 due to the influx of transient employees hired to work for the local industries.

Housing: The 2020 Census indicates Unalaska had 811 households and an average household size of 4.7 people. The census also reports there were 458 families with an average size of 5.9 people. Home ownership is a rate of 24.8% while 75.2% of the households are rented.

Income: Unalaska's mean household income was $116,510 in 2020 and its mean family income was $128,541. By comparison, mean family income by number of workers in the family was $213,187 (for homes with 3 or more workers and both spouses were employed).

IV. DESCRIPTION OF The Aquatic Center

53 E Broadway Ave. Unalaska, AK 99685

The original Aquatic Center was built in 1981 as part of the additions for the Unalaska High School. In 1999, the City took over management and operation of the Aquatic Center from the Unalaska City School District. The city then renovated and replaced the aluminum pool with a concrete pool. Since then, the City has continued hosting the School District's swimming team and offers swim lessons, Youth Swim League, and other programming. The facility is also open to the community for open swim time, lap swimming, and birthday parties.

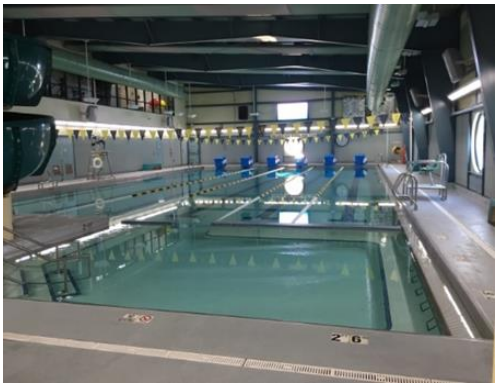


Figure 2: Aquatic Center Natatorium

Pool and Natatorium: The existing pool measures 42 by 75 feet and holds approximately 141,000 gallons. It includes six 25-yard lanes equipped with new starting blocks, as well as a 15 by 19-foot warming alcove with jets. Water temperature in the main pool is maintained between 82–84°F, while the alcove is kept slightly warmer for comfort and therapeutic use. A two-loop, 12-foot-tall waterslide is also available, though it requires two staff members to operate safely.

Deck space in the natatorium is limited, ranging from only 5.5 to 7.5 feet in width. This restricts safe execution of backboard rescues and significantly limits spectator seating during swim meets. The facility is equipped with two lifeguard stations that meet the required safety standards.

A surround sound speaker system is installed throughout the natatorium, which previously supported both music playback and microphone use. However, roof leaks and a burst fire sprinkler caused damage to many of the components. Additionally, a large digital clock at the rear of the pool supports image display and race timing and is fully compatible with our Colorado Timing System.

Sauna: As part of the 2016 Aquatic Center remodel, the sauna was expanded to double its original size. It is now ADA-compliant, featuring a folding bench next to the heater to allow wheelchair access. A shower was also installed adjacent to the sauna on the pool deck, enabling patrons to rinse off conveniently before entering the pool.

Figure 3: Aquatic Center Sauna

The sauna offers a low-impact cardiovascular option for individuals managing joint, bone, or muscle pain, and is a valued amenity for those seeking therapeutic warmth. However, several operational challenges have arisen since its expansion.

Despite being a dry sauna, the absence of a floor drain has led to recurring issues with standing water. Patrons often enter the sauna wet, resulting in puddling that cannot properly drain—creating a breeding ground for bacteria. Routine cleaning is also complicated, as there is no outlet for dirty water and staff must manually absorb excess moisture using towels.

While the sauna has increased in size, it still struggles to meet demand during peak times such as fishing seasons and colder months. Additionally, moisture damage has begun to affect the wood in certain areas, and the current light fixtures are not rated for high heat environments, leading to frequent outages.

Laundry Room: The laundry room is equipped with an industrial-grade washer and dryer, as well as a secondary compact washing machine to accommodate high-volume laundering needs. While it previously housed an ice machine, repeated breakdowns caused by the room's elevated temperature led to its removal.

Figurer 4 Laundry Room

In addition to laundry operations, the room serves as a central storage space for cleaning supplies, towels, lifeguard gear, pool toys, and extra equipment. It also stores the facility's Colorado Timing System components and touchpads, making it a multi-functional space essential to daily operations and event readiness.

Workout Facility: The workout facility looks over the Aquatic Center pool through large windows. The facility is equipped with kettlebells, elliptical machines, treadmills, rowing machines, stationary bikes, stair-masters, free weights, barbell weights, medicine balls, yoga mats and balls, a speed bag and a large punching bag.

Figure 5: Fitness Center

Mezzanine: The mezzanine functions as the Aquatic Center's multi-purpose room and is regularly utilized for both community programs and private rentals. It hosts a variety of activities including birthday parties, fitness classes, and special events such as Pumpkin Plunge decorating and Girls' Day Out. The space is equipped with Tuff-Lock rubber flooring, which provides a durable and versatile surface suitable for both workouts and social events.

Amenities include a 65-inch television for instructional or entertainment use, as well as fitness equipment such as a studio barbell set, aerobic steps, resistance bands, and yoga balls. Chairs and tables for events are also stored in this area.

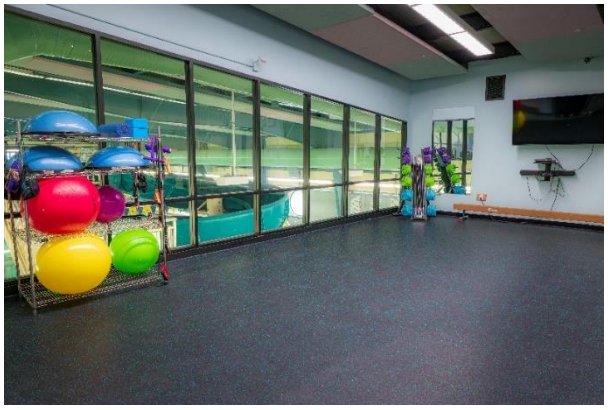


Figure 6: Mezzanine

While the mezzanine serves many roles, it faces challenges due to its limited size and inadequate ventilation. These constraints have made it difficult to accommodate larger events and programs, prompting the expansion of some offerings into the adjacent school gymnasium when available.

Locker Rooms: The locker rooms were updated during the 2016 Aquatic Center remodel, which included new flooring, wall tiles, restroom fixtures, and lockers. Showers were upgraded with an automatic shut-off system to promote water conservation. A separate family locker room was also added, featuring a shower, toilet, sink, and changing station.

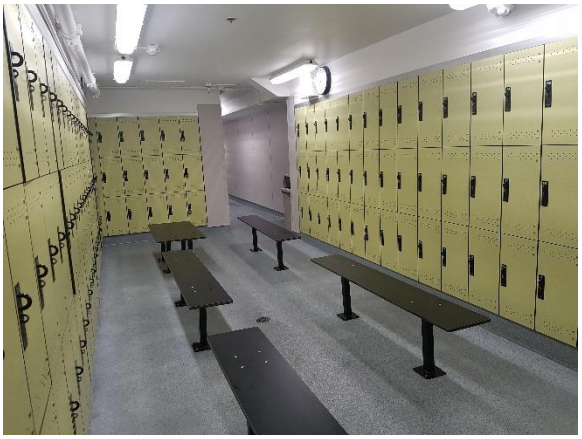


Figure 7: Women's Locker room

Since the remodel, however, several issues have emerged. The automatic shower valves frequently malfunction, either failing to shut off or failing to turn on altogether, compromising both efficiency and user experience. In addition, the showers often take an extended period to produce hot water, and the water pressure is consistently weak. This makes it difficult for patrons to effectively rinse off chlorine, which is especially problematic for skin and hair care. The flooring installed throughout the locker rooms and on

the pool deck has also begun to crack along the edges and is difficult to clean due to its texture and deterioration. While the family locker room was a welcome and much-needed addition, it can only accommodate one family at a time. This limitation creates a bottleneck, especially during closing hours when multiple families are exiting the pool simultaneously.

Additionally, the remodel involved swapping the men's and women's locker rooms to better balance usage, as the original men's space was larger. However, the current men's locker room is now undersized and often overcrowded, particularly during peak times, limiting comfort and usability.

Pump Room: The Aquatic Center operates using a three-step water sanitation process. As a saltwater pool, we rely on a chlorine generator that converts salt into chlorine—this is the first line of defense in keeping the water clean. From there, the water is pushed through two large sand-and-gravel filters to remove oils and debris, followed by UV light treatment to neutralize microscopic bacteria.

Figure 8: Pump Room

The pump room also houses essential support systems: three chemical storage pallets, an eye wash station and emergency shower, a water heater booster tank, a fill tank, and three pumps (main circulation, waterslide, and warming alcove).

Unfortunately, the pump room itself is drastically outdated. Much of the equipment is so old that replacement parts are no longer manufactured. If one of these critical systems fails, we can't simply swap it out—we'd likely need full-scale re-piping to accommodate newer models. This aging infrastructure is a ticking time bomb, and replacing one component often means overhauling the whole system.

Roof: The Aquatic Center's roof has many leaks throughout the entire facility. There have been many attempts to fix it, but they have all failed, and the outside and inside environment continues to dilapidate the roof further. The Department of Public Works conducted a city-wide roof inspection for all city facilities. The Aquatic Center roof and the facility was inspected. Please see Attachment H for the full report.

Figure 9: Leaks in offices and lobby

Key Issues

Pool and Natatorium

- Pool deck space is too narrow (5.5–7.5 feet), making rescue operations difficult and limiting spectator seating for meets.
- The microphone system was damaged by roof leaks and a burst fire sprinkler; no longer functional.
- Waterslide requires two staff members to operate, increasing labor requirements.
- While pool equipment (starting blocks, digital clock) is updated, infrastructure constraints limit expansion or optimal use.

Sauna

- No floor drain leads to standing water issues; moisture must be manually cleaned with towels.
- Moisture buildup is causing damage to the sauna's wooden interior.
- Light fixtures are not heat-rated, leading to frequent outages.
- Sauna is undersized for peak seasonal demand.

Laundry Room

- Room overheats, previously causing ice machine failure and removal.
- Multi-use space for laundry, storage, and sensitive equipment (e.g., Colorado Timing System components) is overcrowded and lacks ventilation.
- Central to operations but not designed to meet current functional demands.

Mezzanine

- Size limitations restrict large programs and community event capacity.
- Inadequate ventilation affects comfort and usability during high-occupancy events.
- Overflow programming must be relocated to an adjacent school gym when available.

Locker Rooms

- Automatic shower valves frequently malfunction, often failing to turn on or off.
- Hot water takes too long to reach showers; weak water pressure makes rinsing off chlorine difficult.
- Locker room flooring is cracking and increasingly difficult to clean due to deterioration.
- Family locker room is single use, causing congestion during busy times.
- Men's and women's locker rooms were swapped in remodel, leaving the men's side undersized and overcrowded.
- Piping in the walls is old and lacks an adequate map showing existing pluming pathways. This makes it difficult to do maintenance.

Pump Room

- Equipment is severely outdated; many components are no longer manufactured.
- Replacement of failing systems would require complete re-piping due to incompatibility with newer models.
- Aging infrastructure presents increasing reliability risks and maintenance costs.

Roof

- Many leaks causing damage to the pool structure and equipment.

Figure 10: Aquatic Center damaged roof.

Corrosion and Structural Degradation

Over time, the aquatic environment, lack of proper air flow and faulty construction has contributed to widespread corrosion throughout the facility. This is not limited to surface-level rust; it impacts vital infrastructure and mechanical systems.

Notable concerns include:

- **Pump Room:** Advanced corrosion on piping, fittings, pump housing, and the equipment, increase risk of failure and complicate maintenance. As mentioned in the TMI report attached, equipment throughout the pump room was not bonded appropriately, which expedited the corrosion process.

Figure 11: Corroded Pump Room equipment.

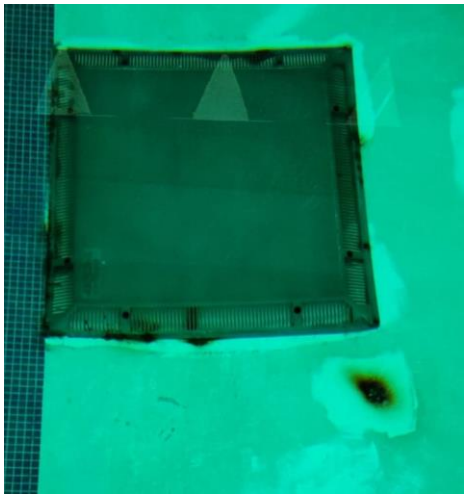


Figure 12: Rusted rebar leaks.

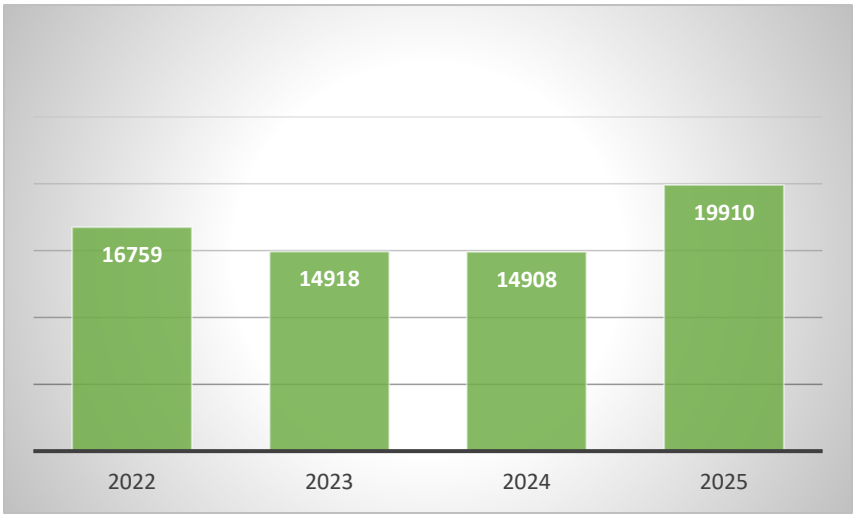
- **Pool Structure:** Visible signs of rebar corrosion beneath the pool shell, raising long-term concerns about structural integrity. In attempts to slow the corrosion down and cover the rust stains, an epoxy was applied. However, the rust seeped through and continued to spread.

- **Deck and Fixtures:** Minor but growing rust damage on metal fixtures, drains, and exposed hardware, most notably the slide, pool ladder, and railings.

Corrosion is not just cosmetic—it signals deeper material fatigue and has resulted in system shutdowns, expensive repairs, and could result in hazardous conditions if not addressed proactively. A facility-wide renovation must include corrosion mitigation and material upgrades to extend the Aquatic Center's lifespan and safety.

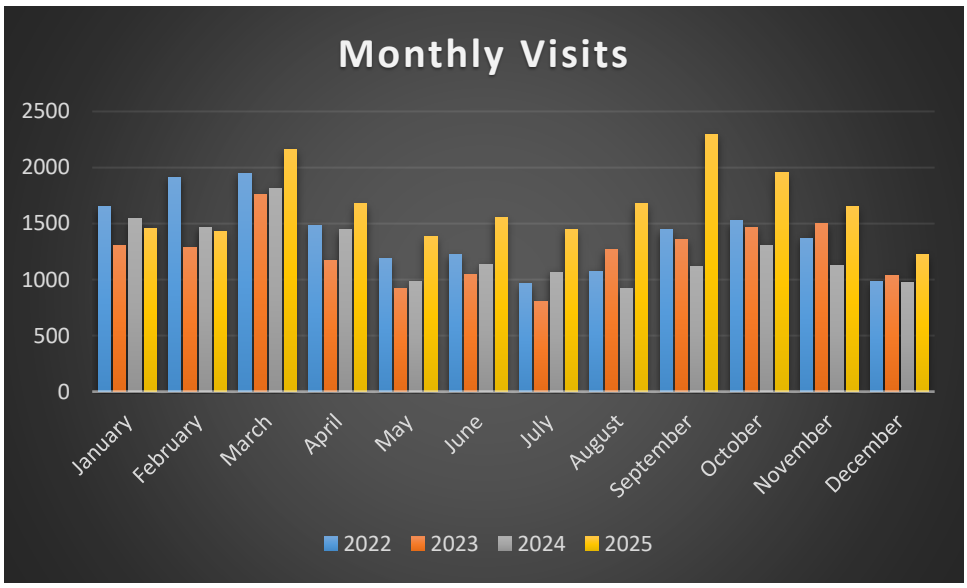
Figure 13: Rusted Stairs.

Annual Facility Use:



The graph to the right illustrates annual visitation trends over the past four years. Following the lifting of COVID-19 restrictions, the Aquatic Center experienced a significant surge in use, followed by a modest decline in 2023 and 2024. Over the past year, staff have worked intensively to expand programming and create more inclusive opportunities for all community members. These efforts have been challenged by existing facility limitations and structural constraints; however, despite these obstacles, the work has yielded measurable results. Overall facility use has increased by nearly 20 percent!

Our peak months are typically in the spring—especially March—and again in late fall. In the spring, we host our Youth Swim League, which brings young swimmers to the facility daily and draws parents and families on weekends for meets. However, our limited spectator seating and poor air circulation make the environment uncomfortable for many attendees.



In the fall, the Unalaska City School swim team uses the facility for practices and meets, and that program faces the same challenges as Youth Swim League when it comes to hosting spectators and maintaining a comfortable environment.

Another reason for the increase in attendance during spring and fall is simply the weather—these colder months make the Aquatic Center a warm, therapeutic destination for community members seeking relief from the harsh conditions. In contrast, summer and winter holiday breaks see reduced attendance and minimal programming, as many residents are traveling or spending time outdoors.

V. PROGRAMMING DIVISION OVERVIEW

PCR MISSION STATEMENT

To enrich our diverse community by providing exemplary, accessible, and safe cultural, leisure, and recreation facilities and services that nurture youth development and inspire people to learn, play, and engage with our unique and welcoming environment.

The Aquatic Center offers a wide range of programming designed to be inclusive and accessible to all members of our community. Our primary goal is to ensure that every individual—regardless of age or ability—has the opportunity to safely learn how to swim and enjoy the benefits of aquatic activity.

We currently provide free swim lessons to local elementary school students as well as students from neighboring islands. In addition, we offer summer swim lessons for parents and young children, preschool swim programs including Level 1 and Level 2 instruction, and private swim lessons for all ages—recently introduced to further expand access. With the majority of our staff now certified as swim instructors, we are positioned to offer more lessons throughout the year and continue growing our programming.

For more advanced youth swimmers, we provide a fall Youth Swimmers Practice focused on developing all four competitive strokes, which prepares participants for our Spring Youth Swim League. We also host seasonal community swim meets and water polo camps that give young swimmers additional opportunities for skill development and fun.

Adult aquatic programming includes the Aleutian Island Masters (AIM), a coach-led practice group run by our local high school swim coach. We also offer aquatic fitness classes such as Aquafit (held weekly), aquatic running sessions for the high school cross-country team, and yoga or "woga" classes when instructors are available.

Figure 15: Open Water Lifeguard Training

All of our full-time staff are certified to teach lifeguarding, swim instruction (WSI), and community CPR/First Aid/AED. These certifications are provided in-house, enabling us to train and maintain a fully qualified team without the need for outside instruction or travel.

In addition to lessons and fitness, we aim to build community and foster family connections through special events. Girls' Day Out invites mothers and daughters to enjoy face masks, nail painting, and quality time in the pool, while Bros' Day features Nerf wars, boat races, and exciting challenges for fathers and sons.

A full list of our current programming offerings is provided below.

Aquatics Programming:

- Youth Swim League
- Youth Swim Lessons
- Youth Swimmers Practice
- Private Lessons
- Eagle's View Elementary Swim Lessons
- Water Yoga Class
- Aqua Fit
- Pumpkin Plunge
- Winter Wonder Whirl
- Girls' Day Out
- Bros' Night
- Back to School Party
- Lifeguard & Jr. Lifeguard Classes
- Tot Time Swim
- CPR Classes
- Friday Splash
- Swim Instructor Classes
- Summer Lap Program
- Community Swim Meets
- Aleutian Island Masters

Figure 17: PCR's Youth Swim League

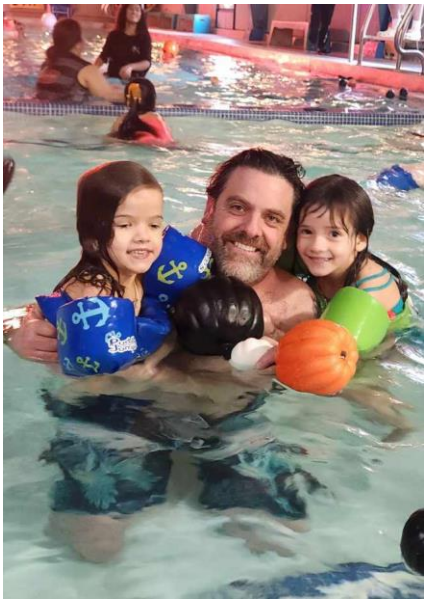


Figure 18: Pumpkin Plunge event.

Our Aquatics Coordinator meets with the program division to do a comprehensive review of all past programming and to discuss the plans for the coming year. This provides an opportunity to collectively brainstorm about new ideas and ways to adjust and adapt the programming we offer to our dynamic and diverse community.

The Programming Team's goal of delivering service is built on four programming objectives contained in PCR's mission statement, which are used to plan events and programs:

- Create inspiring programming,
- Engage our community,
- Ensure accessibility to all community members, and
- Provide exemplary service to deliver our programs and services

Programming Challenges:

Figure 19: Girls Nigh Out event.

Despite our commitment to offering inclusive and engaging programming, these efforts are becoming increasingly difficult to manage due to the age, size, and limited amenities of the Aquatic Center. Facility shutdowns are not uncommon, often caused by failing equipment and outdated systems. Repairs are both costly and time-consuming, pulling valuable funding away from the programs and events that serve our community.

Many of our large-scale events have become so popular that we're forced to extend them into the neighboring school just to accommodate participants. We want to offer more—larger events, expanded lessons, additional fitness opportunities—but we are simply out of space. The community's enthusiasm is there. The staff is ready. What's missing is a facility that can keep up.

There is insufficient space available at the Aquatic Center to store the amount of equipment needed to produce programs. A few years ago, Community Center staff began using one of the two racquet ball courts as an equipment storage room. This solution works, but it comes at the expense of one of the racquetball courts and it is in a separate building from the Aquatic Center. For every event, we have to transport the needed supplies to the pool.

VI. SCOPE OF SERVICES FOR FEASIBILITY STUDY

Figure 20: Girls Nigh Out event.

Respondents are requested to provide a narrative description for three potential paths for the future of the Aquatic Center: renovation of the existing facility, a full rebuild/expansion on the current site, or relocation with the potential to conjoin with the construction of a larger multiuse/field house facility elsewhere in the community as referenced the PCR Master Plan, see Attachment I. This will include assessing the current facility's condition, evaluating operational challenges, and existing amenities, and determining community needs through stakeholder engagement and the respondent's qualifications to perform the requested scope of services outlined below.

The City of Unalaska's Aquatic Center Feasibility Study will highlight the needs of our community and how we can better serve them through an all-inclusive Aquatic Center that will last us 30 plus years.

The Scope of Services includes a Feasibility Study that will guide City Council and City staff in the future of the Aquatic Center.

At a minimum, the Feasibility Study should contain the following:

- Review and validate current facility's condition and operational challenges by building on the recently completed facility condition assessment (Attachment H). Include corrosion, outdated systems, space limitations etc.
- Evaluate existing amenities and determine community needs based on usage data, programming demand, etc.
- Conduct stakeholder engagement. This includes, but is not limited to, staff, community members, school district, local tribal organization, etc.
- Assess suitability of current site for remodel, including land usage, zoning, utilities, and space constraints.
- Identify and evaluate potential alternate sites for relocation that can accommodate the Aquatic Center and allow for future expansion, including the addition of a multiuse/field house facility.
- Create a weighted and scores site evaluation matrix that includes, at a minimum, the following factors: acquisition costs, site preparation costs, parcel size, ownership status, infrastructure and utilities, zoning, accessibility, visibility, and ability to accommodate future expansion. Additional relevant factors may be included as appropriate.
- Provide conceptual layouts and descriptions for each scenario.
- Address how each option would improve function, safety, efficiency, capacity and the overall quality of life for our community members.
- Include ADA compliance and efficiency considerations.
- Provide comparative cost estimates for:
    - Remodel of current facility
    - Rebuild/expand on current site
    - New facility at new location that will accommodate future expansion
- Include construction cost, soft costs and long-term maintenance cost. Cost estimates must include reasonable assumption for escalation and contingencies to reflect market conditions and unknowns.
- Recommend potential funding sources and notes on the feasibility of phasing, grants, or partnerships.
- Final report of community input and recommendations must be presented in a clear actionable report. Executive summary and visuals for presentation must be included.

Optional Deliverables:

- Cost recovery model
- 3D renderings or conceptual visuals
- Maintenance cost comparison (old facility vs. new facility)

The analysis will be conducted in accordance with industry standards.

Note: Drawings shall be provided in CAD, ARC-GIS, and PDF formats.

VII. TIMELINES AND PRESENTATION OF WORK PRODUCT

The Evaluation Team will be appointed by the PCR Director, from among City staff. The scoring procedure, including Evaluation Team meetings and scoring materials, will be confidential until after negotiations are concluded. All Evaluation Team members will be required to certify that they have no conflicts of interest and that they will strictly adhere to the procedures herein described.

- The City of Unalaska receives the Proposal.
- Evaluation Team evaluates the Proposals according to established criteria.
- Negotiation with the Respondent with the highest scored Proposal or if necessary, the next lower scored responsive Respondent and so on. The Contract will be the Engineering and Related Services Agreement, Attachment B. The City of Unalaska will be inflexible with regards to the Contract language. The Scope of Services, Schedule, and Fee for Services are negotiable.
- Director of PCR forwards evaluation results and the Contract to the City Manager.
- City Manager makes their recommendation to the City Council for Contract award.
- The City of Unalaska and the successful Respondent execute the Contract, and a purchase order is issued, which serves as notice to proceed.

Anticipated Timeline:

A. Proposals due: **February 23, 2026**.

B. Interview selected finalists: **February 27, 2026**

C. Award of Contract: **March 25, 2026**

D. Anticipated performance period: **180 days**.

E. The project is expected to be complete by: **September 28, 2026**

The final report should be presented in person, in Unalaska, Alaska, by **October 27, 2026**. The City may, in its sole discretion, extend any or all timelines set forth herein.

VIII. PROPOSAL REQUIREMENTS

It is expected that each respondent will undertake all inspections or investigations reasonably deemed necessary to become thoroughly acquainted with the project prior to preparation of a proposal. Consultants should demonstrate the professional and technical expertise necessary to accomplish the project. Unique solutions are encouraged which would result in a marked advance in scheduling, cost savings, or would use a state-of-the-art technique. For purposes of comparison, any unique solutions proposed should be made supplemental to, and not instead of, the Scope of Work as outlined.

Proposals are limited to 20 pages excluding required statements, addendums, and appendices. To achieve a uniform review process and obtain the maximum degree of comparability, it is required that proposals be organized in the manner specified below.

A. Title Page: Show the Request for Proposal subject, the name of the firm, address, telephone number, name of contact person, and the date.

B. Table of Contents: Identify the material clearly by section and page number.

C. Letter of Transmittal: Limit to no more than two printed pages. Briefly state the firm's understanding of the services to be provided and include the names of persons who will be authorized to make representations for the firm, their titles, addresses, and telephone numbers. This letter must be signed by an individual who has the authority to bind the firm.

D. Qualifications/Proposal for Work as outlined in the rating criteria below. Proposals should be organized to address the following rating criteria in a clear and concise manner. Proposal length should be as short as practical and all material included should be germane to the project. All drawings or documentation in support of the proposal must be complete at the time of submittal.

   1. Methodology: Briefly describe the proposed methodology used to complete the Proposal. The descriptions should be clearly expressed and should reflect the major, individual elements of the overall effort set out as tasks to be accomplished. The proposal should be logical, reasonable, and should indicate an understanding of the project.

   2. Schedule and Deliverable Products: A schedule should be included, which represents the consultant's reasoned estimate of the time required for completion of each task. The schedule should be related to the Scope of Work. Deliverable products should be discussed and approximate submission dates included on the schedule.

   3. Team Experience: Describe briefly the type of firm or firms comprising the project team and briefly explain areas of technical competence. Identify and include the resumes for the partners, managers, and supervisors who will work on the project. Give specific examples of related past projects, annotating those projects that parallel this project. The satisfactory completion of similar projects of equal size and complexity will be an important element in the proposal's evaluation. Include information on all subcontractors that will be used. The City reserves the right to approve or disapprove the use of any or all subcontractors.

Professional Qualifications

The Professional Qualifications section should include:

- A brief description of the number, qualifications and types of key personnel who would serve on this Project including employees and subcontractors.
- Identify and furnish resumes of personnel and subcontractors who will serve in key positions for this project. Include specific experience for each person on similar or related projects.
- Billing rates of key personnel in tabular format.
- The location of the home office and the scope of services offered there.
- Any additional information reflecting on the Respondent's ability to perform on this Project.

Experience and References

The satisfactory completion of similar projects of equal size and complexity will be an important element in the evaluation. Provide information for 3 projects for which the Respondent has provided services most related to this project. Provide a list of at least 3 references from these projects that can comment on the firm's professional capabilities and experience. Names, email addresses, and phone numbers of individuals to contact must be included.

Narrative

Briefly describe the methodology the Respondent would use to complete the PCR Project for the City of Unalaska.

IX. PROPOSAL SUBMISSION REQUIREMENTS

Proposals must be submitted to the City Clerk at emagdaong@unalaska.gov and esavilla@unalaska.gov by **February 23, 2026**. Proposals should be submitted via email. It is the respondent's sole and independent responsibility to timely submit proposals.

All questions or inquiries should be directed to:

Albert Burnham
Recreation Manager
aburnham@unalaska.gov
(907) 581-1297

Amanda Schmahl
PCR Aquatics Manager
aschmahl@unalaska.gov
(907) 581-1649

Marc Kielmeyer
DPW Project Manager
mkielmeyer@unalaska.gov
(907) 581-1260

X. PROPOSAL EVALUATION AND SELECTION PROCESS

The purpose of the Statement of Qualifications is to evaluate each Respondent's capabilities for execution of the Project. Evaluation criteria and weight are as follows:

	Major Factor	Weight
1.	Professional Qualifications	15
2.	Experience & References	15
3.	Narrative	20
4.	Deliverables/Creativity	40
5.	Price	10
	TOTAL	**100**

The Evaluation Team will rank each Respondent using a successive integer ranking system for each major factor. Evaluators will be assessing the creativity of the proposed solutions as they are applied to the unique circumstances and location of Unalaska. An Evaluator Score for each respondent will be calculated. The Total Score for each Respondent is an average of all of the Evaluator Scores. The Proposal Evaluation Score Sheet (Attachment C) will be used by the Evaluation Team to score each Proposal.

XI. OTHER ITEMS

Interpretations or clarifications considered necessary by the City of Unalaska in response to such questions will be issued by Addenda. Addenda will be emailed to all registered potential Respondents and also posted on the City of Unalaska website: www.unalaska.gov

The City reserves the right to reject any or all proposals received, or to negotiate for terms and conditions that may end up substantially different from the initial proposal received.

The selection of a successful proposal is the sole discretion of the City of Unalaska. No proposed agreement is effective until approved by the Unalaska City Council and signed by the City Manager.

The City is not liable for any costs incurred by proposers in preparing or submitting proposals. In submitting a proposal, each proposer acknowledges that the City shall not be liable to any person for any costs incurred therewith or in connection with costs incurred by any proposer in anticipation of City Council action approving or disapproving any agreement without limitation.

Nothing in this request for proposal or in subsequent negotiations creates any vested rights in any person.

Payment will be made upon receipt of detailed invoices listing specific activities for which the charge is being made.

Relationship of Parties: The contractor shall perform its obligations hereunder as an independent contractor of the City. The City may administer the contract and monitor the firm's compliance with its obligations hereunder. The City shall not supervise or direct the firm other than as provided in this section; provided,

however, that nothing in this paragraph shall preclude the City from insisting on complete and timely performance of obligations under the contract.

Nondiscrimination: The contractor will not unlawfully discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap. The contractor shall state, in all solicitations for employees to work on contract jobs, that all qualified applicants will receive consideration for employment without unlawful discrimination based upon race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap.

Permits, Laws and Taxes: The contractor shall acquire and maintain in good standing all permits, licenses, and other entitlements necessary to its performance under this contract. All actions taken by the contractor under this contract shall comply with all applicable statutes, ordinances, rules, and regulations. The contractor shall pay all taxes pertaining to its performance under this contract.

Required Insurance: The contractor shall carry and maintain throughout the life of this contract, at its own expense, insurance not less than the amounts and coverage herein specified, and the City, its employees, agents, and officials, both elected and appointed, shall be named as additional insured under the insurance coverage so specified and where allowed with respect to the performance of the work. There shall be no right of subrogation against the City or its agents performing work in connection with the work, and this waiver of subrogation shall be endorsed upon the policies. Insurance shall be placed with companies acceptable to the City; and these policies providing coverage thereunder shall contain provisions that no cancellation or material changes in the policy relative to this project shall become effective except upon 30 days prior written notice thereof to the City.

Prior to commencement of the work, the contractor shall furnish certificates to the City, in duplicate, evidencing that the Insurance policy provisions required hereunder are in force. Acceptance by the City of deficient evidence does not constitute a waiver of contract requirements.

The contractor shall furnish the City with certified copies of policies upon request. The minimum coverages and limits required are as follows:

1. Workers' Compensation insurance in accordance with the statutory coverages required by the State of Alaska and Employers Liability insurance with limits not less than $1,000,000 and, where applicable, insurance in compliance with any other statutory obligations, whether State or Federal, pertaining to the compensation of injured employees assigned to the work, including but not limited to Voluntary Compensation, Federal Longshoremen and Harbor Workers Act, Maritime and the Outer Continental Shelf's Land Act.

2. Commercial General Liability with limits not less than $1,000,000 per Occurrence and $2,000,000 Aggregate for Bodily Injury and Property Damage, including coverage for Premises and Operations Liability, Products and Completed Operations

3. Liability, Contractual Liability, Broad Form Property Damage Liability, and Personal Injury Liability.

4. Commercial Automobile Liability on all owned, non-owned, hired, and rented vehicles with limits of liability of not less than $1,000,000 Combined Single Limit for Bodily Injury and Property Damage per each accident or loss.

5. Umbrella/Excess Liability insurance coverage of not less than $1,000,000 per occurrence and annual aggregate providing coverage in excess of General Liability, Auto Liability, and Employers Liability.

6. If work involves use of aircraft, Aircraft Liability insurance covering all owned and non-owned aircraft with a per occurrence limit of not less than $1,000,000.

7. If work involves use of watercraft, Protection and Indemnity insurance with limits not less than $1,000,000 per occurrence.

8. Professional Liability insurance with limits of not less than $1,000,000 per claim and $1,000,000 aggregate, subject to a maximum deductible $10,000 per claim. The City has the right to negotiate increases of deductibles subject to acceptable financial information of the policyholder.

9. Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of the City, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, its officers, officials, employees, and volunteers; or the contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration, and defense expense.

10. All insurance policies as described above are required to be written on an “occurrence” basis. In the event occurrence coverage is not available, the contractor agrees to maintain “claims made” coverage for a minimum of two years after project completion.

11. If the contractor employs subcontractors to perform any work hereunder, the contractor agrees to require such subcontractors to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work hereunder, policies of insurance which comply with the requirements as set forth in this section and to furnish copies thereof to the City. This requirement is applicable to subcontractors of any tier.

ATTACHMENT A: U.S. Census Data

2020 Census Demographics

SEX AND AGE	
Total population	4,339
Male	2,368
Female	1,971
AGE GROUPS	
Under 5 years	127
5 to 9 years	179
10 to 14 years	110
15 to 19 years	213
20 to 24 years	531
25 to 34 years	738
35 to 44 years	674
45 to 54 years	941
55 to 59 years	342
60 to 64 years	226
65 to 74 years	207
75 to 84 years	50
85 years and over	1
Median age (years)	39.1
Under 18 years	503
16 years and over	3,885
18 years and over	3,836
21 years and over	3,677
62 years and over	345
65 years and over	258

2020 Census Population & Race

RACE	
Total population	4,339
One race	3,969
Two or more races	370
One race	3,969
White	1,006
Black or African American	144
American Indian and Alaska Native	101
Cherokee tribal grouping	2
Asian	2,353
Chinese	5

Filipino	2,096
Japanese	13
Korean	67
Vietnamese	112
Other Asian	60
Native Hawaiian and Other Pacific Islander	87
Native Hawaiian	1
Chamorro	0
Samoan	81
Other Pacific Islander	5
Some other race	278
Two or more races	370
White & Black or African American	1
White & American Indian & Alaska Native	66
White & Asian	56
Black or African American & American Indian & Alaska Native	7
Race alone or in combination with one or more other races	
Total population	4,339
White	1,181
Black or African American	238
American Indian and Alaska Native	192
Asian	2,572
Native Hawaiian & Other Pacific Islander	173
Some other race	377
HISPANIC OR LATINO AND RACE	
Total population	4,339
Hispanic or Latino (of any race)	465
Mexican	316
Puerto Rican	5
Cuban	60
Other Hispanic or Latino	84
Not Hispanic or Latino	3,874
White alone	920
Black or African American alone	144
American Indian and Alaska Native alone	86

Asian alone	2,351
Native Hawaiian and Other Pacific Islander alone	87
Some other race alone	0
Two or more races	286
Two races including Some other race	19
Two races excluding Some other race, and Three or more races	267

2020 Census Housing & Family Characteristics

	Total	Married-couple family household	Male householder, no spouse present, family household	Female householder, no spouse present, family household	Nonfamily household
Label	**Estimate**	**Estimate**	**Estimate**	**Estimate**	**Estimate**
HOUSEHOLDS					
Total households	811	382	30	46	353
Average household size	4.27	5.77	8.37	5.57	2.13
FAMILIES					
Total families	458	382	30	46	(X)
Average family size	5.69	5.64	6.77	5.43	(X)
AGE OF OWN CHILDREN					
Households with own children of the householder under 18 years	260	199	24	37	(X)
Under 6 years only	17.7%	18.1%	29.2%	8.1%	(X)
Under 6 years and 6 to 17 years	29.6%	33.7%	8.3%	21.6%	(X)
6 to 17 years only	52.7%	48.2%	62.5%	70.3%	(X)
Total households	811	382	30	46	353
SELECTED HOUSEHOLDS BY TYPE					
Households with one or more people under 18 years	32.9%	52.6%	90.0%	82.6%	0.3%
Households with one or more people 60 years and over	23.6%	24.6%	6.7%	17.4%	24.6%
Households with one or more people 65 year and over	14.8%	(X)	(X)	(X)	12.5%

Householder living alone	31.6%	(X)	(X)	(X)	72.5%
65 years and over	4.7%	(X)	(X)	(X)	10.8%
UNITS IN STRUCTURE					
1-unit structures	25.4%	30.9%	6.7%	15.2%	22.4%
2-or-more-unit structures	72.1%	67.8%	90.0%	84.8%	73.7%
Mobile homes and all other types of units	2.5%	1.3%	3.3%	0.0%	4.0%
HOUSING TENURE					
Owner-occupied housing units	24.8%	35.1%	10.0%	21.7%	15.3%
Renter-occupied housing units	75.2%	64.9%	90.0%	78.3%	84.7%

	Number	Percent Distribution	Mean income (dollars)
HOUSEHOLD INCOME			
All households	811	811	116,510
With earnings	742	91.5%	114,995
With wages or salary income	707	87.2%	116,923
With self-employment income	77	9.5%	34,568
With interest, dividends, or net rental income	573	70.7%	5,636
With Social Security income	105	12.9%	26,999
With Supplemental Security Income (SSI)	6	0.7%	5,200
With cash public assistance income or Food Stamps/SNAP	39	4.8%	(X)
With cash public assistance	0	0.0%	-
With retirement income	93	11.5%	23,138
With other types of income	200	24.7%	4,579
FAMILY INCOME BY NUMBER OF WORKERS IN FAMILY			
All families	458	458	128,541
No workers	43	9.4%	62,007
1 worker	111	24.2%	90,595
2 workers, both spouses worked	225	49.1%	142,912
2 workers, other	15	3.3%	87,520
3 or more workers, both spouses worked	52	11.4%	213,187
3 or more workers, other	12	2.6%	132,975

PER CAPITA INCOME BY RACE AND HISPANIC OR LATINO ORIGIN			
Total population	4,339	4,339	42,966
One race--			
White	1,006	23.2%	67,619
Black or African American	144	3.3%	18,534
American Indian and Alaska Native	101	2.3%	43,608
Asian	2,353	54.2%	33,808
Native Hawaiian and Other Pacific Islander	87	2.0%	49,483
Some other race	278	6.4%	61,492
Two or more races	370	8.5%	28,054
Hispanic or Latino origin (of any race)	465	10.7%	51,265
White alone, not Hispanic or Latino	920	21.2%	69,257

Attachment B - Evaluation Score Sheet

Proposal Evaluation
Name of Project

For each Technical Attribute rank each Respondent starting with 1,2,3,4,5 and 6 and so forth. 1 is best, 2 is next best, 3 is third best, etc.. Do not skip or repeat numbers.

Attributes	*Weight*	*%*	Company 1	Company 2	C	D	
Professional Qualifications	*15*	*15.0%*					
Experiences and References	*15*	*15.0%*					
Narrative	*20*	*20.0%*					
Deliverables/Creativity	*40*	*40.0%*					
Price	*10*	*10.0%*					

Do not edit. The below calculates the rankings you entered above as a percentage. Each successive rank is a difference of 5%.

Attributes	*Weight*	*%*	Company 1	Company 2	C	D	
Professional Qualifications	*15*	*15.0%*					
Experiences and References	*15*	*0.0%*					
Narrative	*20*	*0.0%*					
Deliverables/Creativity	*40*	*40.0%*					
Price	*10*	*10.0%*					
Total Weight	*100*	*100.0%*					
Ranking							

I certify that I have no conflicts of interest and that I have strictly adhered to the procedures described in the Request for Qualifications.

Evaluator Signature:

Date:

Inspection Report

TMI Sustainable Aquatics

City of Unalaska Swimming Pool

Inspected By: David Jerkins

Pool shows signs of heavy corrosion.

Rebar buried in pool surface has clearly caused many rust spots and stains throughout the pool. Customer said this was probably related to when they originally put that surface in, they had the rebar too close to the surface and had to redo it. Commonly referred to as "rebar spots" in the industry. Normally I'd only see maybe one spot on a pool like this, but there were spots throughout. Chiseling out and patching is a stopgap and will not solve the issue as it's clear that the issue will continue to occur until entire pool is resurfaced. Even the pool deck has a few rebar spots, indicating deck needs to be repaired as well. Signs of previous attempts at repair are clear, and last less than 6 months says customer. Painting over it is a stopgap at best and only delays the inevitable. See attached photos of rebar spots: 1a and 1b and 1c (1b is a clear example of rebar going more than 2' is corroding meaning that repair is probably not possible).

Conclusion: The gunnite/concrete around all rebar throughout surface and deck is either insufficient or has become damaged over the rebar framework.

Recommendation: Resurface pool and replace deck. Customer expressed a desire to separate the small wading area from the pool and I think it's a good idea. Areas like that one never circulate well and would do better as its own body of water.

The stairs have also corroded. Could be from the rebar corrosion affecting other metals in the pool or other source. See attached photo of stair corrosion: 2a

Conclusion: Stair corrosion is corroding from behind the pool surface indicating moisture has made it past the surface.

Recommendation: Replace stairs as part of the resurface OR service and re-passivate the metal to return the stainless properties. If repaired, it needs to be chiseled out all the way until un-rusted metal is found.

Water feature (slide) constructed of nearly all metal is also heavily corroded. Cause is probably the off-gassing of chloramines from combined chlorine over years. It's been clearly sanded at some point and was not sealed after, which made things much worse. See attached photos 3a and 3b.

Conclusion: Corrosion on water feature is bad. Not sure it's worth repairing, but it's doable.

Recommendation: Either replace entire water feature, or repair. If repaired, a protective epoxy coating on the stainless is strongly recommended. Something like ProtectaClear (EverBrite Coatings) would protect it in the future.

Mechanical Room is outdated and is not up to code. Specifically, the bonding loop is not complete and terminates randomly around the room. It appears whoever did the bonding mistook it for grounding and they have some of the bonding lines NOT going to the equipotential grid but instead just to the building's metal beams to earth ground. All the pumps were NOT on the bonding loop, which is very serious and should be corrected immediately. So much of the equipment needs some repair work. See photos 4a and 4b

Conclusion: the bonding throughout the mechanical room is woefully insufficient. The pumps not being bonded cause pump failure, usually the impellers first. Bonding is very important not just for the safety of the equipment but can cause corrosion on any metal in contact with the water. Stray current can affect other metals when all equipment is not on the bonding loop. Bonding loop is incomplete in places, wrong in others. Please refer to National Electrical Code 680 for details on bonding.

Recommendation: Immediately get the pumps bonded. If this is to be a capital improvements project, I recommend that include an overhaul of mechanical room. Much of the equipment is obsolete and technology has progressed greatly. Examples: The filters there take up a lot of real estate and are obsolete. New filters sound only take up about 4 foot square of space compared to the massive amount currently taken up. Also would offer savings in water, energy and labor. The chlorine generator is obsolete and no longer manufactured. In the coming years, that one will be unable to be repaired. At the same time, the bonding can be corrected and ensured that all equipment is on the binding grid under the pool.

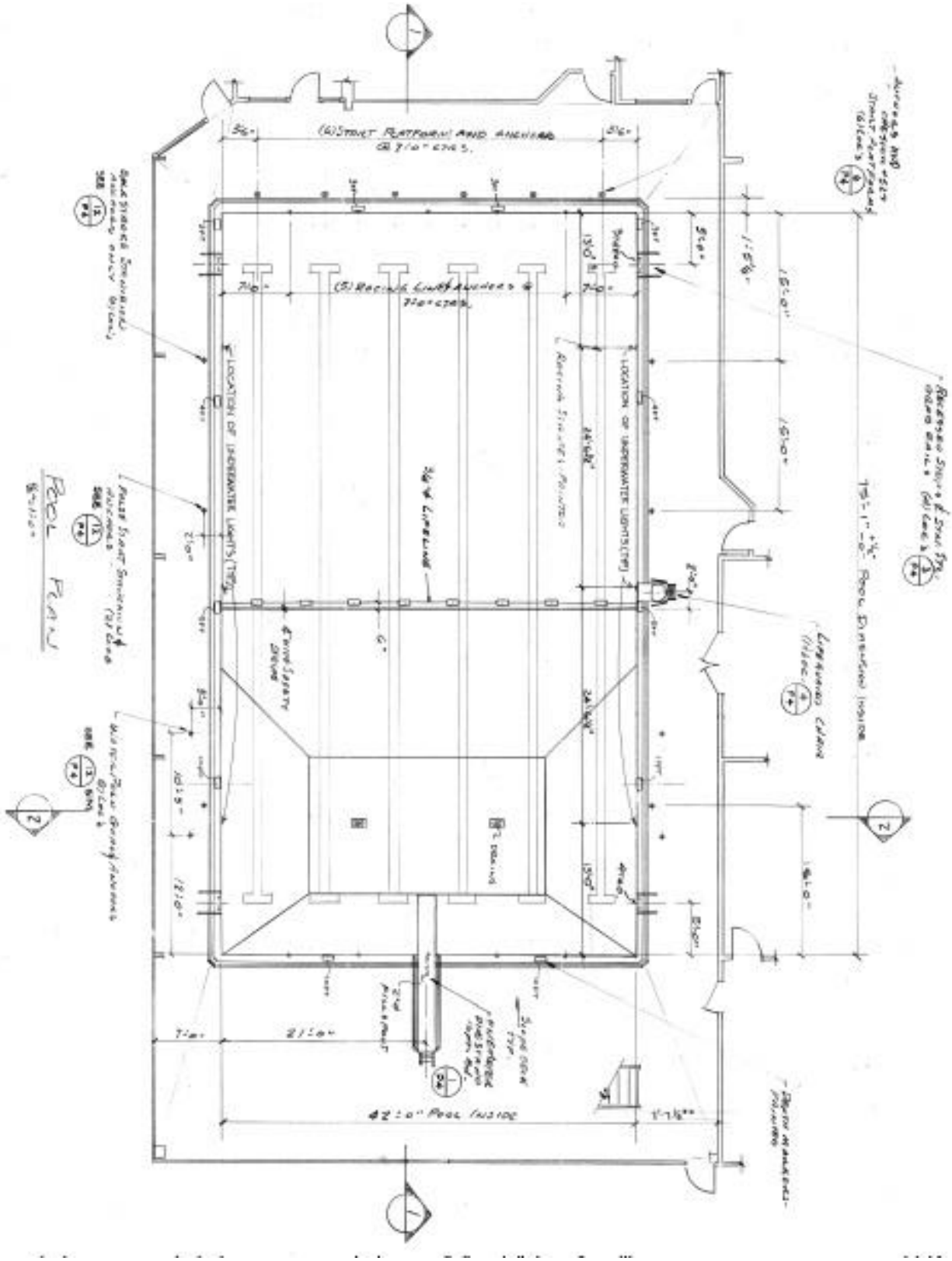
Note: Abrasive material has been used on most if not all stainless steel in the facility, which will over time remove the stainless properties of the metal and make it more susceptible to corrosion. Strongly recommend not using any abrasives on stainless. That means don't sand it, don't use scotchbrite, don't scuff it, etc. Clean using primarily chemical methods and soft clothes in future. Maintenance should be done in the form of passivation every few years.

