



PARK AND RECREATION COMPREHENSIVE MASTER PLAN

APPENDICES

Unalaska Parks,
Culture and
Recreation



Table of Contents

APPENDIX 1: Engagement Summary Report 3

Background..... 4

Engagement Opportunities 4

What We Learned – Key Stakeholder and Community Input..... 4

Repeated Comments heard during the Engagement Process... 5

The Greatest Needs and Priorities for
Parks & Recreation in Unalaska..... 13

Intercept Opportunities22

**APPENDIX 2: Needs Assessment
Survey Report25**

APPENDIX 3: Level of Service 109

**APPENDIX 4: Traditional Alternative
Funding Source Potential..... 129**

Traditional Parks and Recreation Operations
and Capital Development Funding Sources 130

Traditional Parks and Recreation Earned Revenue Resources.. 131

Alternative Operations and Capital
Development Funding Sources 131

APPENDIX 5: 2025 Business Plans 143

Public Library FY 2025 Business Plan 144

Recreation and Programs FY 2025 Business Plan..... 184

Parks and Operations FY 2025 Business Plan202

APPENDIX 6: Key Findings Matrix 259



A-1

APPENDIX 1: ENGAGEMENT SUMMARY REPORT

Background

BerryDunn facilitated public engagement opportunities April 4 through 6, on-site in the City of Unalaska. The purpose was to host discovery sessions (focus group meetings and interviews with key stakeholders), a community workshop and open house event and an intercept opportunity during the Parks, Culture & Recreation (PCR)'s Spring Festival event. Participation throughout the engagement process met or exceeded the consultant's expectations.

Engagement Opportunities

- PCR staff Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise
- Educator's Focus Group (Unalaska City School District Administrators, Museum/University representatives)
- PCR Program Coordinators and library staff
- Members of the PCR Advisory Board and the Library Advisory Board
- PCR facilities staff, Public Works staff
- Unalaska Teen Council
- Community workshop and open house
- Intercept opportunity at the City's Spring Festival

What We Learned – Key Stakeholder and Community Input

The City of Unalaska is a small remote community with many unique challenges. The community is made up primarily of residents who work to support the fishing and seafood processing industry in what makes up, the United States' largest fishing port. Located on a remote set of islands in the Aleutian chain, the residents enjoy an array of opportunities with PCR as the most important contributor to quality of life. PCR provides parks, a community center, a library, and an aquatic facility among other smaller facilities that all greatly contribute to quality of life.

Challenges

In addition to many logistical challenges related to shipping supplies for facilities and events, recruiting and retaining quality employees, PCR must also pay attention to the available leisure and discretionary time among island residents. Unalaska is a "working community" and as such, many employees hold multiple jobs. Expansion of any program area can potentially impact the use and participation at another PCR program or facility. Capacity of the available workforce to staff facilities can also be challenging.

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 than 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 resident's leisure time
- Weather patterns impacting outdoor participation
- Opportunities to efficiently improve existing facilities
- Local, regional, and national recreation trends

Repeated Comments heard during the Engagement Process

Strengths of the Parks and Recreation Services

The greatest strength of the Parks and Recreation Services is the library building. Special events and the longevity of the events were considered a

strength as was the well-used and well-designed PCR. The Aquatics Center & swim lessons are favorites on the Island. The table below is a representation of the additional strengths of the department. Tables 1 through 8 demonstrate the number of times a particular comment was part of a discussion at each of the engagement opportunities.

Table 1: Strengths

Department	Program Coordinators	Public Safety	Senior Center	SWOT	Total
COMMENTS					
New Library Building and Usage	1			1	2
Facilities in General (Not swimming pool)	2			1	2
Updates to Parks				1	1
Cardio/Weight Rooms			1		1
The Focus on Native Arts and crafts for programming				1	1
Good Job Maintaining Playgrounds		1			1
Kids bike A lot				1	1
New Sauna and Locker Rooms (2014)				1	1
PCR Building	1				1
Safe for Kids to Walk to Parks				1	1
Sidewalks on Most of the seven miles of Paved Roads				1	1
Special Events	1				1
Sports Participation (Soccer, Basketball)	1				1
Swim Lessons				1	1

Improvements that can be Made to the Parks and Recreation Services

In order to improve Parks and Recreation Services, the community feels there are needs and preferences for:

- Preference 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. It is fantastic – but aging
- Need for more skilled instructors: can’t get “off island” staff, traveling artists, leads to inconsistent service

Table 2: Improvements

Department	Community Members	Directors	Front Desk	PCR Board/ Library Board	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
SUGGESTION											
Need Adventure Programming	1							1			2
Swim Lessons			1				1				2
Esports			1						1		2
Expand Cultural/Art Program				1				1			2
Help with 360 After School Program K-4th Grade										1	1
Lego Night	1										1
Library (Craft Nights)	1										1
Life Skills								1			1
Lifeguard			1								1

Department	Community Members	Directors	Front Desk	PCR Board/ Library Board	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
SUGGESTION											
Need three Wheel Bike Rentals								1			1
Classes for Adults/Youth		1									1
Need Resource Preservation								1			1
Outdoor Programming Increased						1					1
Outside Winter Activities (Skate Rink, Cross Country Skiing, Downhill higher up)					1						1
Storytime	1										1
Trap Shooting		1									1
Wallyball in the Racquetball Court										1	1

Challenges PCR faces to Improve Parks and Recreation Services

The top issues noted within this engagement included the following:

- Resource and staff availability
- Logistics of providing services in a remote location
- Future health of the fishing industry
- Capacity of community member leisure time
- Weather patterns impacting outdoor participation
- Service challenges include:

- Childcare not available for birth to three months
- There is a need for program material storage
- Restroom hours of operation
- The skatepark must move
- The lack of a spectator viewing area at the Aquatic Center

The table below is a listing of the challenges currently occurring within the Parks and Recreation Services.

