



Comprehensive Plan City of Unalaska

Project Management Plan

PREPARED FOR

City of Unalaska

PREPARED BY

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IN COOPERATION WITH

Alta Planning + Design
McKinley Research Group



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1.0 Introduction

This document serves as the Project Management Plan (PMP) for the City of Unalaska Comprehensive Plan.

This PMP provides the framework for an inclusive and efficient decision-making process between the R&M team and the City of Unalaska (City), including the necessary collaboration to reach the project goals. Additionally, the PMP defines:

- The project team members and their roles and responsibilities
- The affiliation and roles of stakeholders, such as the Advisory Committee (AC)
- Interdependencies among all key players (e.g., client and consultant teams)
- Any persons and their organizations acting in an advisory role.

The PMP also provides:

- A brief overview of the project to create the Regional Comprehensive Plan
- The project timeline and deliverables schedule
- Details about the regular communication protocol
- A suggested review and approval process for key decisions, so the project stays on schedule.

2.0 Project Overview

2.1 Project Purpose

The City of Unalaska Comprehensive Plan will provide the City of Unalaska with a policy document created by the community through an inclusive and transparent public process. Working collaboratively the consultant team, City staff, Planning Commission, an advisory committee and the community will develop an actionable, community centered plan that reflects the changing needs of the community. The plan will present a vision for the future with long-range goals and action-oriented strategies for achieving the goals for a 10-year horizon.

The Plan will:

- Be developed by the community through an inclusive, robust and transparent public process.
- Present a vision for the future with mid-to long-range goals.
- Define actionable strategies for accomplishing goals to advance the community's vision.
- Guide community leaders, City staff, residents, businesses and investments over the next 10 years.

2.2 Project Deliverables

Table 1 shows the project tasks and associated deliverables to be completed by the consultant team. Deliverables (including maps and graphics) will be submitted via Microsoft Teams for internal review.

Table 1: Project Deliverables

Task	Deliverables	Roles (Lead, Support, Advise)		
		R&M	Alta	MRG
1. Project Management	Kick off Meeting Agenda and Summary Notes	L	S	S
	Project Management Plan and Schedule, including schedule for future team meetings throughout the duration of the project.	L	S	S
	Monthly progress reports.	L	S	S
2. Public Engagement & Outreach	Creation and execution of a Public Participation Plan, including a plan for regular media releases.	L		
	Project website.	L	S	S
	Advisory Committee (4)	L	S	S
	Public Workshops (3)	L		
	Focus Groups	L		S
	Stakeholder Meetings	L	S	S
3. Existing Conditions & Plans Audit	Survey	S	L	A
	Existing Conditions Report	L	S	S
	Plans Audit	L	S	S
4. Economic Analysis	Economic Analysis	S	A	L
	Tax Impact Assessment	S		L
5. Vision, Goals & Objectives	Draft & Final Vision, Goals, Objectives	L	S	S
6. Land Use Assessment & Plan	Land Use Plan	L	S	S
	Future Land Use Designations Map	L	A	A
7. Transit Study		S	L	
8. Implementation Strategies	Draft & Final Implementation Strategies	L	S	S

Task	Deliverables	Roles (Lead, Support, Advise)		
		R&M	Alta	MRG
9. Plan Development & Approvals	Draft Plan (staff & public review) Final Plan	L	S	S

2.3 Project Schedule

While all projects are subject to unforeseen changes in the timeline, providing a detailed, well-planned timeline at the start of the project helps to stay on schedule by identifying key milestones and dates. A detailed timeline also provides context for understanding how changes to any individual task affect subsequent tasks and deadlines, so that any major schedule changes can be incorporated smoothly. Table 2 shows the proposed project schedule.