Photo 4a (Example of bonding wire terminated incorrectly)

Photo 4b (Example of incorrect wire used for bonding. Should be sold not stranded)

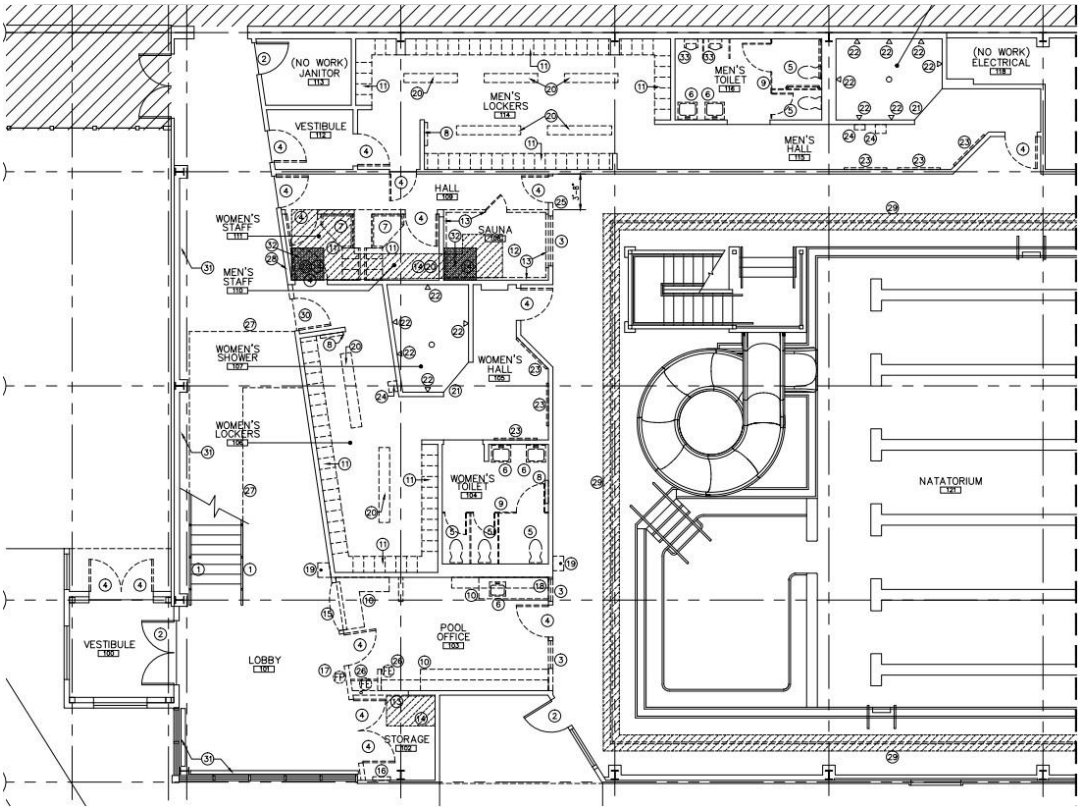
ATTACHMENT D – Infographic showing the 2022 yearly totals for facility use visits and program delivery for the Aquatics Center and Community Center

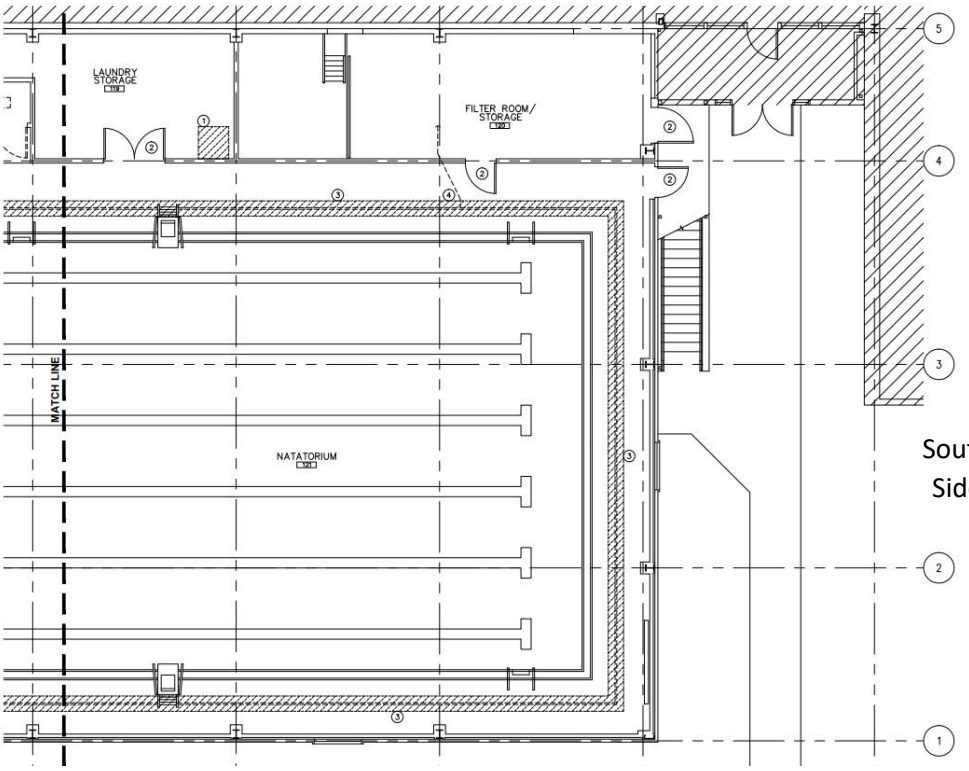
ATTACHMENT E – Design Drawing for 1980 original pool design during the school expansion project



ATTACHMENT F – Drawings post the 2001 renovation of the pool changing it from an aluminum pool to a concreate.

North Side

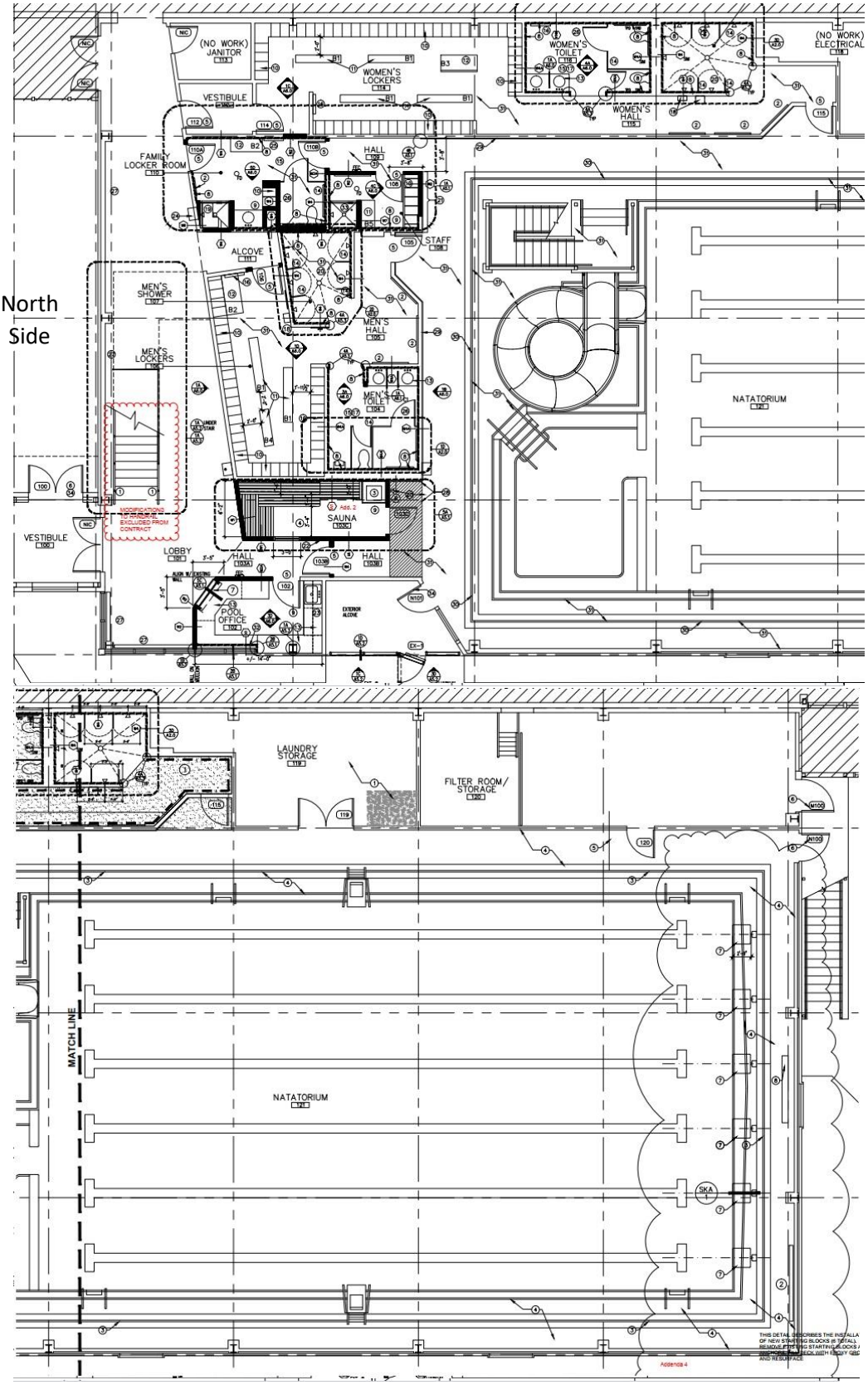




South Side

ATTACHMENT G – Drawings for the 2016 renovation, updating the locker rooms, sauna and office.

North Side



South Side

CITY OF UNALASKA
CITYWIDE ROOF ASSESSMENT PROJECT

ROOF ASSESSMENT OF 27 BUILDING ROOFS

LOCATION: VARIOUS LOCATIONS THROUGH-OUT UNALASKA

SEPTEMBER 2025 [DRAFT]

Cornerstone
ARCHITECTURAL GROUP

6161 NE 175TH STREET, SUITE 101 KENMORE, WA 98028 206.682.5000 PHONE WWW.CORNERSTONEARCH.COM

Prepared by:
Cornerstone Architectural Group

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APPENDICES

EXECUTIVE SUMMARY

This combined report documents roof surveys and assessments at twenty-seven existing properties throughout Unalaska, as well as four building condition assessments. Standards of the National Roofing Contractors Association (NRCA) were the benchmark for all assessments.

The existing roof systems included metal standing seam, EPDM membrane roof systems, cedar shingles and inverted roof membrane systems (IRMA). Roof cuts were not conducted, so verification of thermal and fire ratings cannot be substantiated.

Our team was onsite for two 8-hour days, Wednesday, July 30 and Thursday, July 31. Roof surveys were conducted in accordance with industry standards by a Registered Architect and Registered Roof Consultant.

Following is a list of properties with high-level determinations of the roof systems.

Building Name	Determinations
Department of Public Safety	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $334,750
Amaknak Island Fire Station	Metal Roof Areas = **Failing** Determination: Provide single ply membrane roof overlay within the next 3 years Recommended Budget: $253,500
Unalaska City Hall	Shingle Roof Areas = **Fair** | EPDM Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget (Shingle): $282,750 Recommended Budget (EPDM): $19,500
Unalaska High School	Roof Area C = **Fair** | Roof Area F = **Fair** | Roof Areas A, B, D = **Failed** | Roof Area E = **Failed** Determination: Maintenance projects and/or roof replacements in the next year Recommended Budget C: $185,250 (Maintenance) Recommended Budget F: $601,250 (Maintenance) Recommended Budget A, B, & D: $3.64 million (Replace) Recommended Budget E: $1.92 million (Replace)
Eagle Elementary School	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $1.1 million
Unalaska Public Works Building	EPDM Roof Areas = **Fair** Determination: Provide a single ply membrane roof overlay Recommended Budget: $1.56 million
Supply Warehouse	Metal Roof Areas = Failed Determination: Provide a metal roof replacement project in the next two years Recommended Budget: $1.82 million
Museum of the Aleutians	Metal Roof Areas = Fair Determination: Provide a maintenance project Recommended Budget: $302,250
PCR Community Center	Metal Roof Areas = Fair Determination: Provide a maintenance project for all roof areas Recommended Budget: $828,750
Burma Chapel	Shingle Roof Areas = **Failing** Determination: Replace the shingle roof within the next year Recommended Budget: $487,500

Building Name	Determinations (Continued)
New Powerhouse	Metal Roof Areas = **Fair** Determination: Provide a maintenance project Recommended Budget: $422,500
Old Powerhouse	Roof Areas = **Failed** Determination: Provide a ballasted liquid applied fabric reinforced roof in the next 2 years Recommended Budget: $1.53 million
Power Sub Station	Metal Roof Areas = **Failing** Determination: Provide a hybrid overlay recover project in the next 2 years Recommended Budget: $104,000
Pyramid Water Treatment Plant	Metal Roof Areas = **Fair** Determination: Provide a coating over roof Recommended Budget: $292,500
Water Treatment Plant	Metal Roof Areas = **Fair to Failing** Determination: Provide a maintenance project Recommended Budget: $211,250
Liquid Steam Building	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $243,750
Bailer Building	Metal Roof Areas = **Fair** Determination: Provide a maintenance project Recommended Budget: $409,500
Leachate Building	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $42,250
C.E.M. Boat Harbor Building	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $65,000
C.E.M. Boat Harbor Waste Oil Building	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $30,875
Marine Center Warehouse	Metal Roof Areas = **Failing** Determination: Provide a single ply membrane roof overlay within the next 2 years Recommended Budget: $331,500
USCG Docking Building	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $29,250
Tom Madsen Airport	Low Slope Roof Areas = **Fair** | Metal Roof Areas = **Good** Determination: Provide roof repairs and upgrades Recommended Budget (Low Slope): $1.7 million Recommended Budget (Metal): $377,000
8 Plex	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $260,000
4 Plex	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $100,750

Building Name	Determinations (Continued)
69 & 79 Lear	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $87,750
81 & 85 Lear	Metal Roof Areas = **Good** Determination: Provide a maintenance project Recommended Budget: $81,250

Based on our team's observations, we recommend that roof replacement and repair projects be enacted as outlined above.

Finally, our total estimated cost for the recommended scope of work is $25 million dollars, excluding: Escalation, Alaska State Sales Tax and Soft Cost. See Appendix E for Cost Estimate Factors.

Respectfully,

André Coppin, Registered Architect | Registered Roof Consultant
Principal & Project Manager
Cornerstone Architectural Group
www.cornerstonearch.com

A. EXISTING CONDITION SURVEY

Date of Investigation: Wednesday July 30, 2025, | 1:00 pm to 7:00 pm
Thursday July 31, 2025, | 9:00 am to 6:00 pm

Weather: High of 64°, Mostly Cloudy [July 30th]
High of 68°, Mostly Cloudy with Light Rain [July 31st]

Areas of Observation: Roof Areas

Investigation Team: André Coppin, Architect | Cornerstone Architectural Group
Lance Swanson, CAD Manager | Cornerstone Architectural Group
Azavier Coppin, Roof Observer | Cornerstone Architectural Group
Peter Brown, Structural Engineer | PSM Consulting Engineers
Phil Crawford, Electrical Engineer | Hultz BHU Engineers
Justen Cowan, Mechanical Engineer | Hultz BHU Engineers

Synopsis of Observations:
Cornerstone arrived at the first site, the Public Works Building, located at 1035 East Broadway Ave, Unalaska, AK at around 1:00 pm on July 30th. The team checked in with Jim Shaishnikoff, Facilities Maintenance Manager and was briefed on accessibility and logistics. After the meeting, the team began observations with the Facilities Building staff onsite. The list of roofs observed during day 1 are listed below.

- Unalaska Public Works Building
- Supply Warehouse
- Eagle's View Elementary School
- C.E.M Boat Harbor Office
- C.E.M Boat Harbor Waste Oil Building
- 69 & 79 Lear Road Housing
- 81 & 85 Lear Road Housing
- Tom Madsen Airport

On the second day, July 31, the team arrived at Unalaska High School around 9am. The following buildings and roofs were visited during the day as outlined below.

- Department of Public Safety
- Unalaska City Hall
- Amaknak Island Fire Station
- Museum of the Aleutians
- PCR Community Center
- Burma Chapel
- New Powerhouse
- Old Powerhouse
- Power Substation
- Pyramid Water Treatment Plant
- Waste Water Treatment Plant
- Liquid Steam Building
- Bailer Building
- Leachate Building
- Marine Center Warehouse
- USG Docking Building
- 8-Plex Housing
- 4-Plex Housing

The following section outlines salient observations from each property, provides a recommended scope of work, and an estimate of probable cost.

Roof areas and systems are classified into four categories as follows:

Good	10+ years of service life remaining
Fair	5+ years of service life remaining
Failing	2 – 3 years of service life remaining
Failed	1 year or less remaining

Building Name	Unalaska High School - ASSESSMENT
Building Address	55 E. Broadway Avenue
General Building Description	*Roofs*: Mixture of various types of standing seam metal roofs and low slope membrane roofs. Walls: Wood lapped siding with exposed fasteners
Roof Material Observations	*Roofing:* Metal Roofing (Two Types) • 12" wide prefab. bulb standing seam (Roof C) • 18" wide prefab. single lock standing seam (Roof F) Low Slope Membrane Roofing (Two Types) • EPDM [White factory coated and non-coated] (Roofs A, B & D) • Thermoplastic [PVC or TPO] (Roof E) *Note: See AR-4 after page 4-3 for Roof Areas* *Drainage:* Multiple slopes to exterior walls or onto lower roofs *Copings:* Preformed metal copings *Flashings:* Preformed metal flashings *Penetrations:* Various penetrations observed including, soil vent pipes, chimney flues, exhaust vents and various HVAC equipment.
Condition Observations	Metal Roofing • Roof Area C o Panels appear generally in "fair" condition, with no signs of damage or degradation. (*See photo B on page AR-4*) o Metal panel closures at the ridge were resealed, indicating avenues of previous water infiltration points. (*See photo #42 on page 4-11*) o High buildup of moss and plants against the ridge can cause roots to damage the roofing *(See photo #41 on page 4-11)* o Degraded fasteners at the ridge flashing *(See photo #42 on page 4-11)* o Resealed work was completed at the joints of the ridge flashing *(See photo #41 on page 4-11)* o Degraded gaskets at panel ends *(See photo #40 on page 4-11)* • Roof Area F o Panels appear generally in "failing" condition, with signs of damage and degradation. The factory coating (assumed to be Kynar/Hylar 5000) was observed to be coming off in spots, exposing the base material to corrosion. *(See photo #45 on page 4-12)*

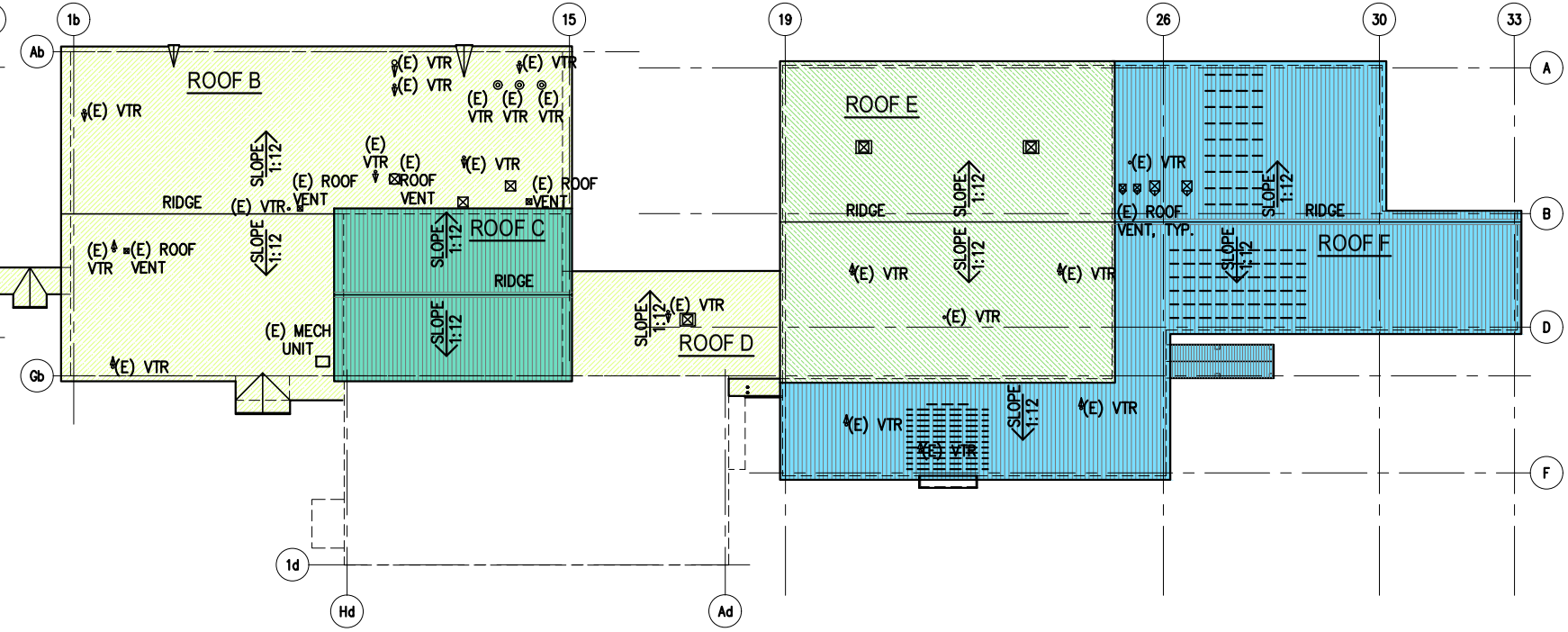
- Holes caused by fastener tear out from penetration snow guards reverse laps *(See photo #49 on page 4-12)*
- High wall and ridge flashing appear to be functioning well. *(See photo #45 on page 4-12)*
- Exposed fasteners at panel ends and snow bars are rusted with degraded washers. *(See photo #49 on page 4-12)*
- Vent penetration flashings are not detailed according to industry standards. (No draw band or rain hats) *(See photo #45 on page 4-12)*
- Missing fasteners at the ridge flashing *(See photo #45 on page 4-12)*
- Rusted mechanical vents *(See photo #50 on page 4-12)*
- Degraded sealant joints *(See photo #45 on page 4-12)*

<u>Low Slope Membrane Roofing</u>

- Roof A, B & D
  - Buildup of moss and lichen *(See photo #4 on page 4-5)*
  - Multiple seam repairs *(See photo #25 on page 4-9)*
  - Open seams at perimeter flashing *(See photo C on page AR-4)*
  - Multiple failed repair patches *(See photo #10 on page 4-6)*
  - Multiple locations of "soft" areas indicative of moisture in the roof system *(See photo #28 on page 4-9)*
  - Vent penetration under the NRCA recommended flashing height *(See photo #29 on page 4-9)*
  - Degraded membrane has caused a hole in the roof and subsequent wetting of the substrate board *(See photo #16 on page 4-7)*

- Roof E
  - Previous wind blow-off failure now being held in place with surface fastened battens *(See photo #33 on page 4-10)*
  - Roof areas weighed down with old truck and tractor tires *(See photo #31 on page 4-10)*
  - Unadhered seams *(See photo #34 on page 4-10)*
  - Degraded edge flashings *(See photo #19 on page 4-8)*
  - Exposed fasteners at edge flashings *(See photo #21 on page 4-8)*
  - Holes in membrane *(See photo #13 on page 4-7)*

General Assessment	Roof Area C (Metal Roof): **Fair** condition. If a maintenance project is enacted the life of the roof could be extended by another 10+ years. Roof Area F (Metal Roof): **Fair** condition. With a maintenance project, the life of the roof could be extended by 10+ years. Roof Area A, B & D (EPDM Roof): **Failed** condition with no appreciative service life left. Roof Area E (Thermoplastic Roof): **Failed** condition with no remaining service life.
Recommendation	Roof Area C (Metal Roof): 1. Clean roof area 2. Replace the ridge flashings 3. Replace all fasteners with new including washers Roof Area F (Metal Roof): 1. Clean roof area 2. Replace the ridge flashings 3. Replace all fasteners with new including washers Roof Area A, B & D (EPDM Roof): 1. Demolish the entire roof system to expose the substrate 2. Replace substrate boards as required (provide an allowance) 3. Insall roof insulation and coverboard as code required. 4. Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane Roof Area E (Thermoplastic Roof): 1. Demolish the entire roof system to expose the substrate 2. Replace substrate boards as required (provide an allowance) 3. Insall roof insulation and coverboard as code required. 4. Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane
Estimated Cost of Repair & Budget	Roof Area C: 5,700 sf Roof Area C Budget: 5,700 sf X $32.50/sf =$185,250.00 Roof Area F: 18,500 sf Roof Area F Budget: 18,500 sf X $32.50/sf =$601,250.00 Roof Area A, B & D: 28,000 sf Roof Area A, B & D Budget: 28,000 sf X $130.00/sf =$3,640,000.00 Roof Area E: 14,800 sf Roof Area E Budget: 14,800 sf X $130.00/sf =$1,924,000.00



AR-4 Photo B

AR-4 Photo C

AR-4 Photo D

BUILDING ADDRESS

55 E. Broadway Avenue
Unalaska, AK 99685

Building Name	Unalaska High School – PHOTOS [Page 1 of 8]

Photo #1: Water ponding at the edge of the roof membrane

Photo #2: Water ponding at the edge of the roof membrane, continued

Photo #3: Moss growing on roof

Photo #4: Moss growing on roof, continued

Photo #5: Roof membrane covered in lichen

Photo #6: Roof membrane covered in lichen, continued

Building Name	Unalaska High School – PHOTOS [Page 2 of 8]

Photo #7: Roof membrane is thin in large portions, the scrim is visible through membrane

Photo #8: Roof membrane is thin in large portions, the scrim is visible through membrane, continued

Photo #9: Roof membrane has been patched in several locations; many are peeling away

Photo #10: Roof membrane has been patched in several locations; many are peeling away, continued

Photo #11: Roof membrane is warped or wrinkled in multiple locations

Photo #12: Roof membrane is warped or wrinkled in multiple locations, continued

Building Name	Unalaska High School – PHOTOS [Page 3 of 8]

Photo #13: Multiple large holes in membrane roofing. Sheathing beneath is rotted and wet. Roofing membrane at these locations pulls away from membrane easily

Photo #14: Multiple large holes in membrane roofing. Sheathing beneath is rotted and wet. Roofing membrane at these locations pulls away from membrane easily, continued

Photo #15: Roof membrane has been patched in several locations; many are peeling away

Photo #16: Roof membrane has been patched in several locations; many are peeling away, continued

Photo #17: Portions of the rake flashing have come off due to winds and reattached

Photo #18: Sealant is failing and has failed around roof penetrations, vents, and snow triangles

Building Name	Unalaska High School – PHOTOS [Page 4 of 8]

Photo #19: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #20: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #21: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #22: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #23: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #24: Holes in snow triangles

Building Name	Unalaska High School – PHOTOS [Page 5 of 8]

Photo #25: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #26: Sealant is failing and has failed around roof penetrations, vents, and snow triangles, continued

Photo #27: Exhaust hood is rusted

Photo #28: Exhaust hood is rusted, continued

Photo #29: Boot at vent through roof sealant has failed and is pulling away. Steel pipe is also broken

Photo #30: Moss and grass grow in the holes in the roof membrane

Building Name	Unalaska High School – PHOTOS [Page 6 of 8]

Photo #31: Area of Repair Weighted Down with Tires and Battens Surface Fastened

Photo #32: Holes in membrane

Photo #33: Hole in Membrane

Photo #34: Open Seam at Membrane Lap

Photo #35: Sealant peeling away at exhaust vents

Photo #36: Roof patch has failed

Building Name	Unalaska High School – PHOTOS [Page 7 of 8]

Photo #37: Moss and grass growing in roof gutter. Ponding between roof and overflow and roof drain

Photo #38: Moss and grass growing in roof gutter. Ponding between roof and overflow and roof drain, continued

Photo #39: Moss and lichen at roof

Photo #40: Degraded gasket

Photo #41: Moss at roof ridge

Photo #42: Previous repairs at roof closures

Building Name	Unalaska High School – PHOTOS [Page 8 of 8]

Photo #43: Moss growing on metal roof

Photo #44: Moss growing on metal roof

Photo #45: Missing fasteners on ridge flashing

Photo #46: Rust spots all over metal roofing

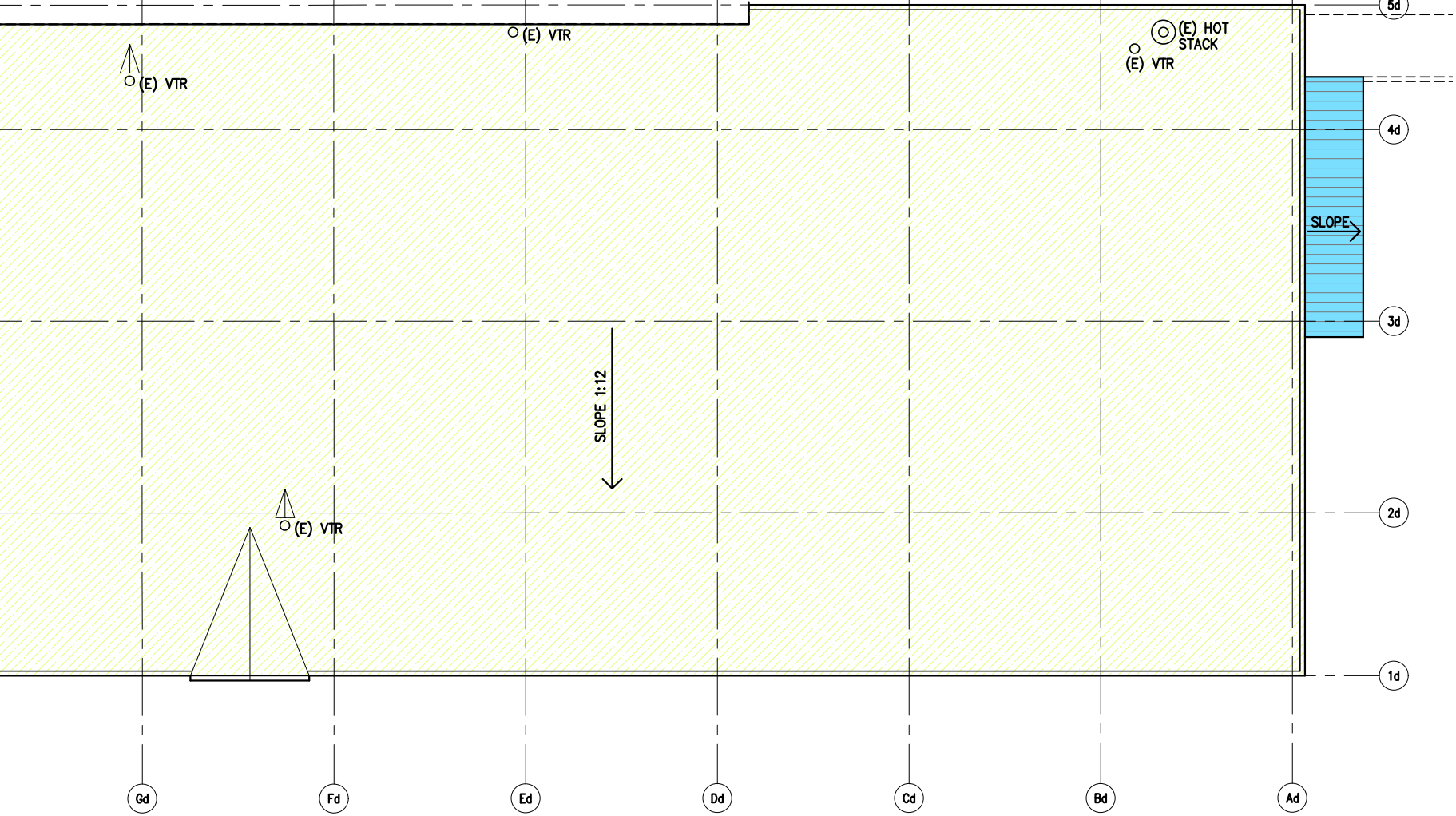
Photo #47: Areas on roof where screws are missing, backed out or have been torn out

Photo #48: Coping on plinth near back door is rusting out

Photo #49: Snow guard bent or broken

Photo #50: Fasteners torn out of metal roofing

Building Name	Aquatic Center - ASSESSMENT
Building Address	55 E. Broadway Avenue
General Building Description	*Roofs*: Low slope white single ply membrane and small area of metal roof Walls: Wood lapped siding with exposed fasteners
Roof Material Observations	*Roofing:* Low Slope Membrane Roofing • EPDM [White factory coated and non-coated] *Drainage:* Mono slope – from expansion joint with High School to exterior wall *Flashings:* Preformed metal rake/gravel stop flashings *Penetrations:* Soil vent pipes and hot stack
Condition Observations	• Previous wind blow-off failure now being held in place with surface fastened battens. The fasteners into the battens and roofing is causing leaks to occur into the roof system. *(See photo #3 on page 4.1-3)* • Unadhered seams *(See photo #5 on page 4.1-3)* • Multiple previous repairs *(See photo #6 on page 4.1-3)* • Degraded edge flashing strips *(See photo #10 on page 4.1-3)* • Degrade penetration flashings and failed sealant. *(See photo #9 on page 4.1-3)* • Hole in membrane from the installation of the batten strips. *(See photo #4 on page 4.1-3)*
General Assessment	The existing roof has **failed** as evidence of extensive wind damage and leaks.
Recommendation	1. Demolish the entire roof system to expose the substrate 2. Replace substrate boards as required (provide an allowance) 3. Insall roof insulation and coverboard as code required. 4. Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane
Estimated Cost of Repair & Budget	Roof Area: 10,000 square feet Budget (Low Slope): 9,800 sf X $125/sf = $1,225,000.00 Budget (Metal Roof): 200 sf X 25/sf = $5,000.00



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55 E. Broadwa
Unalaska, AK 9

R-4.1 Photo B

AR-4.1 Photo C

AR-4.1 Photo D

Building Name	Aquatic Center – PHOTOS [Page 1 of 2]

Photo #1: Water ponding at the edge of the roof membrane

Photo #2: Water ponding at the edge of the roof membrane, continued

Photo #3: Moss growing on roof

Photo #4: Moss growing on roof, continued

Photo #5: Roof membrane covered in lichen

Photo #6: Roof membrane covered in lichen, continued

Building Name	Aquatic Center – PHOTOS [Page 2 of 2]

Photo #7: Roof membrane is thin in large portions; the scrim is visible through membrane

Photo #8: Roof membrane is thin in large portions; the scrim is visible through membrane, continued

Photo #9: Roof membrane has been patched in several locations; many are peeling away

Photo #10: Roof membrane has been patched in several locations; many are peeling away, continued

APPENDIX B

Unalaska High School and Aquatic Center
Building Condition Assessment

DRAFT

CITY OF UNALASKA
CITYWIDE ROOF ASSESSMENT PROJECT

BUILDING CONDITION ASSESSMENT OF UNALASKA HIGH SCHOOL & AQUATIC CENTER

LOCATION: 55 E BROADWAY AVE, UNALASKA

SEPTEMBER 2025 [DRAFT]

Cornerstone ARCHITECTURAL GROUP

6161 NE 175TH STREET, SUITE 101 KENMORE, WA 98028 206.682.5000 PHONE WWW.CORNERSTONEARCH.COM

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Our condition assessment team conducted a nondestructive investigation to classify the current condition of the building at the Unalaska High School and Aquatic Center, located at 55 E Broadway Ave in the city of Unalaska. The information was compiled from interviews with onsite facilities personnel and our observations in and around the building.

Based on our investigation we would rate various build elements condition of the buildings as **fair to failed**. Many of the building elements are old and outdated and do not meet current building codes. Following is a list of major components that are in need to repair:

- Architectural:
  - Clean metal panel roof areas.
  - Replace the ridge flashings at metal panels.
  - Replace all fasteners with new, including washers at metal panel.
  - Demolish the entire roof system to expose the substrate at membrane systems.
  - Replace substrate boards as required at membrane systems.
  - Install roof insulation and coverboard as required by code at membrane systems.
  - Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane at membrane systems.
  - Provide maintenance to repair siding and paint building and to repair sealant at fenestrations.
  - Remove corrosion and rust, prepare surfaces and paint.
- Structural:
  - The visible structural components of the building are in good condition, maintain current maintenance schedules and mitigate any leaks if/when they occur.
  - Replace damaged top plate of glass pop-out in room 151 in kind and repair the structure below glass if any damage is found during the siding repair.
- Mechanical:
  - Replace the school HVAC system with new. Provide new packaged air handlers with hydronic heating coil and NERV 13 filters (for virus level filtration).
  - Replace all rusted roof hoods, flues, and roof caps with new.
  - Replace the Aquatic Center HVAC unit return air damper with new.
  - Replace pool equipment room unit heater and exhaust fan with new.
- Plumbing Improvements
  - Add a tempering valve at the main water heaters (or at each fixture in the school) to comply with code.
  - Replace aged lavatory faucets in the school with new.
  - Replace rusted oil pipe with new. New pipe would be painted to help protect against rust.
- Fire Suppression
  - Continue with annual testing and reevaluate the condition of the system 5 years from now.
- Electrical:
  - Remove inaccurate circuit labels on the panels themselves.
  - Update panel schedules.
  - Generate accurate one-line diagram.
  - Update lighting to all LED.
  - Update to energy savings/sensors & dimming.
  - Procure spare circuit breakers for large or hard to replace breakers.
  - Clear up low voltage entrance location.
  - Identify and remove exposed, abandoned conduit and conductors throughout site.
  - Re-evaluate good and fair condition panels in 5-10 years.

We have listed only the major points above to give an overall assessment of the building and the site. The location of this building is within the public/quasi-public district with commercial and residential development all around. In order to prolong the life of the building, we have compiled a list of suggested improvements in the body of this report (see pages 28 & 29) along with cost estimates as noted below.

Our *Cost Estimate of Suggested Improvements* for the High School is $16 million if performed today. Our *Cost Estimate of Suggested Improvements* for the Aquatic Center is $3.0 million if performed today. Estimates do not include soft cost, contingencies, taxes or other assessment cost.

Site-specific factors that may increase the cost of construction at this location includes work in a public/quasi-public district with commercial and residential development, work bordered by a major arterial, access to and from the site, local AHJ requirements as well as environmental impacts.

Respectfully,

André Coppin, Registered Architect | Registered Roof Consultant
Principal & Project Manager
Cornerstone Architectural Group
www.cornerstonearch.com

A. EXISTING CONDITION SURVEY

Date of Investigation: Thursday July 31, 2025, | 9:00 am to 6:00 pm

Weather: High of 68°, Mostly Cloudy with Light Rain [July 31st]

Areas of Observation: Building Exterior Envelope, Mechanical and Electrical Systems

Investigation Team:
André Coppin, Architect | Cornerstone Architectural Group
Lance Swanson, CAD Manager | Cornerstone Architectural Group
Azavier Coppin, Roof Observer | Cornerstone Architectural Group
Peter Brown, Structural Engineer | PSM Consulting Engineers
Phil Crawford, Electrical Engineer | Hultz BHU Engineers
Justen Cowan, Mechanical Engineer | Hultz BHU Engineers

Synopsis of Observations:
On the second day, July 31, the team arrived at Unalaska High School around 9am. The High School and Aquatic Center were reviewed together due to the buildings sharing common mechanical and electrical systems. The exterior building envelope, vertical walls and fenestrations are in fair condition. After the team completed review of the High School, we went over to the 8-Plex Housing to review the conditions.

The following section will outline the salient observations for the Unalaska High School and Aquatic Center, provide a recommended scope of work, and estimate of probable cost.

Roof areas and systems are classified into four categories as follows

Good:	10+ years of service life remaining
Fair:	5+ years of service life remaining
Failing:	2 – 3 years of service life remaining
Failed:	1 year or less remaining

B. BUILDING OBSERVATIONS – HIGH SCHOOL EXTERIOR

1-a. Metal Roofs

There are two types of standing seam metal roofs covering various sections of the high school. (See AR-4). The 12" wide metal panels (white in color) are in **fair** condition, whereas the 18" wide metal panels (blue in color) are in **fair to failing** condition.

Photo #1: Corrosion on metal roof

Photo #2: Corrosion on metal roof

As expected, the factory coating on the 18" wide metal panels has peeled in multiple locations, exposing the base material to the elements which in some cases has formed rust. If this is not corrected soon, the rust could lead to full corrosion and eventually holes forming. It appears that the white metal system is performing with no signs of rusting or serious degradation, however moss and lichen build up at the ridge was observed. Various other observed deficiencies with the metal roofs are listed below.

1-b. Observations

- High buildup of moss, lichen and plants
- Degraded, rusted, and missing fasteners and flashing
- Holes caused by fastener removal
- Rusted mechanical vents
- Degraded gaskets and sealant joints
- Broken or bent snow guards

Photo #3: Corrosion on metal roof

Photo #4: Moss growing on roof

1-c. Determination

Provide a maintenance project to clean and repair the metal roofs

2-a. Low Slope Roofs

There are two types of low slope membrane roofs covering various sections of the high school. (See AR-4). Both roofs are in failed condition, requiring replacement within a year.

Photo #5: Failed repair

Photo #6: Exposed substrate

From our visual review it appears that the two roof membranes are a white coated EPDM and a thermoplastic membrane (over the gym roof). Our team observed multiple deficiencies with the roof systems that led to a determination of **failed**. We observed multiple holes, degraded membrane, open seams and evidence that points to a roof system that was not installed to the highest industry standards. Various other observed deficiencies are listed below.

2-b. Observations

- Wind damage
- Open seams
- Temporary repairs with face fastened battens (the fasteners cause leaks)
- Holes due to degradation of the membrane
- Failed sealant at multiple locations
- Multiple attempts

Photo #7: Unadhered membrane on roof

Photo #8: Loose fasteners

2-c. Determination

Replace all low slope roofs with high wind resistant membrane and flashing that is ES-1 compliant.

3-a. Exterior Cladding

Horizontal wood lapped siding (and trim) with surface-fastened fasteners comprises the majority of the exterior cladding system of the building. Other cladding systems include accent vertical metal siding (typically at entrances) and soffits of wood panel. The wood lapped siding and soffit systems are painted, while the metal siding and fascia appear to be factory coating metal siding.

It appears that the siding systems are standing up well to the climate and if a maintenance project is enacted, could provide adequate protection for another 10+ years. We estimate that the siding systems to be **fair** with minimal locations of degradation. The horizontal siding system is not modern but has worked well. There were no large areas of failure, but multiple signs of degradation were noted. Please see below for a list of observed deficiencies.

3-b. Observations

- Rusted fasteners
- Rotted wood siding
- Rotted wood trim
- Lack of adequate drainage at sills
- Degraded sealant joints

Areas of lapped plank wood siding and trim have degraded, mainly due to excessive wetting caused by proximity to other surfaces where snow can build up over the winter months, or a lack of paint coverage at the trim causing water to penetrate into the surface, leading to rot.

Photo #9: Exposed insulation at wall

Photo #10: Degraded trim at wall

Photo #11: Degraded trim at wall

Photo #12: Corroded fasteners at wall

3-c. Determination

Provide a maintenance project to repair cladding and paint building.

4-a. Fenestrations

Window systems appear to be double glazed aluminum windows in **fair** condition with no failed windows observed. The sealant joints around the perimeter of windows between the window frame and trim has reached the end of its expected life with evidence of cracks and chalking. Paint on window trim has degraded, exposing wood and fasteners to moisture. Moisture has penetrated below paint causing degradation of trim fasteners. One window glazing pane was cracked and requires replacement. Doors and curtain-walls are in good condition, with similar failure of sealant joints and exposed trim material.

Photo #13: Corroded fasteners at jamb

Photo #14: Failed sealant joint

Photo #15: Corroded fasteners at sill

Photo #16: Failed sealant joint

4-b. Observations

- Rusted fasteners
- Failed sealant joints
- Failed (peeling) paint
- Rotted siding and trim
- Broken window
- Back slope flashings

Other wall elements, like metal siding, flashing and soffits are in good condition and require no remediation to continue functioning.

4-c. Determination

Provide a maintenance project to repair perimeter sealant around fenestrations and ensure flashing slope to the exterior.

5-a. Miscellaneous

Joints at metal beams at the entrance have begun to rust, with some locations showing signs of corrosion. Column caps and flashing material is exposed, rusting, and not detailed according to industry standards. Fascia board shows patterns of corrosion

indicating a path of water run off. Paint on entrance benches is degrading, and rust is forming on concrete below benches.

Photo #17: Corroded structure

Photo #18: Corroded fascia

Photo #19: Corroded column cap

Photo #20: Corroded beams

5-b. Observations

- Corrosion on steel frame and flashings

5-c. Determination

Remove corrosion and rust, prepare the surface and paint.

C.	BUILDING OBSERVATIONS – HIGH SCHOOL & AQUATIC CENTER EXTERIOR PHOTOS

Building Name	Unalaska High School & Aquatic Center – PHOTOS [Page 1 of 4]

Photo #1: Overall building from south

Photo #2: South entrance beams

Photo #3: Southwest entrance and glass pop-out

Photo #4: South entrance and glass pop-out

Photo #5: Aquatics center entrance

Photo #6: Entrance to connecting corridor

Building Name	Unalaska High School & Aquatic Center – PHOTOS [Page 2 of 4]

Photo #7: Corroding metal roofs

Photo #8: Degrading membrane roof

Photo #9: Moss growing on roof

Photo #10: Rusting pipe penetration

Photo #11: Degrading lower membrane roof

Photo #12: Unadhered roof membrane

Building Name	Unalaska High School & Aquatic Center – PHOTOS [Page 3 of 4]

Photo #13: Degrading plank siding

Photo #14: Corroded fasteners

Photo #15: Corroded fasteners, continued

Photo #16: Degraded paint

Photo #17: Degrading plank siding, continued

Photo #18: Corroded fasteners, continued

Building Name	Unalaska High School & Aquatic Center – PHOTOS [Page 4 of 4]

Photo #19: Degraded trim

Photo #20: Fenestration

Photo #21: Fenestration, continued

Photo #22: Fenestration, continued

Photo #23: Fenestration, continued

Photo #24: Fenestration, continued

D. BUILDING OBSERVATIONS – AQUATIC CENTER EXTERIOR

1-a. Low Slope Roof

The low slope coated EPDM membrane roof is at the end of its useful life. Based on the observed conditions, we have determined that this roof has **failed**. (See AR-4.1). We were shown areas of interior leaks directly beneath the temporary repairs that were enacted after wind damage to the roof.