Table 3:Challenges to Deliver Parks Recreation Services

Department	Community Members	Front Desk	Program Coordinators	Public Safety	Senior Center	SWOT	Youth	Grand Total
ISSUES								
Need Storage			1				1	2
Child care - Birth to 3 Not Available		1				1		2
Restroom Hours of Operation		1				1		2
Skatepark Must Move		1				1		2
Spectator Viewing at the Aquatic Center		1	1					2
Competitive Swim Takes Up Pool Time			1					1
Daily After School Program Not Sustainable Due to Limited Space		1						1

Department	Community Members	Front Desk	Program Coordinators	Public Safety	Senior Center	SWOT	Youth	Grand Total
ISSUES								
Destination Feature Park	1							1
Field Maintenance/Drainage			1					1
Fishing Threats (King Crab)						1		1
Gym Only Has One Basketball Court		1						1
Housing for Workers					1			1
Impacted Circulation of Videos and Movies		1						1
Inclusivity	1							1
Lack of Skilled Instructors			1					1
Need Comfortable Furniture							1	1
Need Rehab Facility					1			1
Need Security Survey at all Parks					1			1
Need Walkers at Facilities					1			1
No Alcohol in Public Spaces			1					1
No Doctor on Island					1			1
No Lights						1		1
Not Utilized in the Winter						1		1
Orientation of Softball Field			1					1
Pool is Old and Needs to be Addressed				1				1

Department	Community Members	Front Desk	Program Coordinators	Public Safety	Senior Center	SWOT	Youth	Grand Total
ISSUES								
Population During Fishing Season		1						1
Processors Work 16 hrs. a day						1		1
Programming Numbers Since Covid						1		1
PW Maintenance Staff not “Qualified” in Turf Maintenance			1					1
Small Groups Want (Roller skating, little league, flag football, climbing/bouldering area, Frisbee golf, pickleball)						1		1
Shipping		1						1
Space to Support Programming for Grades 5-7						1		1
Staff to Support Programming for Grades 5-7						1		1
Inaccessible Pool			1					1

Vision for the Role Parks & Recreation Should Play in Unalaska

The Vision for the Role Parks & Recreation should play in Unalaska in the future is one that is flexible, inclusive, and brings the community together via a mixture of indoor/outdoor activities, variety for

all ages, and provides safe and positive places for children to go after school. The table below is a listing of visions that were discussed for each engagement opportunity.

Table 4: Vision Ideas by Department

Departments	Community Members	Library and Parks Board Meeting	PCR Board/ Library Board	Public Safety	School Administration	Total
COMMENTS						
Mix of Indoor/Outdoor		1	1		1	3
Variety for all ages	1	1	1			3
Covered Outdoor Spaces		1	1			2
Safe and Positive Place for Kids to go After School				1	1	2
Shelter for Emergencies		1	1			2
Inclusive		1	1			2
Bringing the Community Together				1	1	2
Individual Opportunities (Driving Range/Video, Batting Cage, Adventure Sports)		1	1			2
AK Native		1				1
Batting Cage		1				1
Flexible		1				1
Collective Space		1				1
Communication					1	1
Community Functions				1		1
Continue to Grow Relationship					1	1

Departments	Community Members	Library and Parks Board Meeting	PCR Board/ Library Board	Public Safety	School Administration	Total
COMMENTS						
Creating Community for New Hire Teachers					1	1
Equipment Rental		1				1
Events					1	1
Golf Driving Range		1				1
Homeschools Activities	1					1
Kayak Rental		1				1
Library as a Collective Space			1			1
Long-Term Sustainability			1			1
Mini-Golf		1				1
Modular Space for Use By the Community			1			1
More Outdoor Year-Round Space		1				1
Most Cultural Representation and Programming		1				1
Multicultural Community			1			1
Open		1				1
Pacific Islander		1				1
PCR as Intro to Activities			1			1
PCR Pillar of the Community			1			1
PCR Supports/Partners with School					1	1
Public Safety Building Positive Relationships within the Community				1		1

Departments	Community Members	Library and Parks Board Meeting	PCR Board/ Library Board	Public Safety	School Administration	Total
COMMENTS						
Reconfigure Burma Building	1					1
Restrooms	1					1
Tool Library		1				1

The Greatest Needs and Priorities for Parks & 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, disc golf, 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
- A new indoor facility
- Community greenhouse
- Covered activity spaces
- Hockey opportunities
- Address dog concerns in the parks
- Additional program focus for Teens 14-18
- Lending opportunities
- Walking trails and paths

Table 5: Needs and Priorities

Departments	Directors	Front Desk	Library and Parks Board Meeting	Community Members	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
COMMENTS											
Year-Round Modular Space	1	1	1	1	1	1	1		1	1	9
Activities (Bowling, Soccer, Golf Simulator, Disc Golf, Art Classes)	1		1	1	1	1	1	1		1	8
Trails/Trails Maintenance	1	1	1	1							4
Community Garden and/or Greenhouse	1		1	1				1			4
Covered Space			1	1			1				3
Hockey Rink	1		1	1							3
Walking Track/ Paths	1	1									2
Climbing Wall	1		1								2
Field Space	1		1								2
Dog Park	1					1					2
Affordable			1								1
Bus Shelter and School Bus Stops							1				1

Departments	Directors	Front Desk	Library and Parks Board Meeting	Community Members	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
COMMENTS											
Champions for Activities (Radio Plays, Water Aerobics, Pickleball)	1										1
Cultural Difference and Norms	1										1
Dog Policy			1								1
EPA Grant			1								1
Gym Space	1										1
Gymnastics			1								1
Maintenance			1								1
Movies	1										1
New Larger Weightroom					1						1
New Pool			1								1
Ninja Course			1								1
OC									1		1
Outdoor Activities										1	1
Outdoor Workout Equipment					1						1
Partnerships							1				1
PCR Rental Shop	1										1

Departments	Directors	Front Desk	Library and Parks Board Meeting	Community Members	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
COMMENTS											
PE for K-4th Grade							1				1
Playgrounds							1				1
Processor Hour Changes									1		1
Programming for Ages 14-18	1										1
Real Toilet at Town Park									1		1
Reinstate Programs Lost During Covid							1				1
Restrooms		1									1
Shelter			1								1
Sidewalks		1									1
Ski Lift			1								1
Stress and Mental Health Relief	1										1
Teen Room for Relationship Building										1	1
Tumbling Room	1										1
Update Kitchen at PCR										1	1
Updated Parks					1						1

Departments	Directors	Front Desk	Library and Parks Board Meeting	Community Members	Program Coordinators	Public Safety	School Admin.	Senior Center	SWOT	Youth	Total
COMMENTS											
Walking Loop Around Lake		1									1
Wayfinding			1								1
Flexible			1								1
No Separation for Adults/Youth in Aquatic Center/ Locker Room	1										1
Operations and Maintenance Cost for All Recommendations	1										1
Introduce Non-Traditional Sports										1	1

Underserved Groups/Members of the Unalaska Community

The overall consensus is that the most underserved groups/members are those who do not have a vehicle as well as young adults ages 14-18. Below is a listing by Department of others that they feel are underserved.