Table 2: Project Schedule

Dates/When	Task	Task/Activity	Notes	Deliverables
Ongoing	1	Project Management		
July 22, 2025		Kick Off meeting		Agenda, Summary of Action Items
August 2024-December 2026		Monthly coordination meetings		
August 12, 2025		Draft Public Management Plan (PMP)		Draft PMP + Schedule
August 19, 2025		Final PMP		Final PMP + Schedule
August 2024-December 2026		Monthly Project Reports		Status Reports for Monthly invoicing
Ongoing	2	Public Engagement, & Outreach		
	2.1	Public Involvement Plan (PIP)		
August 12, 2025		Draft PIP		Draft PIP & Schedule
August 19, 2025		Final PIP		Final PIP & Schedule
	2.2	Project Website		
Mid- August		Website		Draft Website
Late August		Launch Website		Project Website
On-going/as needed		Website Updates/Maintenance		
	2.3	Advisory Committee		
August-September 2025		Identify Committee members		List of committee members

Dates/When	Task	Task/Activity	Notes	Deliverables
September 2025		Establish Committee		
September-October, 2025		Advisory Committee 1 – Project Introduction, Visioning and Issue Identification	Virtual	Agenda, meeting materials & meeting summary
February 2026		Advisory Committee 2 –Future Trends/Growth, Community Goals & Objectives	In person (Futures Conference)	Agenda, meeting materials & meeting summary
April 2026		Advisory Committee 3 – Land Use Plan & Future Land Use Map	Virtual	Agenda, meeting materials & meeting summary
June 2026		Advisory Committee 4 – Implementation Strategies	Virtual	Agenda, meeting materials & meeting summary
	2.5	Survey		
September-October 2025				Draft & Final
October-November 2025		Survey (Transit + Comp Plan)	Open for 30 days (could extend)	Online and paper surveys, translated as needed
December 2025				Survey Report
	2.6	Public Workshops		
February 2026		Futures Conference	In person locations to TBD in Unalaska to be coordinated by city	Agenda, meeting materials & meeting summary
		<ul style="list-style-type: none"> Public Workshop 1 -hear community's vision & goals 		
		<ul style="list-style-type: none"> Advisory Committee 2 - Future Trends/Growth/Community Goals, Objectives 		
		<ul style="list-style-type: none"> Public Workshop 2 – Validate goals/objectives, present preliminary actions and ideas from previous days of Futures Conference 		
		<ul style="list-style-type: none"> Focus Groups – SWOT analysis by topic/theme 		

Dates/When	Task	Task/Activity	Notes	Deliverables
		<ul style="list-style-type: none"> Stakeholder Meetings 		
July 2026		Public Workshop 3 - Review & refine draft implementation strategies	Virtual	Agenda, meeting materials & meeting summary
	2.7	Public Review of Draft Plan		
October 2026		Comment Response Record		Record of public comments received/amendments made
Aug. – Dec. 2025	3	Existing Conditions Analysis & Comprehensive Plan Audit		
September - October 2025		Draft Existing Conditions Report		Draft Existing Conditions Report
November 2025		Draft Comprehensive Plan Audit		Draft Comprehensive Plan Audit
December 2025		Final Existing Conditions Report + Plan Audit		Final Existing Conditions Report + Plan Audit
Aug. 2025- Jun. 2026	4	Economic Analysis		
October/November 2025 & February 2026		Stakeholder Interviews	To occur in the fall and in person as part of the Futures Conference	Summaries
December 2025		Economic Analysis		Economic Analysis Memorandum
May 2026		Tax Impact Assessment	During Implementation Strategies	Tax Impact Assessment Memorandum
Jan.-Mar. 2026	5	Vision, Goals & Objectives		
January 2026		Draft vision, goals, and objectives	Draft to be presented at Futures conference/AC 2	Draft vision, goals, and objectives
March 2026		Final (pre-final) vision, goals and objectives		Final vision, goals and objectives
Feb-Mar. 2026	6	Land Use Assessment & Plan		

Dates/When	Task	Task/Activity	Notes	Deliverables
February -March 2026		Draft Land Use Plan & Map	Final will be approved with final plan	Draft Land Use Plan & Map
	7	Transit Study		
September – December 2025	7.1	Public Survey	See Task 2	Draft, Final, Survey Report
December 2025	7.2	Transit Feasibility Study		
February-May 2026	7.3	Operating Models, Recommendations		Operating Models Memorandum
	8	Implementation Strategies		
May 2026		Draft Recommendations & Implementation Matrix		
	9	Plan Development & Approvals		
July 2026		Staff review draft		
August 2026		Public Review draft		
October 2026		Final Draft for Approvals		
		Planning Commission Approval		
		City Council Approval		
		Contract Deadline		

2.4 Quality Assurance/Quality Control (QA/QC)

To ensure the project team provides high-quality products and services to the FNSB, it is R&M's policy that each deliverable is independently reviewed by an individual with the appropriate knowledge and experience. Each consultant and subconsultant lead will provide QA/QC for their respective tasks. Van Le, with R&M will provide final QA/QC.