Photo #1: Corroded fastener

Photo #2: Failed seam

It was evident that this roof system was not installed in accordance with NRCA principles and was not designed against the high wind gust of the area. We observed multiple holes, degraded membrane, repaired open seams and failed sealant. Various other observed deficiencies are listed below.

1-b. Observations

- Wind damage (repaired with temporary face fastened battens)
- Open seams (repaired with sealant, but sealant has failed in some locations)
- Holes (open seams from installation)
- Face fastened battens causing leaks into the building

Photo #3: Degrading membrane

Photo #4: Degrading membrane seams

1-c. Determination

Replace all low slope roof with high wind resistance and flashing that is ES-1 compliant.

2-a. Walls

The walls of the Aquatic Center are of the same type as the High School. This makes it appear as one building but, in fact, there are two separate buildings with an expansion joint running between the two. Horizontal wood lapped siding (and trim) and exterior wood paneling with exposed fasteners, comprises the main exterior cladding system of the building with a curtainwall glazing system at the main entrance on the southwestern corner of the building. We will discuss the curtainwall system in the following section on fenestrations.

It appears that the siding systems are weathering as expected with minimal signs of degradation. We estimate the siding systems to be in **fair** condition. We did not observe any large areas of failure but small areas of repairs. Please see below for a list of observed deficiencies.

2-b. Observations

- Missing sheet metal flashing above the circular window
- Rotted siding and trim from failed paint
- Lack of adequate drainage at sills
- Degraded sealant joints
- Rusted flashing at the bottom of the wall

Photo #5: Degraded soffit

Photo #6: Degraded paint

Photo #7: Exposed material

Photo #8: Degraded material

2-c. Determination

Provide a maintenance project to repair cladding and paint building.

3-a. Fenestrations

Fenestration for this building consists of circular windows, doors and the curtainwall system on the southwestern corner of the building. All systems function well and provide adequate protection. Circular double pane windows systems appear to be in **fair to failing** condition. We are sliding more towards the windows as failing, due to the corrosion observed at the bottom interior casing. Between the trim and siding, it was detailed with a sealant joint that has reached the end of its useful life as evidenced by cracks and sealant pulling away from the siding causing paint to fail. The curtainwall system appear to have been well built with no significant signs of degradation observed. We estimate that the curtainwall system is in **fair** condition. Finally, the doors are functioning well, probably due to regular maintenance.

Photo #9: Round window sealant joints

Photo #10: Round window

Photo #11: Aquatic Center entrance

Photo #12: Degraded wall base

3-b. Observations

- Rusted interior casing at circular windows

3-c. Determination

Provide a maintenance project to repair the windows and provide adequate flashings on the exterior.

E. STRUCTURAL OBSERVATIONS – HIGH SCHOOL

1-a. Structural Systems

We performed a site visit on July 31, 2025; and reviewed the existing drawing PDFs labeled 'High School Addition As-built 1989 reduced', High School Addition As-Built 1980' and 'High School Original As-Built 1972', no destructive testing was used, only a visual inspection was performed.

The building has several parts, including one-story Pre-Engineered Metal Buildings (PEMB), consisting of Wide Flange (WF) steel frames with light gage (LG) steel wind girts supporting the wall siding and LG Z-purlins supporting the steel roof deck, the gym consisting of steel columns with open web steel joists (OWSJ) supporting steel roof deck and the two-story building consisting of HSS steel columns, Wide Flange (WF) beams, concrete over steel deck second floor and OWSJ supporting steel roof deck.

The Aquatic Center is part of the same structure but is reviewed in a separate report.

1-b. Observations

1) The building structure including the visible PEMB and steel structures including the gym and two-story area are in good condition.
2) A glass pop-out in room 151 is supported on a cripple wall, the exterior siding and top plate have water damage. The structure below the glass is not visible due to the siding.

1-c. Determination

The structural systems are functioning as expected with no observed signs of degradation and have been determined to be in **good** condition.

Photo #1: Structure

Photo #2: Degraded sill

F. STRUCTURAL OBSERVATIONS – AQUATIC CENTER

1-a. Structural Systems

We performed a site visit on July 31, 2025, and reviewed the existing drawing PDFs labeled 'High School Addition As-built 1989 reduced ', 'High School Addition As-Built 1980' and 'High School Original As-Built 1972', no destructive testing was used, only a visual inspection was performed.

The building is a one-story Pre-Engineered Metal Buildings (PEMB), consisting of Wide Flange (WF) steel frames with light gage (LG) steel wind girts supporting the wall siding and LG Z-purlins supporting the steel roof deck. The building contains a pool and a second-floor mezzanine with a gym.

The High School is part of the same structure but is reviewed in a separate report.

1-b. Observations

1) The building structure, including the visible PEMB is in good condition.
2) The bottom of the circular exterior window is rusted.
3) The staff showed us a roof or window leak in the office that is mitigated with temporary tarp and bucket system.
4) The staircase to the slide in the pool area has surface rust but no loss of section of the steel members.
5) Several areas at the bottom of the pool have rust spots on the pool liner. This is a non-structural issue but should be monitored for increased size, additional rust spots or leaks.

1-c. Determination

The structural systems have been determined to be in **good** condition. Provide a maintenance plan to clean off surface rust and repaint, fix leaks and consult structural engineer if structural members show signs of damage during repair and periodically inspect stairs for deterioration.

Photo #1: Rust at window

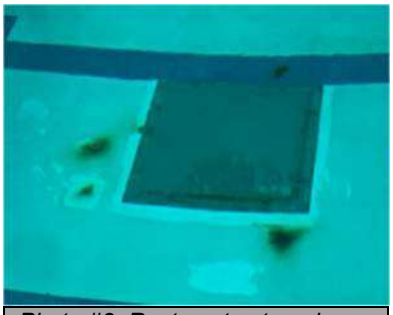

Photo #2: Rust spots at pool

Photo #3: Underside of staircase at slide

G. MECHANICAL OBSERVATIONS – HIGH SCHOOL + AQUATIC CENTER

1-a. Mechanical Systems

The school and aquatic center buildings share a common boiler plant that provides heating water to multiple air handlers with hydronic heating coils, unit heaters, classroom unit ventilators, and pool heating equipment. Heating water is a Glycol mixture and per the as built drawings, a feed tank is provided. The plant is made up of by three oil fired boilers each with a nine gallon per hour input and 1000 MBH output. An exterior above ground oil tank supplies oil to the boilers. Oil piping is steel and shows signs of rust on unpainted portions. Per the sequence provided in the as-built drawings the boiler are staged and the lead boiler is manually updated each season to allow equal wear of all equipment. At the date of our visit the like for like replacement of all three boilers was in progress. Existing hydronic piping is soldered copper. New hydronic piping at the boiler was copper with press fittings. New piping was not yet insulated.

Photo #1: Typical boiler

Photo #2: Exterior boiler flue

The Heating and ventilation for common and interior spaces of the school is provided by several ducted air handlers with hydronic heating coils. Two of these air handers (HVU-1 and HVU-2) appear on the 1972 set of as built drawings and are located above the hallway ceiling. The remaining air handlers listed below are located rooms 201 and 205. Both rooms 201 and 205 are set up as a return air plenum with ducted outside air to each unit. With the exception of F-1, these units do not appear on record drawings. Based on an onsite fan list and nameplate data, the following was determined.

Unit Tag	Area Served	Airflow (CFM)	Fan Static Pressure (inch WC)
F-1	Administration	4275	2.00
F-25	Classrooms 178, 179, 180, 181	4465	2.33
F-2	New Hallway and Classrooms	15332	2.75
F-3	Gym Main Floor Area	3420	1.75
F-4	Gym Bleachers	7325	1.75
F-5	Auditorium	1950	1.75
F-6	Stage and Project Room	3345	1.75

HVU-1 and HVU-2 appear to have been installed when the building was built. The exact age of the remaining air handlers could not be determined at the time of our visit. The Heating and ventilation for other classrooms is provided by unit ventilators with hydronic heating coils. Heat for the remaining storage rooms and mechanical

spaces is provided by baseboard hydronic heaters or unit heaters. No cooling is provided. Restroom exhaust and janitor exhaust for the school is provided by rooftop exhaust fans.

Photo #3: Typical classroom unit ventilator

Photo #4: Typical AHU

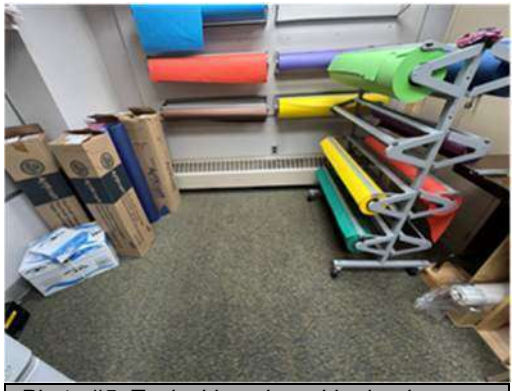

Photo #5: Typical baseboard hydronic heater

Photo #6: Typical AHU

The school kitchen has a Type 1 hood with a heat recovery unit used to provide exhaust and make up air to the kitchen. The kitchen dishwasher is also equipped with a hood and inline exhaust fan discharged through the roof. At the time of our visit, the kitchen was in use and access was limited. Based on as built drawings the heat recovery unit is original to when the kitchen was built. The exhaust fan serving the dishwasher was replaced under a 2008 project.

Moving onto the Aquatic Center, a single custom Innovent unit provides the Aquatic Center with heating and ventilation. The unit is equipped with heat recovery, a hydronic heating coil. The exhaust fan is external to the unit. No cooling or dehumidification is provided. Per building staff, the unit was replaced in 2013. At the date of our visit, the return air damper on the unit was locking up due a buildup of salt caused by the pool chlorine. As a temporary fix, the access door for the return air damper was propped open.

Photo #7: Return air damper

Photo #8: Aquatic center HVAC unit

Ceiling exhaust fans ducted to wall caps provide the exhaust for the Aquatic Center locker rooms and restrooms. A single split system Mitsubishi unit was installed to condition a second floor office in the Aquatic Center.
Existing ductwork in both the school and Aquatic Center is constructed of galvanized steel. Duct routed exposed in occupied areas is spiral duct painted to match the ceilings. Air outlets are a mix of round ceiling diffusers, square ceiling diffusers, linear slot diffusers and wall supply grilles.

1-b. Observations with the HVAC system

- Boilers are new (replacement in progress at date of visit)
- Ductwork in good condition.
- Aged and failing equipment
- Type I kitchen hood (in kitchen) is in good condition
- Leaking hydronic piping

1-c. Determination

The school's mechanical systems are aged and should be scheduled for replacement. HVU-1 and HVU-2 are causing noise due to vibration and appear to be past their useful life. The air handers located in rooms 201 and 205 are in fair condition. They were not running on the date of our visit (due to summer operating schedules) and staff did not mention any problems. We would still recommend scheduling replacement, for this equipment appears to be of age and show signs of leaking at the hydronic coils. The classroom unit ventilators should also be schedule for replacement. Staff did not have any concerns with existing unit ventilators, but they are showing signs of age.

The Aquatic Center HVAC unit was replaced back in 2013. Heat recovery units should have a life span of approximately 25 years. Staff only had complaints with the return air damper. All other parts appear to be functioning as designed. To restore normal unit operation we would recommend replacing the return air damper. Unit heater and exhaust fans in the pool equipment room show signs of corrosion and should be replaced.

2-a. Plumbing Systems

The domestic cold water for the school and Aquatic Center enters through the common boiler room. The domestic cold water passes through a meter, backflow preventer, and pressure-reducing valve before going on to serve the building. Domestic hot water for both the school and aquatic center is provided by two Amtrol indirect water heaters. Each water heater has an 80 gallon storage tank and a recovery rate of 498 gallons per hour. Two Taco pumps (pump 9 and pump 10) provide

domestic hot water circulation to the building. No temperature limiting valves were observed.

Photo #9: Domestic cold water header

Photo #10: Domestic water heaters

Exposed waste and vent piping is mainly no hub cast iron. A small portion of exposed piping in the Aquatic center was schedule 40 PVC. The plumbing fixtures serving the school consist of lavatories with manual faucets, manual flush valve water closets, manual flush valve urinals, a service sink, a mop sink, and a drinking fountain/bottle filler without a water chiller or filter. The school also has a washing machine and associated wall mounted washing machine valve box.

Photo #11: Typical school water closet

Photo #12: Typical school lavatory

Plumbing fixtures in the Aquatic Center consist of lavatories with battery-powered faucets, manual flush valve water closets, and manual flush valve urinals.

Photo #13: Typical Aquatic Center lavatory

Photo #14: Typ. Aquatic Center water closet

2-b. Observations

- Aged restroom fixtures in the school
- Aquatic Center fixtures in good condition.
- School lavatories do not have temperature limiting valves (code requirement)
- Temperature limiting valves provided at Aquatic Center Lavatories
- Mild rust on oil pipes

2-c. Determination

The overall the plumbing is in fair condition. Surface rust/oxidation is present in numerous locations. At the date of our visit, the maintenance team was working on tracking down and repairing a leak in the school side of the hot water system. The cause of the leak was unknown to building staff. The school plumbing fixtures look good overall. Lavatory faucets are showing signs of aging and temperature-limiting valves should be installed to comply with current codes. In the Aquatic Center, plumbing fixtures were in good condition. Oil piping shows signs of rust and should be replaced.

3-a. Fire Suppression

The school and aquatics center is served by the same wet pipe system. The fire riser is located in a closet off the large gym. The fire sprinkler piping is constructed of steel and made up of painted and unpainted pipes. The kitchen hood has its own fire suppression system. The hood and the associated fire suppression appears to be in good condition, but with it, being a life safety system should be tested to confirm.

3-b. Observations

- System appears to be in good condition but showing signs of age.

3-c. Determinations

The fire sprinkler piping system appears to be in good condition. Exposed piping throughout the building looks good. The system was last tested and passed in august of 2024. Due to no complaints from staff, no visible signs of rust, and no leaking pipe, we would recommend leaving the system as is and continuing with annual testing.

H. ELECTRICAL OBSERVATIONS – HIGH SCHOOL + AQUATIC CENTER

1-a. Electrical Distribution Systems

Main service panel in with meter and disconnect. All distribution through here, this panel also back feeds the former main panel. This is a common practice in school expansions when the service size is substantially increased, the main distribution panel is converted to a sub distribution panel and fed form the new main.

Photo #1: Main service panel meter

Photo #2: Main service panel distribution

Photo #3: Breaker board

Sub panels vary in condition. Numerous subpanels are located throughout the facility in various locations such as passageways, offices and closets. There is an additional large electrical room on the second floor containing a motor control center, a distribution panel and several other panels and enclosures.

1-b. Observations

- Exterior mounted disconnect for AC unit is failed, needs immediate replacement.
- Main incoming panel – good
- Sub panel (old distribution panel) failing
- Oldest GE distribution panels are likely past their useful service life.
- Second floor electrical room in very good condition
- Panels not specifically mentioned are in fair condition.

Photo #4: Subpanels

Photo #5: Subpanels

Photo #6: Subpanels

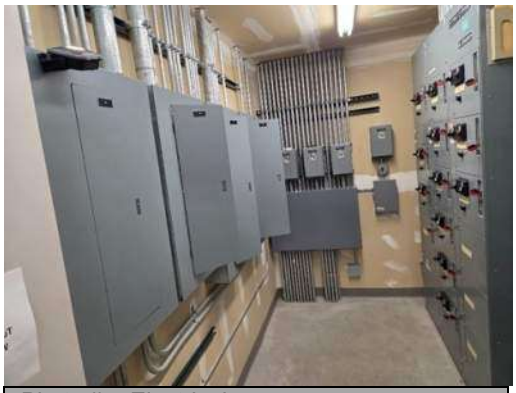

Photo #7: Electrical room

In one location above the aquatic center, there is a mini-split style AC unit with an exterior mounted disconnect.

Photo #8: Exterior disconnect

Photo #9: Score board

1-c. Determinations

Electrical system is functioning well. Some upgrades may be necessary in order to reduce energy consumption and to extend the life of the system.

2-a. Lighting

Lighting throughout the facility was a mix of compact fluorescent, fluorescent tubes and LEDs. There are some emergency light fixtures in place and also some general light fixtures have emergency back up.

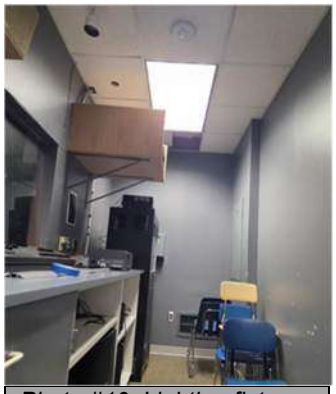

Photo #10: Lighting fixture

Photo #11: Lighting fixture

Photo #12: Lighting fixture

Photo #13: Exit signage

Photo #14: Lighting fixture

Photo #15: Lighting fixture

2-b. Observations

- All fluorescent light fixtures
- Controls are largely line voltage and manual
- Exterior lighting time clocks are near failing/ end of life

2-c. Determinations

Possible changing the light fixtures to LED could potentially reduce the overall electricity consumption and see a savings of operational cost.

3-a. Low Voltage

The school's main fire alarm control panel is located in the main front office. The panel is GE brand, and did not appear to have any current faults or issues. The inspection tag indicates monthly inspections have been conducted. There are also several fire alarm booster panels located throughout the building to support long range distribution.

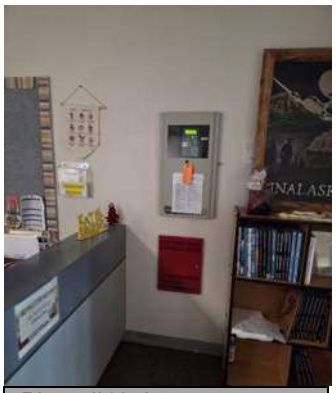

Photo #16: Intercom

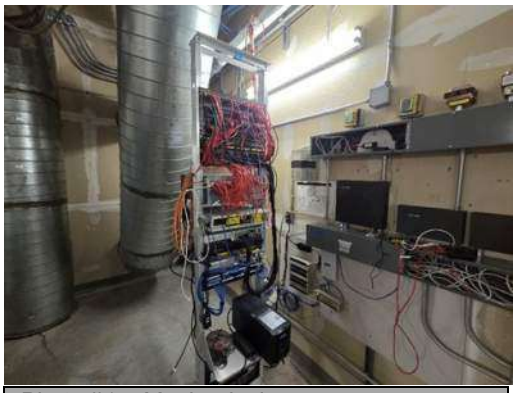

Photo #17: Mechanical room

Incoming voice and data route in through the first floor. The data closet also contains the school main headend for intercom and clock.

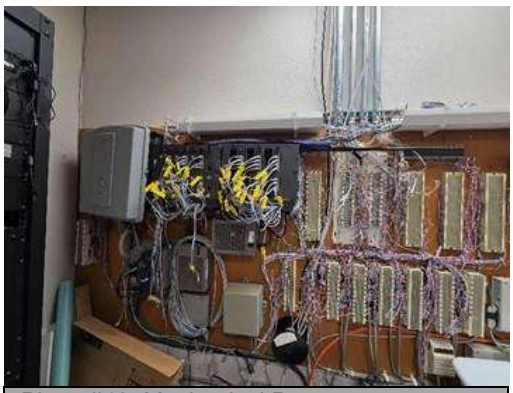

Photo #18: Mechanical Room

Photo #19: Mechanical Room

A complete MDF and data rack is located in the mechanical room.

3-b. Observations

- Fire alarm in proper working order – good condition
- Date/ telecom managed by providers
- Any issues can be handled on an as needed basis parts are largely modular.

3-c. Determinations

The system is functioning well.

I. SUGGESTED IMPROVEMENTS TO EXISTING CONDITIONS – HIGH SCHOOL

Building Envelope Improvements - $9 million

1. Clean metal panel roof areas
2. Replace the ridge flashings at metal standing roofs
3. Replace all fasteners with new, including washers at metal roofs
4. Demolish the entire low slope roof system to expose the substrate at membrane systems
5. Replace substrate boards as required in the membrane system
6. Install roof insulation and coverboard as code required at membrane systems
7. Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane at membrane systems
8. Repair cladding and repaint building
9. Repair failed windows (allowance)

Mechanical Improvements - $3,000,000

10. Replace the school HVAC system with new. New packaged air handlers with hydronic heating coil and NERV 13 filters (for virus level filtration).
11. Replace all rusted roof hoods, flues, and roof caps with new.

Plumbing Improvements - $650,000

12. Add a tempering valve at the main water heaters (or at each fixture in the school) to comply with code.
13. Replace aged lavatory faucets in the school with new.
14. Replace rusted oil pipe with new. New pipe would be painted to help protect against rust.

Electrical Improvements - $20 million

15. Remove inaccurate circuit labels on the panels themselves.
16. Update panel schedules.
17. Update to all LED.
18. Update to energy savings/sensors & dimming
19. Procure spare circuit breakers for large or hard to replace breakers.
20. Clear up low voltage entrance location.
21. Identify and remove exposed, abandoned conduit and conductor throughout site.

J. SUGGESTED IMPROVEMENTS TO EXISTING CONDITIONS – AQUATIC CENTER

Building Envelope Improvements - $2 million

1. Demolish the entire low slope roof system to expose the substrate at membrane systems
2. Replace substrate boards as required in the membrane system
3. Install roof insulation and coverboard as code required at membrane systems
4. Install a hybrid roof system with a torch applied base sheet and hot asphalt fleece back single ply membrane at membrane systems
5. Repair cladding and repaint building
6. Repair failed windows/doors

Mechanical Improvements - $120,000

7. Replace all rusted roof hoods, flues, and roof caps with new.
8. Replace the Aquatics Center HVAC unit return air damper with new.
9. Replace pool equipment room unit heater and exhaust fan with new.

Plumbing Improvements - $25,000

10. Replace rusted oil pipe with new. New pipe would be painted to help protect against rust.

Electrical Improvements - $500,000

11. Remove inaccurate circuit labels on the panels themselves.
12. Update panel schedules.
13. Update to all LED.
14. Update to energy savings/sensors & dimming
15. Procure spare circuit breakers for large or hard to replace breakers.
16. Clear up low voltage entrance location.
17. Identify and remove exposed, abandoned conduit and conductor throughout site.

COST ESTIMATE FACTORS

Due to the distance from a major construction material hub, the team relied on the following to make better more informed estimates of probable construction cost. The following point will outline the scenario that was undertaken.

A. We created fake project and sent if out to five major membrane manufacture representatives for creation of ROM (rough order of magnitude) with contractors that are familiar with and have worked in Dutch Harbor. [Cornerstone did not select contractors but left that up to the manufacturer representatives] The fake project description is as follows.
    1. Fake Overlay Project (sent out for ROM in October 2025)
        i. Existing standing seam metal roof (gable roof with slopes of 3/12) –
        ii. 75' wide by 125' long – standing seams are 1" high [9,375 SF]
        iii. Proposed system
            1. Flute filler
            2. Roof board (Densdeck)
            3. Torch applied base sheet
            4. 60-mil fleece back KEE/PVC Membrane in adhesive
        iv. Location: Dutch Harbor Alaska

B. All five manufacturers provided ROMs from installers that have work in Dutch Harbor. The five ROMs are as follows.
    1. Manufacturer C - $585K
    2. Manufacturer F1 - $600K
    3. Manufacturer D - $610K
    4. Manufacturer F2 - $570K
    5. Manufacturer S - $585K

C. Average ROM for the fake project as described in A.1 above is $590,000.00.

Based on the ROM provided for the roof overlay fake project at $590,000.00, the per square foot cost equates to $65/SF estimated construction cost in today's market. Each ROM included the following –

- Flights for the crew to and from Dutch Harbor
- Hotel Accommodation & Per Diems
- Material Cost
- Freight Cost
- Transportation Cost

Median Cost

Since our recommendations fall into three separate categories – Maintenance, Roof Overlay and Roof Replacement, we determined that the $65/SF would be utilized as the median cost. The other per square foot cost is as follows –

- Maintenance Project: $32.50/SF
- Roof Overlay Project: $65.00/SF
- Roof Replacement Project: $130.00/SF

TABULATED PROJECTED ESTIMATE ROM CONSTRUCTION COST

PROJECT	TYPE	ROOF SF	PER SF COST	EXTENSION
Department of Public Safety	MAINTENANCE	10,300	$32.50	$334,750.00
Amaknak Islan Fire Station	ROOF OVERLAY	3,900	$65.00	$253,500.00
Unalaska City Hall - Shingles	MAINTENANCE	8,700	$32.50	$282,750.00
Unalaska City Hall - EPDM	MAINTENANCE	600	$32.50	$19,500.00
Unalaska High School - Roof C	MAINTENANCE	5,700	$32.50	$185,250.00
Unalaska High School - Roof F	MAINTENANCE	18,500	$32.50	$601,250.00
Unalaska High School - A, B & D	ROOF REPLACEMENT	28,000	$130.00	$3,640,000.00
Unalaska High School - E	ROOF REPLACEMENT	14,800	$130.00	$1,924,000.00
Eagle Elementary School	MAINTENANCE	34,000	$32.50	$1,105,000.00
Unalaska Public Works Building	ROOF OVERLAY	24,000	$65.00	$1,560,000.00
Supply Warehouse	ROOF REPLACEMENT	14,000	$130.00	$1,820,000.00
Museum of the Aleutians	MAINTENANCE	9,300	$32.50	$302,250.00
PCR Community Center	MAINTENANCE	25,500	$32.50	$828,750.00
Burma Chapel	ROOF REPLACEMENT	3,750	$130.00	$487,500.00
New Powerhouse	MAINTENANCE	13,000	$32.50	$422,500.00
Old Powerhouse	ROOF REPLACEMENT	11,750	$130.00	$1,527,500.00
Power Sub Station	ROOF OVERLAY	1,600	$65.00	$104,000.00
Pyramid Water Treatment Plant	ROOF OVERLAY	4,500	$65.00	$292,500.00
Water Treatment Plant	MAINTENANCE	6,500	$32.50	$211,250.00
Liquid Steam Building	MAINTENANCE	7,500	$32.50	$243,750.00
Bailer Building	MAINTENANCE	12,600	$32.50	$409,500.00
Leachate Building	MAINTENANCE	1,300	$32.50	$42,250.00
C.E.M. Boat Harbor building	MAINTENANCE	2,000	$32.50	$65,000.00
C.E.M. Boat Harbor Waste Oil Building	MAINTENANCE	950	$32.50	$30,875.00
Marine Center Warehouse	ROOF OVERLAY	5,100	$65.00	$331,500.00
USCG Docking Building	MAINTENANCE	900	$32.50	$29,250.00

PROJECT	TYPE	ROOF SF	PER SF COST	EXTENSION
Tom Madsen Airport - Low Slope	ROOF REPLACEMENT	13,500	$130.00	$1,755,000.00
Tom Madsen Airport - Metal Roof	ROOF REPLACEMENT	2,900	$130.00	$377,000.00
8 Plex	MAINTENANCE	8,000	$32.50	$260,000.00
4 Plex	MAINTENANCE	3,100	$32.50	$100,750.00
69 & 79 Lear	MAINTENANCE	2,700	$32.50	$87,750.00
81 & 85 Lear	MAINTENANCE	2,500	$32.50	$81,250.00
			Total	$19,716,125.00

UNALASKA

PARKS, CULTURE AND RECREATION

Park and Recreation Comprehensive Master Plan

Acknowledgments

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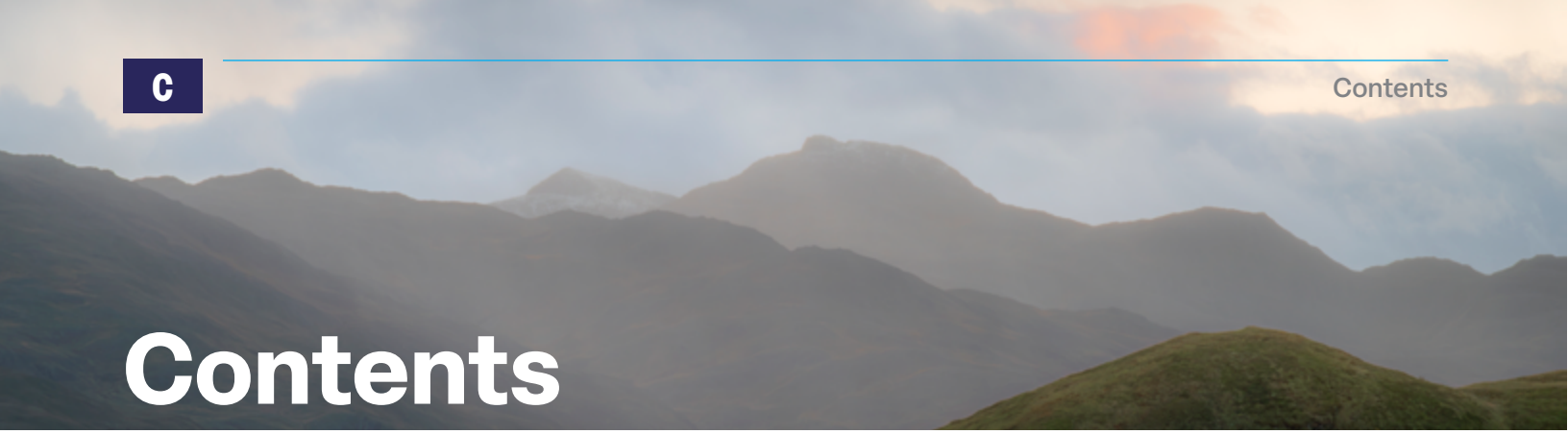

Contents

SECTION ES

EXECUTIVE SUMMARY

This Executive Summary illustrates key portions of the Parks, Culture and Recreation (PCR) Park and Recreation Comprehensive Master Plan (PRMP), providing an understanding of the plan, process, and research. Each section should be reviewed along with the appendix documents that include data used to develop the PRMP.

Purpose of the PRMP

This plan is intended to be a road map for PCR to provide parks and recreation services for the next five to ten years and beyond. The plan is based on extensive community engagement, with goals, strategies, and action items developed based on data reported in the plan.

Planning Process

Developing the PRMP took 12 months and was undertaken by City of Unalaska leadership and staff, community members, and the BerryDunn consulting team, assisted by ETC Institute, a national survey firm, and Bettisworth North, an Anchorage-based planning and landscape architecture firm. The collaborative approach helped create a plan based on local knowledge of staff and community members, and the consultants' expertise. Each section of the plan included data that came from the Unalaska community's input. See Figure 1.

Development of this plan included the following tasks:

- Document collection and review
- Demographics and trends analysis
- Community engagement process
- A needs assessment survey
- A park and open space inventory and level-of-service (LOS) analysis
- A recreation assessment
- A financial analysis
- A maintenance and operations analysis
- Recommendations–guiding principles (GPs), goals, strategies, actions, and a capital project list

Figure 1: Key Elements of the Planning Process

Engaging the Unalaska Community

Many Unalaska community members participated in the development of the PRMP, as shown in Table 1.

Table 1: Engagement with Unalaska Community

Engagement Type	No. of Community Participants
Focus group and stakeholder meetings	110
Youth and teen survey, interviews, and classroom projects	141
Digital engagement through Social Pinpoint	75
Open house event	59
Spring festival intercept event	134
Heart of the Aleutians intercept event	85
Statistically valid survey	101

Overall, 705 interactions helped shape the plan. Unalaska residents either visited the project's Social Pinpoint website, shared priorities by participating in a focus group or intercept event/activity, or completed a survey. An assumption is made that approximately 650 of the 705 interactions came from unique individuals who represented 16% of Unalaska's population.

Parks LOS Summary

The PCR is responsible for parks that collectively provide 41 components made up of playgrounds, walking paths, ballfields, and other park amenities. The components are distributed into four community parks, two special use parks, and four neighborhood parks. The system provides 6.4 acres per 1,000 residents. When the number of residents per park is considered, PCR provides 410, about one third of the density of park use compared to the national average. Within the system, most park components are in good shape and serviceable. Of the 42 components, 16 are in need of upgrade or replacement.

Recreation facilities are discussed at length in the PRMP. The Aquatic Center requires renovation; community members prioritized new weight rooms and an indoor field house.

PRMP Goals and Strategies

In addition to 15 GPs identified in Section 8, six goals are identified, each with strategies and action items. The actions are identified as low, medium, and high priorities.

	GOAL 1: Deliver high-quality recreation facilities that provide the greatest level of support for residents and the seasonal fishing industry
1.1	**Strategy:** Provide improved indoor recreation facilities
1.2	**Strategy:** Provide additional indoor recreation facilities
	GOAL 2: Provide high-quality aquatics facilities that support recreation and the safety of Unalaska residents
2.1	**Strategy:** Replace existing aquatic center with new 25-yard by 25-meter competition and recreation aquatic facility
	GOAL 3: Deliver recreation programs that continue to build a sense of community as the focal point for Unalaska residents' and visitors' quality of life
3.1	**Strategy:** Apply data-driven decision-making to programming to address community member participation capacity
3.2	**Strategy:** Conduct continual program evaluation
3.3	**Strategy:** Consider additional program support for youth and teens, ages 13–18
3.4	**Strategy:** Consider mobile recreation programming
3.5	**Strategy:** Improve fitness and wellness opportunities in Unalaska
	GOAL 4: Maintain, preserve, and enhance safe parks and park experiences
4.1	**Strategy:** Provide improved outdoor sports opportunities
4.2	**Strategy:** Provide additional outdoor park opportunities
4.3	**Strategy:** Provide improved playground opportunities
4.4	**Strategy:** Improve LOS by adding components
4.5	**Strategy:** Create additional walking opportunities in parks and around the city
4.6	**Strategy**: Move or update the skate park to an all-wheels park
	GOAL 5: Deliver parks and recreation services in a financially resilient and sustainable manner
5.1	**Strategy:** Focus on methods of formal communication
5.2	**Strategy:** Work to improve access to recreation programs
	GOAL 6: Provide library services that connect residents to educational opportunities, digital literacy, and the power of reading
6.1	**Strategy:** Place a greater focus on adult and child programs

SECTION 01

DEVELOPING THE PRMP

Developing the PRMP was accomplished by a combination of the PCR staff and the BerryDunn consulting team, assisted by ETC Institute, a national survey firm, and Bettisworth North, architects and planners. Unalaska community members included youth and teens, adults, program participants, recreation facility users, and seniors who provided invaluable input at each stage of the planning process.

Unalaska's unique community required a great amount of local knowledge and input of staff, appointed and elected city leadership, and many stakeholders. The consultants applied their expertise and best practices reflective of other similar communities.

The key elements of the planning process are illustrated in Figure 1 in the Executive Summary.

Communication between the consultants and the city's project team was key to the successful planning process and included biweekly project management check-in meetings, and multiple input opportunities for the community and the PCR Advisory Committee that included project updates and status.

PRMP Project Objectives

The city defined project objectives, which set the foundation for the planning process. The objectives set the stage for the PRMP that is intended to position PCR to meet the needs of Unalaska residents and visitors through 2034 and beyond. The PRMP is intended to help ensure PCR offers opportunities for families and guests to enjoy well-placed and maintained playground equipment, maximize outdoor recreation opportunities, and help position the PCR to be as effective as possible in providing recreation delivery.

The PRMP was intended to identify ways to improve access and opportunities for recreation for residents, regardless of demographic and socioeconomic status.

The following objectives were established as critical success factors for the project:

Describe existing, new, and pending regulations and their impacts to PCR. Provide recommendations about regulatory required and non-regulatory changes and improvements.

Provide a Capital Improvements Program, prioritizing new recommended systems or processes as well as current and future rehabilitation and replacement needs in short-, medium-, or long-term phases.

- Evaluate current LOS for parks and with appropriate recommendations for improvements.
- Complete an assessment of PCR's budget, operations, and staffing that includes employee training and O&M needs.
- Provide an assessment of recreation program and facilities, including the Unalaska Public Library.
- Complete a demand and needs assessment, demographics, and trends analysis.
- Benchmark PCR with at least three similar communities.

PCR's Mission and Values

The PRMP considered the PCR mission statement and aspirational values at each step.

PCR MISSION STATEMENT

"To enrich our diverse community by providing exemplary, accessible, and safe cultural, leisure, and recreation facilities and services that nurture youth development and inspire people to learn, play, and engage with our unique and welcoming environment."

ASPIRATIONAL VALUES

CREATE INSPIRING PROGRAMMING

ENGAGE OUR COMMUNITY

ENSURE ACCESSIBILITY TO ALL COMMUNITY MEMBERS

PROVIDE EXEMPLARY SERVICE TO DELIVER OUR PROGRAMS AND SERVICES

PCR Services Profile

The PCR department was established in 1980 and provides a 30,000-square-foot community center, aquatic center, and public library as well as eight parks, Burma Road Chapel, the Henry Swanson House, and two school facilities. The community provides important economic impact and support for the fishing industry in the remote location 800 miles south of Anchorage in the north Pacific and Bering Sea.

Unalaska's economy is based on commercial fishing, seafood processing, fleet services, and marine transportation, contributing approximately 1.7 billion pounds of frozen seafood to the United States and worldwide. Quality of life of those who work and support this industry is greatly impacted by the critical facilities and services the PCR provides.

The PCR provides 26.1 acres of parkland in eight parks and two school facilities that include 42 park components such as playgrounds, sports fields, open turf areas, etc.

Related Planning Efforts and Integration

To gain a thorough understanding of PCR's challenges and opportunities, BerryDunn reviewed previous planning efforts. This summary review provided background and perspective used throughout development of the PRMP. The consultants recognize and acknowledge PCR's work in developing the business plans described in this section.

Comprehensive Plan 2020 Unalaska, Alaska (adopted 2011)

This plan, prepared by the City of Unalaska and adopted in 2011, is the road map for future development within the city. The city considered the health and safety of residents, businesses, and visitors. Some notable actions that have implications for the current PCR master planning effort are as follows:

- Overall Quality of Life. Secondary action #4, make community more bike friendly.
- Construct additional restrooms along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.
- Consideration should also be given to the strategic placement of bike storage racks at heavily visited attractions, such as schools, the library, retail shops, tourist attractions, etc.
- Overall Quality of Life. Secondary action #5, embrace our ethnic diversity.
- Support the Qawalangin Tribe's efforts to safeguard and support the Unanagan language, culture, customs, and traditions.
- Education, Art, Culture, and Entertainment. Secondary action #5, continue the development of park, cultural, and recreation facilities and offering of programs.
- The City of Unalaska Parks, Culture and Recreation 2005–2009 Master Plan revealed that the top three PCR facilities were all-purpose trails, a fitness center, and expansion of the community center.
- Complete all-purpose trails to and from the Unalaska spit, from the Port of Dutch Harbor to Unalaska, and connect to trails in Unalaska.
- Connect the Carl E. Moses Boat Harbor to existing trails.
- Construct additional restrooms along walk/bike trails.
- Erect additional/better signage along trails, walkways, and public facilities and leading to community parks, sites, and services.
- Provide additional recreational services on Amaknak Island as land availability and affordability allows.
- Expand activities and programs (bowling, tumbling, dance, climbing wall, and ropes course, put diving board back in pool, pitch and putt).
- Develop ski/rope tow area.
- Purchase/lease property at Tutiakoff Park.
- Build a large pavilion-style structure for outdoor events.
- Build an additional community gymnasium.
- Expand Community Park.
- Create dock/trail at Margaret's Bay fishing area.
- Maintain new Iliuliuk Creek float next to Alyeska Seafoods plant.
- Land Use, Transportation, and Infrastructure.
- Identified apparent land use conflicts/opportunities for improvements: placement of a children's play area adjacent to an industrial zone.

Parks and Operations Fiscal Year (FY) 2025 Business Plans July 1, 2024 - June 30, 2025 (2024).

Prepared by the PCR, these documents strive to align budget with PCR goals and objectives, clarify the goals and objectives for the City Council members and the community, assess and adapt to resident and visitor needs, and enhance outdoor experiences. These reports provide an overview of existing facilities as well as near-term projects including:

- **Ounalashka Community Park:** Potential to relocate the skate park to this park and expand

to an all-wheels park or pump track. New equipment for the soccer fields can be overlaid in the outfield. An additional goal is to update the kitchen to get more vendor participation.

- **Skate Park:** Potentially relocate park due to the expansion of the adjacent clinic.
- **Expedition Park:** Replace site amenities such as benches and grills.
- **Sitka Spruce Park:** Add new grills that were removed during the playground construction.
- **Ideas:** Add a rental shop at the Burma Road Chapel (camping gear, fishing, bike or electric scooters, wildlife viewing equipment, kayak/paddleboard/canoe, local artisan souvenirs).

Unalaska Land Use Plan (2015)

Written as a component of the Unalaska Comprehensive Plan (2011), this document provides guidance for the development of the city based on land use. The City of Unalaska is considered by neighborhood, providing existing uses, recommended uses, and specific notes. Two applicable sections are as follows:

- Standard Oil Hill Subarea: Shows industrial storage adjacent to Sitka Spruce Park. This is not an ideal adjacency. The plans recommend reducing the amount of industrial storage from 10% to 5%. There is also a recommendation to increase public open space from 15% to 16%
- Downtown/Unalaska Townsite Subarea: Industrial storage is sandwiched by institutional uses (including the library). The plan's recommendation is to remove all industrial storage from this area. The stated goal of this area is to be walker-friendly, youth-oriented, and a central focal point of the community.

Transportation Study 2017– 2018, City of Unalaska Planning Department (2018)

This study assessed the feasibility of a public transit system for the City of Unalaska. During the August–September study period, 92% of trips were made by car or truck, with pedestrians and bikers only accounting for 1%. The Planning Department suggests this is because distances are far between amenities and the weather is unpredictable. Of the 190 Bus Study Survey responses, 45% of respondents reported they do not have their driver's license. The report states that most of this unlicensed population works in the processing plants and stays close to the plants and the on-site bunkhouses.

Commission for Accreditation of Parks and Recreation Agencies (CAPRA), Standards for Accreditation

CAPRA provides 68 standards that are fundamental to the success of all parks and recreation agencies across the United States. Achieving accreditation is a long and challenging process. BerryDunn recommends that PCR become highly familiar with the standards. This recommendation is not meant to recommend immediate action toward accreditation but rather to utilize these standards as guides to best practices. The standards are grouped as follows:

- Agency Mission and Purpose
- Administration and Organizational Resources
- Community and Park Planning
- Human Resources Planning, Workforce Development, and Culture
- Financial Management, Responsibility, and Accountability
- Programs and Services Management
- Facilities and Land Use Management
- Law, Risk Management, Safety, and Security
- Marketing, Communications, and Community Engagement
- Evaluation, Assessment, and Research

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SECTION 02

COMMUNITY PROFILE

Demographic Profile

BerryDunn conducted a thorough demographic assessment for the City of Unalaska as part of the master planning process, focusing on household and economic data. This analysis offers valuable insights into potential markets for community amenities such as parks, trails, waterways, and recreational and library services, highlighting how the community may develop.

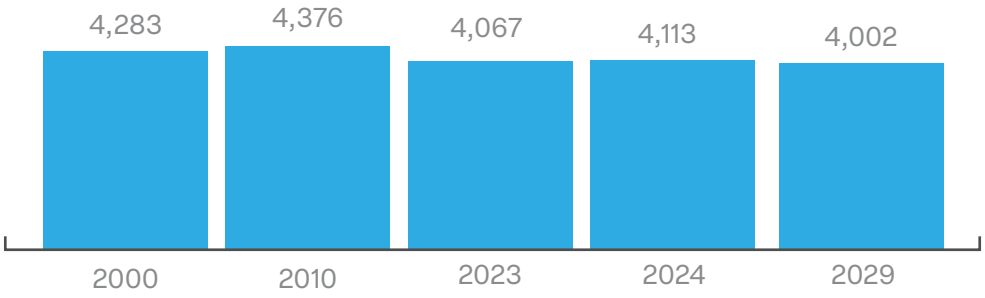
To compile this analysis, BerryDunn gathered population statistics from the State of Alaska, examining age distributions, income levels, racial and ethnic demographics, and other household characteristics using ArcGIS Business Analyst with U.S. Census estimates from April and July 2024. The review focused on Unalaska's boundaries and included relevant comparisons with data from Alaska and the United States to enhance contextual understanding.

Unalaska features a robust commercial fishing industry, leading to a notable increase in both population and diversity during fishing seasons. While the workforce in the fishing industry may not be considered part of the permanent demographic makeup, their presence significantly impacts the parks and recreation system.

Population Characteristics

In 2023, the population of Unalaska was approximately 4,067 residents, marking a minor decrease from 2010 (Figure 2). However, in 2024, there was a small increase in population. Projections indicate a relatively stable population. It is crucial to consider population forecasts alongside shifts in the local fishing industry.

Figure 2: Population Change (2000–2029)



The State of Alaska Department of Labor and Workforce Development, Research and Analysis Section provides population projections to 2050 based on census data. Unalaska makes up greater than 80% of the Western Aleutians population category tracked by the state. While the projections include areas outside Unalaska, the trends show anticipated increases. It is important to acknowledge that youth account for an increase of only 42 residents, anticipated by 2050. See Table 2.

Table 2: State of Alaska Western Aleutians Population Projections 2023–2050

Year	Population
2023	4,894
2025	5,024
2030	5,138
2035	5,252
2040	5,349
2045	5,425
2050	5,486

Population Growth Rate

The city's population annual growth rate from 2010 to 2020 was -0.28%. According to projections from Esri Business Analyst, the city was expected to see a decline of 1.37% from 2020 to 2024 but was adjusted to -0.67% based on updated population forecasts generated in July 2024. From 2024 to 2029, the population is expected to stay at a similar rate at a decline of 0.65%. See Table 3.

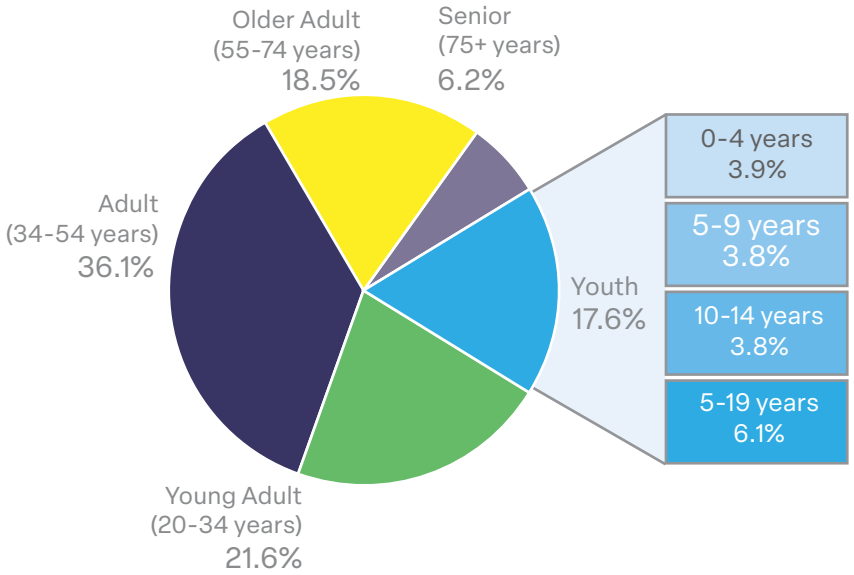
Table 3: Compound Annual Growth Rate (2010–2029)

Unalaska	
2010–2020 Compound Annual Growth Rate	-0.28%
2020–2024 Compound Annual Growth Rate	-0.67%
2024–2029 Compound Annual Growth Rate	-0.65%

Age Distribution

The median age of residents is 41.9 years, which is slightly higher than the median age of both Alaska (36.1) and the United States (39.1). The age groups composing the largest percentages of Unalaska's population are adults (35–54 years) at 36.1%, young adults (20–34 years) at 21.6, and older adults (55–74 years) at 18.5%. See Figure 3.

Figure 3: Age Distribution (2023)



Age Change Over Time

By 2028, the youth and adult populations are projected to decrease minimally, while the senior and young adult populations will increase slightly. Overall, Unalaska's population in each age group is projected to remain stable into 2028.

Household Characteristics

Figure 4 illustrates the median household income and the incidence of poverty among households in the city, comparing these figures to those of Alaska and the United States. The data indicates Unalaska has a higher median household income than that of both Alaska and the national average. Furthermore, Unalaska shows a lower percentage of households living in poverty compared to households in both Alaska and the United States.