Table 6: Underserved

Departments	Community Members	Directors	Library and Parks Board Meeting	PCR Board/ Library Board	Program Coordinators	Public Safety	School Administration	Grand Total
COMMENTS								
Those without a Vehicle			1	1	1		1	4
Ages 14-18	1	1				1		3
Active Adults		1						1
Geography Barrier to Participation							1	1
High Schoolers Playing Adult Sports	1							1
Homeless Population		1						1
Language Barrier					1			1
MS/HS							1	1
No Soccer After 8th Grade	1							1
Residents in the Outskirts			1					1
Seasonal Workforce					1			1
Seniors							1	1
Seniors Outside of the Senior Center		1						1
Teens					1			1
Young Adults		1						1

Partners to Assist with the Master Plan Implementation

The following table shows the list of suggested partners to assist with the Master Plan Implementation. First and foremost was to partner with the schools.

Table 7: Partners

Department	Program Coordinators	School Administration	Grand Total
SUGGESTION			
Schools	1	1	2
APIA		1	1
Coast Guard		1	1
CVB		1	1
Local Businesses	1		1
Navy		1	1
Non-Profits	1		1
OC	1		1
Other Island Communities		1	1
Senior Center		1	1

Park Amenities to Add

The most suggested amenity to add was an indoor/multipurpose facility. There was an equal emphasis on additional bike trails, a dog park, and a regulation size tennis court. There was also a suggestion to remove the slide and replace it with a splash pad. Lastly there were several suggestions to add walking trails as well as a walkway around the lake. The following table describes all the suggested amenities.

Table 8: Amenities

Department	Community Members	Directors	Front Desk	Program Coordinators	Public Safety	School Administration	Senior Center	SWOT	Youth	Grand Total
COMMENT										
Indoor Multipurpose Facility	1	1			1		1			4
Dog Park						1	1			2
Bike Trails						1	1			2
Regulation Size Tennis Court			1					1		2
Remove Slide and Replace with Splash Pad	1								1	2
Walking Trails						1	1			2
Walkway Around Lake							1	1		2
Bowling									1	1
Children’s Theater				1						1
Coffee Shop at Library				1						1
Enclosed Facilities (playgrounds, sports courts, seating)	1									1
Gymnastics				1						1
Increase Gym Space				1						1

Department	Community Members	Directors	Front Desk	Program Coordinators	Public Safety	School Administration	Senior Center	SWOT	Youth	Grand Total
COMMENT										
Indoor Facility (Separate Teens and Tweens)									1	1
Indoor Hockey Rink					1					1
Indoor Sports (Dodgeball, Volleyball, Pickleball)				1						1
Locker Rooms	1									1
Move Indoor Soccer Gym to Fieldhouse				1						1
Movie Nights									1	1
Outdoor Skating Rink							1			1
Pool/Aquatic Center	1									1
Projector to Replace TV's									1	1
Redesign Aquatic Center	1									1
Rental Equipment									1	1
Replace Electronics with Game Tables									1	1
Replace Heating System	1									1
Roller Hockey				1						1
Separate Sauna	1									1
Sidewalks								1		1
Tumbling					1					1

Department	Community Members	Directors	Front Desk	Program Coordinators	Public Safety	School Administration	Senior Center	SWOT	Youth	Grand Total
COMMENT										
Wrestling Room					1					1

PCR Communication Effectiveness

In order to reach additional members of the community, members felt it would be best to create and disperse flyers throughout the schools, PSA (radio), and to advertise more on social media.

Intercept Opportunities

Spring Festival Event - April 6, 2024 Average Priority among 16 Choices (134 community members)			
New Playground at the Eagle Elementary School	10.0	Walking Loops or New Paths in Parks	6.7
Indoor Sports Facility	9.0	Dog Park	6.2
Outdoor Winter Activities	8.6	Pump Track	5.9
Tool Lending Library	8.0	Community Greenhouse	5.2
Recreation Equipment Rental	7.6	New Restrooms in Parks	3.9
Indoor Batting Cage	7.3	E-Sports	3.8
Climbing Walls	7.1	Cultural Events and Activities	3.3
Hockey Rink	6.9	Improved Trailheads	2.4

Community Open House – April 5, 2024 Average Priority among 16 Choices (59 community members)			
Hockey Rink	6.3	New Restrooms in Parks	2.4