3.0 Consultant Team

The consultant team point of contact for anything project related is:

Beth McKibben, AICP, Project Manager

907.723.2316

BMcKibben@rmconsult.com

City of Unalaska is the project sponsor and will review and approve all deliverables. R&M Consultants (R&M) is the prime contractor and responsible for the project's final deliverables, including developing the Comprehensive Plan and public involvement. Alta Planning + Design (Alta) will lead Task 7, Transit Study and provide assistance with Task 1, Project Management, Task 2, Public Engagement, and Task 8, Implementation Strategies. McKinley Research Group (MRG) will lead Task 4, Economic Analysis and provide assistance with Task 1, Project Management, Task 2: Public Engagement, Task 3: Existing Conditions and Task 8, Implementation Strategies.

Table 3 provides roles and contact information for the full consultant team.

Table 3: Roles & Contact Information

Name	Organization	Role	Contact Email
Beth McKibben, AICP	R&M	Project Manager, Public Involvement/Planning	BMcKibben@rmconsult.com
Taryn Oleson-Yelle, AICP	R&M	Lead Planner, Public Involvement/Planning	toleson@rmconsult.com
David Whitfield	R&M	Planner	
Bryant Wright, CPRP	R&M	Planner, Public Involvement, Transit/Planning	bwright@rmconsult.com
Rachel Selby, EIT	R&M	Planner, Public Involvement, Planning	rselby@rmconsult.com
Marta Kumle	R&M	GIS	mkumle@rmconsult.com
Lisa Morris	R&M	Graphic Designer	lmorris@rmconsult.com
Ryan Goentzel, PE	R&M	Transportation Engineer	rgoentzel@rmconsult.com
Van Le	R&M	Technical Advisor QA/QC	vle@rmconsult.com
Collin, Hodges AICP	Alta	Lead Transit Planner Transit Study	collinhodges@altago.com
Kelly Dunn	Alta	Transit Data Analyst Transit Study	kellydunn@altago.com
Katie Berry	MRG	Lead Economist Economic Analysis	kberry@mckinleyresearch.com

4.0 City of Unalaska Team

The City of Unalaska points of contact are:

Cameron Dean, Planning Director
907.581.3100 ext. 4103; cdean@unalaska.gov

William Homka, City Manager
907.581.1602; bhomka@unalaska.gov

Project Management Team

The City of Unalaska Project Manager, Cameron Dean, will ensure the appropriate agency staff members review the project deliverables when necessary.

5.0 Stakeholder Roles

5.1 General

In addition to reviewing and approving project materials and deliverables, the city will need to ensure that stakeholders at other regional agencies and organizations are kept informed about the study progress as appropriate and relevant.

The R&M team is available to assist the city in identifying and communicating with the appropriate organizations for this study, including the Alaska Department of Transportation (DOT&PF), representatives of key organizations and unincorporated communities among others.

These stakeholders will not be asked to formally review most individual deliverables but may provide valuable feedback throughout the process. Additionally, stakeholders should be informed about the plan progress so they will be able to share information with their constituents as needed.

After the City has approved the draft Comprehensive Plan, it will undergo the public review process. The R&M team and the city will collaborate in determining how to appropriately incorporate public and stakeholder comments.

5.2 Advisory Committee

An advisory Steering Committee (AC) will be formed to provide local knowledge, input, and guidance on the development of the Plan. This group will be made up of technical experts such as representatives from City of Unalaska Planning Commission, City Council, Ounalashka Corporation, Qawalangin Tribe, business and real estate, school district, and others. Up to four meetings will be held over the course of the project. More details are provided in the PIP.

5.2 Public Involvement Plan

The list of stakeholders, and the plan for informing and involving them, will be included in the Public Involvement Plan (PIP). The PIP will be drafted separately as an important complement to this PMP.