Figure 4: Household Characteristics (2023)

UNITED STATES

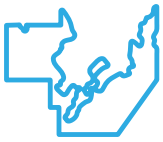
$72,603
Median Household Income

12.4%
Households in Poverty

ALASKA

$80,114
Median Household Income

9.6%
Households in Poverty



UNALASKA

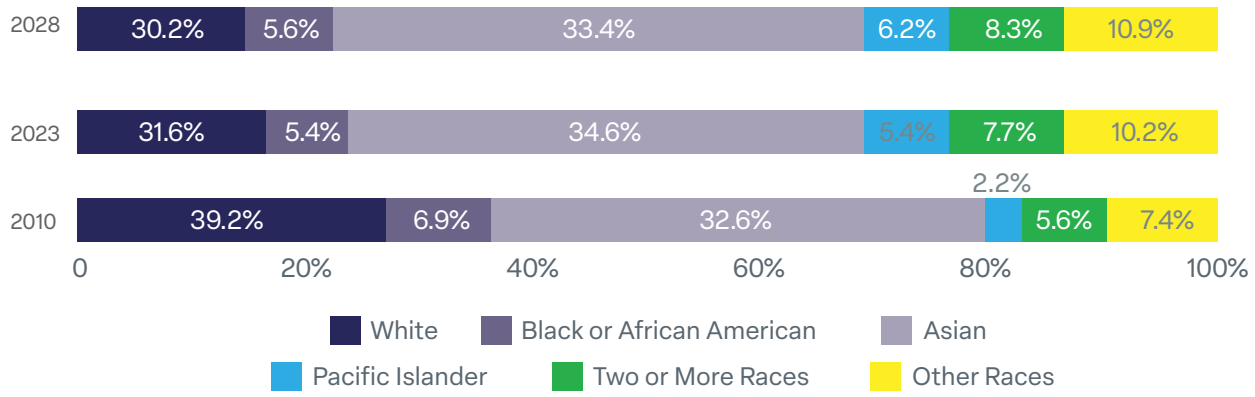
$104,175
Median Household Income

2.3%
Households in Poverty

Racial Diversity

Between 2010 and 2023, Unalaska experienced a shift toward greater diversity, marked by a 7.6% decline in the white population and a 3.2% increase in the Pacific Islander community. By 2023, the proportion of residents identifying as Hispanic (regardless of race) reached 14.5%. Predictions indicate minor changes in racial demographics from 2023 to 2028, with the most significant shift being a 1.4% decrease in the white population. For more details, see Figure 5.

Figure 5: Racial Diversity (2010–2028)



Local, Regional, and National Recreation Participation and Trends

Introduction

Recreational trends and preferences change over time. This report outlines the current parks and recreation trends across the United States, drawing from several annual reports:

- Academy of Sports Medicine (ACSM), "Worldwide Fitness Trends," 2024
- National Parks and Recreation Association (NRPA), "Top Trends in Parks and Recreation," 2024
- NRPA, "Engagement with Parks Report," 2023
- NRPA, "Agency Performance Review," 2023
- Sports and Fitness Industry Association (SFIA), "Topline Participation Report," 2024

The purpose of this report is to provide Unalaska with a thorough overview of the state of parks and recreation nationwide, focusing on trends in the following areas:

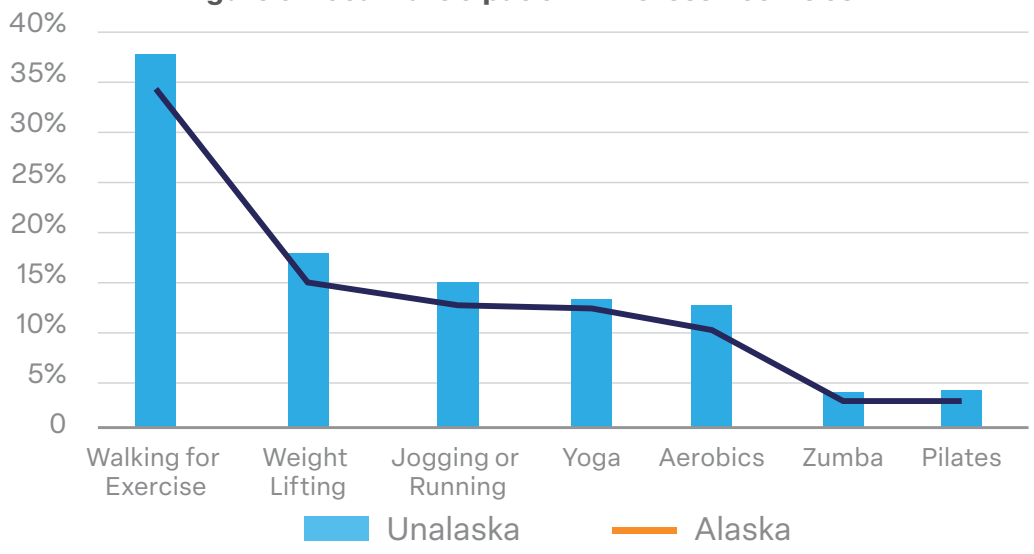
- Recreation participation
- Facilities
- Local recreation programming
- Policies and procedures
- Americans with Disabilities Act (ADA) compliance
- Dog parks
- Inclusive playgrounds
- Water activities
- Recreation trends by age group

By examining these trends, PCR can gain valuable insights into evolving community habits and preferences in recreation. This information can help identify potential areas for growth, opportunities for improvement, and ways to enhance inclusivity.

Estimated Local Participation in Recreation Programs

Figure 6 compares adult participation levels for fitness, sport, and outdoor activities for both the city and Alaska. The activities with the highest participation in Unalaska are walking for exercise, weightlifting, and jogging or running.

Figure 6: Local Participation in Fitness Activities



Trends in Recreation Facilities

Per NRPA, a typical parks and recreation agency will manage approximately 22 parks and seven buildings. The type and number of facilities and parks an agency can manage vary greatly; however, the NRPA Agency Performance Review for 2024 provides insight into what most agencies offered across the nation in 2023.[1] See Table 4.

Table 4: Typical Facilities Offered in the United States in 2023

Type of Facility	% of Agencies Offering	Type of Facility	% of Agencies Offering
Playgrounds	93%	Swimming Pools	49%
Baseball Fields	85%	Skate Parks	46%
Soccer Fields	83%	Multiuse Courts (Basketball, Volleyball)	42%
Basketball Courts	84%	Pickleball Courts	42%
Tennis Courts (Outdoor)	72%	18-Hole Golf Course	29%
Dog Parks	68%	Synthetic Fields (Multipurpose)	25%
Tot Lots	53%	Fitness Zones/Exercise Stations	22%
Community Gardens	52%	Ice Rink (Outdoor)	19%

Trends in Recreation Programming

Per the 2024 "NRPA Agency Performance Review," a typical parks and recreation agency will offer approximately 200 programs annually.[2] Table 5 depicts the most common types of programs offered by parks and recreation agencies and what percentage of agencies nationwide are offering those programs.

1 NRPA. 2024. "NRPA Agency Performance Review." National Recreation and Park Association. Accessed April 8, 2024. *NRPA Agency Performance Review*

2 NRPA. 2024. "NRPA Agency Performance Review." National Recreation and Park Association. Accessed April 8, 2024. *NRPA Agency Performance Review*

Table 5: Typical Programming Offered in 2023

Type of Program	% of Agencies Offering	Type of Program	% of Agencies Offering
Themed Special Events	89%	Cultural Crafts	63%
Social Recreation Events	88%	Visual Arts	62%
Team Sports	86%	Trips and Tours	62%
Fitness Enhancement Classes	82%	Performing Arts	62%
Health and Wellness Education	80%	Martial Arts	56%
Individual Sports	76%	Running/Cycling Races	53%
Racquet Sports	70%	After School Programming	52%
Safety Training	68%	Golf	49%
Aquatics	66%	Esports/E-Gaming	26%
Natural and Cultural History Activities	63%		

In addition to these trends, NRPA publishes top trends to consider for each year. For 2023, NRPA highlighted the following programming trends:[3]

Walking activity has declined 36% since 2019.

Pickleball is the fastest growing recreational sport; however, noise complaints have become a major sore spot for nearby residents. USA Pickleball recently approved sound-eliminating equipment, which could help reduce noise by up to 50%.

Cricket is on the rise in some areas, notably among the Southeast Asian population.

Special events—such as family nights, seasonal festivals, and holiday karaoke—are on the rise.

Dog ownership rocketed during the pandemic, which led to a rise in dog parks. Dog parks are now the fastest growing park type, with off-leash dog parks leading the pack.

3 Dolesh, R. December 21, 2023. "Top Trends in Parks and Recreation for 2024." National Recreation and Park Association. Accessed April 8, 2024. *https://www.nrpa.org/parks-recreation-magazine/2024/january/top-trends-in-parks-and-recreation-for-2024/*

Fitness Trends

Each year, the ACSM surveys global fitness trends, now in its 18th year. The ACSM distributes an electronic survey to thousands of fitness professionals worldwide to identify key health and fitness trends. The following are the top 10 fitness trends for 2024:

1. WEARABLE TECHNOLOGY

These devices track various metrics, including heart rate, calories burned, and sedentary time.

2. WORKSITE HEALTH PROMOTION

Employers can enhance health-promoting behaviors like physical activity and preventive screenings, leading to reduced insurance costs, increased productivity, and improved mental health.

3. FITNESS PROGRAMS FOR OLDER ADULTS

As people age, they become more susceptible to chronic illnesses and cognitive decline. Regular aerobic and strength-training exercises are vital for mitigating these risks and maintaining independence.

4. EXERCISE FOR WEIGHT LOSS

Exercise helps preserve lean body mass during weight loss, emphasizing its importance in long-term weight management strategies.

5. REIMBURSEMENT FOR QUALIFIED EXERCISE PROFESSIONALS (QEPS)

This trend shifts focus from advocating for licensure of QEPs—previously hampered by policy challenges—to reimbursement for services provided by professionals like personal trainers and exercise physiologists, recognizing their value in healthcare.

Employing Certified Exercise Professionals
Hiring certified professionals is a top trend, as companies realize the importance of trained individuals leading fitness programs. Accredited certifications help ensure consumers of professionals' expertise in helping them achieve fitness goals safely.

6. MOBILE EXERCISE APPS

These apps provide flexible program delivery and have shown effectiveness in increasing users' physical activity levels through diverse options.

7. EXERCISE FOR MENTAL HEALTH

With mental health challenges affecting about one in eight people globally, this trend highlights the importance of integrating physical activity into mental health support. ACSM resources assist exercise professionals in promoting this holistic approach to wellness.

8. YOUTH ATHLETIC DEVELOPMENT

Initiatives aimed at teaching fundamental movement patterns prepare young individuals for skill acquisition, emphasizing the need for specialized training among exercise professionals working with youth.

9. PERSONAL TRAINING

Personal training services provide valuable support for effective exercise selection, safety protocols, and recovery techniques. Professionals with nationally accredited credentials, such as those from ACSM, are well-equipped to meet diverse client needs, highlighting the importance of certification in helping ensure quality service delivery.

Trends in Policies and Procedures

The following policies and procedures highlighted from the "NRPA Agency Performance Review" for 2023 can help Unalaska shape policies and procedures based on national trends.[4]

4 NRPA. 2023. "NRPA Agency Performance Review." National Recreation and Park Association. Accessed April 8, 2024. *NRPA Agency Performance Review*

66% of agencies offer health food options at vending machines or concession stands

86% of agencies charge fees to enter some of their parks

16% of agencies have parking fees at some of their facilities

Recreation Participation Trends in 2024

This section aims to identify and analyze current trends in sports and recreation, with a particular focus on participation trends derived from the SFIA 2024 Report.[5] Understanding the latest trends in sports is crucial for Unalaska to effectively plan and develop programs and use space in a way that reflects participation data.

Mosts Popular Sports and Activities

Basketball is the most popular team sport with 29.7 million participants.

Tennis is the most popular racquet sport with 23.8 million participants.

Pickleball continues to grow rapidly with participation growing by 51.8% in 2023.

Increase in Popularity

Walking for fitness is the most prevalent form of aerobic exercise.

Tai chi saw a 16.3% increase in participation in one year; however, yoga continues to lead in popularity for conditioning activities.

Dance, step, and other choreographed exercises have grown by 3.3% since 2018, attracting 26.2 million participants each year.

Decline in Participation

Ultimate Frisbee has experienced a significant decline in participation (-4.9% since 2018).

Stationary cycling (group exercise) has been heavily impacted by at-home fitness equipment, declining by 6.2% in five years with 6.2 million participants.

5 SFIA. February 27, 2024. "SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories." Sports & Fitness Industry Association. Accessed April 8, 2024. *SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories*

Top Trending Activities and Five-Year Growth

Figure 7 demonstrates the total U.S. participation rates in different sport categories for those ages six years and older from 2018 and 2023. Fitness has led in popularity the last five years.

Figure 7: United States Sports Participation, 2018 vs. 2023

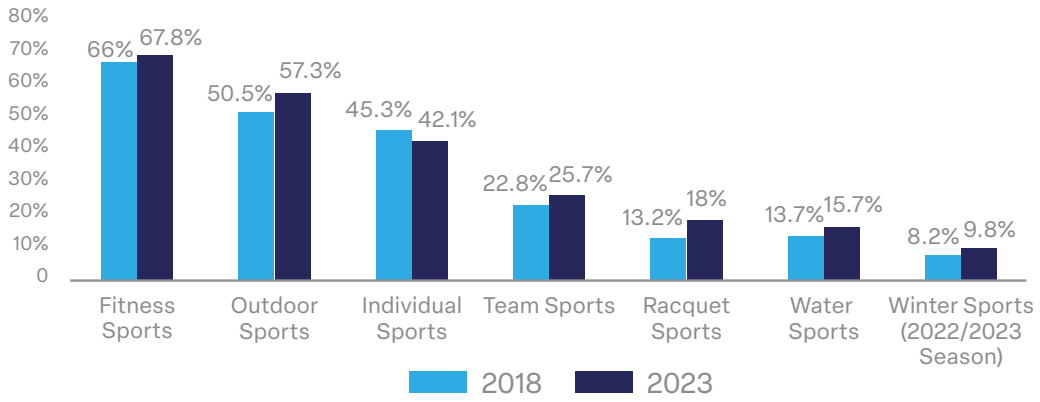


Table 6 shows the top activities by participation and growth rate over the past five years (2018–2023) from the latest SFIA report.

Table 6: United States Sports Participation by Activity

	2023 Participation (Millions)	Five-Year Growth (2018–2023)
TEAM SPORTS		
Basketball	29.7 M	+4.3%
Baseball	16.6 M	+1.0%
Football (Flag)	7.2 M	+2.0%
Football (Tackle)	5.6 M	+1.8%
Football (7-on-7)	2.6 M	0.0%
Lacrosse	1.9 M	-1.0%
Roller Hockey	1.2 M	-6.5%
Soccer (Outdoor)	14 M	+4.3%
Softball (Fast-Pitch)	2.3 M	+0.9%
Swimming on a Team	3.3 M	+2.1%
Volleyball (Court)	6.9 M	+2.3%
RACQUET SPORTS		

	2023 Participation (Millions)	Five-Year Growth (2018–2023)
Badminton	6.5 M	+0.6%
Pickleball	13.5 M	+35.7%
Tennis	23.8 M	+6.3%
STRENGTH AND CONDITIONING		
Free Weights	53.8 M	+1.0%
Weight-Resistance Machines	29.4 M	+1.0%
Yoga	34.2 M	+3.6%
AEROBIC EXERCISE		
Running/Jogging	48.3 M	-0.5%
Stationary Cycling (Recumbent/Upright)	32.6 M	-2.0%
Treadmill	54.8 M	+0.7%
INDIVIDUAL ACTIVITIES		
Golf (On- or Off-Course)	45 M	+6.1%
Skateboarding	8.9 M	+7.3%
Trail Running	14.8 M	+8.3%
Triathlon (Non-Traditional/Off-Road)	1.3 M	-2.9%
Triathlon (Traditional/Road)	1.7 M	-4.3%
OUTDOOR ACTIVITIES		
Bicycling (BMX)	4.4 M	+5.4%
Bicycling (Mountain/Non-Paved Surface)	9.2 M	+1.4%
Bicycling (Road/Paved Surface)	42.2 M	+1.8%
Camping (RV)	16.4 M	+1.0%
Fishing (Freshwater/Other)	42.6 M	+1.9%
Fishing (Saltwater)	15 M	+3.3%
Hiking (Day)	61.4 M	+5.3%

Inactive Americans' Aspirational Activities by Age

The SFIA report provides data related to what inactive Americans were most interested in participating in by age. Unalaska has a median age of 41.9. By comparing the SFIA inactive aspirational activities by age, the top activities for most residents (falling in the category of 35–54 years) may include working out with weights, fishing, working out using machines, and cardio fitness. See Table 7.

Table 7: SFIA Inactive Americans' Aspirational Activities by Age

6–12 Years	13–17 Years	18–24 Years	25–34 Years
1. Fishing 2. Running/jogging 3. Bicycling 4. Sledding 5. Swimming for fitness 6. Cardio fitness 7. Yoga 8. Camping 9. Soccer 10. Tennis	1. Fishing 2. Running/jogging 3. Swimming for fitness 4. Working out with weights 5. Camping 6. Cardio fitness 7. Bicycling 8. Working out using machines 9. Hiking 10. Skateboarding	1. Running/jogging 2. Working out with weights 3. Cardio fitness 4. Working out using machines 5. Bicycling 6. Swimming for fitness 7. Camping 8. Fishing 9. Yoga 10. Trail running	1. Working out with weights 2. Working out using machines 3. Cardio fitness 4. Camping 5. Yoga 6. Fishing 7. Running/jogging 8. Hiking 9. Swimming for fitness 10. Bicycling
35–44 Years	**45–54 Years**	**55–64 Years**	**65+ Years**
1. Working out with weights 2. Cardio fitness 3. Fishing 4. Working out using machines 5. Swimming for fitness 6. Running/jogging 7. Camping 8. Yoga 9. Hiking 10. Shooting	1. Fishing 2. Working out with weights 3. Camping 4. Working out using machines 5. Cardio fitness 6. Hiking 7. Yoga 8. Shooting 9. Swimming for fitness 10. Running/jogging	1. Fishing 2. Camping 3. Working out with weights 4. Working out using machines 5. Cardio fitness 6. Swimming for fitness 7. Shooting 8. Hiking 9. Yoga 10. Running/jogging	1. Fishing 2. Working out using machines 3. Camping 4. Working out with weights 5. Swimming for fitness 6. Cardio fitness 7. Shooting 8. Yoga 9. Hiking 10. Hunting

ADA Compliance

On July 26, 1990, the ADA officially acknowledged the needs of individuals with disabilities at the federal level. This civil rights legislation broadened the rights for activities and services provided by state and local governmental entities (Title II) as well as non-profit/for-profit entities (Title III). Parks and recreation agencies are mandated to comply with this legal directive, which entails removing physical barriers to help ensure access to facilities and offering reasonable accommodations for recreational programs through inclusive policies and procedures.

Agencies are required to develop and uphold an ADA transition plan, outlining the steps to eliminate physical and structural barriers to facilitate access to programs and services. Additionally, the transition plan serves as a tool for planning, budgeting, and helping to ensure accountability.

Accessibility studies serve as invaluable resources for parks and recreation agencies. Specialists conduct thorough inventories of facilities and parks, examining building codes and regulatory requirements to create a prioritized list of projects aimed at enhancing accessibility.

Dog Parks

A dog park offers an excellent opportunity for people to enjoy some fresh air, bond with their furry companions, and foster community ties. With approximately 90 million dogs across the United States, dog parks are witnessing rapid growth, particularly in urban areas, making them the fastest-growing type of park, as reported by NRPA. While not everyone desires to have a dog park in their neighborhood, these parks are sought after in nearly every community.

According to an article in Recreation Management titled "Four-Legged-Friendly Parks," dog parks contribute to community cohesion and can attract potential new residents and tourists traveling with pets (2016). They are viewed as a cost-effective means of providing a highly frequented and popular amenity to the community. Dog parks range from simple fenced areas to more elaborate setups featuring amenities tailored for dogs, such as water fountains, agility equipment, and pet wash stations. Some even incorporate spray grounds designed specifically for dogs. Moreover, dog parks serve as social hubs where people can connect with others while enjoying the outdoors.

The best dog parks prioritize both human and canine comfort and enjoyment, often incorporating various design features and creative programming. Ideal amenities in a dog park may include:

- Benches, shade, and water stations for both dogs and their owners
- A spacious area of at least one acre with proper drainage
- Double-gated entry for safety
- Ample waste stations stocked with bags
- Sandy beaches or sand bunker areas for digging
- Custom-designed splash pads for dogs of all sizes

Additional amenities catering to human needs, such as walking trails, restroom facilities, picnic areas, and dog wash stations

Water-Related Activities

Annually, the SFIA issues the "Sports, Fitness, and Leisure Activities Topline Participation Report." According to the SFIA report, water sports have seen the most substantial increase in participation across all seven sports categories.

Table 8 below illustrates the changes in water-related activities between 2016 and 2021. It charts the one-year, two-year, and five-year average annual growth (AAG) rates to indicate the degree of change for boardsailing/windsurfing, canoeing, jet skiing, kayaking, sailing, standup paddling, and water skiing.

Between 2020 and 2021, the water sports that experienced the highest overall growth were boardsailing/windsurfing (+9.9%), kayaking–sea/touring (+5.6%), and water skiing (+4.7%). Conversely, kayaking–recreational (-14.6%), canoeing (-6.4%), and sailing (-3.6%) saw the most significant decreases in participation during the same period. See Table 8.

Table 8: Water Sport Overall Participation 2016–2021
Source: SFIA Topline Report, 2022

	One-Year Change 2021	Two-Year Change 2020	Five-Year AAG 2016
Boardsailing/Windsurfing	2.3%	-7.6%	-5.5%
Canoeing	-4.1%	2.3%	-1.6%
Jet Skiing	3.3%	-0.9%	-2.6%
Kayaking (Recreational)	2.7%	17.3%	6.0%
Kayaking (Sea/Touring)	3.1%	-2.5%	-3.6%
Sailing	-0.7%	-4.3%	-3.3%
Standup Paddling	1.8%	5.0%	3.0%
Water Skiing	0.2%	-4.5%	-3.7%

Recreation Trends Applicable to Age Groups

Separating recreation trends by age group can be helpful when determining an appropriate program mix.

Trends for Youth Ages 13 and Younger

STEAM PROGRAMS

The popularity of STEAM programs, which encompass arts programming, is on the rise. Examples include coding workshops, video game design, Minecraft creations, Roblox game development, robotics engineering, 3D printing, and laptop building.

SUMMER AND SCHOOL BREAK CAMPS

Participation in youth camp programs offered by parks and recreation departments remains robust, with these programs.

YOUTH FITNESS

Reimagine Play has identified the following top eight trends in youth fitness, drawing from sources such as the ACSM's Worldwide Survey of Fitness Trends, ACE Fitness, and SHAPE America:

- Shift from sports-focused physical education to physical literacy curricula emphasizing fundamental movement skills and healthy eating
- High-Intensity Interval Training (HIIT) classes featuring brief bursts of intense exercise followed by short rest periods, typically lasting 30 minutes or less
- Adoption of wearable technology and digital fitness media, including activity trackers, smartwatches, heartrate monitors, GPS trackers, and virtual reality headsets
- Emergence of ninja warrior training and gyms, inspired by popular television shows like American Ninja Warrior and Spartan Race

- Increasing interest in outdoor recreational activities such as running, jogging, trail running, and BMX biking
- Growing popularity of family (intergenerational) fitness classes, such as family fitness fairs, escape rooms, and obstacle races, catering to Generation X and Generation Y families valuing quality family time
- Kids' obstacle races held alongside adult races
- Establishment of youth running clubs that not only promote physical fitness but also teach valuable life skills such as risk-taking, goal-setting, and teamwork

Trends for Teens/Younger Adults Ages 13 – 24

Local parks and recreation agencies are increasingly tasked with providing diverse programming options for teenagers beyond traditional youth sports. Given that suicide ranks as the second leading cause of death among U.S. teens, mental health remains a pressing concern for this demographic.

Activities such as meditation, yoga, sports, art, and civic engagement can serve as outlets for teens to develop life skills and enhance cognitive functions. Many agencies are also exploring innovative multigenerational activities, wherein seniors and teens collaborate to learn life skills together. Agencies that offer support for teens in career development and continuing education tend to achieve positive outcomes and mitigate at-risk behaviors effectively.

PARKOUR

Parkour, a physical training discipline inspired by military obstacle courses, challenges participants to navigate urban environments using body movements like running, jumping, and swinging.

OUTDOOR ACTIVE RECREATION

Outdoor activities such as kayaking, canoeing, standup paddleboarding, mountain biking, and climbing have seen increased popularity since the onset of the COVID-19 pandemic. Rentals are often available for those interested in trying out these activities before committing to purchasing equipment.

LIFE SPORTS

A trend identified in the Learning Resources Network's article "Top Trends in Recreation Programming, Marketing, and Management" is the prioritization of "life sports." These activities, such as archery, biking, kayaking, tennis, golf, swimming, and jogging/walking, aim to foster lifelong interests in physical fitness and recreation.

HOLISTIC HEALTH

Parks and recreation agencies are increasingly recognized for their role in promoting holistic lifestyles. Individuals are seeking opportunities to practice mindfulness, embrace authentic living, and disconnect from electronic media. Programs supporting mental health, including those addressing anxiety, perfectionism, and substance abuse among youth and young adults, are in growing demand. The United Nations has urged governments worldwide to prioritize mental health support in response to the mental health implications of the COVID-19 pandemic.

Trends for Adults Ages 25–54

AEROBIC ACTIVITIES

Swimming for fitness and weight training remain the top choices for most age groups, with running, walking, and biking also experiencing consistent growth. To stay current with trends, it is essential to offer a balanced mix of equipment and classes. The priority investment rating (PIR) considers both the demand for a particular activity among households and the unmet needs within the community.

FUN FITNESS

"Fun" fitness programs have emerged as a prominent trend. Exercise routines like P90X®, Insanity®, and CrossFit® have demonstrated that extensive equipment is not necessary to achieve fitness goals. As these programs gain popularity, newer versions are being introduced, some of which promise quicker results. Expect to see continued growth in these types of classes at recreation departments and fitness centers.

GROUP CYCLING

Group cycling remains popular, particularly among younger fitness enthusiasts. High-performance group cycling sessions and tailored programs designed for beginners are attracting participants of all levels.

CORNHOLE (OR BAGS)

Cornhole is a low-impact, budget-friendly activity suitable for all ages. Young adults are increasingly joining leagues, which can be hosted indoors or outdoors throughout the year. Easy to learn and highly social, cornhole appeals to both recreational and competitive players.

Trends for Adults Ages 55 and Over

LIFELONG LEARNING

According to a survey by the Pew Research Center, 73% of adults identify as lifelong learners. DIY project classes and programs aimed at personal enrichment are gaining popularity, with consumers increasingly turning to the internet for how-to information. Courses addressing online privacy protection are also in demand.

FITNESS AND WELLNESS

Programs like yoga, Pilates, tai chi, balance training, chair exercises, and others remain popular among older adults seeking to maintain their health and well-being.

ENCORE PROGRAMMING

Designed for soon-to-be-retired baby boomers, encore programming covers a wide range of topics to help individuals transition into retirement activities. Popular offerings for the 55+ demographic include fitness and wellness classes (including yoga, mindfulness, tai chi, relaxation, and personal training), art courses (such as drawing, painting, and photography), language classes, writing workshops, technology courses, social media tutorials, cooking classes, mahjong, card games, and volunteer opportunities.

SPECIALIZED TOURS

Participants are increasingly interested in day trips that offer unique local experiences or focus on historical themes. Themes such as cultural food tours, guided night walks, bike tours, explorations of specific artists' work, and ghost walks are particularly sought after.

SECTION 03

COMMUNITY ENGAGEMENT

Engagement Process

The findings and recommendations in this PRMP are primarily derived from input from the Unalaska community. BerryDunn facilitated various types of public engagement opportunities, including discovery sessions (focus group meetings and interviews with key stakeholders), surveys, community workshops, and intercept opportunities at events like PCR's Spring Festival and Heart of the Aleutians events. The engagement process generated 720 interactions. Community members shared numerous challenges and opportunities throughout the engagement process. This section summarizes the feedback received, while Section 4 presents the results of the statistically valid survey. Appendix 1 includes the engagement summary and Appendix 2 includes the needs assessment survey report.

Focus Group and Stakeholder Discovery Sessions

In addition to various logistical challenges related to shipping supplies for facilities and events and recruiting and retaining quality employees, PCR must also consider Unalaska residents limited discretionary leisure time. As a "working community," many residents hold multiple jobs, which can affect participation in programs. Expanding any program areas may impact others.

THE KEY ISSUES IDENTIFIED DURING THIS ENGAGEMENT INCLUDE:

- Resource and staff availability
- Logistics of providing services in the remote location
- Future health of the fishing industry
- Capacity for community members' leisure time
- Weather patterns that affect outdoor participation

SERVICE CHALLENGES INCLUDE:

- Lack of child care for infants and young children
- Need for storage for program materials
- Limitations on restroom hours of operation
- Requirement to relocate the skatepark
- Absence of sufficient spectator viewing areas at the Aquatic Center

Youth and Teen Needs Assessments

The youth and teen needs assessments were conducted in May and June 2024, with 141 participants. Including the perspectives of young people in the master planning process is vital to help ensure that facilities and programs meet the needs of this primary user group. Engaging youth in planning fosters a sense of ownership, encourages healthy lifestyles, and promotes overall well-being.

One key goal of this engagement was to identify gaps that adults might overlook. In Unalaska, approximately 715 youth and teens comprise 17.6% of the total population. With limited recreational and social opportunities available to them, the programs and facilities PCR offers are especially important.

Kindergarten Playground Ideas

Kindergarten students were asked to share their ideas for playground equipment. The most common requests included features for climbing, trampolines, and bouncy houses. The kindergarteners identified the following desired playground features:

- Swings
- Trampolines
- Zipline
- Slides of various sizes
- Climbing wall
- Crawling wall
- Swirly slide
- Garden
- Hut or hideaway
- Musical instruments
- Monkey bars
- Climb and steppingstones
- Shared swing
- Bouncy castle and water slide
- Interlinking parks
- Gymnastic bars
- Sandbox
- Seating
- Bumpy slide with truck faces

Letters From First-Grade Students

Fifteen letters were received from first-grade students in Unalaska. The most frequently requested features included taller slides, new monkey bars, and bouncy equipment. Their complete list of requests reflected those of the kindergarteners, with added suggestions for snake slides, merry-go-rounds, covered playhouses, and ninja rope courses.

Letters From Fourth-Grade Students

Thirteen letters were received from fourth-grade students outlining improvements they would like to see at the PCR. The most common request was for better maintenance of the Eagles View soccer field, including properly marked lines, goal nets, and grass instead of mud, so they would not have to use the basketball court for soccer. They also requested better lines on the outdoor basketball courts. Students suggested a variety of modern playground features, with "accelerator swings" being the most popular. Other requests included spiral slides, "noodle climbers," trampolines, and monkey bars/rings. One student proposed adding spring-mounted animals for younger children.

Teen Engagement

BerryDunn used a SurveyMonkey tool to evaluate the needs and preferences of teens, complementing the individual and group interviews conducted during the stakeholder engagement efforts. The survey was completed by 106 participants aged 12 to 21, representing more than 25% of Unalaska's teen population. All respondents were in Grades 7 to 12 (see Figures 8 and 9).

Figure 8: Survey Responses by Age

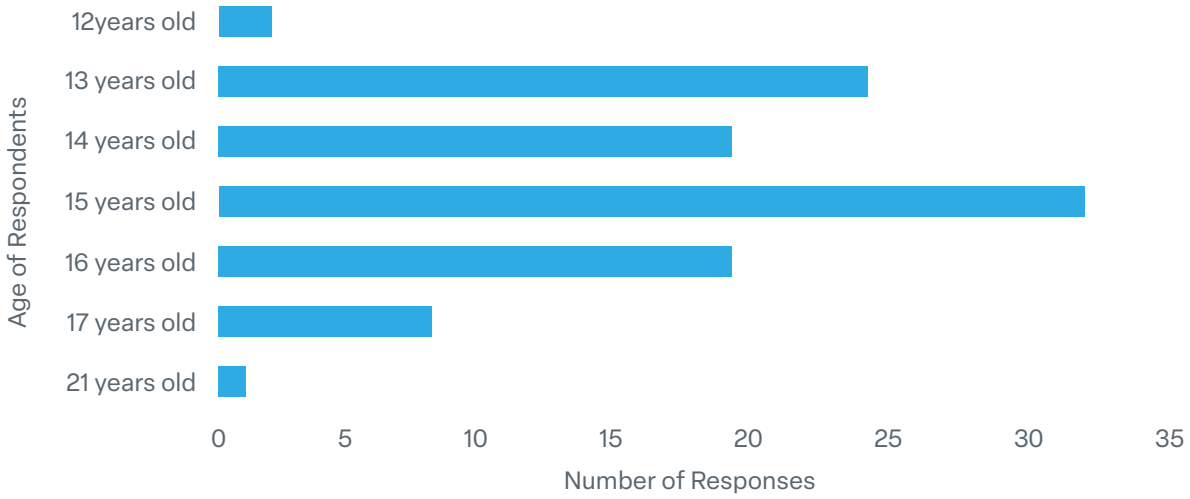
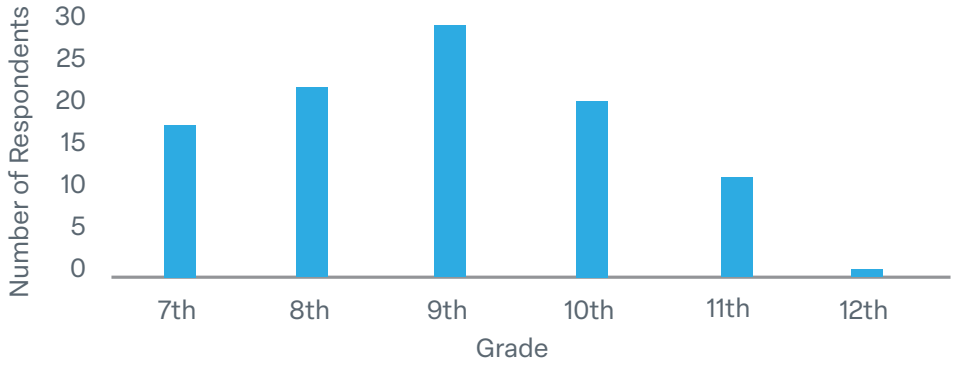


Figure 9: Survey Responses by Grade



The survey featured several questions, including one asking participants to identify their favorite park or facility and how often they visit. Most teens reported that the community center, particularly the teen room, was their most frequented location, followed by the Aquatic Center and the library. Nearly all respondents indicated they use their favorite facilities at least once a week (see Figures 10 and 11).

Figure 10: Favorite Parks Facility

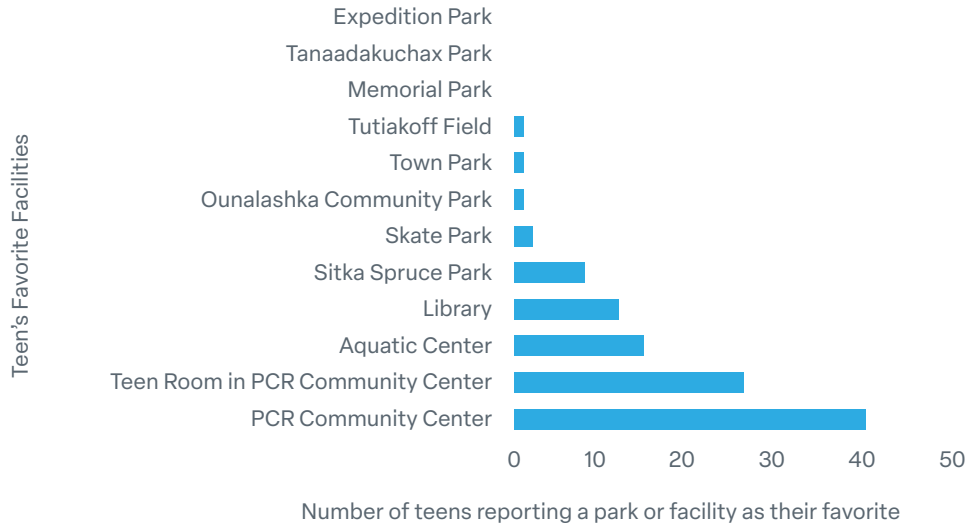
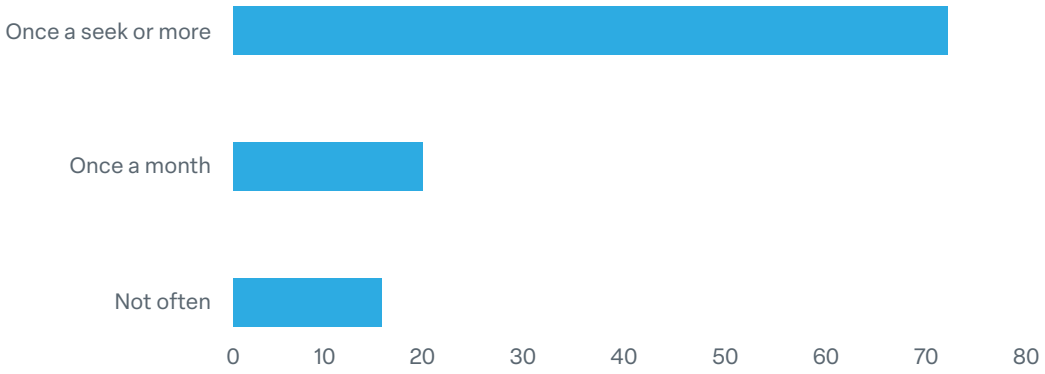


Figure 11: Frequency of Use



Teens were asked to explain the reasons for any limited use of parks and facilities. The most commonly cited reason was their busy schedules, which are filled with school and family responsibilities, leaving little free time. While many factors affecting usage are beyond PCR's control, the top needs identified were improved transportation options and better-quality facilities (see Figure 12).

Interestingly, only 28 teens responded to the question about barriers to using the facilities, while over 100 participants answered the questions immediately before and after it.

When asked about desired activities, teens expressed a strong preference for organized, team-based sports, with football, baseball, and wrestling being the top requests. Individual sports like martial arts, climbing, and ice skating were also popular. Additionally, various classes, such as art, dance, and cooking, were requested (see Figure 13).

Figure 12: Factors Limiting Use of Facilities

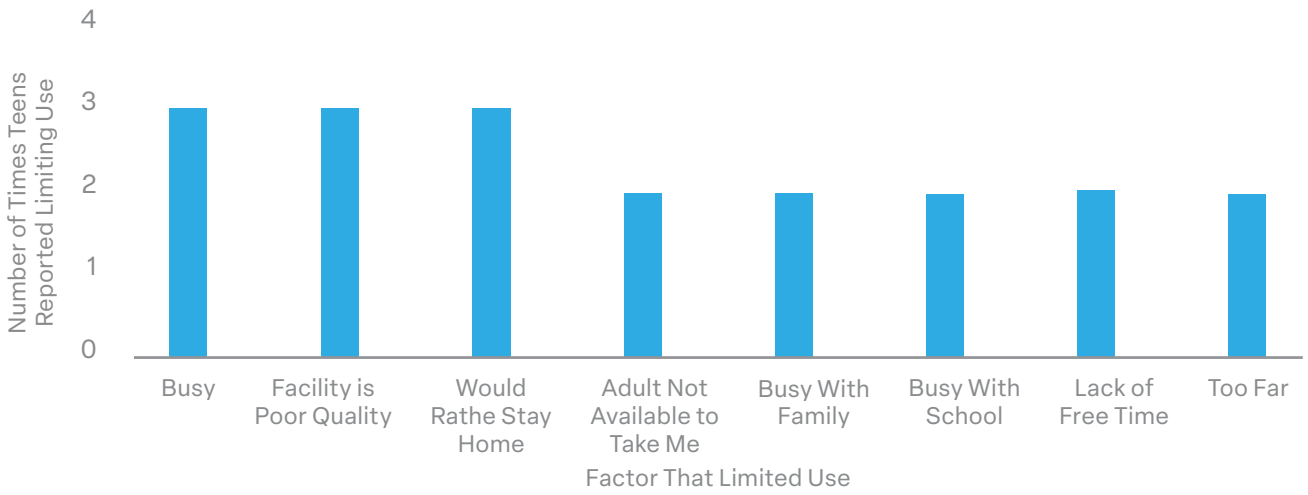
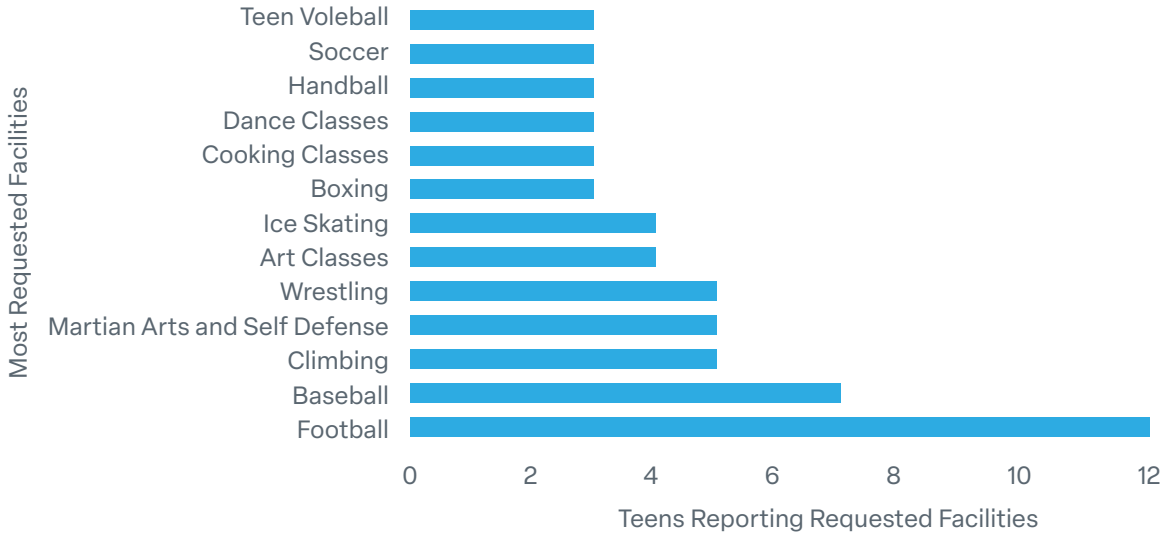
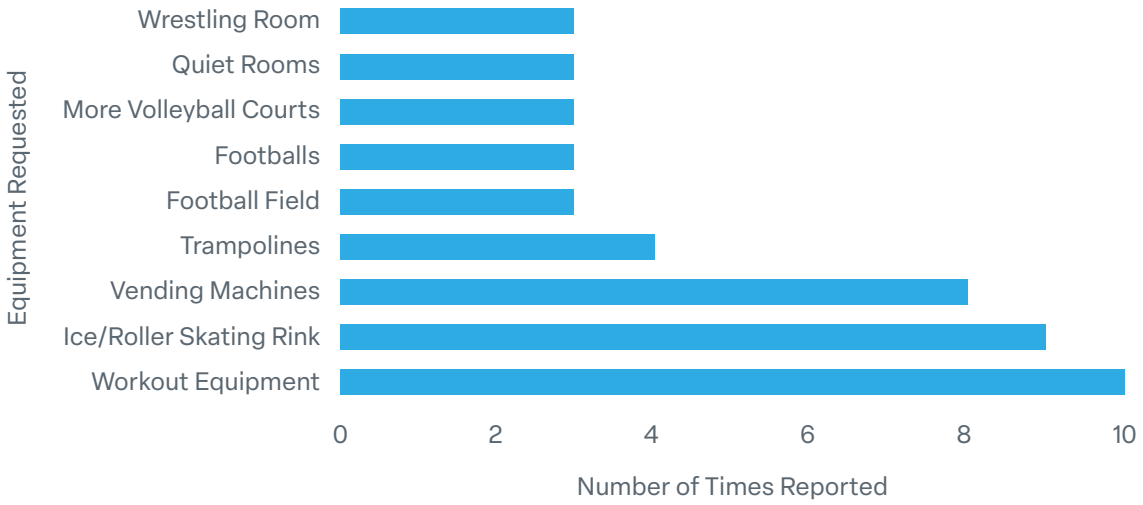


Figure 13: Teens' Most Requested Facilities



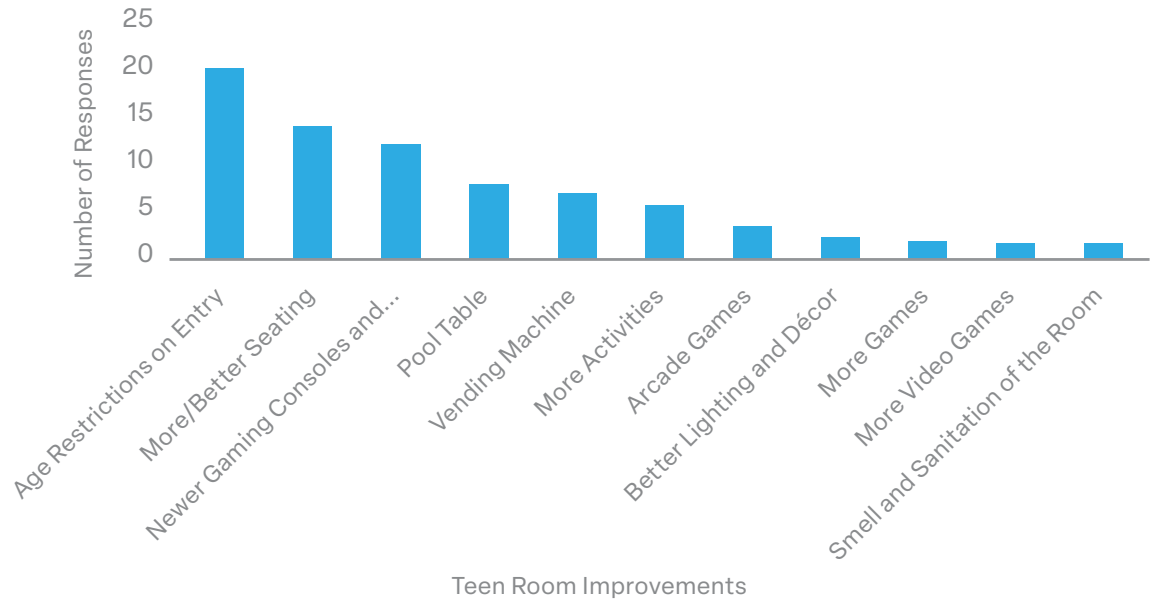
Teens were asked to identify equipment and spaces they would like that are not currently offered. Additional weight and cardio exercise equipment, a skating rink, and vending machines were the most requested features (see Figure 14).

Figure 14: Equipment and Spaces Requested



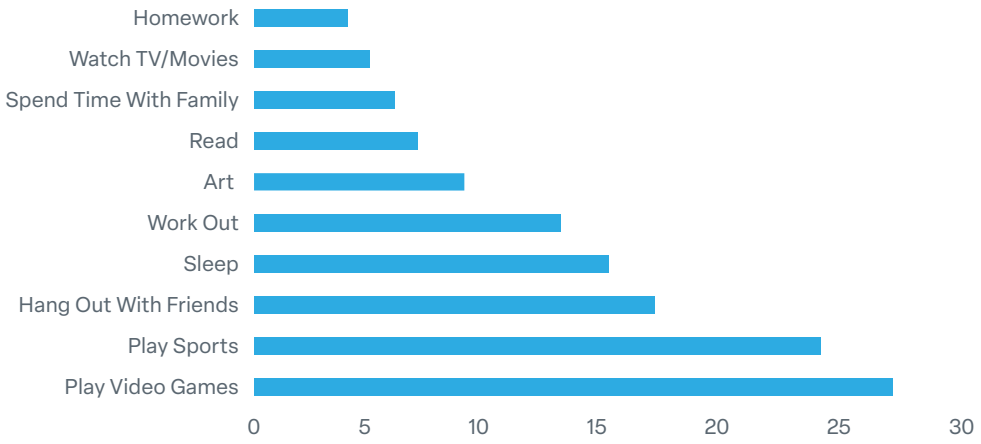
Teens identified the teen room as one of their two favorite spaces in the community. When asked about improvements that could increase its usage, they expressed a desire for stricter age limits, believing that allowing 10- to 12-year-olds undermines the purpose of a "teen room." Additionally, they highlighted the need for more comfortable seating, a pool table, vending machines, and updated gaming equipment as priorities (see Figure 15).