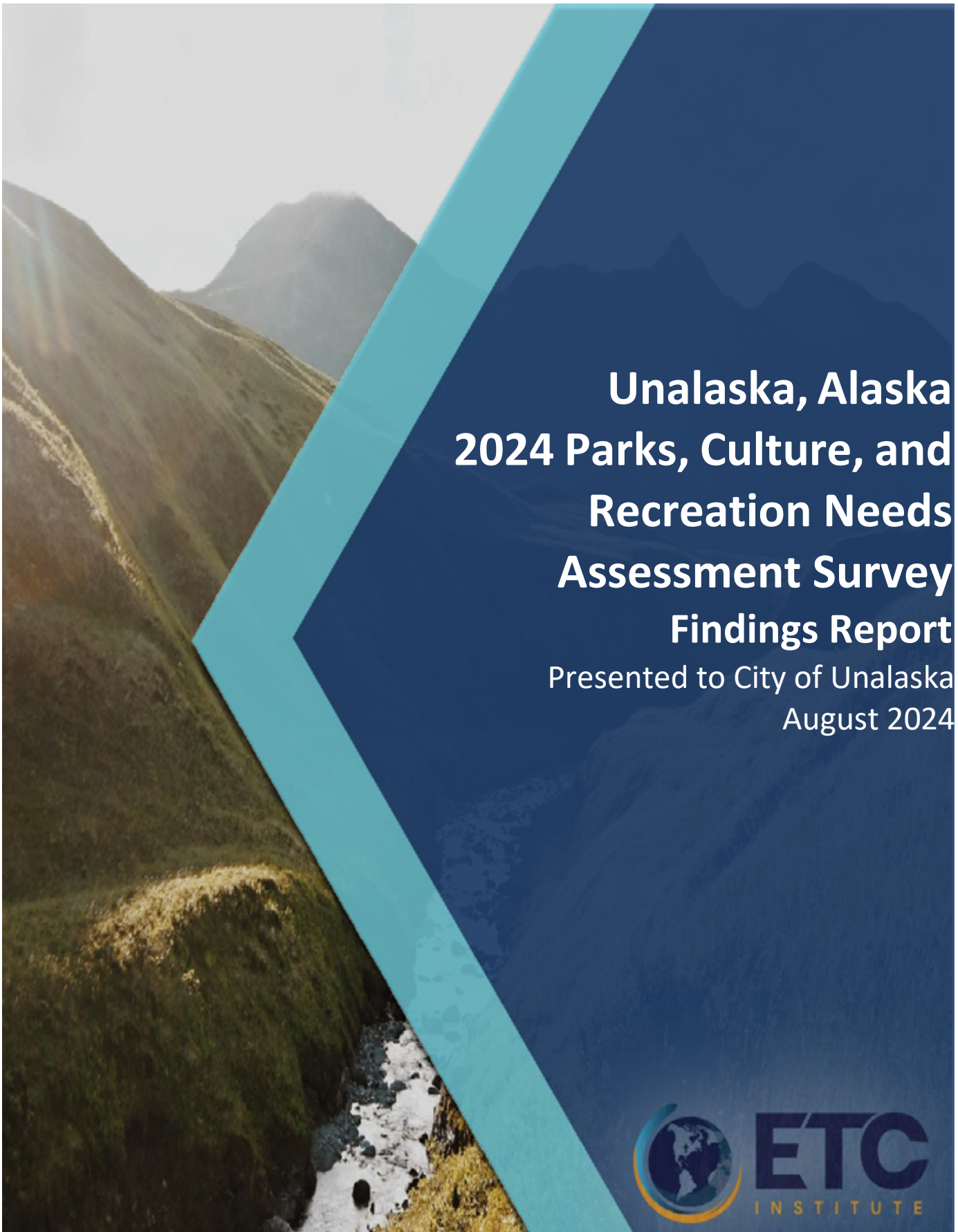
Indoor Sports Facility	5.8	New Playground at the Eagle Elementary School	2.4
Indoor Batting Cage	3.7	Walking Loops or New Paths in Parks	2.2
Pump Track	3.4	Tool Lending Library	2.0
Climbing Walls	3.2	Community Greenhouse	1.9
Outdoor Winter Activities	3.1	Improved Trailheads	1.9
Recreation Equipment Rental	3.0	Dog Park	0.1
E-Sports	2.7	Cultural Events and Activities	0.1



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A-2

APPENDIX 2: NEEDS ASSESSMENT SURVEY REPORT



**Unalaska, Alaska
2024 Parks, Culture, and
Recreation Needs
Assessment Survey
Findings Report**
Presented to City of Unalaska
August 2024



Contents

Section 1: Executive Summary	1
Section 2: Charts and Graphs	10
Section 3: Priority Investment Ratings (PIR)	39
Section 4: Tabular Data	46
Section 5: Survey Instrument	74



1 Executive Summary

Unalaska, Alaska Parks, Culture, and Recreation Needs Assessment Survey Executive Summary

Overview

ETC Institute administered a parks and recreation needs assessment survey for the City of Unalaska, Alaska 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 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 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 this executive summary the report contains the following:

- Charts showing the overall results of the survey (Section 1),
- Priority Investment Ratings which highlight the facilities and programs most needed in the community (PIR) (Section 2),
- Tabular data showing the results for all questions on the survey (Section 3 and
- A copy of the cover letter and survey instrument (Section 4).

The major findings of the survey are summarized in the following pages.

Parks and Recreation Facilities/Programs/Trails Use

Overall Parks and Recreation Parks/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: PCR Community Center (75%), aquatic center (53%), and library (45%). Respondents were also asked to select barriers that kept them from visiting facilities more often. The common barriers were: too busy/not enough time (34%), lack of amenities we want to use (33%), and lack of restrooms (23%).

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 don't know what is offered (21%), and program times are not convenient (12%).

Communication

Respondents were asked about the ways they learned about parks, culture, and recreation 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 (34%).

Benefits, Importance, and Improvements to Parks and Recreation

Potential Benefits: Respondents were asked to rate their level of agreement with the statements about some potential benefits of the City's parks and recreation services. The statements that 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%).

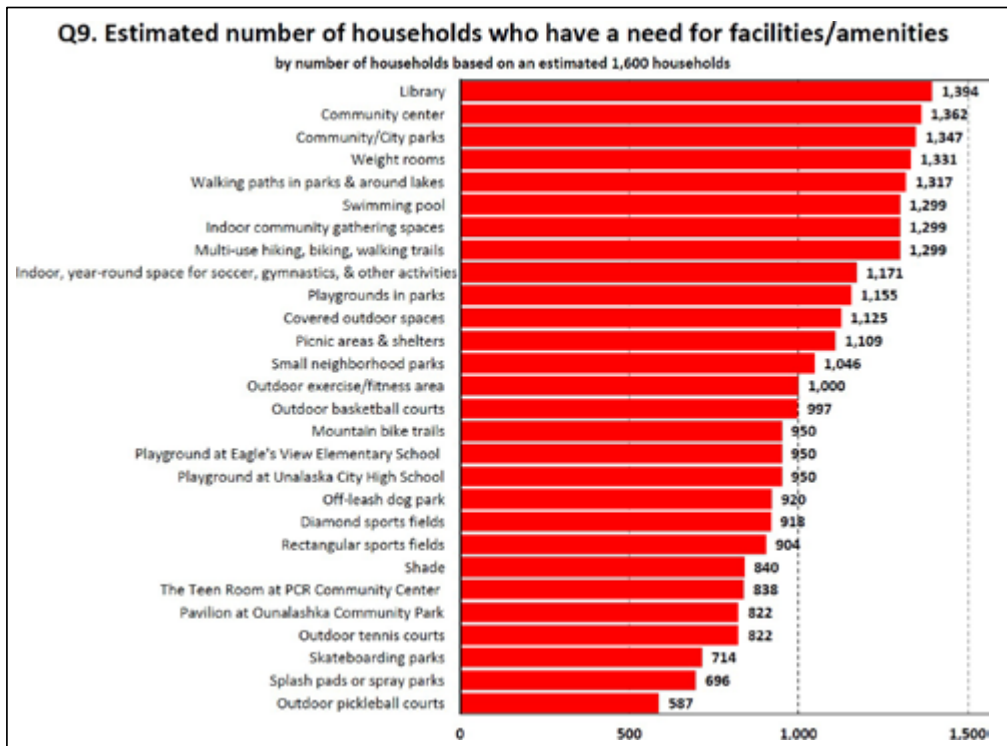
Facilities/Amenities Needs and Priorities