6.0 Processes & Protocols

The City and R&M project leads (Cameron Dean and Beth McKibben) will work together throughout the project. The leads will maintain communication using a variety of methods to suit the specific need, detailed below. This section outlines how communication will be managed between the City and project staff (R&M, Alta, and MRG), as well as how to conduct communication with the news media and public.

6.1 Communications & Reporting

The intent of the communications and reporting protocol is to ensure:

- Review and resolution of outstanding issues
- Approval of overall project direction and deliverables
- Efficient and timely materials distribution

Communication will be maintained by the methods outlined below. At all points during the project, any stakeholder should feel welcome to contact the City and R&M projects leads or request more (or less) frequent communication. R&M will keep the city project manager informed of stakeholder communication by carbon copying the city project manager on project emails from R&M and forwarding stakeholder messages that were only sent to R&M.

Day-to-Day Communications

Day-to-day unscheduled communication via email and telephone is expected and encouraged, particularly when the project is most active. The R&M Team will either send an email to the entire distribution list provided in Table 3 or send an email only to the city project manager (Cameron Dean). During the first month, R&M will err towards the first approach to assess how involved each person listed in Table 3 should be in day-to-day project decisions, or as decided by the City project manager.

Regular Communications

Microsoft Teams meetings will be scheduled monthly to discuss overall project status, immediate and near-term action items, and any outstanding issues. These virtual meetings typically include the project leads and primary staff involved in the current tasks to be discussed. During higher activity portions of the project and topic specific meetings will be scheduled as needed.

Typically, the meeting agendas will include:

- Project status broken down by active task
- Action items
- Outstanding issues
- Cumulative deliverables status

The agenda will be made available at least 2 days before the scheduled monthly meeting, allowing the project team time to review and prepare for the meeting.

R&M will issue follow-up email messages as needed/appropriate, documenting any major decisions or action items for both the R&M Team and city staff.

Monthly project status summaries will be delivered to inform city staff of the following:

- Project status and timeline
- Work completed during the reporting period
- Communication challenges encountered
- Issues identified or resolved

Public & Stakeholder Communication

Public/stakeholder communication is detailed in the Public Involvement Plan.

Task/Deliverable Completion

Upon completion of draft and final deliverable, including written materials, maps, and graphics, will be uploaded to the associated Microsoft Teams files for agency team review and quality assurance. An email notice to project managers will accompany all deliverable posting to Teams.

6.2 Review & Decision Process

Client review and timely decisions are critical for assuring project quality and success. At key points throughout the project, R&M will provide draft materials to the City for review and quality assurance. Typically, R&M asks that the agency provide review and feedback on a given deliverable within 5-7 business days. This range (5-7 days) varies based on timeline urgency, anticipated time required to review the deliverable, and any known out of office time (e.g., conference, vacation) for agency staff.

It is also the R&M team's experience that providing more than five business days for review of a deliverable is often not effective as deadlines tend to be forgotten or overlooked. Lastly, R&M will remind the City about upcoming review deadlines during the regularly scheduled communications (email and telephone). R&M and the City will collaboratively evaluate and incorporate suggestions and reconcile any conflicting concerns. R&M will log major decision processes. The City will be responsible for final approval of all deliverables.

6.3 Information Requests & Press Inquiries

R&M, City, or other stakeholders may receive information requests and press inquiries about the project from a variety of constituencies such as private citizens, local community groups, and the news media.

R&M will coordinate with the City to address such requests in a consistent and timely manner. A few methods of handling these requests include:

FAQ Document: As a preliminary and efficient means of handling such requests, R&M will provide a FAQ page for the project website, with a link in mailings for public meetings. This document will also be available to stakeholders so that all feel comfortable handling any inquiries that are made of them.

Additionally, all R&M staff who field calls will be trained and comfortable answering project questions, or at least the proper contact.

Project Contact Information: All project materials (e.g., mailings, presentations) will include the R&M and City of Unalaska project manager contact information. It is standard protocol for R&M to respond to inquiries within 24 business hours.

Website: The project website will be updated as outlined in the PIP.

6.5 Final Deliverables

All final and approved documents, images, and other items produced for this project will be delivered to the city in their original design file.