Figure 15: Desired Improvements to the PCR Teen Room



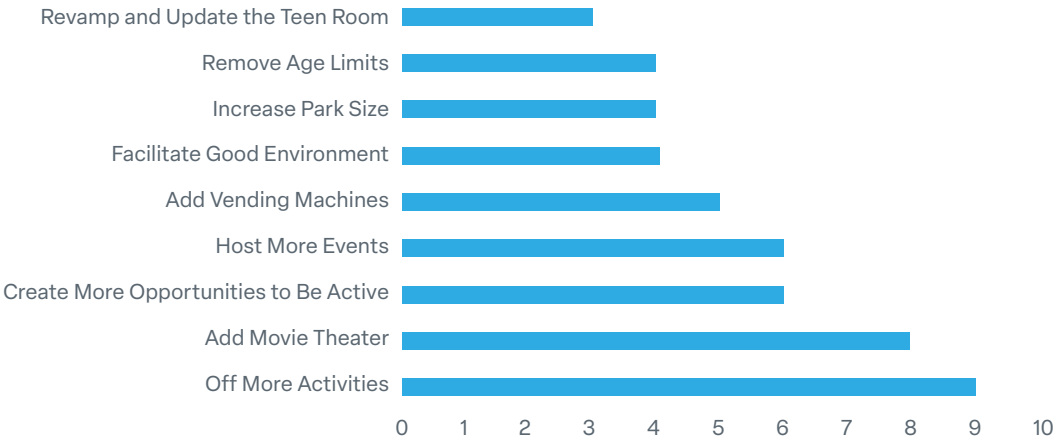
Understanding teens' use of leisure time adds an important perspective. The teens surveyed spend most of their free time playing video games, playing sports, or hanging out with friends (see Figure 16).

Figure 16: Spare Time Usage



Understanding requested improvements to teens' quality of life offers an important perspective. Teen respondents overwhelmingly wanted a movie theater, as well as "more opportunities to be active" and additional "activities." Quality of Life Improvements are shown in Figure 17.[6]

Figure 17: Requested Quality of Life Improvements



Key Findings from the Youth Engagement Process

Unalaska's young children (Grades K–4) expressed a strong desire for a variety of modern playground equipment, including new slides, multi-person round swings, spinning and climbing features, and, most importantly, jumping or bouncing equipment. They also emphasized the need for well-maintained and properly lined soccer fields and painted basketball courts. Many noted that the Eagles View Soccer Field was often too muddy to use, which forced them to play soccer on the basketball court.

6 Removing age limits refers to the PCR and weight rooms

The survey of teenagers revealed the most requested activities included football, baseball, wrestling, and various enrichment classes such as art, dance, ice skating, and cooking, all of which require instructors or coaches and careful scheduling. Teens also expressed interest in individual activities, updated gaming and exercise equipment, access to a pool table, and an ice skating rink. Additionally, many felt that the teen room did not adequately serve its purpose, as it was frequently occupied by younger children.

Social PinPoint Digital Input

The digital website offered an additional way for input to be provided. Visitors to the website included 29 unique individuals who collectiely visited 75 times.

ENGAGEMENT SUMMARY

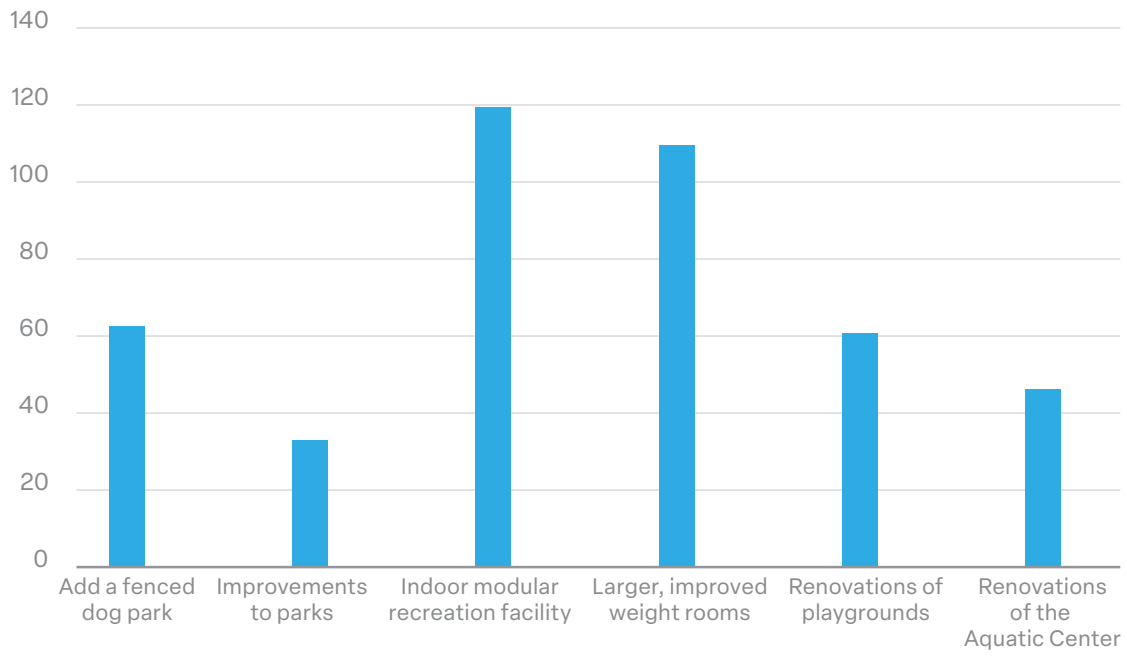
75	26	4:14	3
TOTAL VISITS	UNIQUE USERS	AVERAGE TIME (MIN)	UNIQUE STAKEHOLDERS

COMMENTS INCLUDED:

- I think it might be nice to stream the school's away games for everybody to watch together. We all watch them, just separately.
- Town Park could really use a bathroom. It is a well-loved park, but the porta-potties there are pretty gross. I have had kids pee their pants rather than step inside them.
- It would be nice to have a bigger gym and additional newer equipment to use. As a person who loves going to the gym, I have observed that more people work out today than they used in the past. The gym has always been packed, and there's no available equipment to use.
- I love the idea of a walking trail/boardwalk around Unalaska Lake.
- I would love to see a covered playground facility. It does not need to be fully indoors but somewhere my kids could play out of the rain with some good wind-blocking barriers.

An exercise was also offered to distribute $100 between seven priority areas. Five community members participated and results are in Figure 18.

Figure 18: Social PinPoint Budget Exercise Results



Open House–April 2024

Fifty-nine community members took part with top priorities identified as follows:

- Hockey Rink
- Indoor Sports Facility
- Indoor Batting Cage
- Pump Track
- Climbing Walls
- Outdoor Winter Activities
- Recreation Equipment Rental

Intercept Opportunities

Spring Festival–April 2024

Storyboards were used at the festival to help prioritize new amenities (134 community members participating):

- New Playground at the Eagle Elementary School
- Indoor Sports Facility
- Outdoor Winter Activities
- Tool Lending Library
- Recreation Equipment Rental
- Indoor Batting Cage
- Climbing Walls

Heart of the Aleutians Festival–August 2024

Storyboards were used at the festival to help prioritize new amenities (85 community members participating).

THE MOST IMPORTANT PARKS OR FACILITIES (204 PRIORITY VOTES ON A STORYBOARD) WERE:

- Aquatic Center 37
- Off-Leash Dog Park 31
- Community Center 24
- Library 20
- Covered Outdoor Spaces 20
- Community/City Parks 16
- Bike/Walking Trails 14
- Weight Room 13
- Walking Paths 10
- Multiuse Hiking 9
- Other
  - » Hockey Rink 9
  - » Trampoline Park 1

DESIRED LIBRARY SERVICES (135 PRIORITY VOTES ON A STORYBOARD):

- Game Night 27
- Tween/Teen Programs 20
- 3D Printer for Public Use 18
- Children's Programs 17
- Student Tutoring/Homework Help 14
- ESL Classes 13
- Tech Equipment for Checkout 6
- Online Access to Local Archives 6
- Summer Reading Competitions 6
- Community-Wide Reading Events 3

Additional Engagement Themes

The following themes emerged from the focus group, stakeholder meetings, youth engagement process, digital engagement, open house, and intercept events.

Changes to the Fishing Industry

The commercial fishing industry fuels the economy and life on the island. Since 2013, climate changes have negatively impacted the fishing industry in Alaska. Since Unalaska is the top-performing fishing port in the United States over the last 20 years, climate change is particularly challenging. Species of fish and crab are changing and no longer as prevalent. As the fishing industry goes, so will the city. City administrators are keeping a watchful eye out for this impact.

More is Not Necessarily Better

Given capacity challenges, the consultants heard that the quality of facilities and programs is more important that quantity. Improving existing facilities or creating a limited number of new opportunities can greatly impact quality of life on the island. The consultants recommend that decisions regarding priorities consider:

- Resource and staff availability
- Future health of the fishing industry
- Capacity of residents' leisure time
- Weather patterns impacting outdoor participation
- Opportunities to efficiently improve existing facilities
- Local, regional, and national recreation trends

PCR's Strengths

PCR's greatest strength is the library building. Special events and the longevity of the events were considered a strength as was the well-used and well-designed Community Center. The Aquatics Center and swim lessons are favorites on the island.

Improvement Opportunities for PCR

To improve parks and recreation services, the community feels there are needs and preferences for:

- Another indoor facility (turf soccer, roller hockey, soccer, gymnastics, indoor playground, etc.)
- Better sports fields
- Better spectator seating for swim meets
- Renovation of the Aquatic Center
- More skilled instructors: cannot get "off island" staff, traveling artists, leads to inconsistent service

Vision for the Role Parks and Recreation Should Play in Unalaska

The vision is one that is flexible, inclusive, brings the community together via a mixture of indoor/outdoor activities and variety for all ages, and provides safe and positive places for children to go after school.

Greatest Needs and Priorities for Parks and Recreation in Unalaska

The greatest needs/priority is for a multipurpose facility with additional activities for all to enjoy. Suggestions for activities included bowling, soccer, a golf simulator, and art classes. Next in line in regard to priority is a community garden and/or greenhouse as well as additional trails and trail maintenance. Specific priorities are:

- Improved playgrounds
- Updated aquatic center
- Additional program focus for teens 14–18
- Covered activity spaces
- Hockey opportunities
- Addressing dog concerns in the parks
- Lending opportunities
- New or enhanced walking trails and paths

Desired New Parks and Recreation Amenities

The most suggested amenity to add was an indoor/multipurpose facility. There was also emphasis on additional bike trails, a dog park, and a regulation size tennis court. There were also suggestions to aquatics center amenities including replacing the slide with a splash pad and adding a hot tub. Lastly, there were several suggestions to add walking trails as well as a walkway around the lake.

SECTION 04

STATISTICALLY VALID SURVEY

Overview

ETC Institute administered a parks and recreation needs assessment survey for the City of Unalaska during the winter and spring of 2024. The purpose of the survey was to help determine parks and recreation priorities for the community.

Methodology

ETC Institute mailed a survey packet to a random number of households in the Unalaska area. Each survey packet contained a cover letter, a copy of the survey, and a postage- paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at unalaskasurvey.org.

After the surveys were mailed, ETC Institute followed up with residents to encourage participation. To help prevent people who were not residents of Unalaska from participating, everyone who completed the survey online was required to enter their home address prior to submitting their survey. ETC Institute then matched the addresses entered online with the addresses originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The survey aimed to collect a minimum of 100 completed responses from residents, and this target was surpassed with 101 completed surveys collected.

In addition to the summarized survey results in this section, the survey report in Appendix 2 contains:

- Charts showing the overall results of the survey
- The facilities and programs most needed in the community
- Tabular data showing the results for all questions on the survey
- A copy of the cover letter and survey instrument

Survey Findings

The major findings of the survey are summarized for communication; benefit, importance, and improvements to parks and recreation; facilities/ amenities needs and priorities; and recreation programs/activities needs and priorities.

Communication

Respondents were asked about the ways they learned about PCR services. The most common sources selected were: word of mouth (69%), social media (55%), and flyers (50%). Based on the sum of the top three choices, the sources that respondents want the city to use the most are: social media (65%), flyers (44%), and recreation activity brochure –web and application based (34%).

Benefits, Importance, and Improvements to Parks and Recreation

Overall Parks and Recreation Facilities Use: Respondents were asked which parks/facilities they use the most (based on the sum of the top three choices). The parks/facilities that were picked the most were: Community center (75%), the Aquatic Center (53%), and the library (45%). Respondents were also asked to select barriers that kept them from visiting facilities more often. The common barriers to use were: too busy/not enough time (34%), lack of amenities we want to use (33%), and lack of restrooms (23%).

Potential Benefits: Respondents were asked to rate their level of agreement with statements about some potential benefits of the city's parks and recreation services. The statements respondents agreed on the most were: provides positive social interactions for me (my household/family) (87%), improves my (my household's) physical health & fitness (86%), and makes Unalaska a more desirable place to live (82%).

Facilities/Amenities Needs and Priorities

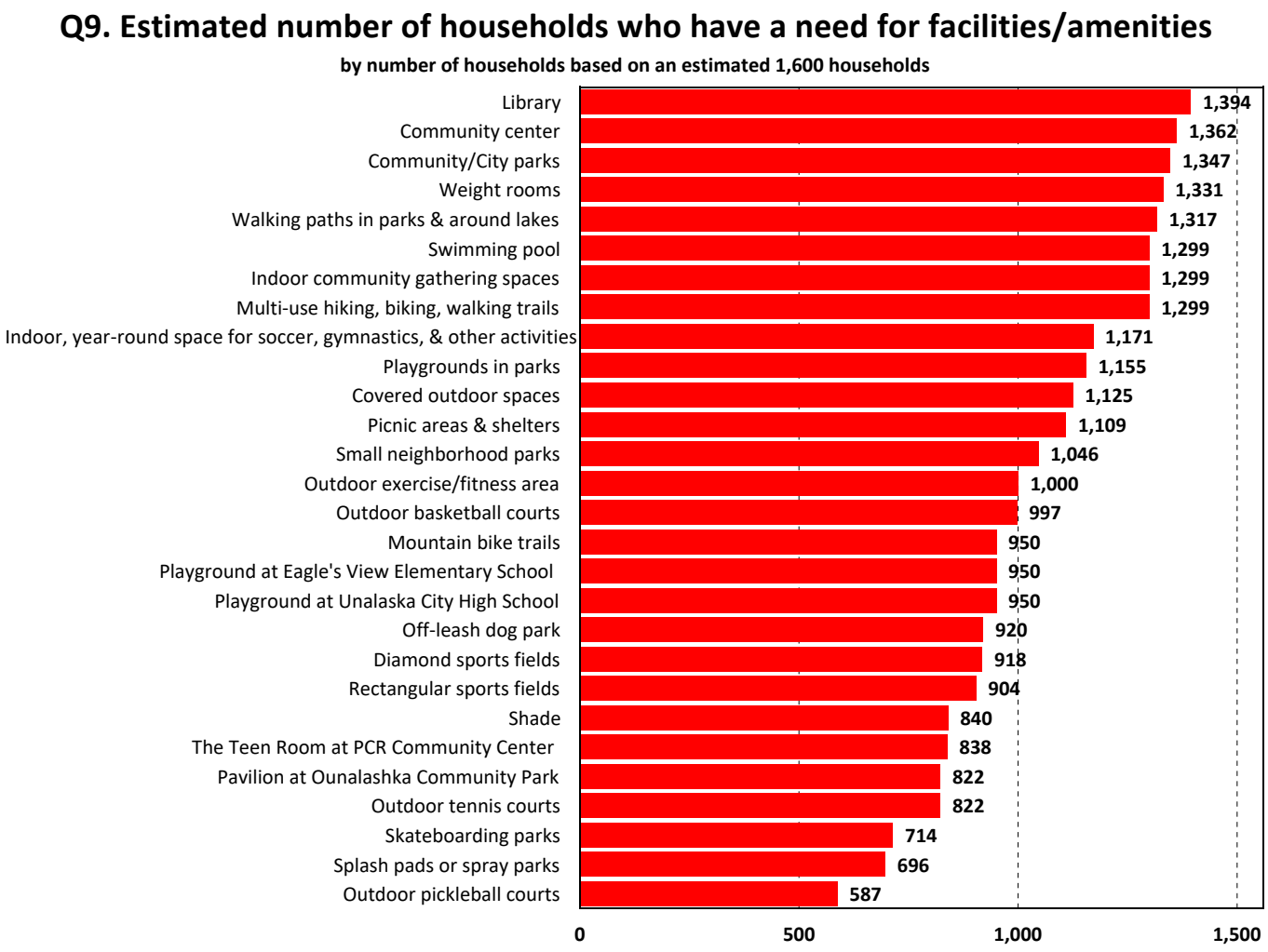
Facility Needs: Respondents were asked to identify whether their household had a need for 28 facilities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for facilities.

The three facilities with the highest percentage of households that have an unmet need:

1. Library–1,394 households
2. Community center–1,362 households
3. Community/city parks–1,347 households

The estimated number of households that have unmet needs for each of the 28 facilities assessed is shown in Figure 19.

Figure 19: Estimated Households Who Have a Need for Facilities/Amenities

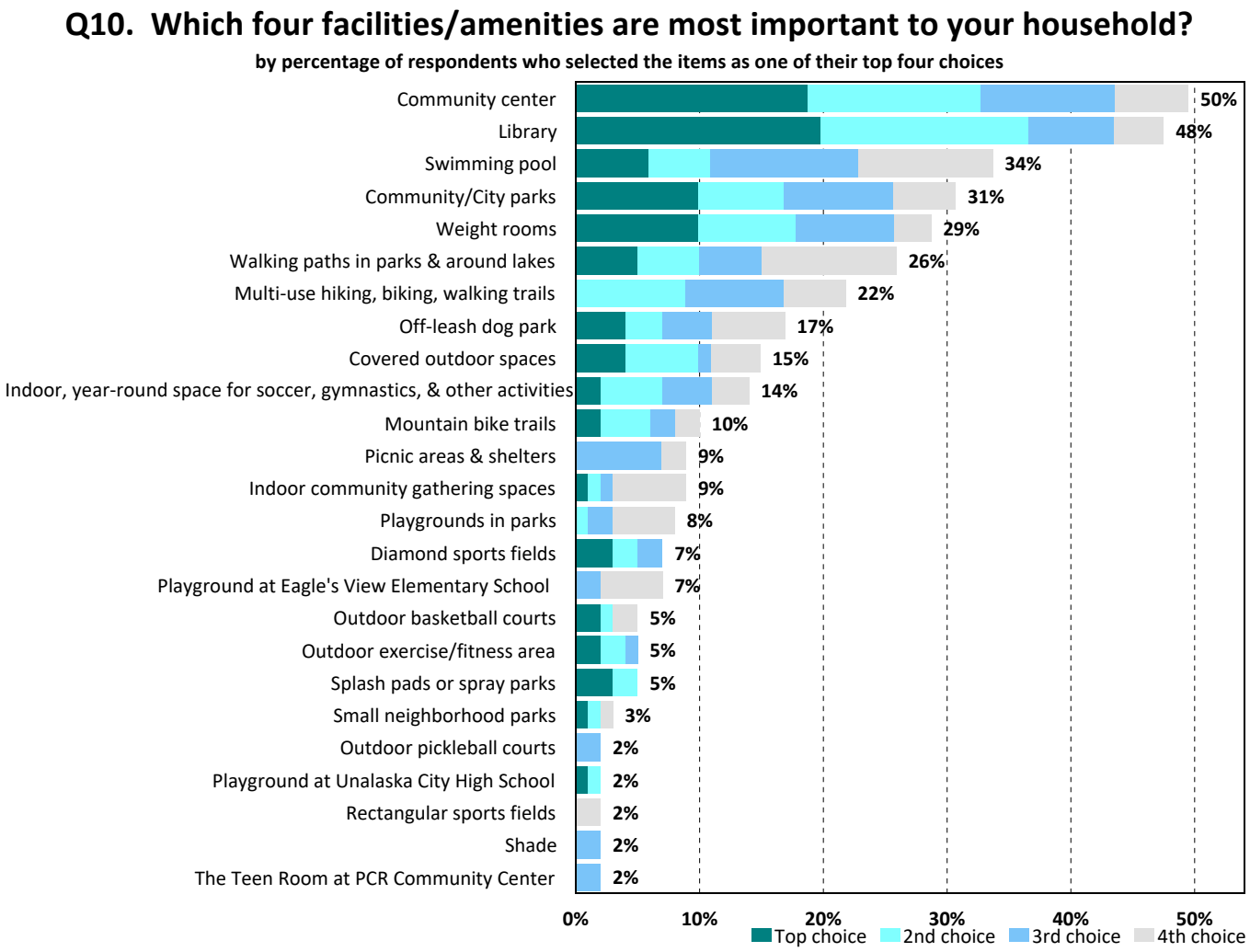


Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities that ranked most important to residents:

1. Community center (50%)
2. Library (48%)
3. Swimming pool (34%)
4. Community/city parks (31%)

The percentage of residents who selected each facility as one of their top four choices is shown in Figure 20.

Figure 20: Facilities/amenities Most Important to Households



Priorities for Facility Investments: ETC Institute developed priority investment rankings (PIR) to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The PIR equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facilities.

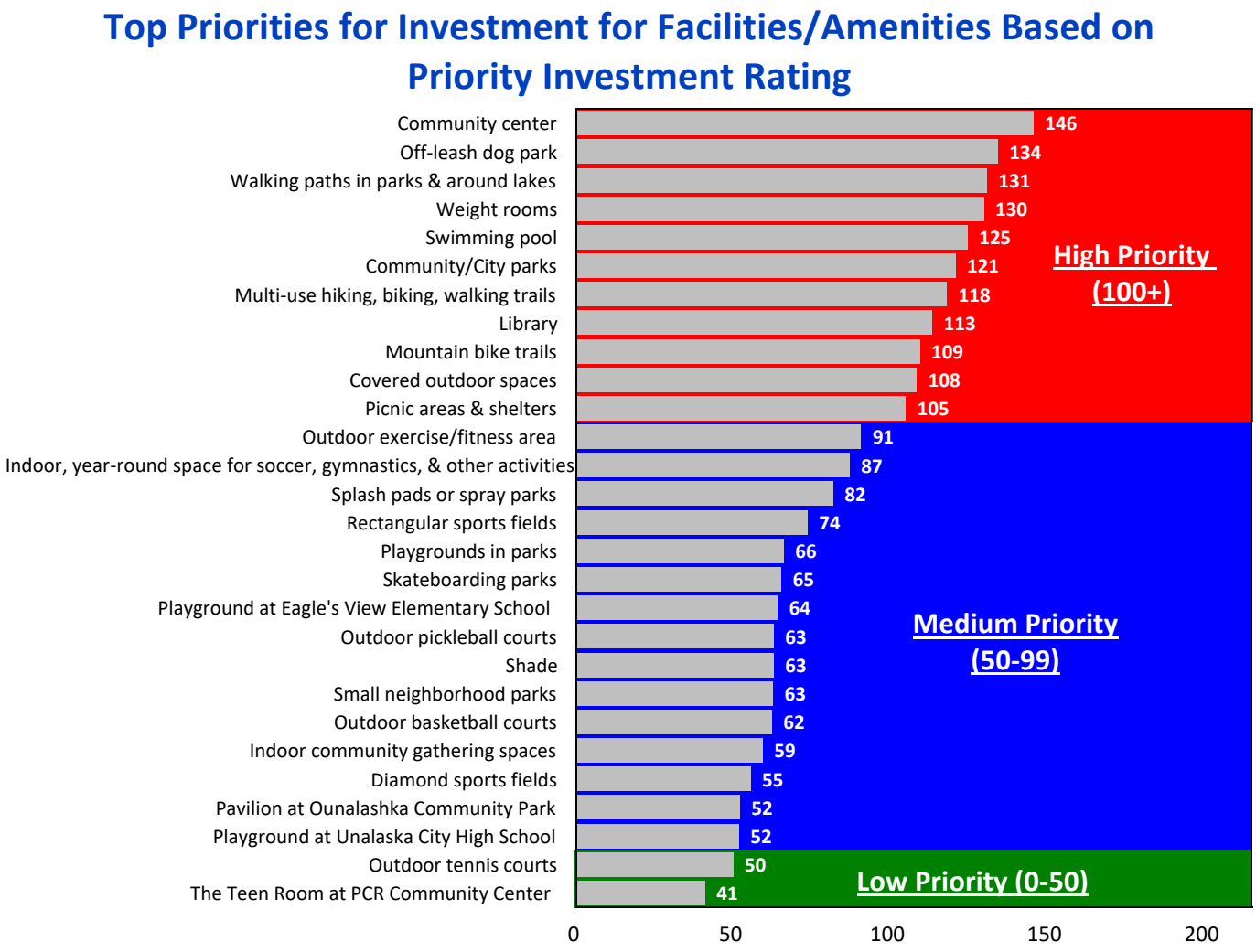
Based the PIR, the following facilities were rated as high priorities for investment:

- Community center (PIR=146)
- Off-leash dog park (PIR=134)
- Walking paths in parks & around lakes (PIR=131)
- Weight rooms (PIR=130)
- Swimming pool (Aquatic Center) (PIR=125)
- Community/city parks (PIR=121)
- Multiuse hiking, biking, walking trails (PIR=118)
- Library (PIR=113)

Note that teens showed preferences for the dedication space in the community center.

Figure 21 shows the PIR for each of the 28 facilities assessed in the survey.

Figure 21: Top Priorities for Investment for Facilities/Amenities Based on PIR



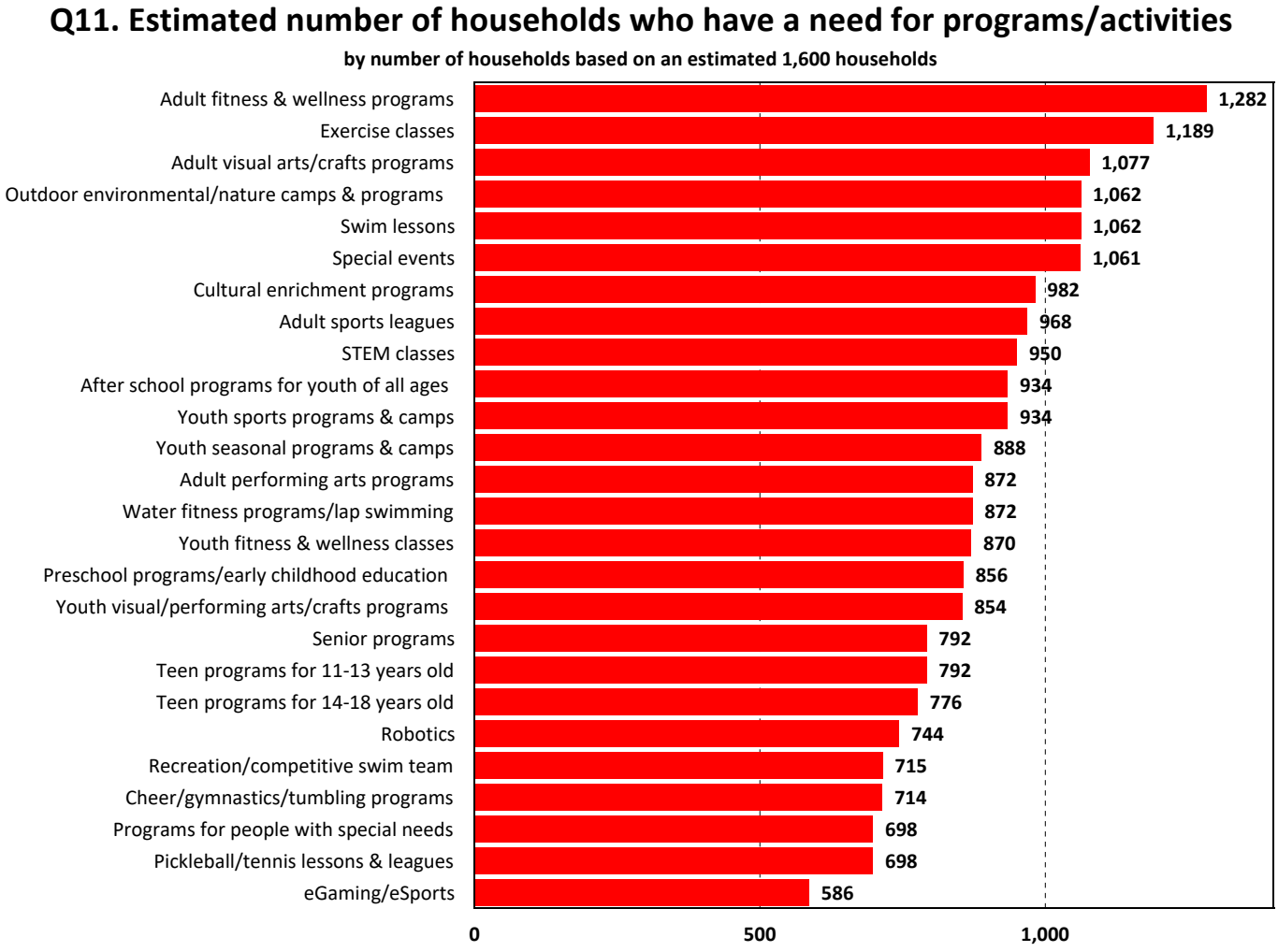
Recreation Programs/Activities Needs and Priorities

Overall Parks and Recreation Programs/Events Use: Respondents were asked why they do not participate in programs more often. The most common barriers were: too busy (23%), I do not know what is offered (21%), and program times are not convenient (12%).

Program Needs: Respondents were asked to identify if their household had a need for 26 recreation programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various programs.

The programs with the highest percentage of households that have an unmet need are shown in Figure 22.

Figure 22: Estimated Number of Households Who Have a Need for Programs/Activities



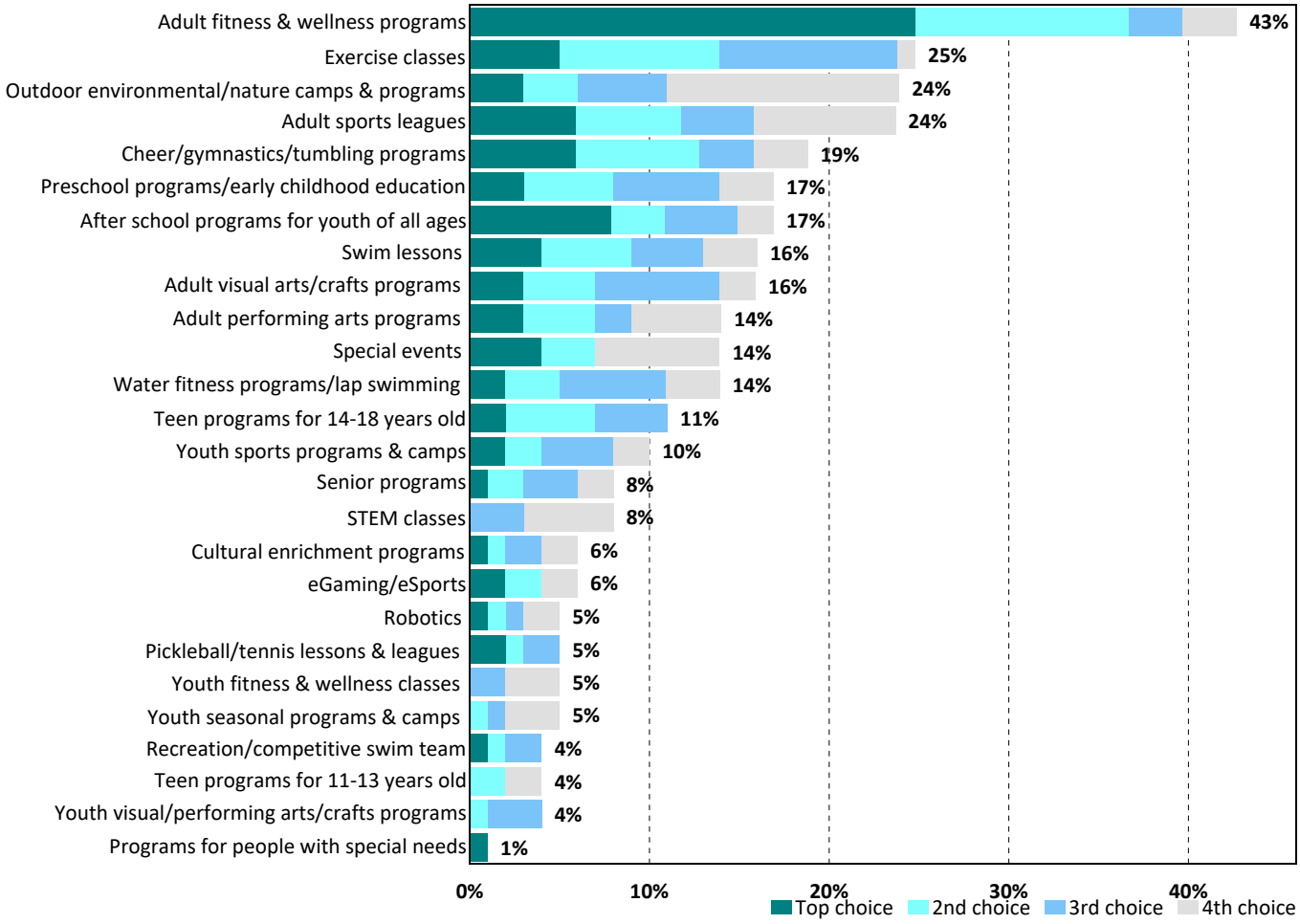
Program Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four programs that ranked most important to residents:

- Adult fitness & wellness programs (43%)
- Exercise classes (25%)
- Outdoor environmental/nature camps & programs (24%)
- Adult sports leagues (24%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below. It is important to note that Teens, when surveyed independent of the household survey reported that access to the teen room at the community center was their 2nd most important need/priority. The overall survey ranking of teen programs being most important to only 4% of residents fails to accurately describe true teen needs and desires.

Q12. Which four programs/activities are most important to your household?

by percentage of respondents who selected the items as one of their top four choices



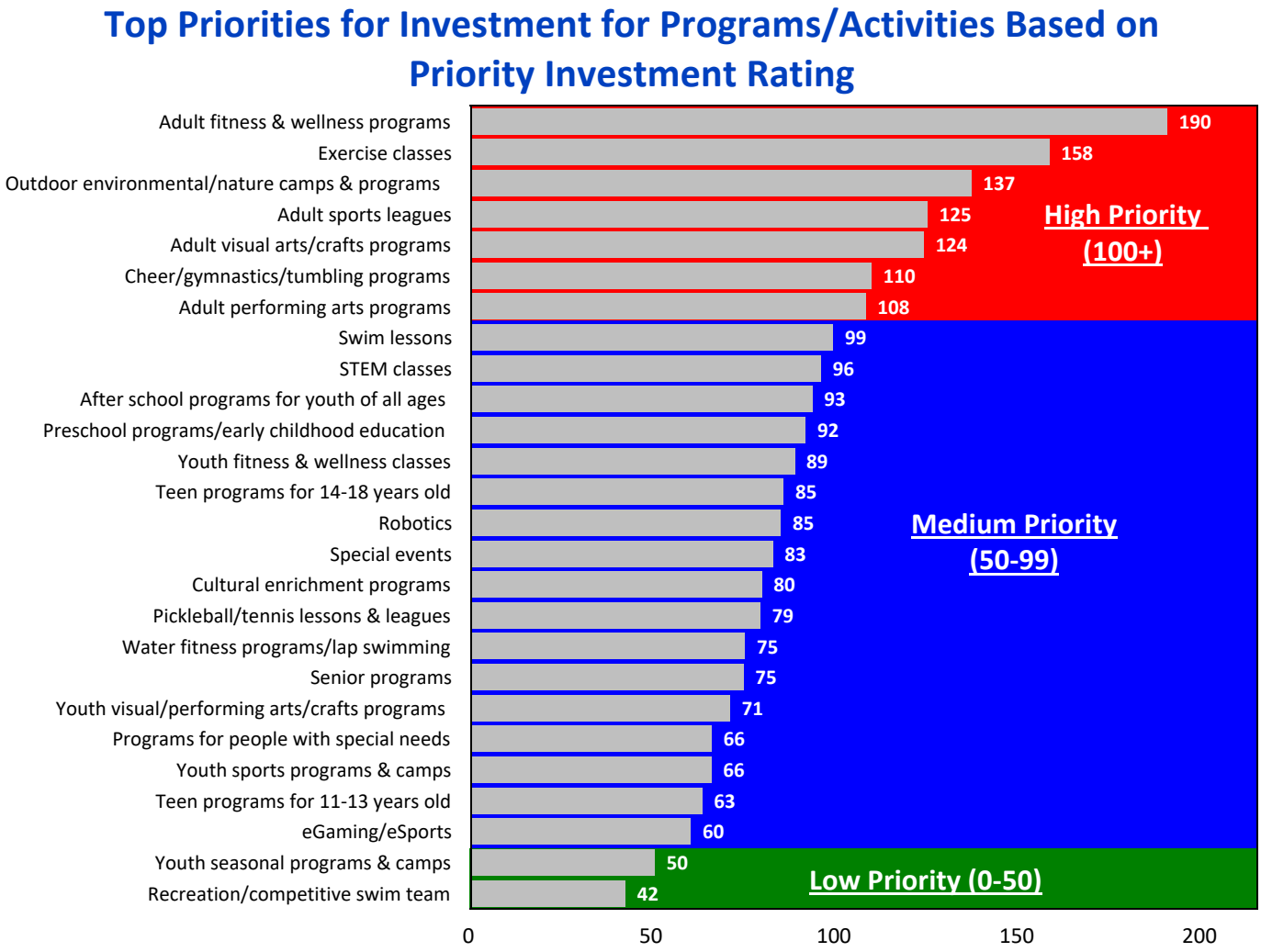
Priorities for Program Investments:

Based on PIR, the following programs were rated as high priorities for investment:

- Adult fitness & wellness programs (PIR=190)
- Exercise classes (PIR=158)
- Outdoor environmental/nature camps & programs (PIR=137)
- Adult sports leagues (PIR=125)
- Adult visual arts/crafts programs (PIR=124)
- Cheer/gymnastics/tumbling programs (PIR=110)

Figure 24 shows the PIR for each of the 28 programs assessed in the survey.

Figure 24: Top Priorities for Investment for Programs/Activities



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SECTION 05

FACILITY INVENTORY AND LEVEL OF SERVICE (LOS) ANALYSIS

This LOS analysis outlines how Unalaska's parks and recreation system serves its residents with recreational resources and facilities. LOS signifies the extent to which individuals have access to engage with nature and embrace active lifestyles. LOS in a municipality or region often mirrors community ideals. LOS of recreation systems impacts communities' health, wellness, local economy, and overall quality of life.

Standards and Guidelines

Many professionals in parks and recreation aim to use national standards as benchmarks for their planning efforts. These standards typically outline recommendations for the optimal acreage and amenities, such as ballfields, pools, and playgrounds, that a community should have. The roots of these standards trace back to 1906, when the Playground Association of America proposed allocating 30 square feet per child for playground space.

In the 1970s and 1980s, more comprehensive publications on these subjects began to emerge. One notable example is Roger Lancaster's 1983 book, Recreation, Park and Open Space Standards and Guidelines, which suggested a foundational parkland system consisting of 6.25 to 10.5 acres of developed open space per 1,000 residents. While these guidelines were not formally endorsed by the National Recreation and Park Association (NRPA), a guideline of 10 acres of parkland per 1,000 people has gained widespread acceptance.

These standards may not be universally applicable. Various factors, including the presence of amenities like trails, indoor facilities, and public art, as well as the unique characteristics of each community, can significantly impact ideal standards. Additionally, the quality and maintenance levels of recreational facilities are crucial considerations when assessing their adequacy. Furthermore, as in the case of Unalaska, there may be abundant open space that is not under city jurisdiction and therefore is not factored into LOS assessments but do contribute to the services residents have access to.

Geo-Referenced Composite Values Approach

Parks, trails, recreational areas, and open spaces constitute crucial components of a community's infrastructure, encompassing diverse elements like playgrounds, multipurpose fields, and passive areas. Establishing a methodology to determine the LOS is vital for addressing the value of the amenities to the park user's experience. Composite value methods offer a suitable approach for assessing the services provided by the Unalaska parks and recreation system.

Composite values methodology involves documenting the geographic location, quantity, and capacity of each park component. It also considers factors such as comfort, convenience, and ambiance, which contribute to the overall context and atmosphere of a component. While these qualities are not inherent to the element itself, their presence enhances its value. Typically, the process begins by identifying relevant components, accurately inventorying them, and then conducting thorough analysis.

Inventory Methods and Process

In April 2024, Bettisworth North visited Unalaska to conduct site assessments of the parks and open spaces managed by PCR (either ownership or maintenance). The inventory for this study focused primarily on components at outdoor public spaces. Bettisworth North collected the following information during site visits:

- Component type and geo-location (GIS)
- Component functionality
- Assessment scoring, based on the condition, size, site capacity, and overall quality

The inventory team used the following four-tier rating system to evaluate park components:

- 0 = Nonfunctioning
- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Site Amenities

In addition to standard components, the inventory also evaluated features that provide comfort and convenience to users. These are things a user might not go to the parks specifically to use, but are aspects that enhance their experience by making it a nicer place to be. Amenities encourage people to stay longer and enjoy the components more fully. These features are scored as described above on the 0–3 scale. Scoring of amenities focuses on service to the user rather than the quantity.

After the site visits, Bettisworth North created a scorecard (see the example in Figure 25) and an inventory map (example in Figure 26) for each park. Each map outlined the park boundary using a green polygon, with component locations marked with purple circles. The Inventory Atlas (Atlas), included as a supplemental document to the PRMP, encompasses all parks and facilities (refer to Appendix 3).

Figure 25: Example Scorecard

Memorial Park

ADDRESS: Memorial Park, Unalaska, AK 99685
GIS ACRES: 8.2
CLASSIFICATION: Special Use
INVENTORY DATE: 04/04/2024

PARK OVERVIEW:
This park celebrates and honors the military history of Unalaska. It has beautiful views of the ocean and is adjacent the cemetary. The parking is unorganized and there are opportunities with different seating options and interpretive signage about the history and monuments.

DESIGN AND AMBIANCE SCORES:

BIKE PARKING:	0	ORNAMENTAL PLANTINGS:	0	RESTROOMS:	0	SHADE:	0
BBQ GRILLS:	0	PARK ACCESS:	2	SEASONAL PLANTINGS:	0	TRAIL CONNECTION:	0
DOG STATION:	2	PARKING:	1	SEATING:	1	SIGNAGE:	1
DRINKING FOUNTAINS:	0	PICNIC TABLES:	0	SECURITY LIGHTING:	0		

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
HISTORICAL FEATURE	M1	2	1	Decorative	
PASSIVE NODES	M2	1	1	No	Some benches are in poor shape. Not facing the views of the water or monuments.

Figure 26: Example Inventory Map

Bettisworth North summarized the following general observations of Unalaska parks:

- The standard amenities (signage, benches, dog stations, etc.) were generally in good shape and were available at all parks, giving visitors a sense of familiarity and comfort because they know what they can expect
- Connectivity to parks is good, as there are sidewalks along all the major roads (with gaps along Airport Beach Road)
- Most of the playgrounds look to be in good shape and/or new
- There is little connection to the parks and Unalaska's unique culture, history, or nature
- While there are no trails on City of Unalaska land, there are ample trails on Ounalashka Corporation (OC) land
- There is generally good access to parks for the residents of Unalaska; however, access for transient residents is more difficult, due to locations as well as some workers not having means of transportation. Residents would benefit from a park in the Westward area.

Park Classifications

While NRPA provides definitions for park classifications, it also acknowledges that each community is unique in terms of geographical, cultural, and socioeconomic makeup. As such, each community or park agency should develop its own standards for recreation, parks, and open space, with NRPA definitions as a guide. However, classifying parks allows the ability to compare similar-sized parks (with a similar intent) to other parks within the same classification. For example, the intent and goals of Tanaadakuchax Park (neighborhood park) are different from those of Ounalashka Park (community park).

As a means of organizing the city's public open space facilities, park areas are classified according to a hierarchy that provides for a comprehensive system of interrelated parks. All parks can be placed into specific categories or classifications. Some parks that meet neighborhood needs and have specialized amenities could be placed into more than one classification but are placed in the classification that meets the broadest definition. The park classifications that are appropriate for PCR do not necessarily meet the NRPA guidelines in a strict sense as far as size or amenities are concerned, but they are appropriate to the overall offerings of the city. The PCR classifications are as follows:

- Neighborhood parks
- Community parks
- Special use parks

Neighborhood Parks

Unalaska has four neighborhood parks: Expedition Park, Town Park, Tutiakoff Park, and Tanaadakuchax Park (Figures 27–30). These parks serve an area within a 10-minute walk or half-mile radius uninterrupted by major roads or other barriers, and act as a gathering space for local residents or an opportunity for recreation. Some features of these parks include:

- Playground (local)
- Open turf
- Basketball (practice pad)
- Shelter
- Benches
- Dog stations
- Picnic tables

Figure 27: Expedition Park

Figure 28: Town Park

Figure 29: Tutiakoff Park

Figure 30: Tanaadakuchax Park

Community Parks

Community parks differ from neighborhood parks in their broader scope and purpose. While they may offer similar amenities to neighborhood parks, community parks prioritize meeting the recreational, athletic, and open space needs of the entire community. Additionally, community parks may host activities or amenities with broad appeal to the community that do not fit into specialized categories.

Typically serving multiple neighborhoods, community parks provide special amenities that benefit all residents of the city. Although these parks are generally large, special amenities or athletic fields designed for community-wide use may be accommodated on smaller sites. In Unalaska, four parks are classified as community parks, including two on school sites. These are Ounalashka Park, Sitka Spruce Park, Unalaska City School District (UCSD) Park, and Eagle's View Elementary School (Figures 31–34). Some features of these parks include:

- Playgrounds
- Baseball
- Basketball (full-size court)
- Volleyball
- Tennis trails
- Concessions
- Large shelter and picnic facilities

Figure 31: Ounalashka Park

Figure 32: Sitka Spruce Park

Figure 33: UCSD Park

Figure 34: Eagle's View Elementary School

Special Use Parks

Special use parks encompass a wide array of recreation areas tailored to specific purposes, typically focusing on a singular major activity. Examples of special use parks include golf courses, historical landmarks, sports complexes, and other facilities with distinct functions. While these parks may incorporate elements found in neighborhood or community parks, they often boast amenities that draw visitors from beyond city limits. The size of these parks or facilities can vary greatly depending on their intended usage. Unalaska's special use parks include the Skate Park and Memorial Park (see Figures 35–36).

Figure 35: Skate Park

Figure 36: Memorial Park

Unalaska Park Component Scores

Component scoring measures how the parks and components serve residents and users. These scores often make the most sense when compared within the same classification (i.e., when comparing one neighborhood park to another). It may be reasonable that there is a wide range of scores within a category. Component scores sorted by park classification are shown in Table 9. Figures 37 and 38 show the breakdown by park classification to demonstrate how one park within a class compares to others. Note there is little benefit to comparing special use parks because of their nature as unique types of parks.

Component scores show opportunities to provide a higher LOS to neighborhoods or the greater community.

For example, Unalaska's neighborhood parks have an average of 2.25 components per park, so Tutiakoff Memorial Park (one component) and Expedition Park (two components) should be considered potential sites to add components.