Facility Needs: Respondents were asked to identify if 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

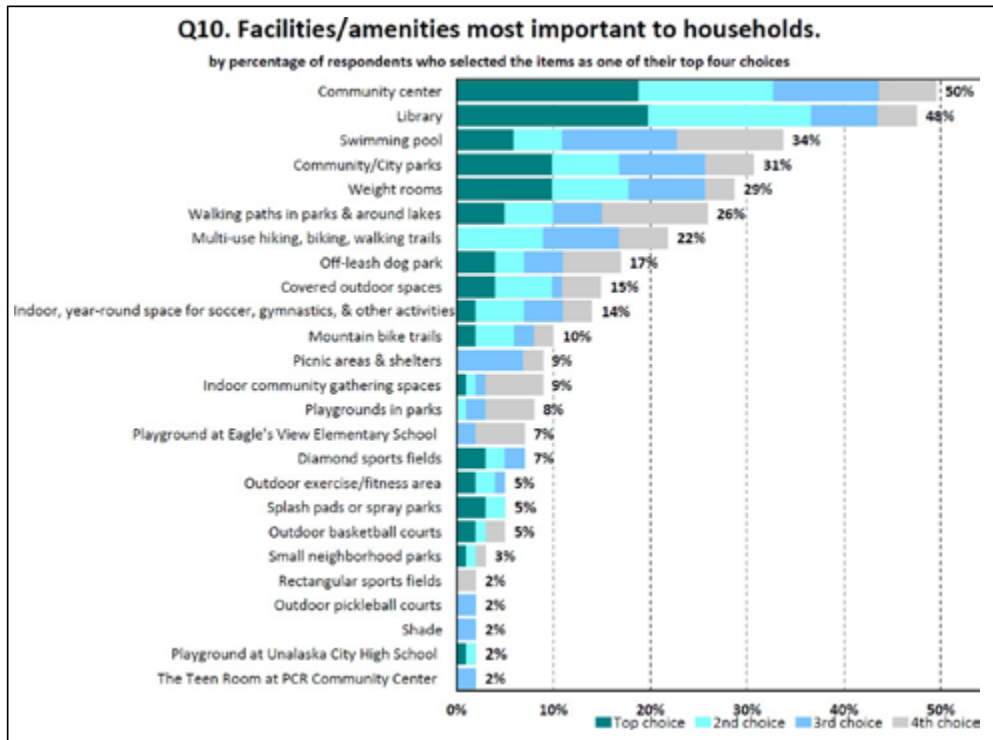
The estimated number of households that have unmet needs for each of the 28 facilities assessed is shown in the chart below.



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 the chart below.

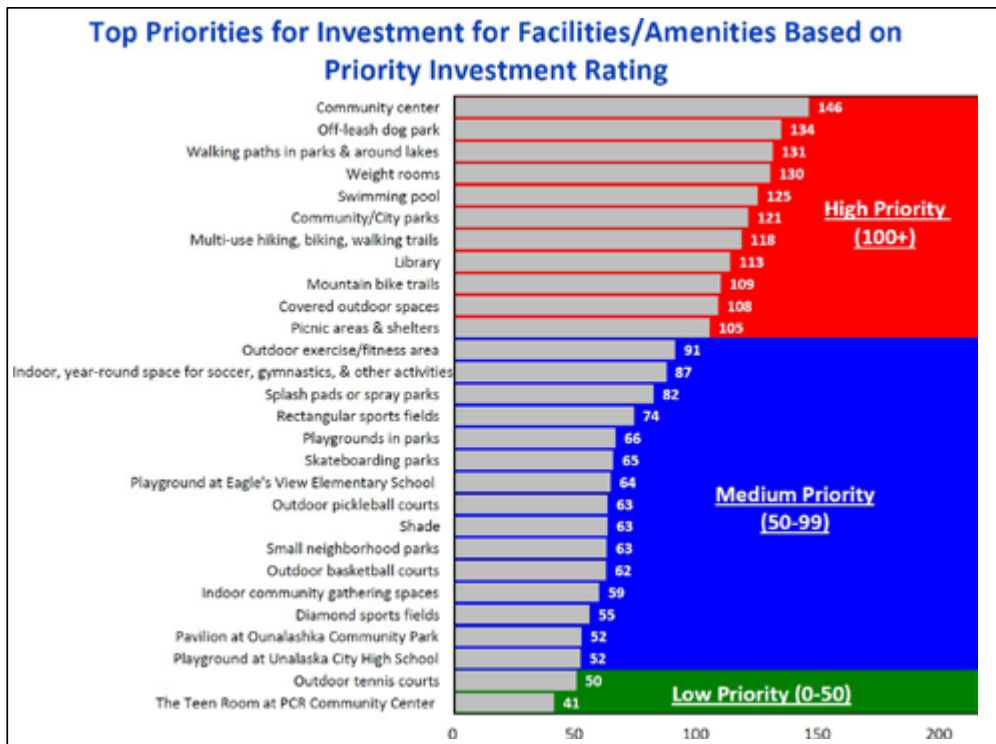


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facilities. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (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 (PIR=125)
- Community/City parks (PIR=121)
- Multi-use hiking, biking, walking trails (PIR=118)
- Library (PIR=113)

The chart on the following page shows the Priority Investment Rating for each of the 28 facilities assessed in the survey.



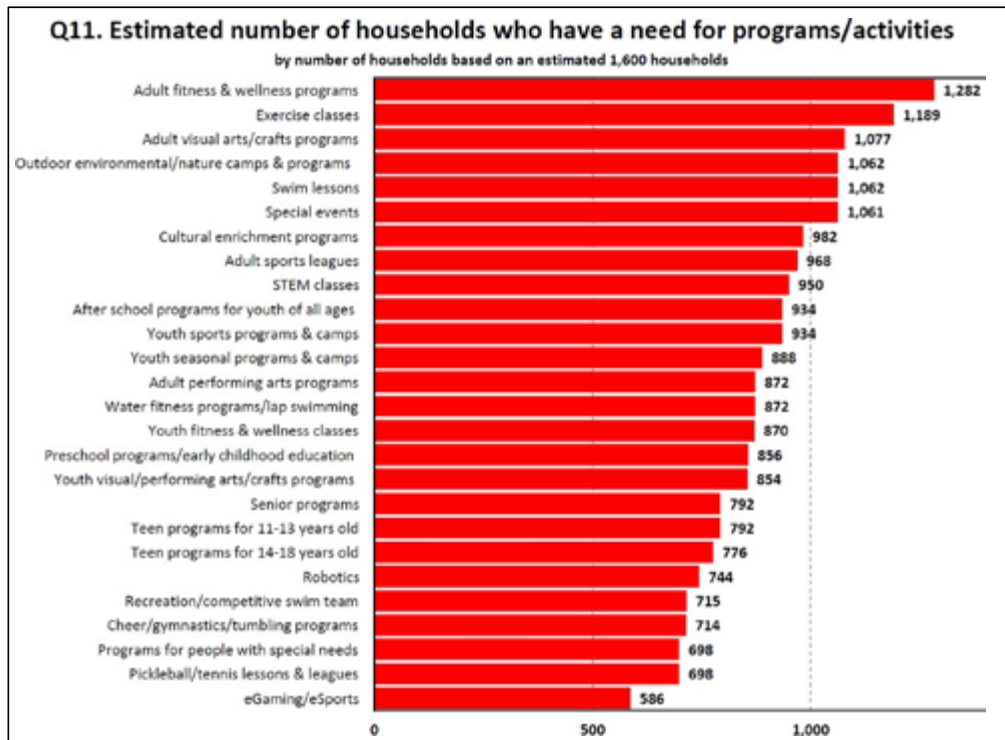
Recreation Programs/Activities Needs and Priorities

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

1. Adult fitness & wellness programs–1,282 households
2. Exercise classes-1,189 households
3. Adult visual arts/crafts programs–1,077 households

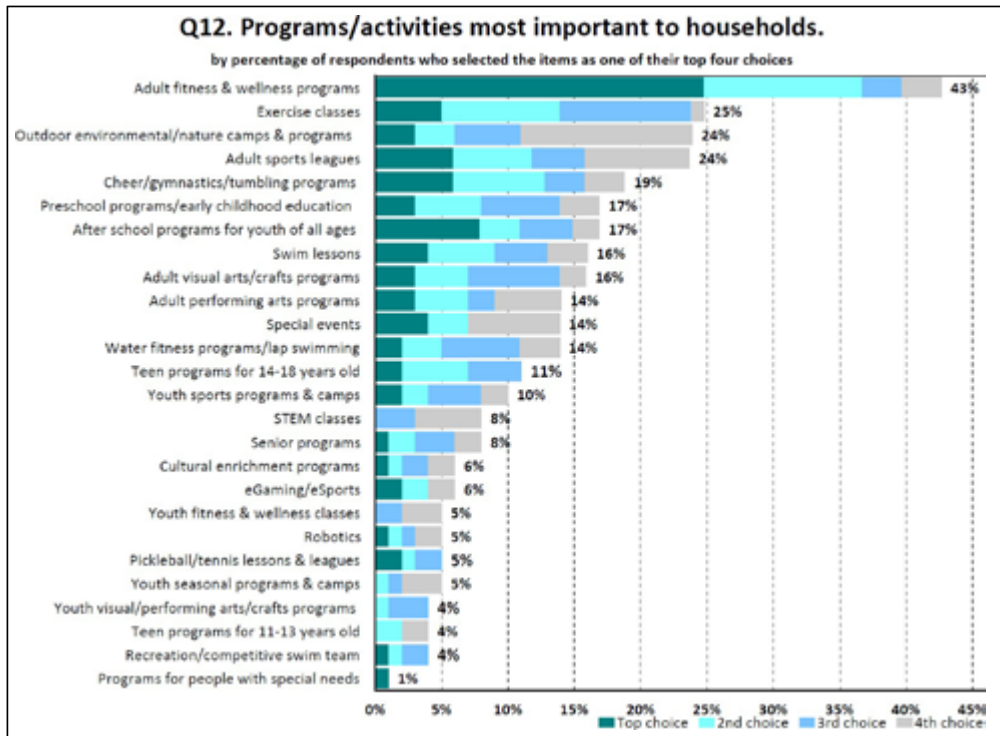
The estimated number of households that have unmet needs for each of the 26 programs assessed is shown in the chart below.



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:

1. Adult fitness & wellness programs (43%)
2. Exercise classes (25%)
3. Outdoor environmental/nature camps & programs (24%)
4. 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.