Table 9: Park Inventory, Classification, and Total Components

Facility	Park Classification	Total Components	Acres
Tutiakoff Memorial Park	Neighborhood Park	1	.8
Town Park	Neighborhood Park	3	0.4
Expedition Park	Neighborhood Park	2	1.5
Tanaadakuchax Park	Neighborhood Park	3	.6
Ounalashka Park	Community Park	14	6.4
Sitka Spruce Park	Community Park	6	4.5
UCSD Park	Community Park	5	1.8
Eagle's View Elem	Community Park	5	1.8
Skate Park	Special Use Park	1	0.1
Memorial Park	Special Use Park	2	8.2
Totals		**42**	**26.1**

Figure 37: Number of Components in Neighborhood Parks

The average number of components in neighborhood parks is 2.25.

Figure 38: Number of Components in Community Parks

The average number of components in community parks is 7.5.

Other Recreation Providers Beyond the City of Unalaska PCR

While the City of Unalaska provides the majority of recreational facilities for residents, the OC provides additional recreational opportunities. The OC is the major landholder in the area, and it allows shareholders, tribal members, and non-shareholders access to its 115,000 acres (on Unalaska, Amaknak, and Sedanka Islands) for recreational and subsistence activities. A permit is required for anyone to be on the land; however, only non-shareholders or non-descendants need to pay for the permit. All of the area's hiking trails are on OC land, as well as opportunities for fishing and foraging seafoods and wild edible plants.

The City of Unalaska has a network of paved paths that also function as recreational opportunities. There are approximately seven miles of sidewalks adjacent to paved roads, with only a few gaps along Airport Beach Road.

Level of Service

To analyze the LOS of PCR assets, the inventory team used a component-based LOS analysis. The process yields analytical maps and data that show access to recreation across a study area. This analysis also combines the inventory with GIS software to produce analytic maps and data that show the quality and distribution of parks and recreation services across the city. The ability to show where the LOS is adequate or inadequate is an advantage of GIS analysis. This is done by defining a service area and using park scores to establish a reasonable number of components residents should have access to within the service area defined as the target value.

Condition Audit

In April 2024, Bettisworth North used a mobile audit tool to assess every park and the two school playgrounds. This tool evaluated and scored both the functionality and quality of:

- Components–features within parks meant for use, such as playgrounds, tennis courts, and picnic shelters (Appendix 3 contains a comprehensive list of components along with their definitions)
- Comfort and Convenience Amenities–elements that improve comfort and convenience, like shade, drinking fountains, and restrooms

Each park site, component, and amenity was assigned a quality value ranging from 0 to 3. This enabled comparison between sites and facilitated analysis of the overall LOS offered by the Unalaska PCR system.

Component scores analysis suggest a reasonable LOS for Unalaska residents is three recreational components (rounded up from 2.25). The target value is comparable to a typical neighborhood park, which usually offers between one and three components (and is rounded up). For example, within PCR, Town Park and Tanaadakuchax Park would meet the target value, but Expedition Park and Tutiakoff Park are opportunities for higher LOS. Likewise, Unalaska's community parks offer an average of eight components (rounded up from 7.5). Within this classification, only Ounalashka Park meets the target value.

SCORING SYSTEM:

0 = Not Functioning

1 = Below Expectations

2 = Meets Expectations

3 = Exceeds Expectations

An overview of the park assessments, including the scorecard and GIS Inventory Map for each park, can be found in Appendix 3.

Overall, component scoring in Unalaska is similar to that of parks BerryDunn has assessed and tracked in its national database, relative to distribution of scores (see Table 10). BerryDunn's database maintains information on hundreds of parks and thousands of components across the United States.

Table 10: PCR Component Scores Versus National Data Set

PCR Scores		National Data Set Scores	
Scores	**%**	**Scores**	**%**
0	0%	0	3%
1	14%	1	10%
2	63%	2	79%
3	16%	3	8%

Unalaska Park System

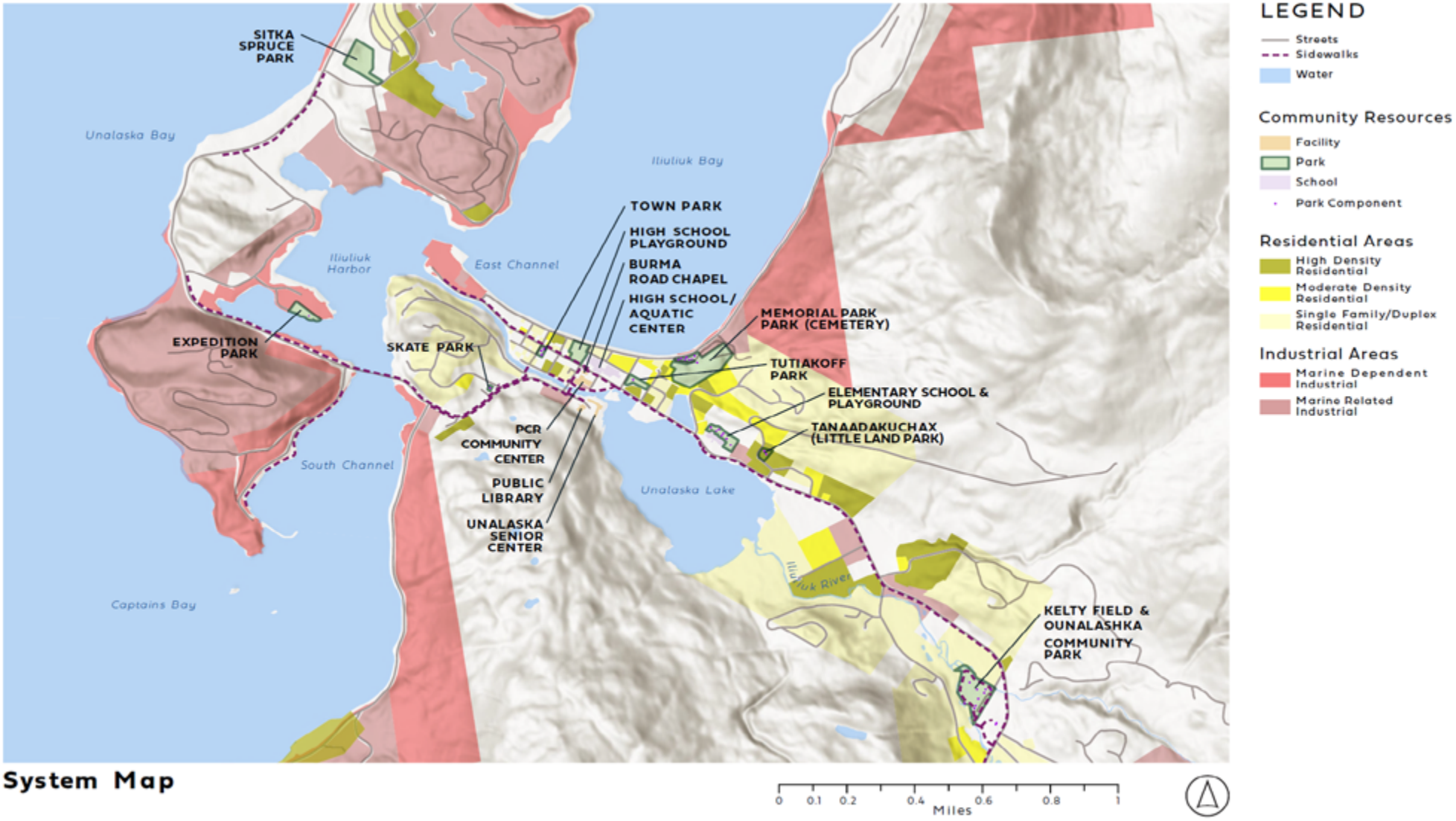
As discussed in the public engagement summary, strengths of the Unalaska parks system are that children can access them safely via sidewalks by walking or biking, and some of the parks have been recently updated. Figure 39 shows examples of additional park components.

Generally, Unalaska parks tend to have newer equipment (score of 3) than do parks in other cities across the country. There was also less equipment that was not functioning (score of 0), but more that was below expectation (score of 1).

The system inventory map (Figure 40) shows the relative size and distribution of existing parks and recreation facilities in the city. Green parcels represent parks. Table 11 shows all the components systemwide.

Figure 39: PCR Park Components

Figure 40: System Map



System Map

Table 11: Components in the PCR System

	Ounalashka Park	Sitka Spruce Park	Tutiakoff Park	Town Park	Memorial Park	Skate Park	Expedition Park	Tanaadakuchax Park	USCD Playground	Eagles View Elem. School	Total Components in system
Basketball Court	1								1	1	3
Basketball, Practice		1						1			2
Concessions	1										1
Diamond Field	1										1
Educational Experience		1									1
Fitness Course	1										1
Historic Feature					1						1
Horseshoe Court	1										1
Loop Walk									1		1
Multi-use Pad									1	1	2
Open Turf	1	1		1							3
Passive Nodes					1						1
Playground , Destination	1	1							1	1	4
Playground, Local				1				1			2
Rectangular Field, Multiple			1								1
Rectangular Field, Overlay	4										4
Rectangular Field, Small										1	1
Shelter, Large	1									1	2
Shelter, small				1			1				2
Skate Park						1					1
Tennis Court	1										1
Trail, Primitive		1									1
Volleyball Court									1		1
Water Feature							1				1
Water, Open	1	1									2
Total Components/ Park	**14**	**6**	**1**	**3**	**2**	**1**	**2**	**2**	**5**	**5**	**41**

Park Metrics Analysis

The Park Metrics Analysis compares PCR-owned and -maintained facilities to recent NRPA national statistics from its 2023 Agency Performance Review. For the following comparisons, BerryDunn used the 2024 population count of 4,113 permanent residents.

The metrics analysis shows that PCR is below the NRPA median for park acres per capita, with 6.4 acres per 1,000 residents, versus the NRPA median of 11.2 acres.[7] However, where the national average of residents per park is 1,172, Unalaska boasts only 410 residents per park. This does not take into account OC land that is available to residents.

When comparing specific components to the NRPA Park Metrics, PCR meets the median in most categories. Tennis courts, diamond fields, dog parks, tot lots (playgrounds for six months–five years old), and community gardens are the exceptions. Park Metrics are not intended to represent any standards against which each parks and recreation agency should measure itself. There is not one single set of standards for parks and recreation, because different agencies serve different communities with unique needs, desires, and challenges.

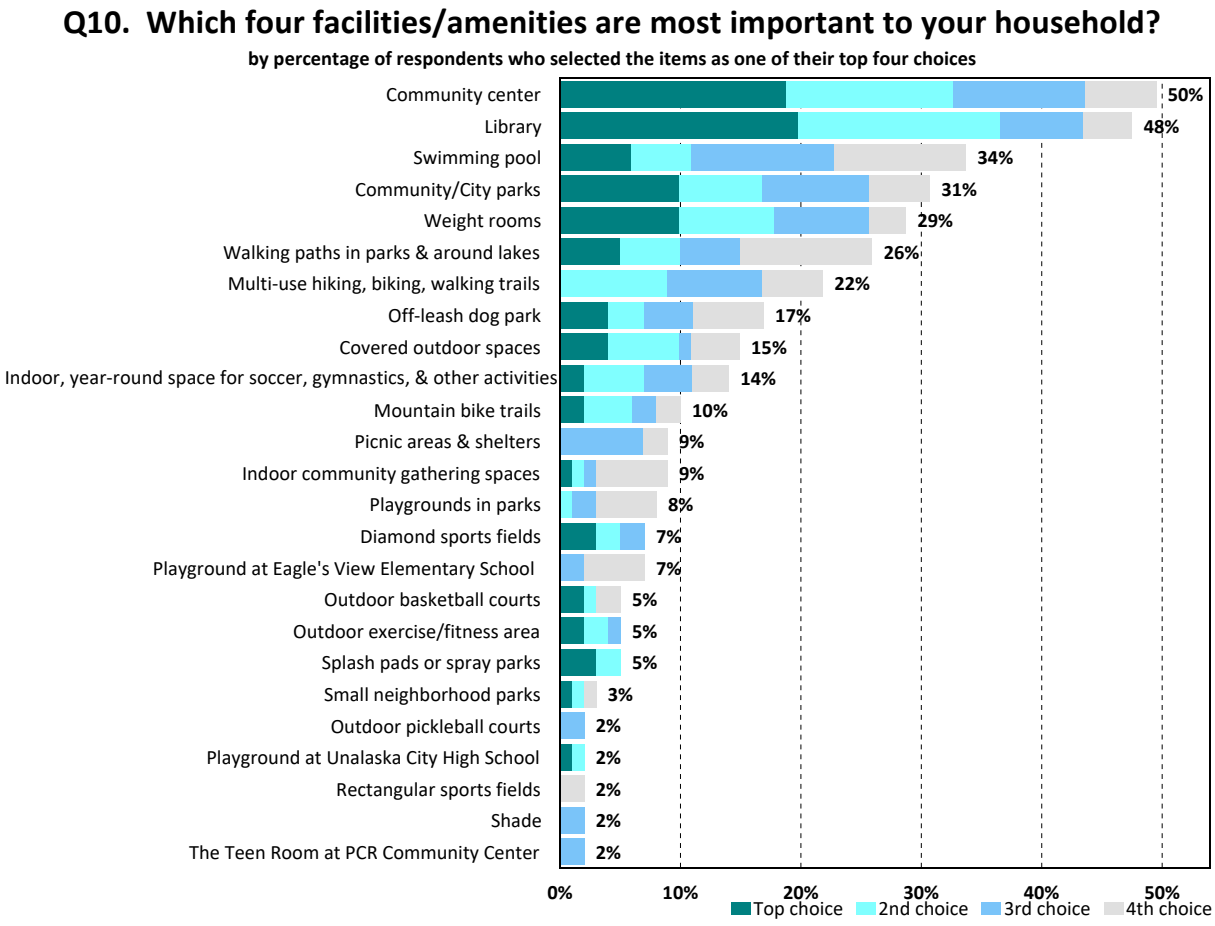
For example, in Unalaska where it is very windy, another tennis court may not be the best use of space or money. Table 12 provides an NRPA Park Metrics comparison, but the community survey findings shown in Figure 41 provide greater understanding of the importance of components and amenities to PCR residents. The public engagement input shows a priority for a year-round indoor space, activities, trails and trail maintenance, community gardens and/or greenhouses, a covered space, a hockey rink, walking paths, a climbing wall, field space, and a dog park.

Table 12: Park Metrics Analysis

Outdoor Facility	Agencies Offering This Facility	Median Number of Residents per Facility	PCR Current Quantity	PCR Residents per Facility	Need to Add to Meet NRPA Median
Playgrounds	93%	1,990	6	684	0
Multiuse Courts (Basketball, Volleyball)	42%	5,248	5	820	0
Tennis Courts	72%	3,074	1	4,100	+1
Diamond Fields	85%	1,833	1	4,100	+1
Rectangular Fields: Multipurpose	83%	2,493	6	684	0
Dog Parks	68%	10,327	0	N/A	+1
Fitness Course	19%	5,459	1	4,100	0
Skate Parks	46%	11,284	1	4,100	0
Community Gardens	52%	8,800	0	N/A	+1
Tot Lots	53%	5,323	0	N/A	+1

7 The NRPA Park Metrics analysis for acres per 1,000 used 2023 data self-reported from 401 parks and recreation municipalities and special parks and recreation districts.

Figure 41: Community Survey: Facility Importance

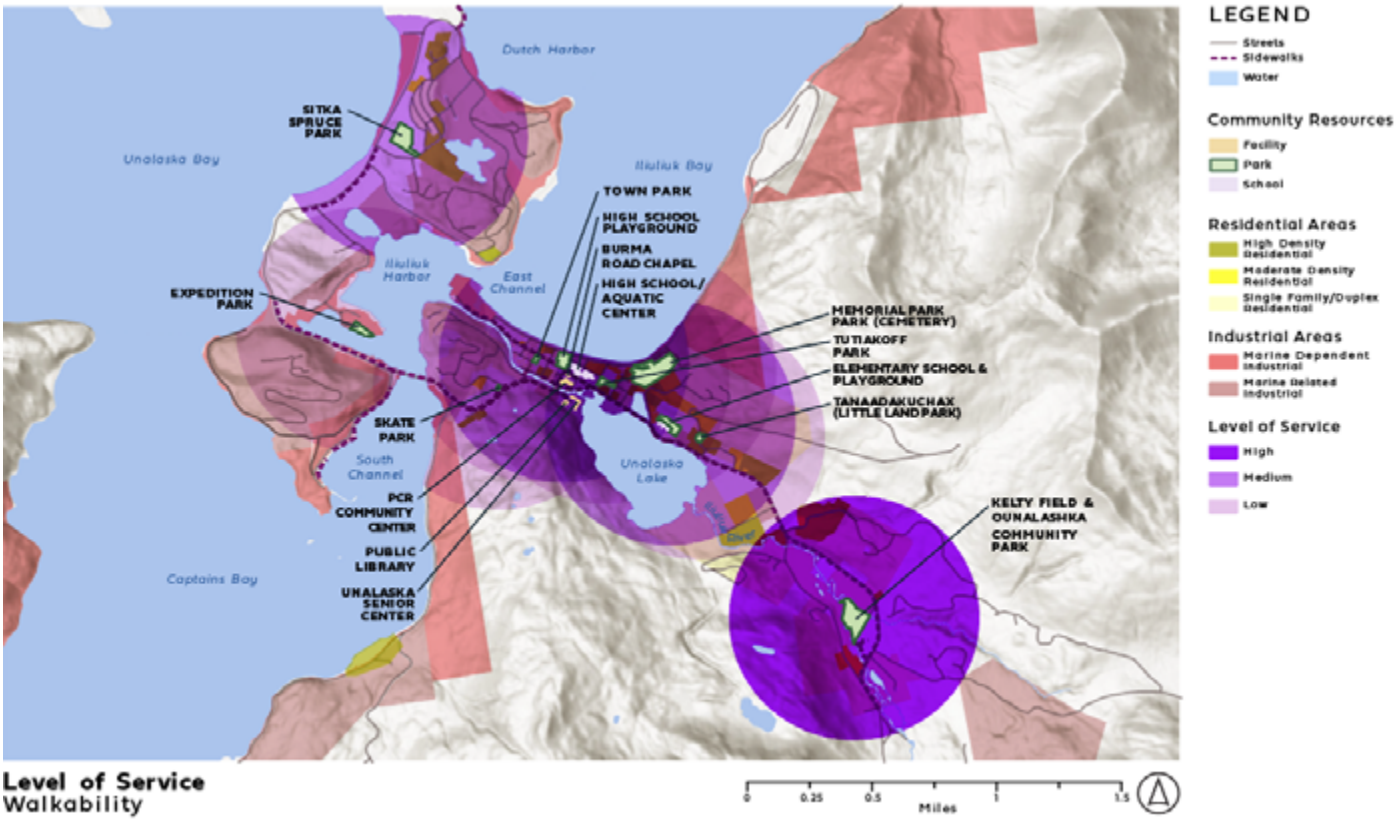


Walkability Analysis

A walkability analysis measures how conducive the built environment is to walk from home to a park or from park to park. Because all the major roads in Unalaska have sidewalks, there are very few pedestrian barriers. The rivers running through town are the only barriers, and while they may lengthen a resident's walk, they do not prevent walkability to any of the parks. In Figure 42, half-mile buffers (representing a 10-minute walk) have been placed around each park and shaded purple based on the number of components at each park. This 10-minute standard is consistent with that of other national organizations, such as the Trust for Public Land and the NRPA. Green parcels represent park properties.

Furthermore, Figure 42 considers the LOS provided at each park through the number of components PCR provides, including the schools. The darker purple gradient areas indicate access to a greater number of recreation components. All areas not shaded fall outside a 10-minute walk. While there is a lot of unshaded area, the area of residential land outside the shaded areas is minimal. The walkability analysis depicts the distribution and equity of service across the community. As the map shows, the vast majority of homes are within walking distance of a high LOS. Most of the areas with low or no LOS are industrial lands (which may include fishing-industry housing) or undeveloped land.

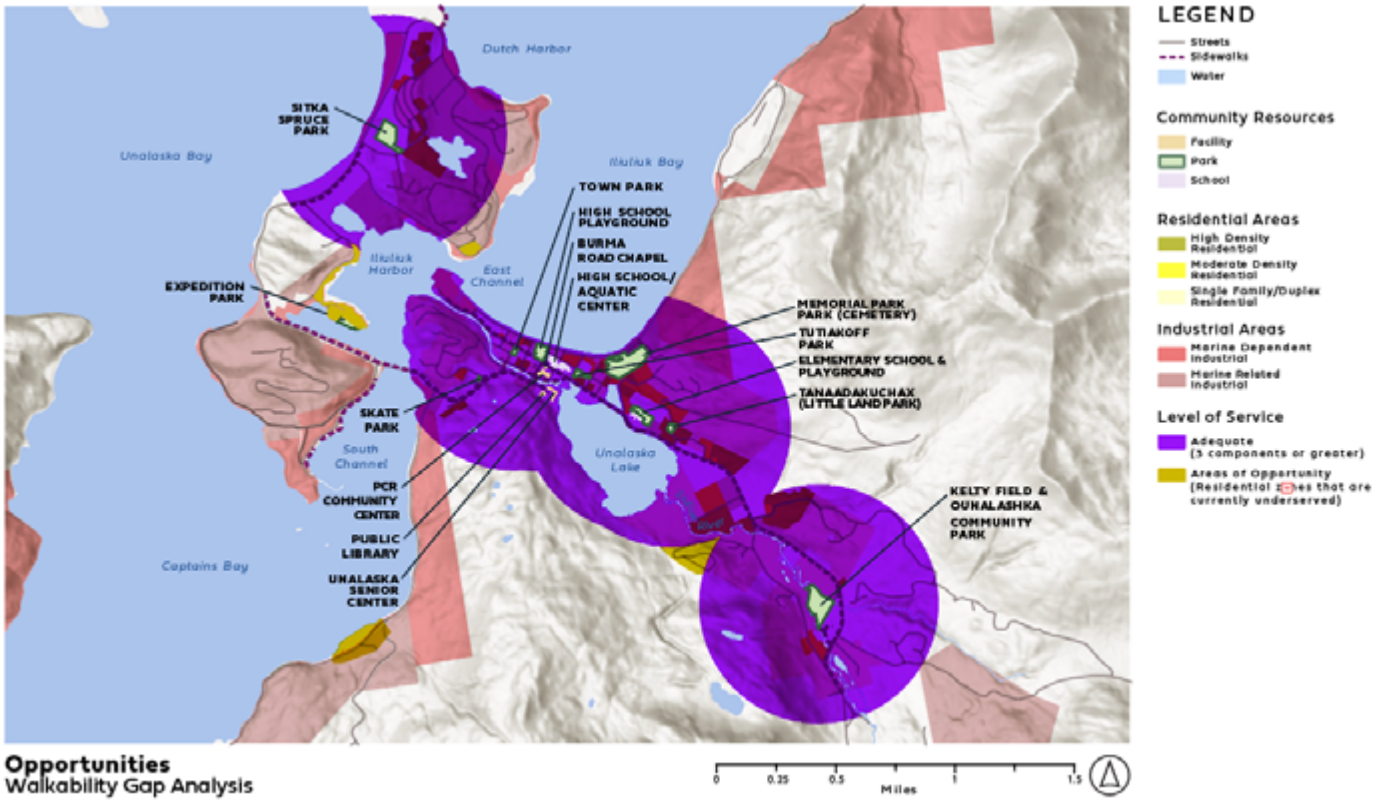
Figure 42: Walkability Analysis



Walkability Gap Analysis

Based on the inventory, a goal of every resident being within walking distance of three components was established. The following map (Figure 43) illustrates where that goal is met and where there is opportunity for improvement. The map illustrates two tiers of service represented by distinct colors. These colors signify regions offering satisfactory or superior service (purple), and those with limited service (golden). In this case, parks having at least three components are considered superior service areas (purple). Golden-shaded areas on the map indicate potential areas for improvement. The map illustrates that the goal of being within walking distance of three components is achieved in the majority of cases in Unalaska.

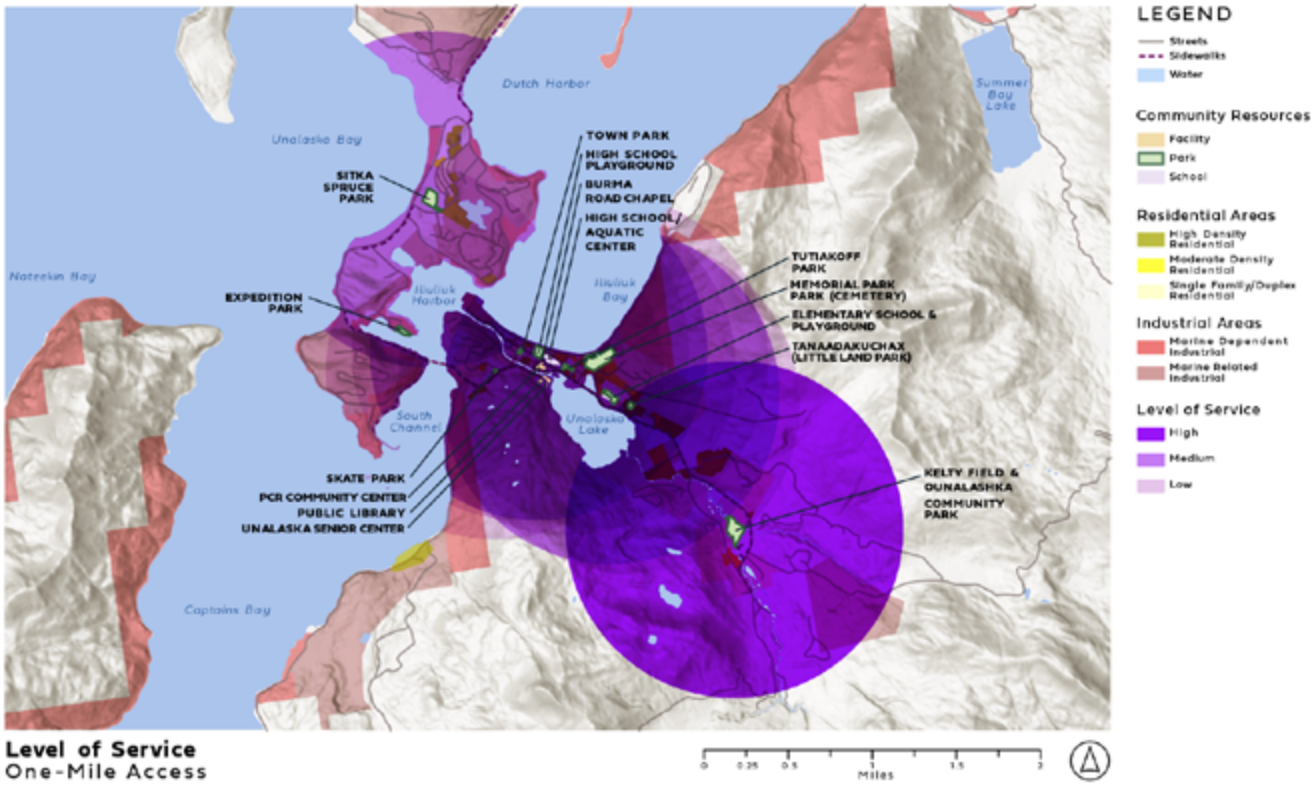
Figure 43: Walkability Gap Analysis



One-Mile Gap Analysis

Due to weather, most trips in Unalaska are by personal vehicle, as discussed in the Transportation Study 2017–2018. Thus, a one-mile (or driving) radius was also considered. In Figure 44, darker purple areas indicate a higher volume of opportunities. As can be seen on the map, all residential areas within the City of Unalaska have a medium-to-high LOS within a one-mile area.

Figure 44: One-Mile Access to Outdoor Recreation

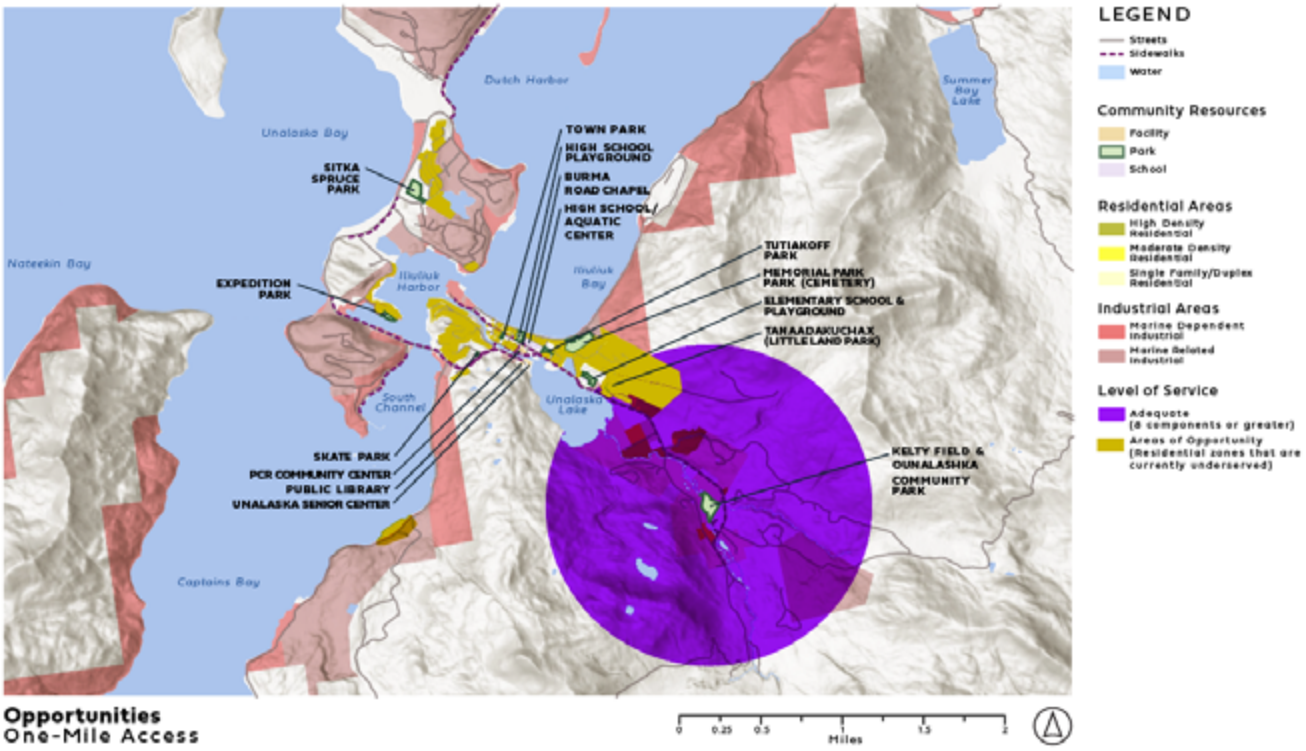


However, when the target number of components (eight for a community park based on the average of existing park components) are considered, opportunities can be seen for additions to existing parks. In addition, when looking at the one-mile/ driving radius, it should be noted that users are less likely to drive from park to park to gain access to a higher number of components (like they would if they were walking), so in this case, parks are considered individually.

Figure 45 reflects access to the LOS target value within a one-mile drive. Purple indicates where LOS values meet or exceed the target value (eight components at one park); all residential areas outside the purple zone, shaded golden, are areas that are below the goal level.

Indoor facilities were not included in this gap analysis, but it should be noted that if the public library, community center, and the aquatic center were included, the analysis would show that almost all residents, except those in the Standard Oil Hill area, are within one mile of a high-component facility. However, if only parks are considered, options to fill the gaps include adding two components to Sitka Spruce Park or adding three more components to UCSD Park, which would put the vast majority of residents within a one-mile drive of a community park with eight components.

Figure 45: One-Mile Gap Access



LOS Key Findings and Discussion

The following highlight BerryDunn's key findings and discussion points:

- The city should adopt a LOS standard of three recreational components in a half-mile proximity and eight components at a single park within a one-mile drive. While many children walk and bike to parks, as described in the engagement section of the PRMP, the Transportation Study 2017–2018 showed that 99% of trips were made by car, truck, or taxi—hence the importance of the one-mile drive to a community park.
- Adding amenities at existing parks to support and enhance a diversity of outdoor activities will significantly increase LOS. The consultants analysis suggests a need for an additional basketball court (1), a dog park (1), a community garden (1), and a tot lot (1). Community input and stakeholder feedback showed particularly strong support for a community greenhouse and a dog park. While some play equipment caters to younger age groups (bucket swings, the train at Town Park), the vast majority of play equipment is rated for 5- to 12-year-olds. Providing additional play equipment for the 6-month-old to 2-year-old and the 2- to 5-year-old ranges is recommended.
- A dog park ranked as highly desired among the stakeholder groups providing input at the Spring Festival, and is recommended based on the Park Metric Analysis. There are estimated to be between 400 and 450 dogs owned in Unalaska. Dog parks are typically at least one acre, but due to Unalaska's small population, a smaller dog park might suffice.

- The most cost-effective location for both a dog park and/or a multi-purpose facility would be at Ounalashka Park, southwest of the tennis court. This area is about half an acre. This places it on the outskirts of the city, which is more ideal than being in one of the many parks in the core area. Noise at dog parks is a common complaint, so a barking policy and hours should be enforced to respect the surrounding neighbors. Other options might include:
- Tanaadakuchax Park; however, this park is very close to residential areas, the size would be limited to 1/3 acre, and all other equipment (playground, grills, basketball) would need to be removed to achieve the maximum size
- Purchase additional land at Sitka Spruce Park as an option, if available
- Tutiakoff Park could support a half-acre dog park, but like Tanaadakuchax Park, it is very close to residential areas
- To progress toward achieving the goal of eight components at a park within a one-mile drive, the city should consider that Sitka Spruce Park demonstrates potential for further development, enhancing amenities for Amaknak Island residents. See Figure 46.

Figure 46: View Looking Northeast from Bench at Sitka Spruce Park Pond

- Other options to increase LOS include adding components to either of the schools. Eagle's View Elementary is talked about in detail below. Options at the Unalaska City High School would be to include some components that support winter programming. Hockey boards could be installed around the basketball court to provide an opportunity for hockey or ice skating. When snow is present, a loop around the playground could be groomed by snowmachine for skiing, which would further diversify recreational opportunities.
- Another identified need from the Park Metric Analysis and during the public engagement process is a community garden/greenhouse. The city-owned land near the library would be an excellent location for this. Centrally located, the facility can share some services (utilities, parking) with the library. The residents of the senior housing development would be within easy walking distance as well.

- A tot lot was recommended by the park metric analysis and in conversations with parents at the open gym during the site visits. Tutiakoff Park would provide a centrally located site, which is also adjacent to a low-income housing development. The field has drainage issues, which makes it unusable at times, but cannot be corrected because it is owned by the Unalaska United Methodist Church. Adding a tot lot would allow greater usability on the city-owned portion of the park. A shelter over the tot lot would provide greater year-round use.
- Eagle's View Elementary School's playground equipment rated low relative to the other play equipment in Unalaska. Most of the play equipment in the city is in very good to excellent condition, whereas the elementary school's equipment is showing its age through rust, missing parts, and fading. A general overview of equipment is as follows:
  - » There are many opportunities for climbing and sliding on the traditional post and deck play equipment
  - » The swings are well-used, as observed during the site visit
  - » There is a balancing beam or area to promote confidence and agility
  - » The preschool has its own fenced-in play area
  - » Many benches are provided for caregivers
  - » The pavilion offers opportunities for play and gatherings when it is raining
  - » The basketball court is popular
  - » The lack of fencing creates a safety hazard and should be remedied.

There are many elements that are working well at the elementary school, and one solution for helping improve the playground's rating would be to remove some of the redundant and aged equipment and infill with new pieces that focus on:

- » Imaginary play (playhouse, kitchens)
- » Sensory play (music)
- » Vestibular (rotating, bouncing)

A saucer swing could be added that is accessible and allows several children at a time to play on it.

Furthermore, modifying the soccer field to artificial turf would provide an even, low-maintenance playing surface.

- There are 16 low-scoring components at six locations. The following represent needed improvements from the LOS analysis. Low-scoring components identified in the inventory are shown in Table 13. These are components that scored a "1" (Below Expectation).

Table 13: PCR Low-Scoring Park Components

Park Name	Component	Notes
Sitka Spruce Park	Signage	Site sign needs to be reset. Interpretive signage could use updating.
Tutiakoff Park	Parking	Off-street parking along King Street is not marked.
Town Park	Bike Parking	Bike rack is very rusty.
	Parking	There are two parking stalls off 3rd Street; is this sufficient?
	Seating	Seating needs to be reset or relocated on level ground.

Park Name	Component	Notes
Memorial Park	Parking	Parking is unorganized and confusing.
	Seating	Many benches are in very poor shape and do not face views.
	Signage	There are opportunities for signage about monuments and/or history.
Expedition Park	Park Access	Park is not accessible and hard to get to.
	Parking	There are two parking spots; one van was camped out in one space.
	Picnic Tables	Park has only one picnic table. With so many grills, consider adding a second table.
	Restrooms	Restrooms are lacking; park only has a porta-potty.
	Seating	Bench is in poor shape.
	Signage	Signage at west entry is very cluttered.
Tanaadakuchax Park	Bike Parking	Boards underneath the bike rack are rotting.
	Seating	Benches are bent and rusty.

An indoor fieldhouse facility is needed, and there may be future opportunities at Ounalashika Community Park for this facility. The facility could double as an emergency shelter and may be eligible for Federal Emergency Management Agency (FEMA) or other state funding. This would through, require movement of tennis and basketball courts to another location.

It is important to note that the OC intends to build a cultural center near the site.

Figure 47: Ounalashika Community Park

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SECTION 06

COMPARATIVE ANALYSIS

Comparative analysis, or benchmarking, is a recognized tool that helps parks and recreation managers make informed resource-allocation decisions. Understanding the size and scope of similar organizations or those serving comparable populations can provide valuable insights. However, benchmarking should not be the sole criterion for decision-making, as each community has unique ways of accounting for revenues and expenses, and facilities and structures can vary significantly. The results of the comparative analysis are presented in Table 14.

This analysis compares Unalaska's investment in parks and recreation with that of four other small communities in Alaska, three NRPA Gold Medal recognized agencies, and 41 additional small agencies that self-report data through the NRPA Park Metrics program. The data sources are as follows:

- **NRPA Park Metrics:** Agencies with populations of 6,476 or under were identified. Unalaska's population fell slightly in the middle of this range.
- **Small Alaska Communities:** Palmer and Homer provided data, while Valdez and Kodiak did not respond to BerryDunn's request; data from these communities was sourced from their websites and published budgets.

The individual factors reported include:

- **Population:** Unless otherwise provided by PCR, BerryDunn used Esri data from the most recent U.S. Census.
- **Operating Expenditures and Revenues:** These figures reflect operational revenues and expenses, excluding capital expenditures. The facilities are listed at the bottom of the table.
- **Cost Recovery:** This metric represents the percentage of operating costs recovered through non-tax revenues.

The comparisons were calculated using the data in Table 14.

Operating expenses per capita illustrate that Unalaska is a well-funded agency. Expenses per capita are higher than those of the others in the analysis; however, when the seasonal industry population is factored in and the library taken out (most parks and recreation agencies do not fund a library), then the PCR is still funded above average. Revenues per capita are the highest among the Alaskan communities analyzed, although cost recovery is lower. Cost recovery illustrates a service-based program. The amount of park space per 1,000 residents is a function of available, developable land. In this case, acres of park space are lower than that of the other communities.

Table 14: Alaskan Small Community Comparative Analysis

			Small Alaskan Communities			
	Unalaska	NRPA Metrics (41 agencies)	Valdez	Palmer	Homer	Kodiak
Population	4,113	2,800–6,476	3,846	6,218	5,876	5,326
Population density per sq mile	19.4	378–903	18	1,226	400	1,355
Operating expenditures	$4,428,737	N/A	$1,954,432	$1,732,924	$735,357	$2,836,368

			Small Alaskan Communities			
	Unalaska	**NRPA Metrics (41 agencies)**	**Valdez**	**Palmer**	**Homer**	**Kodiak**
Operating expenditure per capita	$1,076 ($442 without library and with 6,000 seasonal fishing industry residents)	$59 to $412 ($175 median)	$508	$279	$125	$533
Revenue	$205,200	N/A	$40,000	$418,200	$57,000	$239,811
Revenues per capita	$49.89	$0–$53	$10.40	$67	$9.7	$45
Cost recovery	4.6%	0%–35.7% (8.9% median)	2%	24%	7.7%	8.4%
Acres of park space	26	N/A	423	70	400	302
Acres of park space per 1,000 population	6.3 acres	7.1 to 28.2 acres	112	11	68	57
# Residents per park	514	462–1,297 (711 median)	99	1,036	195	1,331
Department facilities	Community center, library, indoor aquatic center	N/A	Recreation center, aquatic center	Library, community center, events center	Use of an older school property for recreation programs. No other facilities as well as a swimming pool and library	Aquatic center, teen center, gymnasium, library
Recreation program guide	Yes	N/A	Yes	No	No	No

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SECTION 07

DELIVERY OF SERVICES

The purpose of the services assessment section is to explore, evaluate, identify findings, and make recommendations to enhance the operations and recreation delivery of PCR. The services provided by PCR are vital to the Unalaska community and local economy.

This section focuses on four key areas related to daily operations: an organizational and financial analysis, maintenance and operations assessment, recreation and library program analysis, and communication effectiveness.

The services assessment used metrics from the NRPA to determine the appropriate level of investment in recreation services for the community and to compare these services with those offered by similar-sized agencies across the United States.

The NRPA collects metrics data from over 1,000 agencies annually. This self-reported data can vary significantly between agencies, reflecting differences in programs, facilities, services, and accounting methods for revenues and expenses. Despite the unique circumstances faced by PCR, this data provides valuable perspective.

To help ensure meaningful comparisons, it is essential to consider the types of parks and facilities within the community and the agency's position within the population ranges defined by the NRPA metrics. NRPA aggregates and reports data within each population range in three quartiles: low, median, and high.

For this assessment, BerryDunn used data from 41 parks and recreation agencies serving populations of up to 6,476 residents. Although no Alaskan agencies were included in this metrics data set, the comparative analysis in Section 6 of the PRMP did feature four smaller Alaskan cities.

Introduction

BerryDunn assessed PCR's organizational and financial structure, staffing, and its parks and recreation investments to deliver high-quality services to the community. Under the guidance of the City Manager, the PCR Director autonomously oversees daily operations, including the budget, personnel, policy development, parks, recreation programs and facilities, special events, and cultural programs. The Public Works Department is responsible for daily maintenance of the city's parks and open spaces.

Organizational and Financial Analysis

BerryDunn assessed the organizational and financial structure, staffing, and investment the city makes in parks and recreation to deliver services to Unalaska residents and to the seasonal workforce. PCR delivers services through six work units—PCR Administration, Recreation Programs, Community Center, Library, Aquatics, and Parks.

Parks and Recreation Staffing

In 2024, the director is supported by 17.48 full-time equivalent (FTE) positions, which include administrative staff and personnel for aquatics, sports, enrichment classes, and special events. The department employs 5.5 FTE for library operations, while the Public Works Department has 3 FTE dedicated to maintaining parks and facilities.

Data indicates that comparable agencies serving similarly sized communities might invest in up to 21.3 FTE. This suggests that Unalaska's staffing levels are appropriate when compared to 41 similar agencies included in the 2023 park metrics database. However, it is important to consider that many agencies do not directly supervise libraries as PCR does, which suggests there is an argument to be made that PCR may be slightly understaffed.

Another important consideration is the distribution of positions. Typically, agencies allocate about 46% of FTE to park O&M. In contrast, Unalaska dedicates less than 15% of its parks and recreation FTE to these areas. However, this should be viewed alongside Unalaska's low park space per 1,000 residents (6.34 acres), which is slightly below the lower quartile, as well as the seasonal use of parks due to harsh weather conditions. This indicates that the current number of park maintenance FTEs is sufficient for the size of the park system. Additionally, having three FTEs within the Public Works Department adds support from a larger workforce.

Current Circumstances

PCR adopts an annual budget that establishes priorities, directs staff, and allocates the primary resources needed to meet the parks and recreation needs of city residents. The city's general fund serves as the main operating fund, supplemented by minimal revenues generated by PCR.

The revenue growth and increased expense budgets shown in Table 15 reflect a process of "right-sizing" PCR in response to population declines following suspended air travel after a plane crash in 2019, as well as the ongoing challenges related to transportation on and off the island and recovery from the COVID-19 pandemic.

Table 15: PCR Operating Budgets–Trends FY 2021–FY 2024

	2021 Actual	2022 Actual	2023 Actual	2024 Budget	Change Since 2021
PCR Admin	$213,956	$264,619	$286,300	$291,890	+36%
Recreation Programs	$636,565	$674,238	$800,998	$1,015,885	+60%
Community Center	$869,513	$932,418	$1,106,343	$1,252,469	+44%
Library	$817,276	$898,096	$945,391	$1,119,375	+63%
Aquatics	$479,379	$504,889	$474,131	$699,018	+14%
Parks	$1,566,534	$1,601,448	$1,846,979	$1,962,235	+25%
Total	**$4,583,223**	**$4,875,708**	**$5,460,142**	**$6,340,872**	**+38%**

Department revenues in 2024 are budgeted to increase by 48% compared to 2020. See Table 16.

Table 16: PCR Revenues in 2024

	2024 Budget	Growth Since 2020
Facility Passes	$110,000	162%
Recreation Program Fees	$68,000	168%
Facility Rental Fees	$6,500	39%
Equipment Rental Fees	$500	-96%
Other PCR Fees	$5,500	42%
Library Fees	$14,700	38%
Total	**$205,200**	**48%**

Capital improvements such as the library renovation were funded locally and without a need to use bonds or finance improvements.

Measuring the Financial Health of the Department

The contributions made by PCR in support of quality of life in the remote area play a direct and vital role in the local economy. Without PCR programs and facilities, the local fishing industry and economy may be significantly and adversely impacted.

Comparing revenues to expenses provides insight into the cost recovery for the PCR. Comparable departments may recover between 0% (low) to 35.7% (high) or a median of 8.9%. This is fairly low compared to that of overall agencies, but illustrative of the much smaller departments serving 7,000 or less population. PCR's total cost recovery is calculated used 2024 budgets to be projected at 4.6% in 2024, typical of a service-based and well-funded parks and recreation agency.

UNALASKA OPERATING EXPENDITURES PER CAPITA: $442/Year

Source: 2021 NRPA Agency Performance Review

Operating Expenditures per Capita

Another metric NRPA aggregates and reports on annually is operating expenditures per capita. In 2023, the typical small parks and recreation agency similar in size to Unalaska's spent between $22 and $184 or a median of $83 per capita. For the purposes of this assessment, a population number of 10,000 was used to account for the approximate 6,000 temporary and seasonal population PCR serves.

In 2023, the city spent $367 per person and is budgeted to spend $442 per capita. Without the transient workforce, spending per capita in 2024 is over $1,076 in 2024.While this demonstrates the importance and necessity of the recreation and park services the PCR provides, it also illustrates the high cost of providing services in an extremely remote location.

Traditional Parks and Recreation Operations and Capital Development Funding Sources

Local governments can employ a variety of mechanisms to provide services and make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds may fluctuate based on the economy, public spending, or assessed valuation and may not always keep up with inflationary factors.

Additional funding opportunities are noted in Appendix 4, including:

- Traditional tax and exactions-based funding resources
- Development funding
- Fees and charges
- Alternative operations and capital development funding sources
- Loan mechanisms
- Alternative service delivery and funding structures
- Partnership opportunities
- Community resources
- Grants
- Philanthropy
- Community services fees and assessments
- Permits, licensing rights, and use of collateral assets
- Funding resources and other options
- Cost-saving measures
- Green trends and practices

Park Operations & Maintenance (O&M) Assessment

BerryDunn evaluated the resources and practices related to parks maintenance and operations to assist the City of Unalaska in efficiently managing its parks, trails, and open spaces. This assessment identifies best practices, efficiencies, and recommendations that align with the current needs and management of park spaces, as identified in the needs assessment survey and community engagement components of this PRMP.

Maintaining Unalaska's eight parks is challenging due to the island's harsh weather conditions. Grass maintenance is difficult given the limited growing season and variable precipitation.

The responsibility for parks maintenance lies with the Public Works Department, which funds three FTEs working a five-day-per-week schedule. The department provides support through various trade positions, including carpentry, mechanical functions, and facility maintenance. Custodial services are contracted to a local vendor. The consultant observed that the maintenance team performs admirably despite these challenges.