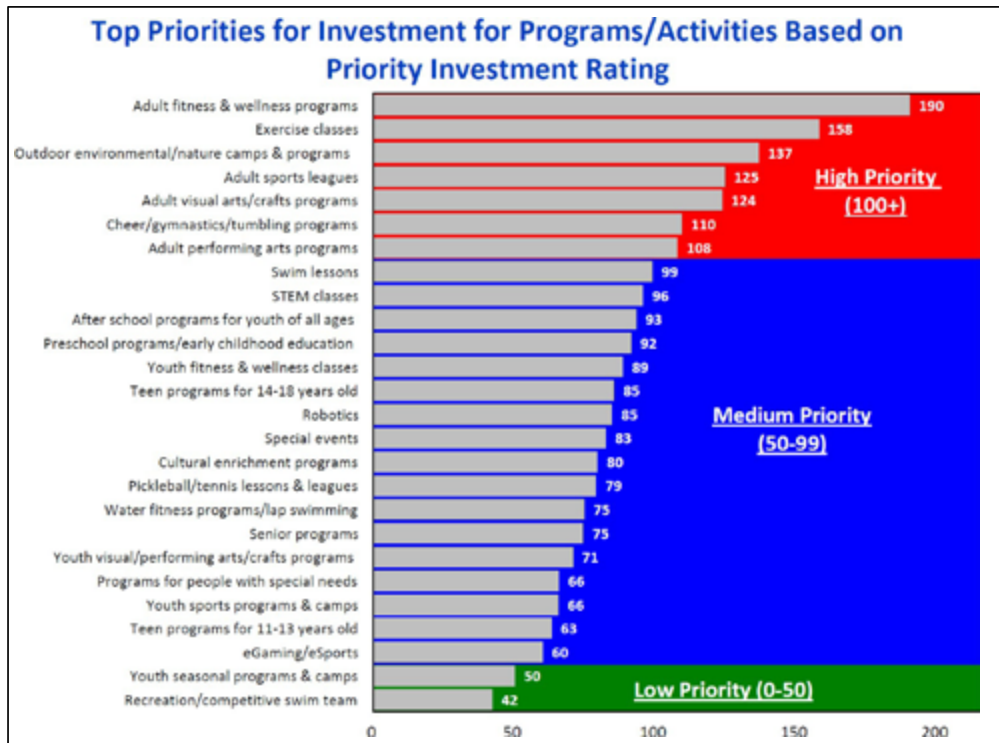


Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on programs and (2) how many residents have unmet needs for the programs. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (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)
- Adult performing arts programs (PIR= 108)

The chart below shows the Priority Investment Rating for each of the 26 programs assessed in the survey.



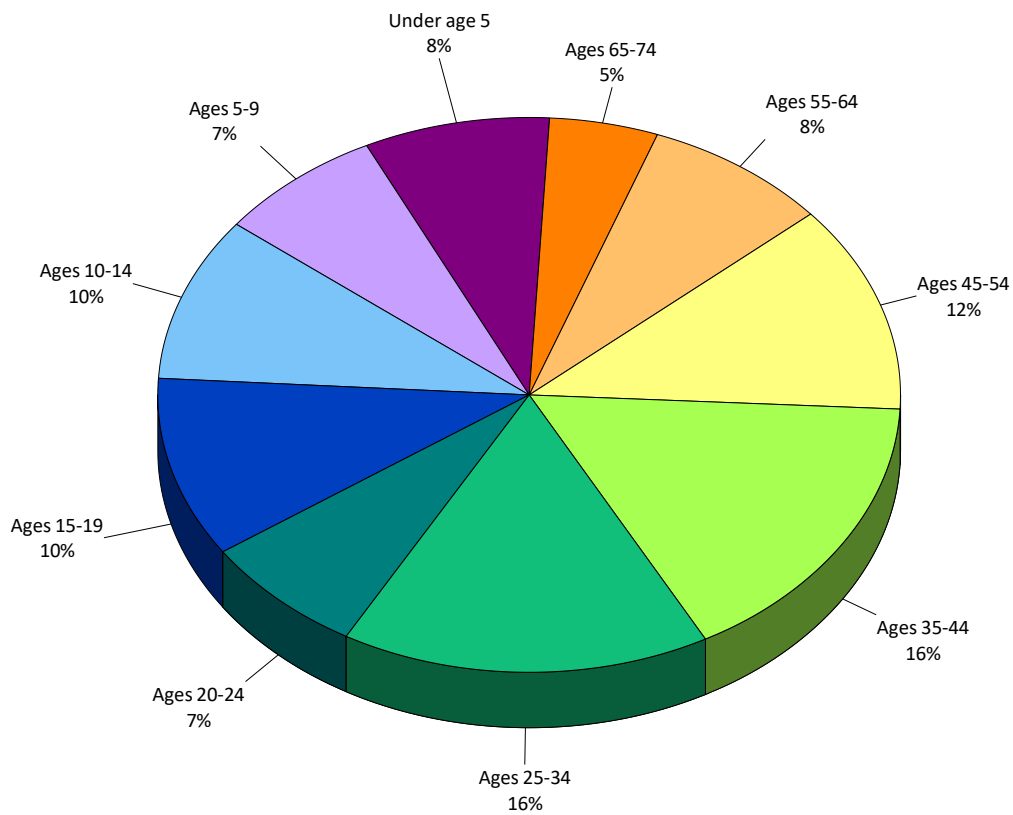


2 Charts and Graphs

Unalaska Parks and Recreation Needs Assessment Survey

Q1. Including yourself, how many people in your household are...