Additionally, it is important to note that many common issues faced by parks and recreation agencies elsewhere do not significantly affect Unalaska. Graffiti, vandalism, restroom camping, and homelessness do not pose major challenges for the community.

Park Operations and Maintenance (O&M) of City Parks and Open Spaces

Currently, Unalaska operates and maintains 26.1 acres of park space and 41 park components. The components include:

- Basketball Court
- Basketball, Practice
- Concessions
- Diamond Field
- Educational Experience
- Fitness Course
- Historic Feature
- Horseshoe Court
- Loop Walk
- Multiuse Pad
- Open Turf
- Passive Nodes
- Playground, Destination
- Playground, Local
- Rectangular Field, Multiple
- Rectangular Field, Overlay
- Rectangular Field, Small
- Shelter, Large
- Shelter, Small
- Skate Park
- Tennis Court
- Trail, Primitive
- Volleyball Court
- Water Feature
- Water, Open

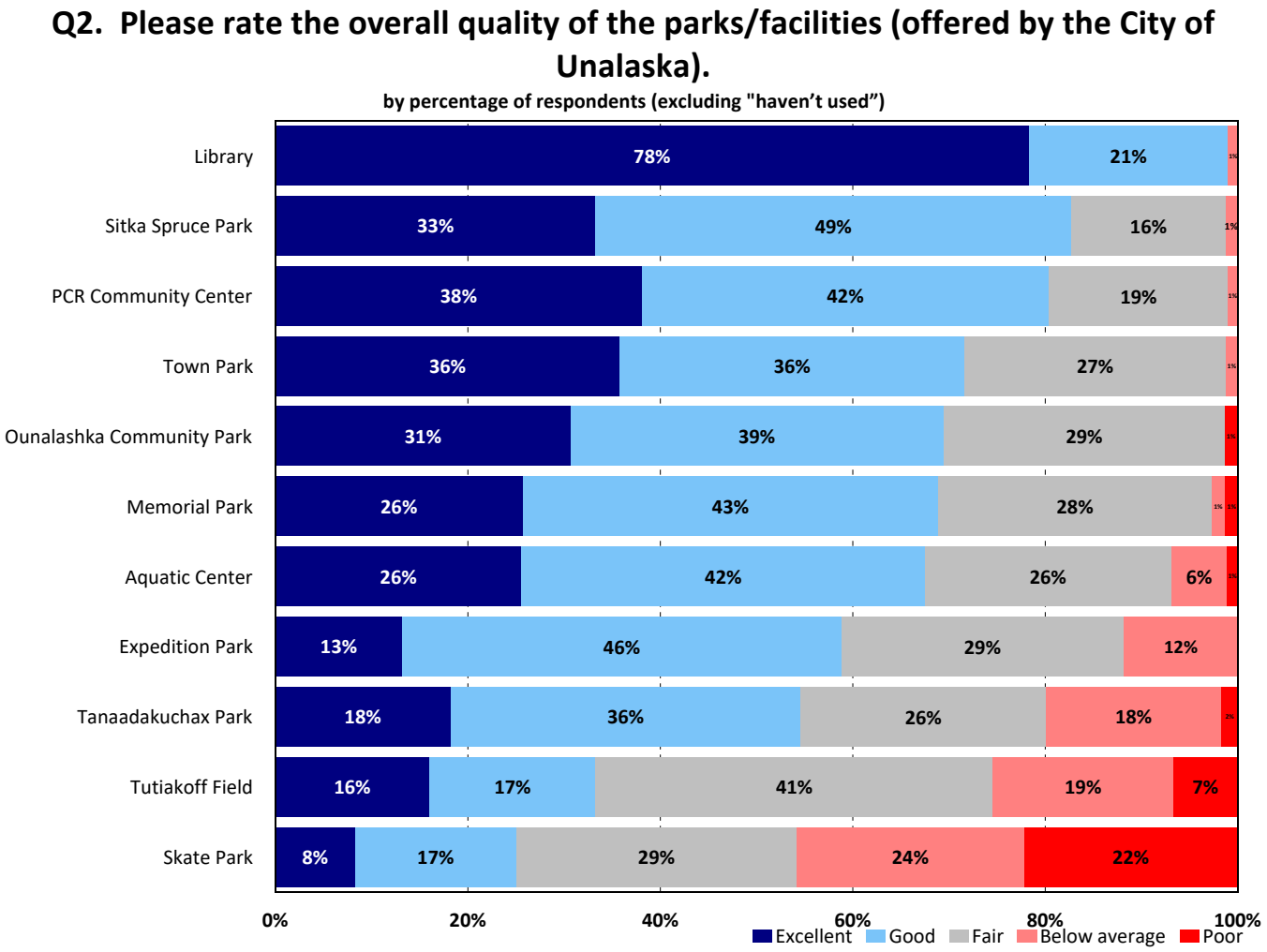
Public works, in close coordination with PCR also maintains the library, aquatic center, and the PCR recreation center.

Community Satisfaction With Parks

The needs assessment survey revealed that many Unalaska residents rate the quality of the parks as excellent or good. The highest ratings were for Sitka Spruce Park (82%), Town Park (72%), Ounalashka Community Park (70%), and Memorial Park (69%). In contrast, Tanaadakuchax Park and Tutiakoff Field both received below-average/poor ratings of 25%, while the Skate Park had a rating of 46%. Notably, only the Skate Park received more below-average and poor ratings than excellent and good ratings.

When respondents were asked to select their top four priorities from a broader list of parks, facilities, and park components, 31% identified city parks among their top choices. Additionally, survey data indicated that only 12% of respondents felt that parks and facilities were not well maintained.

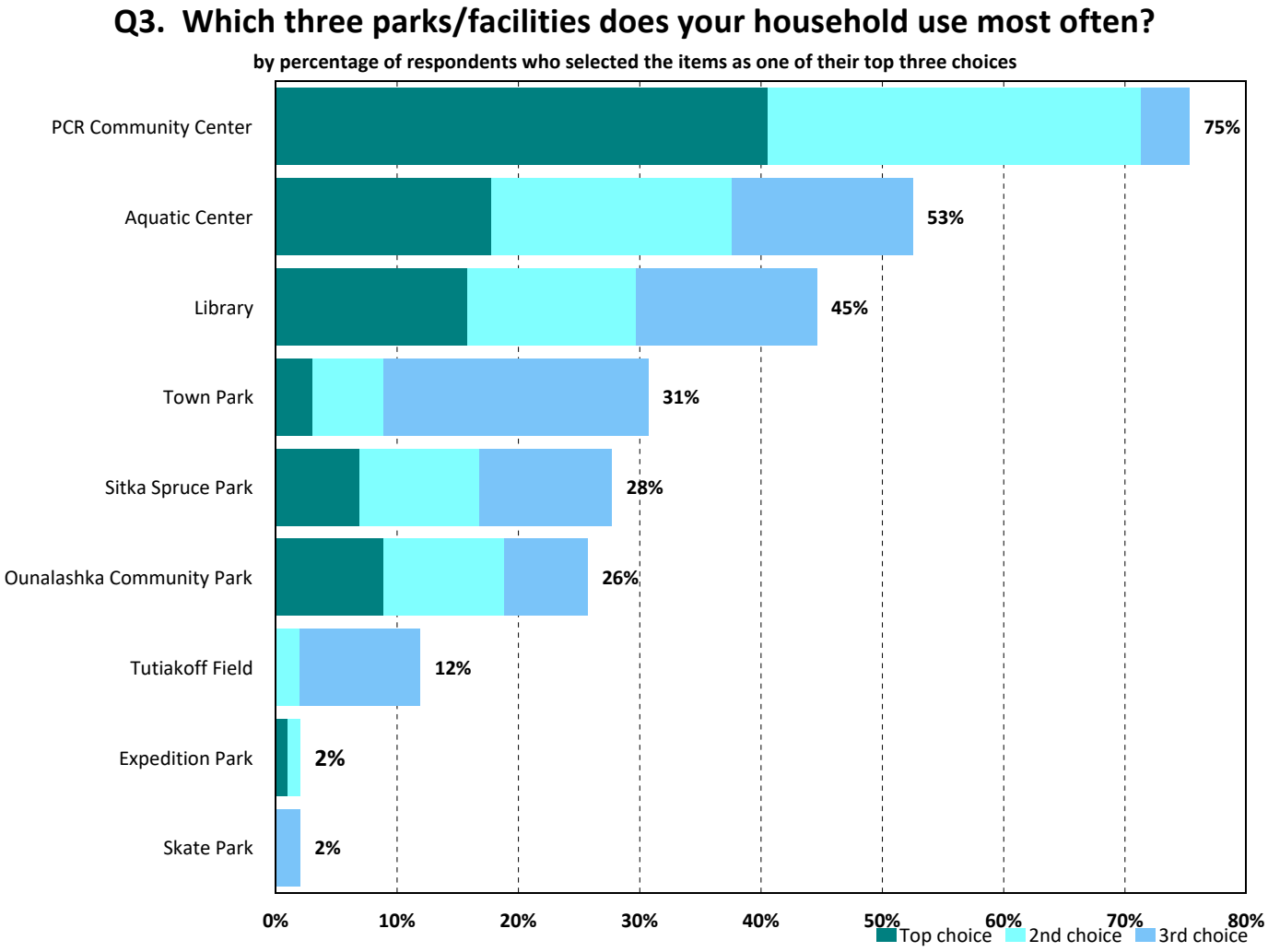
Figure 48: Satisfaction with Unalaska Parks and Facilities



Park Use

Use of parks can help prioritize maintenance functions. The most-used parks are shown in Figure 49.

Figure 49: Most-Used Parks in Unalaska



Importance of Quality Park Maintenance

Proper parks maintenance can create positive user experiences while poor maintenance can lead to accelerated depreciation of park components and amenities. The quality of park maintenance is often dependent upon the level of financial investment in park maintenance.

Financial Resources and Staffing

Table 17 shows park maintenance and operations funding between FY 2021 and FY 2024.

Table 17: Unalaska Parks Maintenance and Operations Budgets FY 2019–FY 2024

Park Maintenance and Operations Funding	FY 21	FY 22	FY 23	FY 24	% Change from 2021 to 2024
Labor	$1,298,024	$1,348,257	$1,618,286	$1,724,942	+33%
Utilities	$65,012	$68,608	$34,797	$56,479	-13%
Supplies and Commodities/Other	$203,498	$184,583	$193,896	$180,814	-11%
Total	**$1,566,534**	**$1,601,448**	**$1,846,979**	**$1,962,235**	**+25%**

To evaluate funding levels, it is helpful to benchmark against other typical agencies with similar populations. The NRPA metrics data suggests that agencies typically invest 46% of their operating budgets in park maintenance. In Unalaska, the maintenance budget accounts for 34% of the total investment in parks and recreation. Given the months with severe weather, this appears to be reasonable and appropriate.

Staff Resources and Maintenance Equipment

Another way to assess the city's investment in the O&M of the parks is to look at staffing. Comparable agencies may typically invest approximately 21.6 FTE per 10,000 residents. The city invests 7.47 FTE per 10,000 residents, or about one third of what other agencies may invest. This can be accounted for by the seasonal use and maintenance of the parks due to the harsh weather.

- Maintenance equipment is generally sufficient; however, turf equipment may be needed, including loaders and batwing mowers

Developing the Maintenance Program Plan

While no universal standards exist for park maintenance, the NRPA publishes guidance in the Management of Park and Recreation Agencies, 4th Edition[8] that provides some helpful guidelines:

- The system must be well organized based on the needs of the organization
- Maintenance goals, objectives, and standards should be established
- Use time, personnel, equipment, and materials efficiently and effectively
- Develop work schedules based on established policies and priorities
- Emphasize preventive maintenance
- Make sure adequate resources to get the job done are available
- Incorporate environmental stewardship in the maintenance program
- Assume responsibility for visitor and employee safety
- Ensure compliance with federal, state, and local laws and regulations
- Make maintenance a primary consideration during design and construction

Recreation and Library Program Analysis

Recreation Program Analysis

BerryDunn conducted an analysis of the recreation program to evaluate the effectiveness of its community recreation facilities and services. This evaluation aimed to answer several key questions about the city's programs and services:

- What are the core programs, and do they align with community desires and does the mix of recreation programs meet community needs?
- How effective are the facilities and what changes to existing facilities should be considered? What new facilities, if any, should be considered?
- What challenges might hinder the city from delivering high-quality programs and services?

To help ensure an accurate assessment, BerryDunn used the most recent participation data from 2023. The PCR compiled a program inventory using registration data, program guides, and other marketing materials, allowing BerryDunn to analyze how recreation programs are delivered.

The PCR recreation programs are guided by annual business plans that are inclusive of many areas, generally reviewed and analyzed in a master plan recreation assessment. As a result, the business plans for FY 2025 will be referenced in this assessment and can be found in Appendix 5.

The evaluation concluded that the recreation program is highly functional and successfully delivers high-quality programs and services. These services are great contributors to the physical and mental health of Unalaska residents and play a significant role in the local economy.

8 Management of Park and Recreation Agencies, 4th Edition, Edited by Merry Moiseichik, 2016.

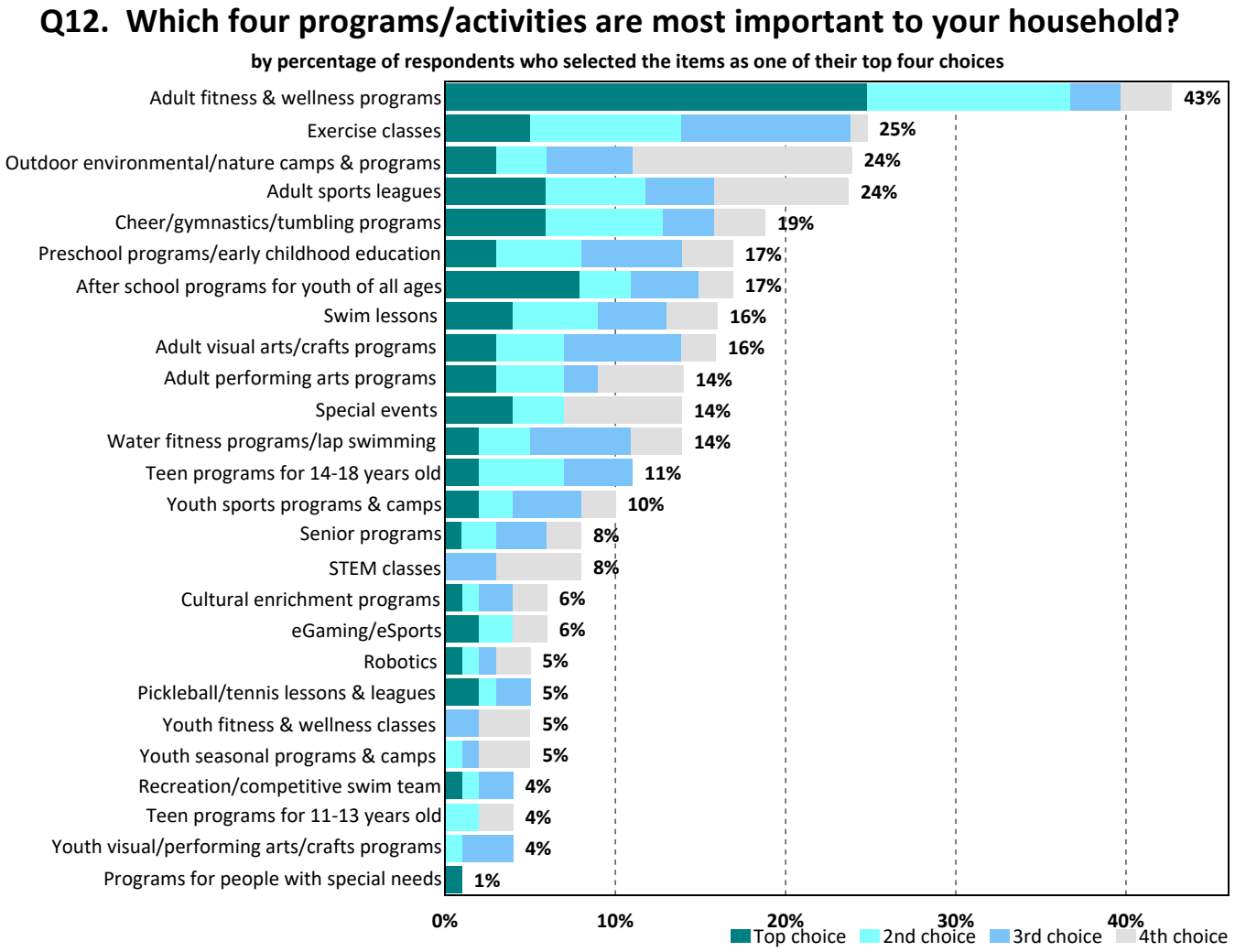
ORGANIZATION OF RECREATION PROGRAMS AND SERVICES

The city delivers recreation services in a variety of program areas, primarily through the Aquatics Center, Community Center, and Public Library. A senior center is available in Unalaska but operates independently of the PCR. The recreation program operates under the supervision of the Recreation Manager in cooperation with the other PCR managers reporting to the PCR Director.

DELIVERY OF CORE SERVICES– RECREATION PROGRAMS

The needs assessment survey revealed that the most important public recreation activities desired by the Unalaska community are adult fitness and wellness programs, exercise classes, outdoor environmental/nature camps and programs, and adult sports leagues. The needs assessment survey results show that when asked to rank the top four program opportunities, over 24% of households confirm the importance of these program areas. Adult fitness and wellness programs were by far the most important as the top choice and received priority among 43% of all Unalaska households. See Figure 50.

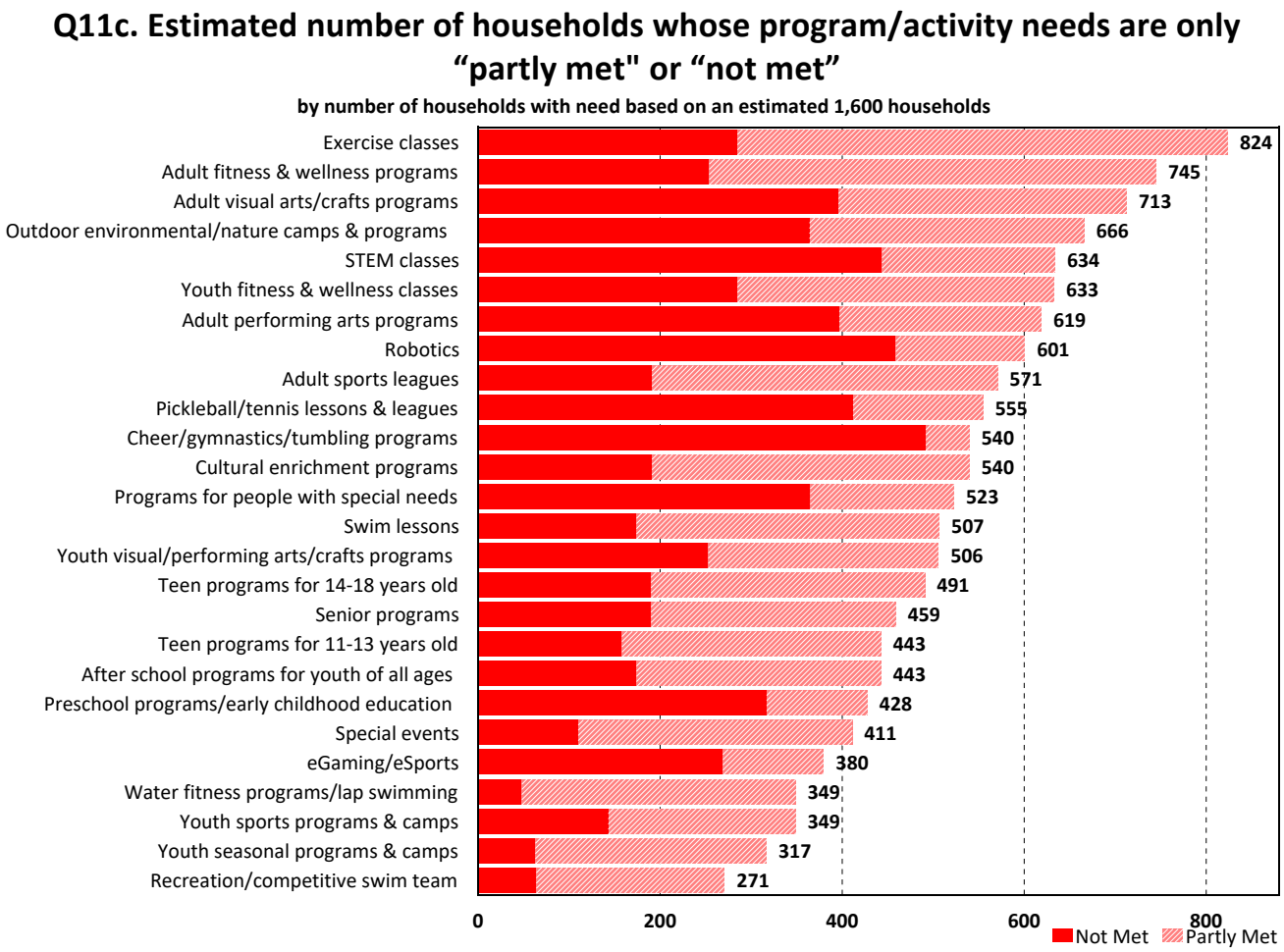
Figure 50: Most Important Recreation Activities



Another perspective is to look at unmet need for programs. Figure 51 illustrates Unalaska households have the most unmet need for the following programs:

- Exercise classes
- Adult fitness and wellness programs
- Adult visual arts/crafts programs
- Outdoor environmental/nature camps and programs
- STEM classes
- Youth fitness and wellness classes
- Adult performing arts programs
- Robotics
- Adult sports leagues
- Program areas with the least unmet need include:
- Recreation/competitive swim team
- Youth seasonal programs and camps
- Youth sports programs and camps
- Water fitness programs/lap swimming
- Special events

Figure 51: Unalaska Households with Unmet Needs for Recreation Programs



GAPS IN RECREATION PROGRAM SERVICE

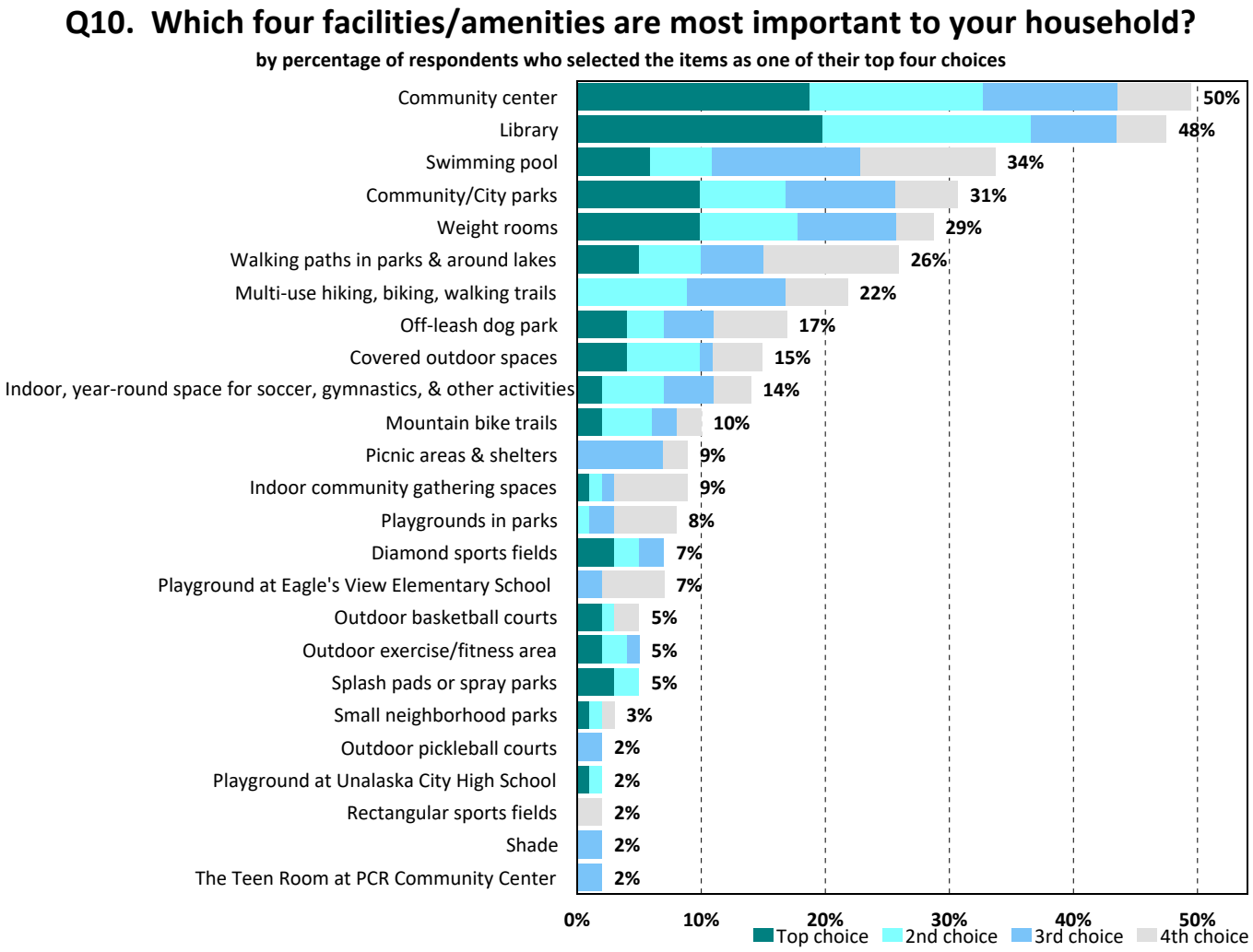
Figures 50 and 51 collectively illustrate the following gaps in program service:

- Exercise classes
- Adult fitness and wellness programs
- Adult visual arts/crafts programs
- Outdoor environmental/nature camps and programs

DELIVERY OF CORE SERVICES–RECREATION FACILITIES/AMENITIES

The needs assessment survey also illustrated the importance and unmet needs for recreation facilities. The most important facility needs match those offered by the PCR and are the community center, library, aquatic center, and community/city parks. Similarly important to the survey respondents were weight rooms and walking paths in parks and around lakes. See Figure 52.

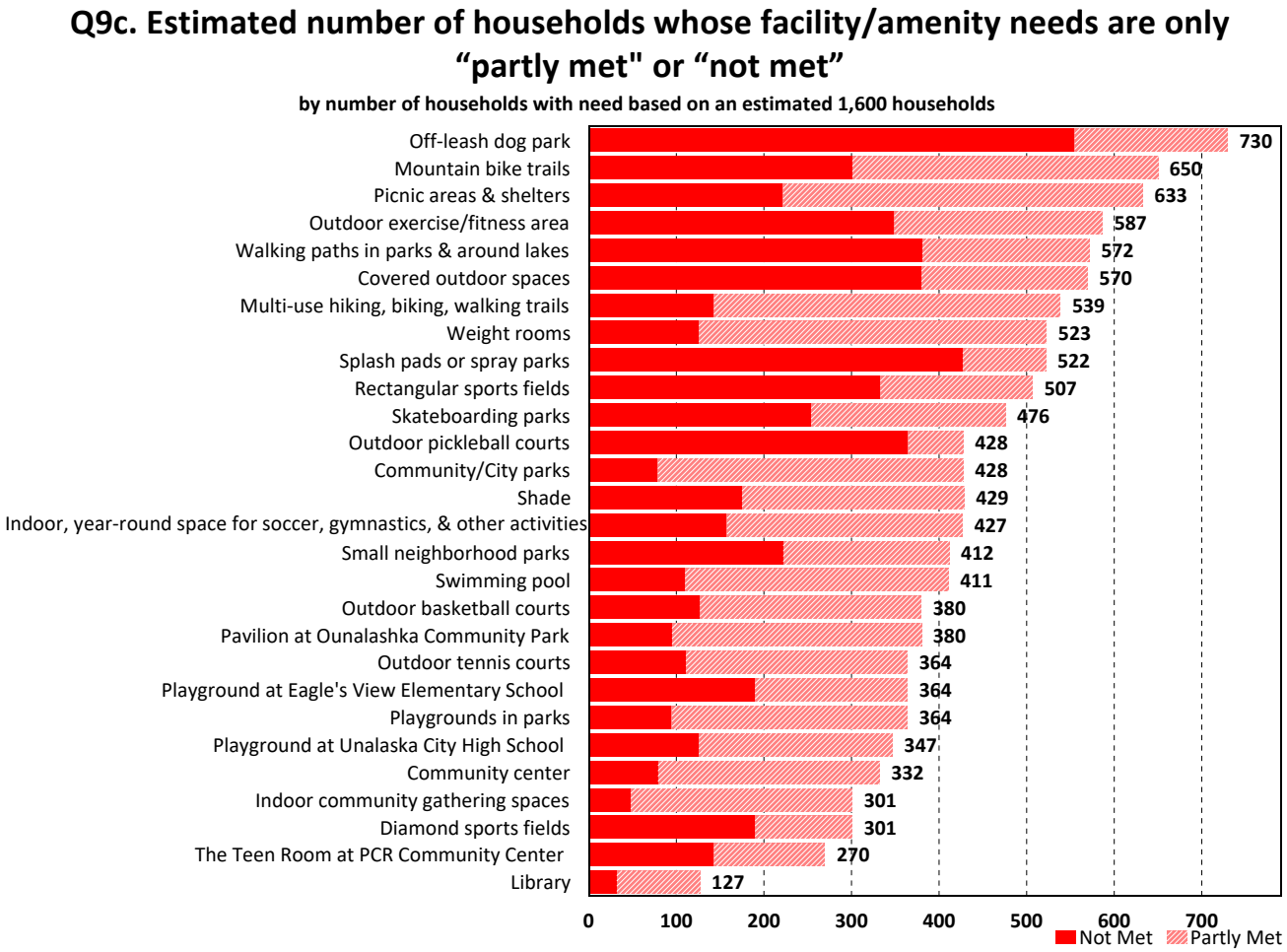
Figure 52: Most Important Recreation Facilities



Regarding unmet need for facilities, Figure 53 illustrates that there are households with the greatest unmet need for many outdoor facilities/amenities that include the list below. The indoor recreation facilities with the greatest number of households that have unmet need are weight rooms and an indoor, year-round space for soccer, gymnastics, and other activities.

- Off-leash dog park
- Mountain bike trails
- Picnic areas and shelters
- Outdoor exercise/fitness areas
- Walking paths in parks and around lakes
- Covered outdoor spaces

Figure 53: Unalaska Households with the Greatest Needs for Facilities and Amenities



The survey compared the importance residents place on recreation facilities for which their needs are unmet. This analysis demonstrates a gap in service in program areas that are both important and have significant unmet need. These are areas that should be prioritized as planning decisions are made.

GAPS IN RECREATION FACILITIES/AMENITIES

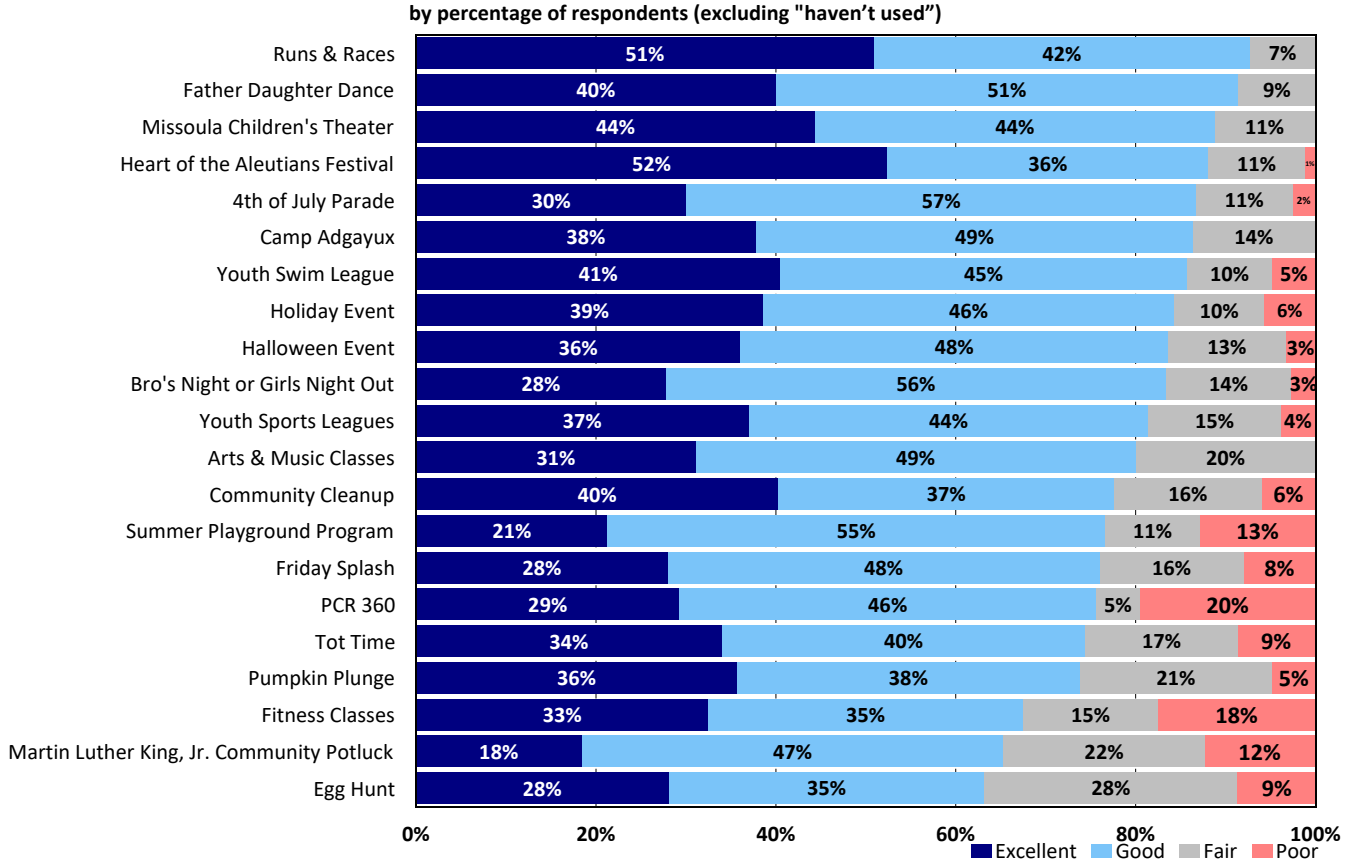
Figures 52 and 53 collectively suggest the following gaps in facilities offered:

- Weight rooms
- Indoor year-round space for soccer, gymnastics, and other activities

QUALITY OF PROGRAMS AND FACILITIES

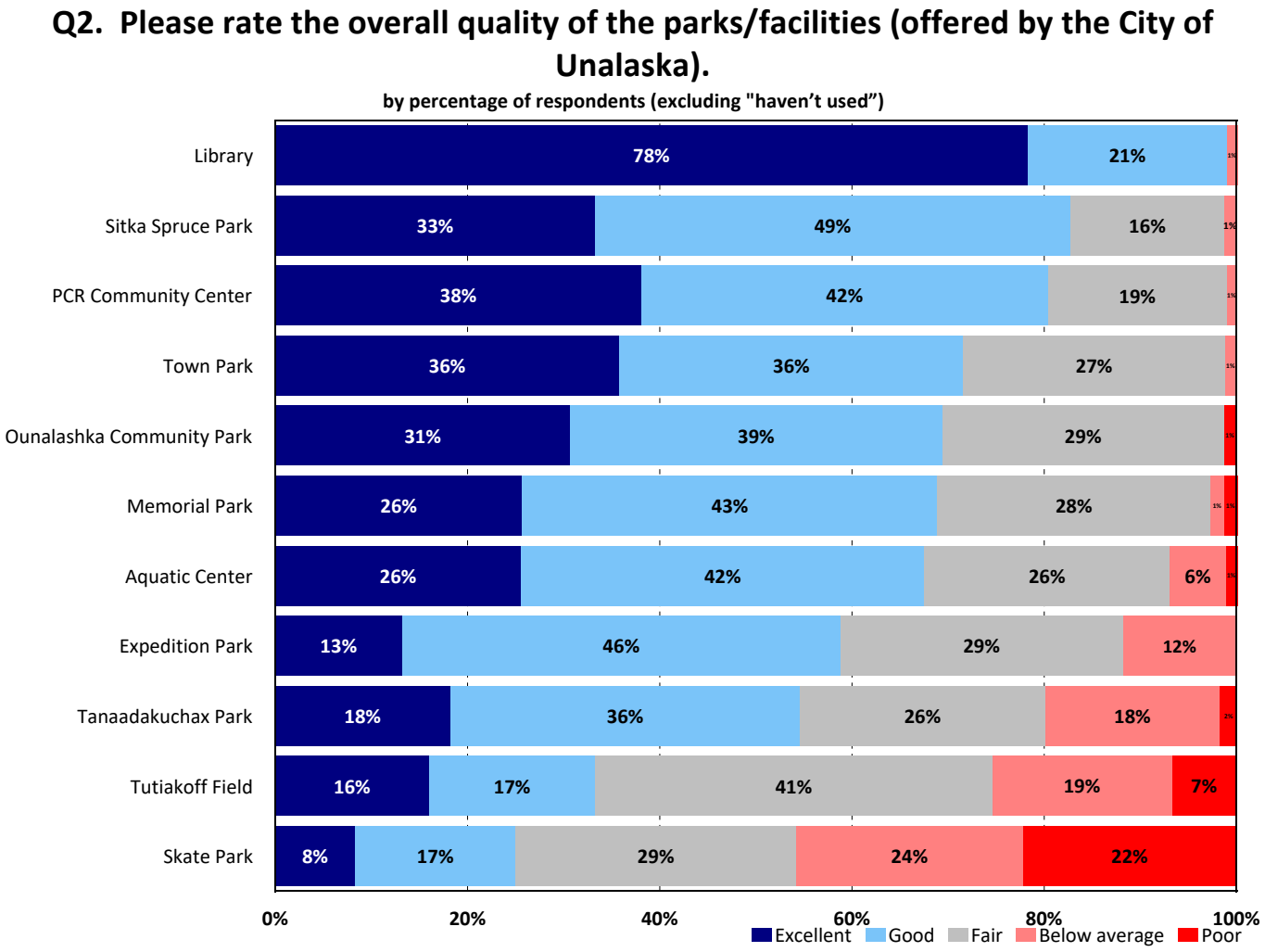
Looking at the quality of both programs and facilities is also an important determinant of high-quality recreation program delivery. Figure 54 demonstrates that Runs and Races, Father Daughter Dance, Missoula Children's Theater, and the Heart of the Aleutians Festival are rated as being of very high-quality, with a good or excellent rating ranging from 88% to 93%. The lowest-ranking program (Easter Egg Hunt) received a quality score of 63%. Note that 18% of respondents rated fitness classes, among the most important program offerings, as of poor quality.

Figure 54: Quality of Programs and Activities



Recreation facilities were mostly rated high-quality. The library was the highest rated; 99% of respondents suggested the library facility was good or excellent. Sitka Spruce Park and the community center received high-quality ratings as well. The Aquatic Center was rated by 68% as good or excellent. However, due to its high importance rating, the data suggests a gap in service level. This gap was also clearly demonstrated during other parts of the engagement process. The only facility/amenity with notable poor rating was the skate park, which city leadership is already considering removing or rebuilding. See Figure 55.

Figure 55: Quality of Parks and Recreation Facilities



RECREATION PARTICIPATION

A key part of this assessment is to evaluate participation against the needs and desires expressed in the engagement process and survey.

Table 18 shows the program and activity registration for special event participation and all other registered activities. During 2023, the department provided activities to over 5,000 community members. Fifty-nine percent were from the very successful special events.

Table 18: PCR 2023 Program/Activity Registration

Core Program Service Area	Program/Activity Registration
Special Events	3,075
Arts & Culture	120
Sports, Fitness & Wellness	745
Youth, Teen & Leisure	260
Drop-In Self-Directed	N/A
Aquatics Programs	563
Library Programs and Services	454
Total	**5,217**

RECREATION SPECIAL EVENTS

Special events are a key part of the recreation program and achieve very high participation for a small community. Collectively, the seven annual special events the PCR offers boast over 3,000 individual participants. Note that reporting special events participation is not an exact science although most event staff can approximate participation with reasonable results.

- Egg Hunt and Activities 200
- Community Cleanup 250
- 4th of July Parade 750
- Halloween Event 525
- Holiday Event 400
- Heart of the Aleutians Festival 575
- Spring Festival 375

To accurately count participation in each of the program service areas, BerryDunn analyzed both unique registrations and actual participation. Actual participation is counted in participant contacts, which are the number of times the individual took part in the class or activity. For instance, one child registering for a camp that meets five times would be one registration and five contact hours. Contact hours can provide a better perspective and a much clearer picture of the effort required to provide a service than individual registrations. This was possible for both library services and aquatics.

AQUATIC CENTER FACILITY AND PROGRAMS

The aquatics program provided over 6,000 contact hours of program support, which is good for a community the size of Unalaska. Note that contact hours do not include drop-in, self-directed activities, such as use of the sauna.

Table 19 shows the core aquatics programs offered, along with registration, contact hours, and program efficiency (the greatest participation with the least staff investment). Note that green is very efficient, yellow is marginally efficient, and red may be considered somewhat inefficient.

The program with the greatest participation is the Eagle's View Elementary School Swimming Lessons. Programs that require the greatest staff investment are youth swim league, Movie Nights, and Friday Splash. The most efficient programs are the Pumpkin Plunge, St. Patty's Day Dive Day, and swimming lessons. The most inefficient programs are Tot-time Swim and Aqua-Fit.

Table 19: Unalaska Aquatic Registration, Contact Hours, and Program Efficiency

Unalaska Aquatics Programs	Registrations	Contact Hours	Program Efficiency
Youth Swim League	50	1200	24
Movie Nights	50	1200	24
Friday Splash	30	1080	36
Eagles View Elementary School Swim Lessons	150	750	5
Tot-time Swim	8	600	75
Youth Swimming Practice	30	360	12
Girls Night Out	70	280	4
Lifeguard Certification Class	12	240	20
Bros Night Out	40	160	4
Aqua-Fit	5	150	30
Pumpkin Plunge	60	120	2
Jr. Lifeguard Classes and Programs	10	100	10
Yoga	8	40	5
Water Polo Camp	8	32	4
Swim Instructor Class	3	30	10
Special Education Swim Lessons	5	30	6
St. Paddy's Day Dive	12	24	2
Swimming Lessons	8	20	2.5
Water Exploration and Safety Class	4	6	1.5
TOTAL	**563**	**6422**	**11**

AQUATIC CENTER FACILITY NEEDS

The Aquatic Center provides a number of important community programs that not only contribute to quality of life in Unalaska but also are critical in the well-being and safety of residents. While the facility remains popular, well-used, and well-liked, a number of needs should be considered. Those needs are illustrated in the FY25 Aquatic Center Business Plan and during the master planning process. The following are observations related to the Aquatic Center:

- It is near the end of the facility's useful life and will need to be replaced
- The facility roof leaks and requires a major investment
- The pump room equipment is obsolete
- Rebar in the pool has rusted and is leaking through the bottom of the pool
- The air quality is low and needs HVAC enhancements, repairs, or replacement
- The sauna is too small for demand
- The recreation slide is poorly placed in the facility and creates viewing challenges
- The weight rooms, although improved in the recent past, require significant enhancements

Library Program Analysis

LIBRARY FACILITY AND PROGRAMS

Participation in library programs is significant and is noted in Table 20. A majority of programming is self-directed (57%). Over 175 hours of programming are offered, resulting in 2,432 contact hours—the greatest number being PCR 360 library time and family story time. Not surprising, 70% of program contacts support youth.

Table 20: Unalaska Library Facility and Programs

Unalaska Library Programs and Services	Registrations	Number of Contact Hours
PCR 360 Library Time	20	600
Family Story Time	15	540
Special All-Ages Programs	50	400
LEGO® Club–Younger	8	240
LEGO® Club–Older	5	200
Special Adult Programs	20	160
Special Story Times	25	100
Cookbook Club	8	80
Book Club	6	54
Filipino Story Time	12	36
Author Signings/Readings	15	22.5

Unalaska Library Programs and Services	Registrations	Number of Contact Hours
School Fields Trips & Outreach	30	Varies
Summer Reading Program	50	Self-Directed
1,000 Books Before Kindergarten	5	
20-20 Reading Challenge	20	
Book Bingo	25	
Book & Treat (Halloween)	100	
Seasonal Self-Directed Crafts	40	

Library Peer Comparisons

As part of the recreation assessment, BerryDunn conducted a peer comparison of library services. Comparing a library with similar institutions is a common method for evaluating performance. Libraries regularly use industry standards to measure and compare data with others to identify best practices. This helps highlight performance indicators and pinpoint strengths and weaknesses for setting strategic goals.

Peer comparisons are a valuable tool for assessing library performance, but it is important to recognize their limitations. Variations in community needs, funding, and organizational structures can affect the outcomes and may not fully capture the unique context of each library. Despite this, peer comparisons offer useful insights and serve as a foundation for further exploration. They can help inform management discussions, identify areas for improvement, and provide a broader perspective when developing strategic goals.

PEER LIBRARY SYSTEMS AND DATA SOURCE

Unalaska recommended the following libraries for peer comparisons based on type of library organization, population size, or geographic location:

- Bethel-Kuskokwim Consortium Library
- Big Lake Public Library
- Kodiak Public Library
- Nome-Kegoayah Kozga Library
- Palmer Public Library
- Petersburg Public Library
- Soldotna-Joyce K. Carver Soldotna Public Library
- Utgiagvik-Tuzzy Consortium Library
- Valdez Consortium Library

The reviewed data is only a selection of what the Alaska State Library collects. Full data sets and additional information are available on the Alaska State Library Statistics website. All data used comes from the Alaska State Library Public Library Statistics, for the most recently available reporting period, FY 2022 (Home - Alaska Public Library Statistics: FY1987 - Date - Libraries, Archives, Museums at Alaska State Library; last accessed July 31, 2024).

When comparing with the nine peer libraries, the rankings are shown as "[2/10]" meaning that Unalaska is second out of the 10 total libraries, from high to low. When shown with a number less than 10, it means that a peer or peers did not report data in that category.

POPULATION SERVED AND REGISTERED BORROWERS–FINDINGS AND RECOMMENDATIONS

The following metrics were assessed to gauge the library's reach in the community:

- Population served
- Registered borrowers

Unalaska ranked seventh out of 10 in population served, with 4,766 people. However, it ranked second in registered borrowers, with 10,459 users, nearly double the size of its population. The high number of registered users relative to the population suggests that Unalaska Library has strong community engagement, indicating effective outreach and service offerings despite serving a smaller community. Table 21 and Table 22 below show the full rankings for population served and registered borrowers.

Table 21: Population Served

Library Peer Comparisons	
Library	**Population Served**
Palmer Public Library	28,295
Kodiak Public Library	12,761
Utgiagvik-Tuzzy Consortium Library	11,031
Big Lake Public Library	10,066
Bethel-Kuskokwim Consortium Library	6,325
Unalaska Public Library	**4,766**
Soldotna-Joyce K, Carver Soldotna Public Library	4,342
Valdez Consortium Library	3,985
Nome-Kegoayah Kozga Library	3,699
Petersburg Public Library	3,398

Table 22: Registered Borrowers

Library Peer Comparisons	
Library	**Registered Users**
Soldotna-Joyce K. Carver Soldotna Public Library	10,860
Unalaska Public Library	**10,459**
Palmer Public Library	9,784
Kodiak Public Library	9,360
Valdez Consortium Library	3,880
Nome-Kegoayah Kozga Library	2,944
Petersburg Public Library	2,897
Big Lake Public Library	2,867
Utgiagvik-Tuzzy Consortium Library	2,232
Bethel-Kuskokwim Consortium Library	2,062

OPERATIONS - FINDINGS AND RECOMMENDATIONS

The following metrics were reviewed to assess the library's operations:

- Number of employees
- Annual operating expenditures
- Total collection use
- Attendance (library visits)

These metrics can provide insights into the library's operational capacity, resource management, and community impact. They help assess how well the library is staffed, how much is being invested in its operations, and how engaged the community is with its services.

Within its peer comparison group, Unalaska ranks sixth in staffing, with 5.25 FTE employees. Kodiak Public Library has the most employees (9.0 FTE), and Nome-Kegoayah Kozga Library has the fewest (2.25 FTE). Ranking sixth in staffing suggests that Unalaska is mid-range in its capacity to support services and programs. This indicates that the library may have enough staff to meet current needs but could be limited in expanding services compared to libraries with more staff. Table 23 shows the full rankings for number of employees.

Table 23: Number of Employees FTE

Library Peer Comparisons	
Library	**Number of Employees FTE**
Kodiak Public Library	9.00
Palmer Public Library	6.25
Big Lake Public Library	6.00
Soldotna-Joyce K. Carver Soldotna Public Library	5.81
Petersburg Public Library	5.80
Unalaska Public Library	**5.25**
Utgiagvik-Tuzzy Consortium Library	5.00
Valdez Consortium Library	5.00
Bethel-Kuskokwim Consortium Library	2.50
Nome-Kegoayah Kozga Library	2.25

For operating expenditures, Unalaska ranks third with $874,938. Valdez Consortium Library spends the most ($1,085,713), and Bethel-Kuskokwim Consortium Library spends the least ($241,204). Ranking third in operating expenditures suggests that Unalaska has significant financial resources, allowing better funding of programs, materials, and services. This relatively high ranking implies that the library is well-funded compared to most of its peers, which could help balance its moderate staffing levels. Table 24 below shows rankings for operating expenditures.

Table 24: Operating Expenditures

Library Peer Comparisons

Library	Operating Expenditures
Valdez Consortium Library	$ 1,085,713
Kodiak Public Library	$ 911,658
Unalaska Public Library	**$ 874,938**
Soldotna-Joyce K. Carver Soldotna Public Library	$ 847,949
Palmer Public Library	$ 626,633
Utgiagvik-Tuzzy Consortium Library	$ 546,157
Petersburg Public Library	$ 436,363
Big Lake Public Library	$ 394,686
Nome-Kegoayah Kozga Library	$ 372,643
Bethel-Kuskokwim Consortium Library	$ 241,204

For collection use, Unalaska ranks fifth, with 43,060 items circulated. Palmer Public Library leads with 222,959 items, while Nome-Kegoayah Kozga Library has the lowest usage (10,685). Unalaska's fifth-place ranking in collection use indicates moderate community engagement with its materials. Since 2022, circulation has decreased due to fewer DVD circulation (impacted by high-speed internet). The library is looking at different types of collections to grow (e.g., games, tools, craft/cooking equipment) in place of this collection, which was once essential but is becoming outdated.

Table 25: Total Collection Use

Library Peer Comparisons

Library	Total Collection Use
Palmer Public Library	222,959
Soldotna-Joyce K. Carver Soldotna Public Library	149,582
Petersburg Public Library	63,337
Kodiak Public Library	62,983
Unalaska Public Library	**43,060**
Big Lake Public Library	36,934
Valdez Consortium Library	24,856
Utgiagvik-Tuzzy Consortium Library	24,053
Bethel-Kuskokwim Consortium Library	15,153
Nome-Kegoayah Kozga Library	10,685

Unalaska ranks eighth in annual attendance, with 15,478 visits. Soldotna-Joyce K. Carver Soldotna Public Library has the most visitors (67,347), while Nome-Kegoayah Kozga Library has the fewest (5,000). Ranking eighth in annual attendance shows that the library sees fewer physical visits compared to its peers. It should be noted that participation figures are from FY22, during part of which the library was under construction. One reason the door count was lower is a result of a temporary closure to relocate to a smaller building. This could indicate a need to strengthen in-person engagement, offer more in-library programs or services, or explore why fewer community members are visiting. Table 26 shows total rankings for total attendance.

Table 26: Total Attendance

Library Peer Comparisons

Library	Total Attendance
Soldotna-Joyce K. Carver Soldotna Public Library	67,347
Palmer Public Library	38,568
Kodiak Public Library	34,780
Petersburg Public Library	30,000
Big Lake Public Library	27,063
Valdez Consortium Library	18,699
Utgiagvik-Tuzzy Consortium Library	17,843
Unalaska Public Library	**15,479**
Bethel-Kuskokwim Consortium Library	12,817
Nome-Kegoayah Kozga Library	5,000

PUBLIC COMPUTERS AND INTERNET USE–FINDINGS AND RECOMMENDATIONS

The following metrics were assessed to gauge the library's role in providing internet access to the community:

- Number of public internet terminals
- Number of public internet terminal sessions
- Number of wireless sessions

These metrics can help evaluate the library's role in providing digital access for its patrons and how well it meets the community's technology needs. The metrics also help gauge the demand for internet services and the library's capacity to support digital inclusion.

Unalaska ranks second for the number of public internet terminals, with 17 computers available. Utgiagvik-Tuzzy Consortium Library has the most (29), while Valdez Consortium Library has the fewest (4). Unalaska's second-place ranking shows it provides a strong level of access to public computers compared to its peers. This is particularly important for patrons who rely on the library for internet access. Table 27 shows the full rankings for public internet terminals.

Table 27: Public Internet Terminals

Library Peer Comparisons

Library	Public Internet Terminals
Utgiagvik-Tuzzy Consortium Library	29
Palmer Public Library	17
Unalaska Public Library	**17**
Petersburg Public Library	15
Soldotna-Joyce K. Carver Soldotna Public Library	13
Kodiak Public Library	10
Bethel-Kuskokwim Consortium Library	8
Big Lake Public Library	7
Nome-Kegoayah Kozga Library	6
Valdez Consortium Library	4

For public internet sessions, Unalaska ranks fourth, with 2,416 sessions. Soldotna-Joyce K. Carver Soldotna Public Library has the most sessions (6,512), and Nome-Kegoayah Kozga Library has the fewest (623). Ranking fourth in the number of sessions indicates steady usage of the library's public computers. Although Unalaska offers a high number of terminals, the slightly lower usage could suggest that while the computers are available, there may be potential to encourage more use or that users prefer other options, like wireless access, or shorter sessions. Table 28 shows the full rankings for public internet sessions.

Table 28: Public Computer Sessions

Library Peer Comparisons

Library	Internet Sessions
Soldotna-Joyce K. Carver Soldotna Public Library	6,512
Big Lake Public Library	4,252
Kodiak Public Library	2,707
Unalaska Public Library	**2,416**
Petersburg Public Library	2,304
Utgiagvik-Tuzzy Consortium Library	2,147
Bethel-Kuskokwim Consortium Library	1,902
Palmer Public Library	1,766
Valdez Consortium Library	1,158
Nome-Kegoayah Kozga Library	623

Unalaska ranks first in wireless sessions, with 22,510, showing strong usage of this service. Nome-Kegoayah Kozga Library has the fewest wireless sessions (310). Leading in wireless sessions shows that Unalaska's Wi-Fi service is highly popular. This suggests that many community members prefer to bring their own devices to use the internet at the library. The strong wireless usage highlights the library's role in supporting digital access beyond simply providing computers. Table 29 shows the full rankings for wireless sessions.

Table 29: Wireless Sessions

Library Peer Comparisons

Library	Wireless Sessions
Unalaska Public Library	**22,510**
Soldotna-Joyce K. Carver Soldotna Public Library	15,000
Petersburg Public Library	14,542
Kodiak Public Library	13,921
Palmer Public Library	11,012
Big Lake Public Library	4,326
Utgiagvik-Tuzzy Consortium Library	4,234
Valdez Consortium Library	3,017
Nome-Kegoayah Kozga Library	310
Bethel-Kuskokwim Consortium Library	-

Table 30: Total Adult Programs

Library Peer Comparisons

Library	Total Adult Programs
Big Lake Public Library	139
Soldotna-Joyce K. Carver Soldotna Public Library	27
Bethel-Kuskokwim Consortium Library	24
Petersburg Public Library	24
Utgiagvik-Tuzzy Consortium Library	17
Palmer Public Library	8
Unalaska Public Library	**7**
Valdez Consortium Library	5
Kodiak Public Library	4
Nome-Kegoayah Kozga Library	1

PROGRAMS–FINDINGS AND RECOMMENDATIONS

The following metrics were assessed to gauge the library's effectiveness with providing adult and children's programming:

- Number of adult programs offered
- Adult program attendance
- Number of children's programs offered
- Children's program attendance

These metrics can assess the library's effectiveness in offering programs that attract participants and meet the educational and recreational needs of both adults and children.

Unalaska ranks eighth in its peer comparison groups for the number of adult programs offered (8), and eighth with total attendance, with 72 attendees. Big Lake Public Library offered the most adult programs (139) and has the highest attendance (1,133). Unalaska's eighth-place ranking in the number of adult programs and low attendance suggests that its adult programming may not be as robust compared to that of peer libraries. The relatively low numbers may indicate a need for expanding adult programming options and improving outreach to better engage adult patrons. Table 30 and Table 31 show the full rankings for adult programming and adult programming attendance.

Table 31: Adult Program Attendance

Library Peer Comparisons

Library	Adult Programs Attendance
Big Lake Public Library	1,133
Palmer Public Library	913
Bethel-Kuskokwim Consortium Library	859
Soldotna-Joyce K. Carver Soldotna Public Library	446
Utgiagvik-Tuzzy Consortium Library	186
Petersburg Public Library	167
Unalaska Public Library	**69**
Nome-Kegoayah Kozga Library	63
Kodiak Public Library	24
Valdez Consortium Library	3

In children's programming, Unalaska ranks sixth in its peer group for both programs, with 50 offered, and program attendees, with 770. Valdez Consortium Library offers the most children's programs (249), while Utgiagvik-Tuzzy Consortium Library offers the fewest (26). Ranking sixth for children's programs and attendance places Unalaska in the mid-range compared to its peers. While the library offers a moderate number of children's programs, it could look to increase offerings and explore ways to boost attendance. Table 32 and Table 33 show the full rankings for children's programming and children's programming attendance.

Table 32: Total Children's Programs

Library Peer Comparisons

Library	Total Children's Programs
Valdez Consortium Library	249
Soldotna-Joyce K. Carver Soldotna Public Library	126
Big Lake Public Library	85
Palmer Public Library	75
Kodiak Public Library	71
Unalaska Public Library	**50**
Bethel-Kuskokwim Consortium Library	42
Petersburg Public Library	35
Nome-Kegoayah Kozga Library	34
Utgiagvik-Tuzzy Consortium Library	26

Table 33: Total Children's Programs Attendance

Library Peer Comparisons

Library	Child. Programs Attendance
Big Lake Public Library	4,847
Valdez Consortium Library	4,598
Palmer Public Library	3,535
Soldotna-Joyce K. Carver Soldotna Public Library	3,354
Kodiak Public Library	2,208
Unalaska Public Library	**770**
Bethel-Kuskokwim Consortium Library	719
Utgiagvik-Tuzzy Consortium Library	712
Nome-Kegoayah Kozga Library	650
Petersburg Public Library	498

BARRIERS TO PARTICIPATION

One of the greatest barriers to participation is the capacity of community members, due a lack of discretionary time due to work, school, etc. Many residents work more than one job, which limits leisure time capacity.

The needs assessment survey demonstrates the greatest barriers to recreation participation, reflected in Table 34.

Table 34: Greatest Barriers to Recreation Participation

Barriers to Participation in Programs, Events, and Activities	Percent of Survey Respondents Who Reported the Barrier
Too Busy	23%
I do not know what is offered	21%
Program times are not convenient	12%
Lack of quality programs	11%
Lack of the right program equipment	9%
Lack of quality instructors	8%

Program Assessment

Assessing the quality of programs is both an ongoing responsibility for recreation staff and an opportunity to help ensure the program remains fresh, relevant, and well received. This is done with after-program surveys and use of tools such as program life cycles and performance measures.

Program Life Cycle

Parks and recreation agencies must acknowledge that certain programs and activities have a finite lifespan and require ongoing evaluation. This assessment found activities offered and advertised in the program guides that did not occur due to lack of program registration.

It is advisable for the city to continue to conduct annual audits of programs. This entails tracking those that did not proceed and, after two or three sessions, considering their removal from the program lineup.

Additionally, implementing a service assessment matrix, such as the McMillen Matrix shown as Figure 56, could prove beneficial in determining whether programs are best suited to be offered by the PCR in partnership with other organizations, or not at all. To facilitate this evaluation, a few simple questions should be posed to both participants and staff regarding each program:

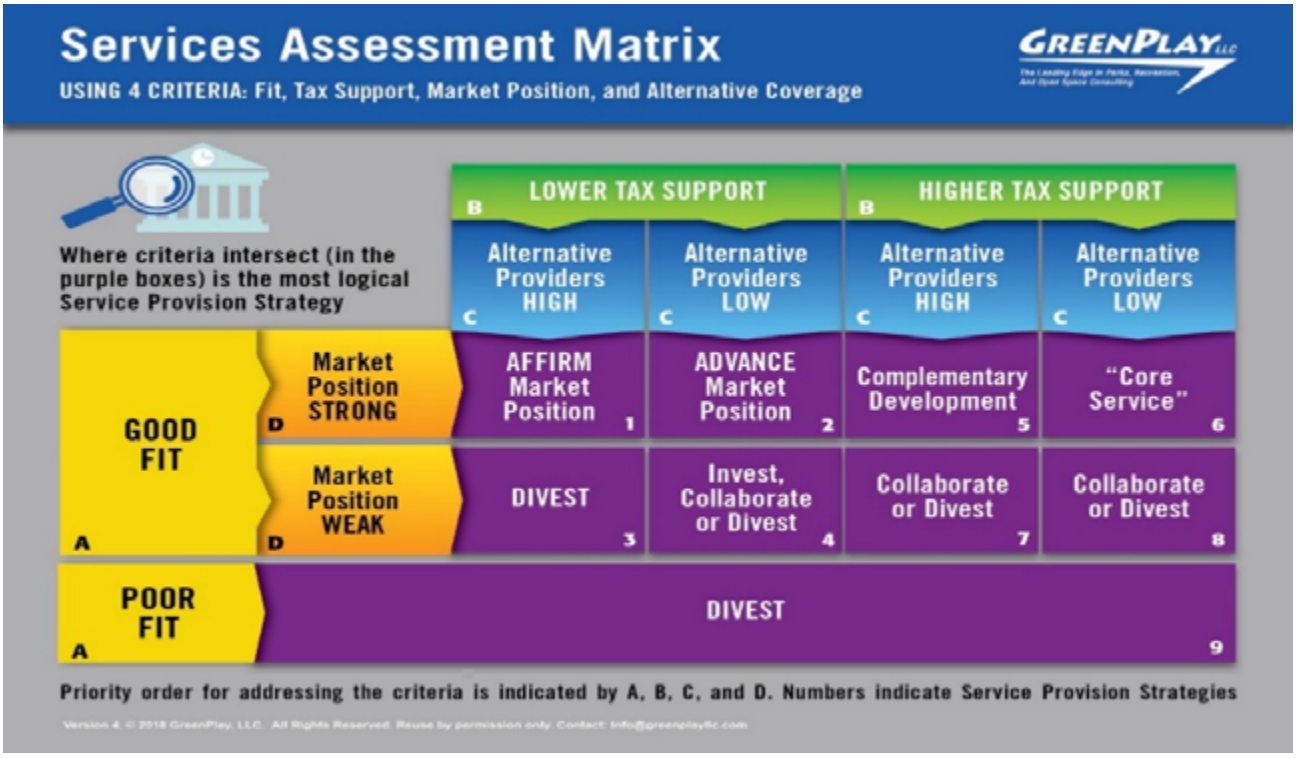
Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program.

Is there information contained in the participation/staff feedback that can be used to improve the program?

Is there another provider of the program that is more suitable to offer it? If yes, PCR could provide referrals for its customers.

- PCR can also use cancellation rates to help make decisions regarding resource allocation and to focus marketing efforts.

Figure 56: McMillan Service Provision Matrix



PROGRAM EVALUATION AND PERFORMANCE MEASURES

Successful recreation programs typically track and report on performance measures that help to describe successful recreation program delivery. A few examples are included for consideration in Table 35.

Table 35: Performance Measure Examples

Performance Measure	Purpose	Outcome
# Of new classes per quarter	Maintain a fresh and novel recreation program	Attract new and returning participants
# Of program cancellations	Keep programming from stagnating	Make efficient use of coordination time and marketing budget
Participant satisfaction rates	Maintain and attract advocates; strong, sustainable revenues; and word-of-mouth marketing	Encourage high-quality program delivery
Ongoing patron satisfaction surveys	Receive continuing data to improve programs	Survey at least 75% of program participants

Recreation Program Opportunities

Many additional program opportunities are available to consider. Two that were highlighted in the engagement process were:

- Mobile recreation program–opportunities that include mobile climbing walls may be well received at special events and other functions.
- Themed fun runs that may include holiday event runs, mini-triathlons and -biathlons, and coordination with other communities to rate and rank participants over time. Themed events may include tax-time event (depositing a blank tax form at the end of the race), creating a "blarney stone" for runners to run to on St. Patrick's day, New Years Eve run at midnight, Valentine's day run with significant others, Facil-i-thon races between facilities and park components with a treasure hunt style map, and much more. Particularly, 5K races for five dollars in a series over time can be very popular.

Key Findings from the Recreation Assessment

Business plans are published annually, which serve as quality recreation program plans.

Unmet program needs are for exercise classes, adult fitness and wellness programs, adult visual arts and crafts programs, and outdoor environmental/nature camps and programs.

Facility needs to enhance recreation delivery include weight rooms and paths around lakes and in parks. An indoor fieldhouse facility supporting gymnastics, tumbling, soccer, and other turf-related activities would greatly improve recreational opportunities. Opportunities for an indoor fieldhouse facility may be available at Community Park.

The Skate Park is of lower quality and is being considered to be moved or taken offline and replaced.

Programs and high-quality races are rated at the highest point, although a decline in participation

has been seen over the past years. Themed fun runs can be very popular.

Aquatic opportunities receive continual assessment for efficiency. There are opportunities for increased programs, but facility needs must be addressed first.

A series of performance measures should be developed and implemented to better assess and adjust programs on a regular basis.

The PCR annually rents space from the Unalaska United Methodist Church. The amount of time received vs. the cost of over $20,000 is not efficient. A new rental agreement needs to be pursued or the rental and program should be considered for abolishment.

Communication Effectiveness

Survey ratings of the levels of effectiveness of the city's communication indicated that word of mouth is the primary way residents learn of parks and recreation opportunities (69%). However, when compared to preferences for which methods of communication residents would like the PCR to use, word of mouth was preferred by only 16.5% of survey respondents, suggesting a much greater desire for formal communication. Otherwise, there was concurrence between the next three methods which social media, is the most well-used and preferred communication tool.

Figure 57: How Unalaska Residents Receive Information from the PCR

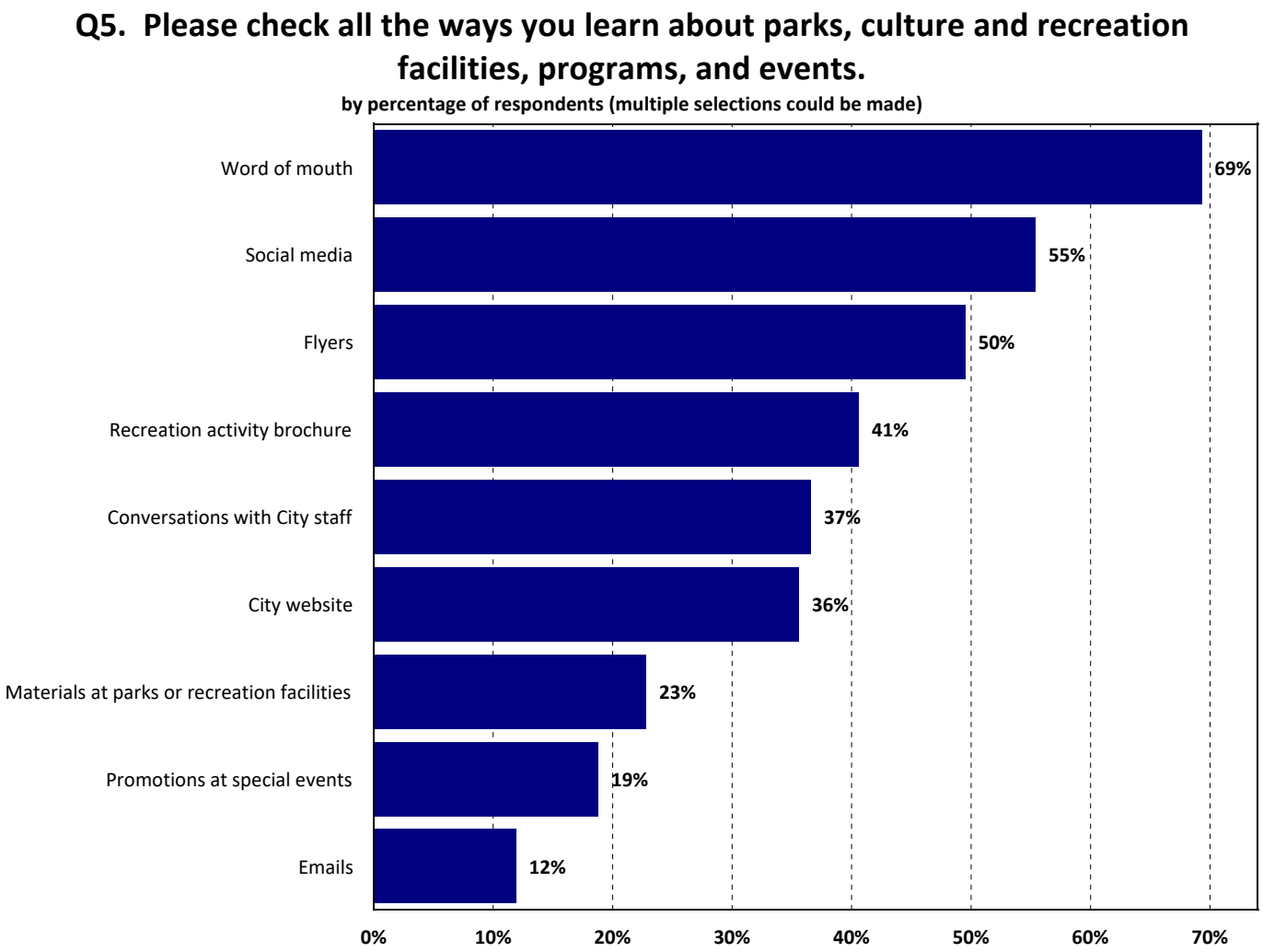
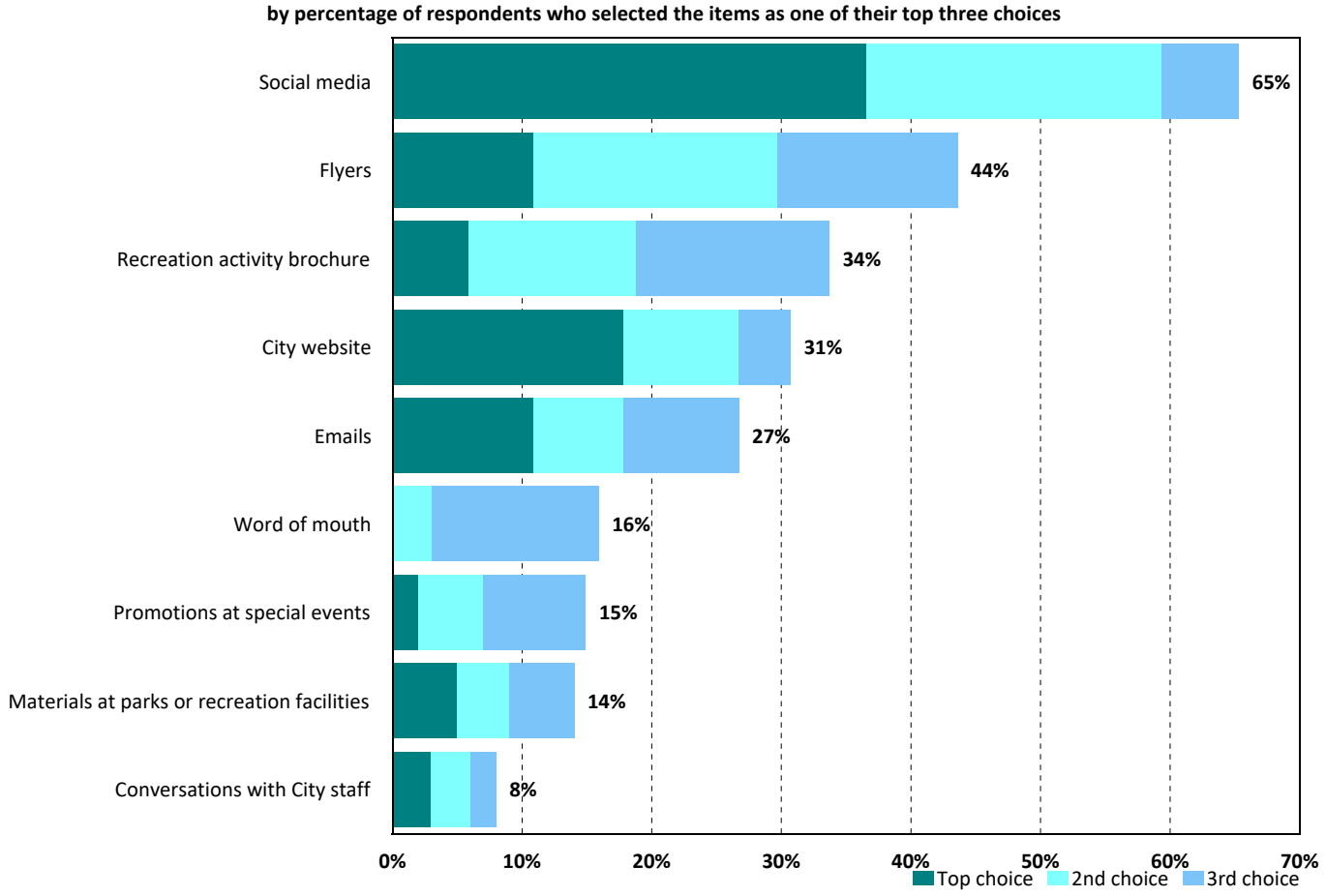


Figure 58: Unalaska Residents' Preferences on How to Receive Information



Also of interest is that 97% of households speak English as the primary language. Tagalog was spoken in 10.9% of households and Spanish in 5%.

SECTION 08

GUIDING PRINCIPLES (GPS), GOALS, STRATEGIES, AND ACTIONS

This section of the PRMP describes key findings identified during each phase of the project. GPs for the PCR are presented along with goals, strategies, and actions to address the key findings. Collectively, the PRMP GPs and actions help to create a blueprint for the next 10 years and beyond.

The terms used in this section are operationally defined in this PRMP as:

- **GPs:** Values that provide standards that help shape and guide city operations and decision-making
- **GOALS:** Recommended outcomes from the PRMP
- **STRATEGIES:** Individual objectives for eachgoal
- **ACTIONS:** Steps or processes that collectively assist the city to meet goals and strategies

Key Findings Identified During the Planning Process

Key findings were identified throughout the project. Some findings were identified in a key matrix document shown in Appendix 6. The document shows where the key findings matrix were identified, both in qualitative and quantitative data points.

GPs

The following GPs can help direct the city in both day-to-day operations and long-term management. BerryDunn developed the principles from a combination of industry best practices, the PRMP engagement process and needs assessment, and the consultants' expertise.

Follow and adopt NRPA's three pillars to guide current and future parks and program decisions.

- **GP 1.1:** Focus on Health and Well-Being–Creating healthy, connected, and thriving communities.
- **GP 1.2:** Focus on Equity–Fostering social connection and belonging.
- **GP 1.3:** Focus on Environmental Resilience–Stewarding and expanding healthier parks and natural spaces for current and future generations.

Create Opportunities for Equitable Use of Parks, Trails, and Open Space

- **GP 2.1:** Provides an array of service-based activities, funded to maintain fees at a level that all residents can afford.
- **GP 2.2:** Supports accessible recreation opportunities for individuals with disabilities and other members of the city with special needs in accordance with ADA regulatory requirements.

Provide Parks, Trails, and Open Spaces

- **GP 3.1:** Provides parks that invite a variety of uses for the enjoyment of all age groups.
- **GP 3.2:** Provides parks and services in partnership with other Unalaska agencies, most notably the Unalaska School System.
- **GP 3.3:** Support environmentally sustainable actions and the sustainable use of natural resources.
- **GP 3.4:** Parks and recreation facilities will be multigenerational and multifunctional, requiring designs and plans that create spaces to accommodate all users.

Provide Appropriate Administrative Policies

- **GP 4.1:** The PRMP should be reviewed and updated at regular intervals, as a best practice, every 5 to 10 years.
- **GP 4.2:** PCR policies should be reviewed at a minimum of every five years to help ensure alignment with the city's strategic and general planning and available resources.
- **GP 4.3:** PCR policies should be developed using the NPRA accreditation standards as guidelines for administrative plans, policies, and tools.

Provide Parks and Recreation Services in a Sustainable and Resilient Manner

- **GP 5.1:** PCR shall strive to provide services efficiently, working to provide the greatest outcomes in a fiscally resilient and sustainable manner.
- **GP 5.2:** PCR shall maintain up-to-date mission and vision statements, and values. The department should develop and maintain a "tag line" for branding and marketing purposes.
- **GP 5.3:** PCR shall strive to regularly measure community satisfaction with recurring surveys, program assessments, and other forms of applicable evaluation in addition to community outreach efforts.

Goals, Strategies, and Action Items

The PRMP identified six interrelated goals:

GOAL 1: Deliver high-quality recreation facilities that provide the greatest level of support for residents and the seasonal fishing industry

GOAL 2: Provide high-quality aquatics facilities that support recreation and the safety of Unalaska residents

GOAL 3: Deliver recreation programs that continue to build a sense of community as the focal point for Unalaska residents' and visitors' quality of life

GOAL 4: Maintain, preserve, and enhance safe parks and park experiences

GOAL 5: Deliver parks and recreation services in a financially resilient and sustainable manner

GOAL 6: Provide library services that connect residents to educational opportunities, digital literacy, and the power of reading

Park Master Plan Actions With Operating and Capital Costs

One way to prioritize capital projects can be based in part on the LOS and access to parks, trails, and open spaces as well as funding and community priority. Each project includes order of magnitude capital and operating costs and a target time frame in one of the following categories:

- Ongoing
- Short-term (0–3 years)
- Mid-term (4–7 years)
- Long-term (8 years and beyond)

GOAL 1: Deliver high-quality recreation facilities that provide the greatest level of support for residents and the seasonal fishing industry			
	ACTION	**PRIORITY**	**CAPITAL COSTS**
1.1	Strategy: Provide improved indoor recreation facilities		
a	Consider use of the recreation center for additional activities	Mid-term	N/A
b	Improve weight and cardio opportunities in the Community Center and the Aquatic Center	Mid-term	**
1.2	Strategy: Provide additional indoor recreation facilities		
a	Consider development of an indoor ice rink (aspirational action item) at the high school, with use of a thermal conductor system to provide efficiencies	Long-term	Based on size and program of the ice rink. Cost may be approximately @23,100 per square foot (conceptual cost estimate developed for an ice rink in Fairbanks in 2022 with 10% escalator and 30% remote location costs).

** Cost is based on amount and type of equipment, and shipping. An average cost of $5,000 per machine + shipping, 20 may cost up to $130,000.

Equipment Type	Brand Examples	Price Range
Commercial Treadmill	Life Fitness, Precor, Matrix	$2,500 - $10,000+
Commercial Elliptical	Nautilus, Octane, Precor	$2,500 - $6,000+
Commercial Exercise Bike	Schwinn, Keiser, Life Fitness	$1,500 - $4,500+
Commercial Recumbent Bike	Life Fitness, Matrix, Nautilus	$2,500 - $5,500+
Commercial Rowing Machine	Concept2, WaterRower, Stamina	$900 - $2,500+
Commercial Stair Climber	StairMaster, True Fitness, Life Fitness	$3,000 - $7,000+
Commercial Spin Bike	Keiser, Schwinn, Stages	$1,500 - $4,500+

	GOAL 1: Deliver high-quality recreation facilities that provide the greatest level of support for residents and the seasonal fishing industry		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
b	Provide a modular indoor facility for turf, soccer, gymnastics, indoor playground, etc., in part due to weather–located outside the tsunami zone and potentially funded by emergency shelter funds. Potential location is the Community Park by the triangle the OC is developing into a cultural center.	Long-term	Based on size and program, a turfed fieldhouse may cost approximately $1,148 per square foot (conceptual cost estimate developed for an ice rink in Fairbanks in 2022 with 10% escalator and 30% remote location costs).
c	Consider a new aquatic facility	(See Goal 2)	

	GOAL 2: Provide high-quality aquatics facilities that support recreation and the safety of Unalaska residents		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
2.1	Replace existing aquatic center with new 25-yard by 25-meter competition and recreation aquatic facility		
a	Complete a feasibility assessment for a new aquatic center. Consider space at Tutiakoff Park and the adjacent church property for a permanent aquatic facility	Short-term	$150,000-$200,000
b	In the interim, prior to a full aquatic facility replacement, implement correction actions to failing facility equipment that impedes daily operations. These include a new roof, a drain in the sauna, and depending on the length of time before a new or renovated facility is constructed, extensive repairs on erosion cracks throughout the pool and updating the mechanical room equipment.	Short-term	Corrective actions based on implementation decisions but would generally be: Roof replacement - $60-$75 per square foot or approximately $2,400,000, Pool surface $500,000 to $600,000, mechanical room upgrades to new $5,600,000 = $8,600,000. Cost to provide a new drain in the sauna requires additional study and will be based on existing conditions in the center.

	GOAL 2: Provide high-quality aquatics facilities that support recreation and the safety of Unalaska residents		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
c	**Option 1 (Renovation)** Consider a renovated/upgraded aquatic facility that includes: • Renovate the pool » New rebar, gunite, and plaster, making the shallow end deeper for flip turns » Separate the warming alcove and turn it into a hot tub » Remove the slide and add a Splash pad/kiddy pool • Second-floor renovations » Spectator seating » xpanding the Mezzanine to allow for staff offices and additional space for events and workout classes. **Option 2 (Relocation and/or rebuild)** Consider a new location for a new aquatic facility that includes: • 25-yard by 25-meter competition and lap pool • Separate leisure pool area » Instructional pool (three to four lanes) » Lazy river (therapy feature » Hot tub » Sauna(s)–Male and female, large » Splash pad/kiddy pool • Second-floor renovations » Spectator seating » Workout/exercise space with state-of-the art, interactive cardio and weight equipment • Facility staff offices • Additional event space	Long-term	Option 1: Costs based on renovation decisions – Mezzanine expansion: $1,200,000, Splash Pad $750,000, Pool surface $500,000 to $600,000, hot tub $75,000 to $100,000 (Plumbing costs not included – based on existing conditions in the center) Option 2: A 40,000 square foot aquatic center is based on size and program. Costs estimated at $2,970 per square foot and include 10% escalator and 30% remote location costs.

	GOAL 3: Deliver recreation programs that continue to build a sense of community as the focal point for Unalaska residents' and visitors' quality of life		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
3.1	Strategy: Apply data-driven decision-making to programming to address community member participation capacity		
a	Offer programs with the highest prioritization and continue removing programs that have limited community priority	Ongoing	N/A
b	Address unmet need for exercise classes, adult fitness and wellness programs, adult visual arts and crafts programs, and outdoor environmental/nature camps and programs	Ongoing	N/A
c	Implement recreation life cycle analysis on a continual basis	Short-term	N/A
d	Continue to prioritize special events open to the public	Ongoing	N/A
e	Publish a recreation program plan that aligns resources with program desires/set program minimum registration. Use the annual business plans and CAPRA standard for recreation plans as a guide	Short-term	N/A
3.2	Strategy: Conduct continual program evaluation		
a	Complete program surveys for customer satisfaction and input after each program	Ongoing	N/A
b	Implement performance measures (examples shown in the services assessment of the PRMP)	Ongoing	N/A
3.3	Strategy: Consider additional program support for youth and teens, ages 13–18		
a	Consider adjusting hours at the community center teen room so it is open only to 13- to 18-year-olds, and identify hours specific for ages 13–15 and 16–18	Short-term	N/A

	GOAL 3: Deliver recreation programs that continue to build a sense of community as the focal point for Unalaska residents' and visitors' quality of life		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
b	Consider creative ways to offer football, baseball, climbing, and skating opportunities for teens, e.g., flag football leagues–6-on-6	Short-term	N/A
c	Consider providing additional and enhanced exercise equipment that teens prefer and adding vending machines in facilities	Short-term	Based on equipment chosen, $6,500 per cardio-exercise machine.
d	Consider e-gaming opportunities in the community center space	Short-term	Costs based on a per station – four stations that each include gaming PCs, Monitors, and other peripherals, furniture, etc. Cost is $36,400 including escalator and remote location costs.
e	Consider additional national program opportunities using traveling sports and theater camps	Short-term	N/A

	GOAL 3: Deliver recreation programs that continue to build a sense of community as the focal point for Unalaska residents' and visitors' quality of life		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
3.4	Strategy: Consider mobile recreation programming		
a	Develop a mobile equipment lending space. Stock with outdoor adventure recreation equipment for rent or programming that may include: • Kayaks, standup paddleboards • Mountain bikes • Fishing equipment	Mid-term	Space costs based on size and location; equipment ~$10,000
b	Consider purchasing a portable climbing wall for: • Programs • Use at events • Use at after-school activities	Mid-term	$60,000–$80,000 includes shipping costs
3.5	Strategy: Improve fitness and wellness opportunities in Unalaska		
a	Offer 3K to 5K fun runs with creative themes, and mini-biathlons and -triathlons to use existing facilities and attempt to reverse a decline in participation	Ongoing	N/A
b	Prioritize introductory cheer/gymnastics/ tumbling programs and after-school programs for youth of all ages (as a staple of a new indoor recreation facility)	Ongoing	N/A

GOAL 4: Maintain, preserve, and enhance safe parks and park experiences			
	ACTION	**PRIORITY**	**CAPITAL COSTS**
4.1	Strategy: Provide improved outdoor sports opportunities		
a	Prioritize improved maintenance of sports fields	Short-term	$100,000–$200,000.
b	Convert sports fields at Kelty field and at UCSD fields to artificial turf	Long-term	$1,500,000–$2,000,000
4.2	Strategy: Provide additional outdoor park opportunities		
a	Provide one new dog off-leash area	Long-term	$60,000
4.3	Strategy: Provide improved playground opportunities		
a	Renovate playground at Eagle's View Elementary School	Short-term	$1,750,000–$2,800,000
b	Consider all-inclusive and culturally relevant playground equipment as current equipment ages and requires replacement	Mid-term	Based on components. Typical component may cost `$10,000 including shipping

GOAL 4: Maintain, preserve, and enhance safe parks and park experiences			
	ACTION	**PRIORITY**	**CAPITAL COSTS**
4.4	Strategy: Improve LOS by adding components		
a	Upgrade low-scoring components and amenities in parks with immediate need: • Sitka Spruce Park » Reset site sign » Update interpretive signage • Tutiakoff Park » Sign parking (off-street along King Street) • Town Park » Replace bike rack » Relocate and install bench seating to a more level space • Memorial Park » Replace benches that are in poor shape and align the benches with better viewing opportunities » Consider opportunities for interpretive signage » Consider separation of park and cemetery property and update GIS data for this park • Expedition Park » Add picnic tables (2) » Replace bench seating » Replace signage at west entry • Tanaadakuchax » Replace bike parking and rotting boards » Replace benches • High School Park » Pave track/walking path • Eagle's View Elementary School–Improve the following spaces used for recreational use: » Upgrade basketball backboards, court area, and add lines for multiple sports and activities • Replace picnic tables as needed	Short-term	$1,000 $12,000 $7,000 $5,200 Staff costs $19,200 $12,000 Staff Costs $10,000 $6,400 $4,000 $6,400 $4,000 $400,000 See 4.3a

	GOAL 4: Maintain, preserve, and enhance safe parks and park experiences		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
b	Add additional components to Expedition Park, which has few components; adding components could create a greater LOS. This is one of the only parks within walking distance to some transient worker-housing. Consider adding: A fit lot (adult exercise equipment), which would provide exercise options for local cannery workers who cannot otherwise get to the rec center An outdoor game such as corn hole or futsal (outdoorconcretegames.com), which would add interest for teenagers or adults; a covered equipment box would be needed for loose parts	Mid-term	$45,000–$75,000 $15,000
c	Add additional component to Tuitiakoff Memorial Park (on city property) to create a greater LOS. Consider adding: A covered tot lot (for ages 2–5), which would provide a year-round play opportunity for an under-served age group. This location is ideal because of the adjacent below-market value housing	Long-term	$1,000,000
d	Upgrade low-scoring components and amenities in parks: Sitka Spruce Park–Consider a covered pavilion to support outdoor picnic opportunities Town Park–Replace portable restroom with permanent restroom Memorial Park–Organize parking for greater access Expedition Park–Consider improvements that create better park access and parking opportunities; add a permanent restroom Eagle's View Elementary School–Improve the spaces used for recreational use: Replace all playground elements and consider reimagining the space for better usage Renovate the shelter, install plexiglass for wind and rain Convert the playing field to synthetic turf	Long-term	$200,000 $40,000 $700,000 See 4.3a above

	GOAL 4: Maintain, preserve, and enhance safe parks and park experiences		
	ACTION	**PRIORITY**	**CAPITAL COSTS**
4.5	Strategy: Create additional walking opportunities in parks and around the city		
a	Complete gaps along Airport Beach Road walking paths	Long-term	$800,000
b	Consider walking paths through the cemetery, connecting to Memorial Park. Above-grade steel grate steps and walkway would work to help prevent a need for grading	Long-term	$1,000,000
c	Consider additional trails at Sitka Spruce Park if additional land can be obtained	Long-term	$60 LF for trails, cost also depend on surfacing
d	Consider adding a boardwalk around Lake Unalaska from the city property southeast of the library. This could be a loop connecting with East Broadway or a shorter out-and-back trail. Cost estimate represents entire loop	Long-term	$5,000,000
e	Create a half-mile interpretive walk around the city center with signs about history, climate, and geology. Add additional wayfinding signs to Memorial Park, Town Park, and historic Russian Orthodox Church	Long-term	$18,000
4.6	Strategy: Move or update the skate park to an all-wheels park		
a	Replace with skate spots (one or two elements) and consider an all-wheels park	Short-term	$92,000
b	Relocate the skate park due to the expansion of the adjacent clinic to Ounalashka Community Park	Short-term	$4,000,000

GOAL 5: Deliver parks and recreation services in a financially resilient and sustainable manner			
	ACTION	PRIORITY	CAPITAL COSTS
5.1	Strategy: Focus on methods of formal communication		
a	Use more formal social media and written communication to residents to reduce informal (word of mouth) communication	Short-term	N/A
5.2	Strategy: Work to improve access to high-quality and consistent recreation programs		
a	Improve online program registration system with phone app	Ongoing	N/A
b	Offer incentives (advancement opportunities over time) to help retain recreation coordinators for longer periods	Short-term	N/A
c	Implement a formal succession plan (mentoring, training, and identifying positions) that over time include training positions to address turnover rates among recreation coordinators	Short-term	N/A

GOAL 6: Provide library services that connect residents to educational opportunities, digital literacy, and the power of reading			
	ACTION	PRIORITY	CAPITAL COSTS
6.1	Strategy: Place a greater focus on adult and child programs		
a	Enhance the number of adult programs and participation with a goal of meeting or exceeding other peer library programs among small Alaskan communities	Ongoing	N/A
b	Continue coordination with the community center to avoid programming duplication	Ongoing	N/A
c	Enhance the number of children's programs and participation with a goal of meeting or exceeding other peer library programs among small Alaskan communities	Ongoing	N/A
d	Provide enhanced access to online and alternative collection opportunities	Short-term	N/A

SECTION 09

IMPLEMENTING THE PRMP

Presented in this section are suggestions aimed at helping ensure the successful implementation of the PRMP. These components underscore the dedication and discipline needed to seamlessly integrate the PRMP into planning and daily operations, both currently and in the long-term.

Establish the PRMP as the guiding document for decision-making within PCR. This helps ensure consistency and clarity in responses to community needs and priorities

Incorporate PRMP information into the orientation program for new employees to familiarize them with PCR's strategic direction

Publish the Executive Summary of the plan on the website and regularly update progress to inform the community about strategic goals and achievements. Additionally, consider distributing a concise brochure summarizing the plan to interested parties for quick reference

Appoint a dedicated project manager or champion to oversee the implementation process, working closely with staff, city management, and other departments to integrate the plan effectively

Assign specific staff members or team's responsibility for each recommendation, with designated project leads tracking progress

Provide regular progress reports on plan implementation, dividing tasks into annual milestones and reporting annually on achievements and challenges

Conduct an annual review of the PRMP to adapt objectives and action items according to changing priorities, integrating this process into the annual budgeting cycle

Keep interested parties informed of progress and outcomes annually

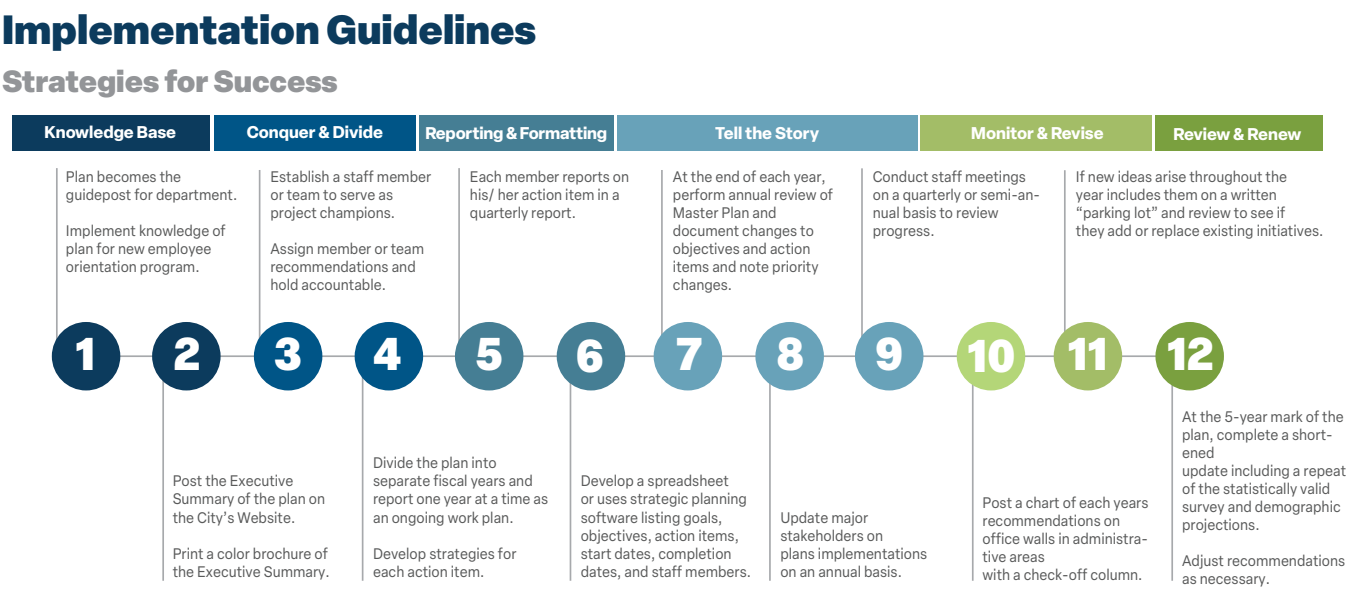
Hold quarterly or semi-annual staff meetings to review progress and address any challenges encountered during implementation

Display a visual representation of each year's recommendations in administrative areas, with a system for tracking completion

Establish a "parking lot" for new ideas and strategies that arise throughout the year, reviewing them annually to incorporate any necessary adjustments

Conduct a comprehensive update at the five-year mark, including revisiting surveys and demographic projections to help ensure alignment with current needs and trends

Figure 59: Implementation Strategies



UNALASKA PARKS, CULTURE AND RECREATION

Park and Recreation Comprehensive Master Plan

BerryDunn