by percentage of persons in household



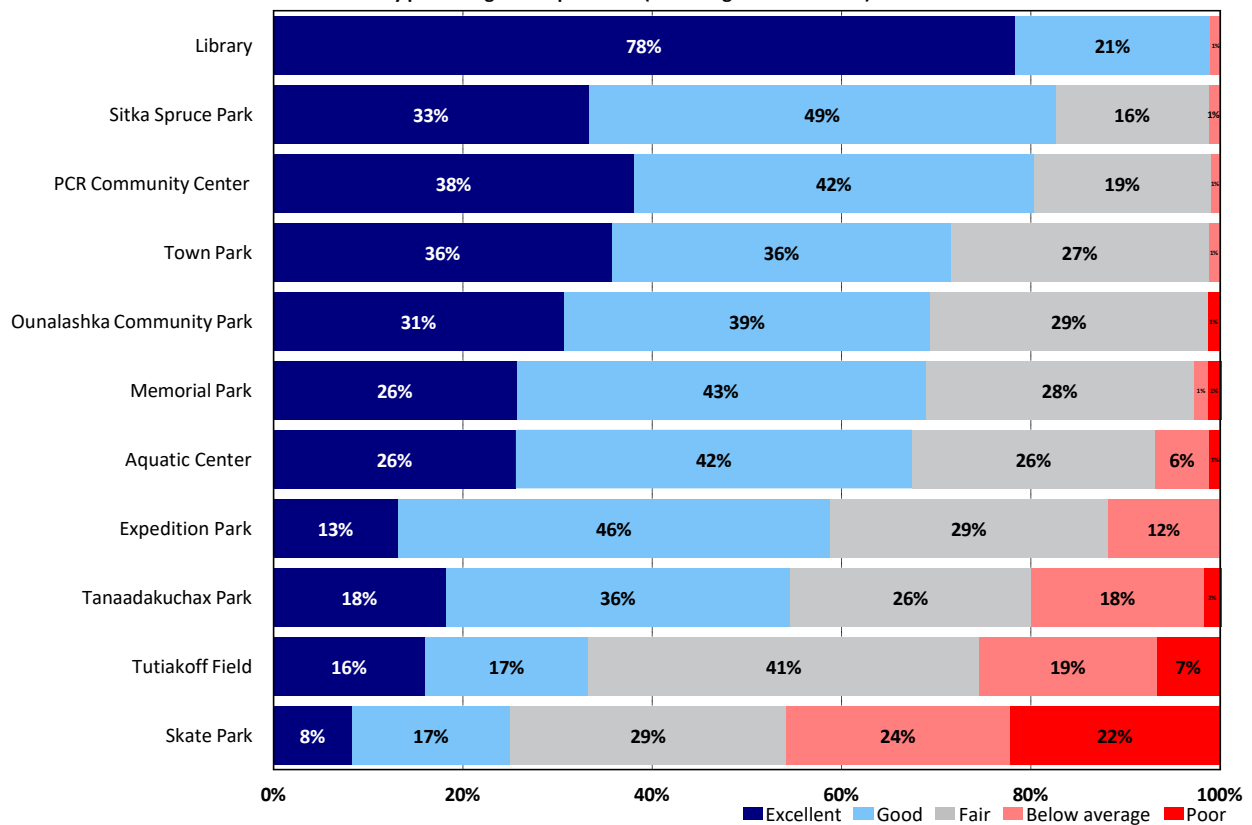
ETC Institute (2024)

11

Unalaska Parks and Recreation Needs Assessment Survey

Q2. Please rate the overall quality of the parks/facilities (offered by the City of Unalaska).

by percentage of respondents (excluding "haven't used")



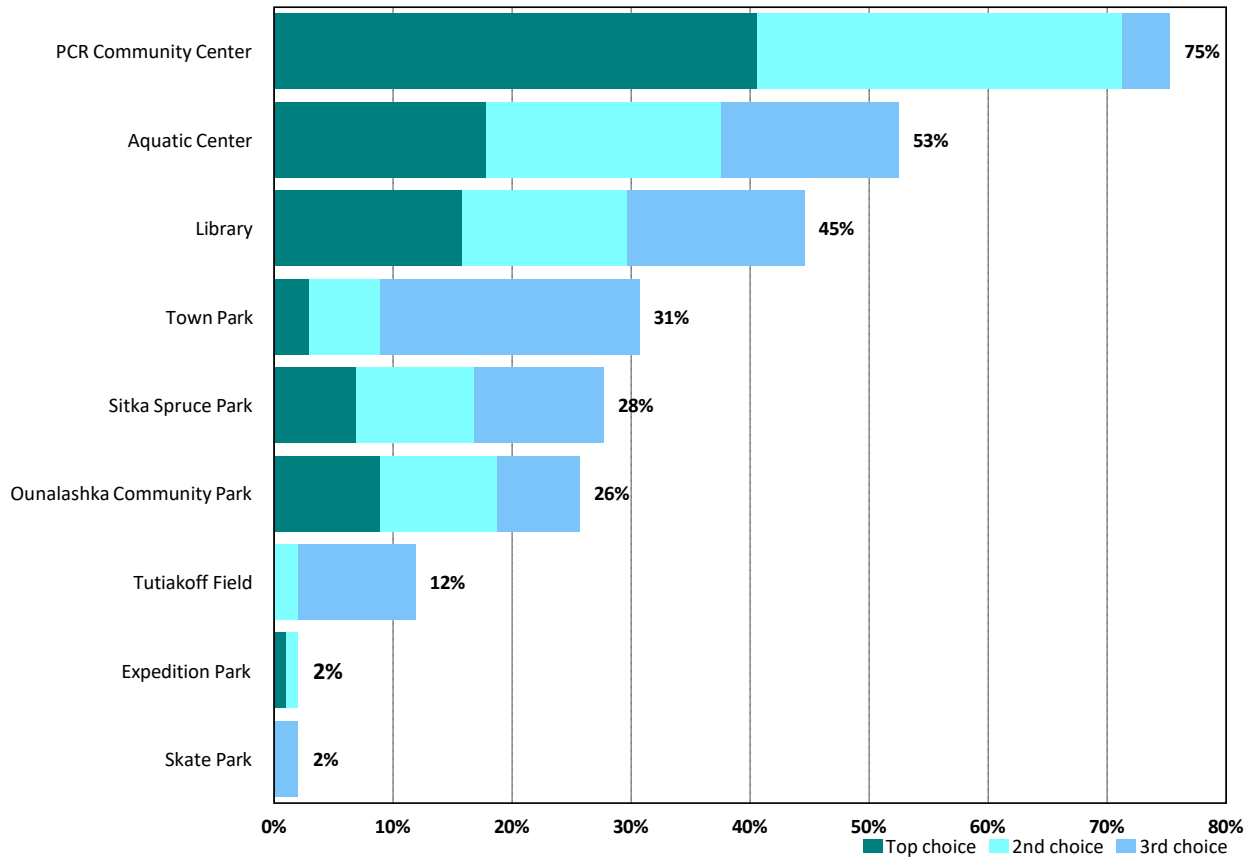
ETC Institute (2024)

12

Unalaska Parks and Recreation Needs Assessment Survey

Q3. Which three parks/facilities does your household use most often?

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



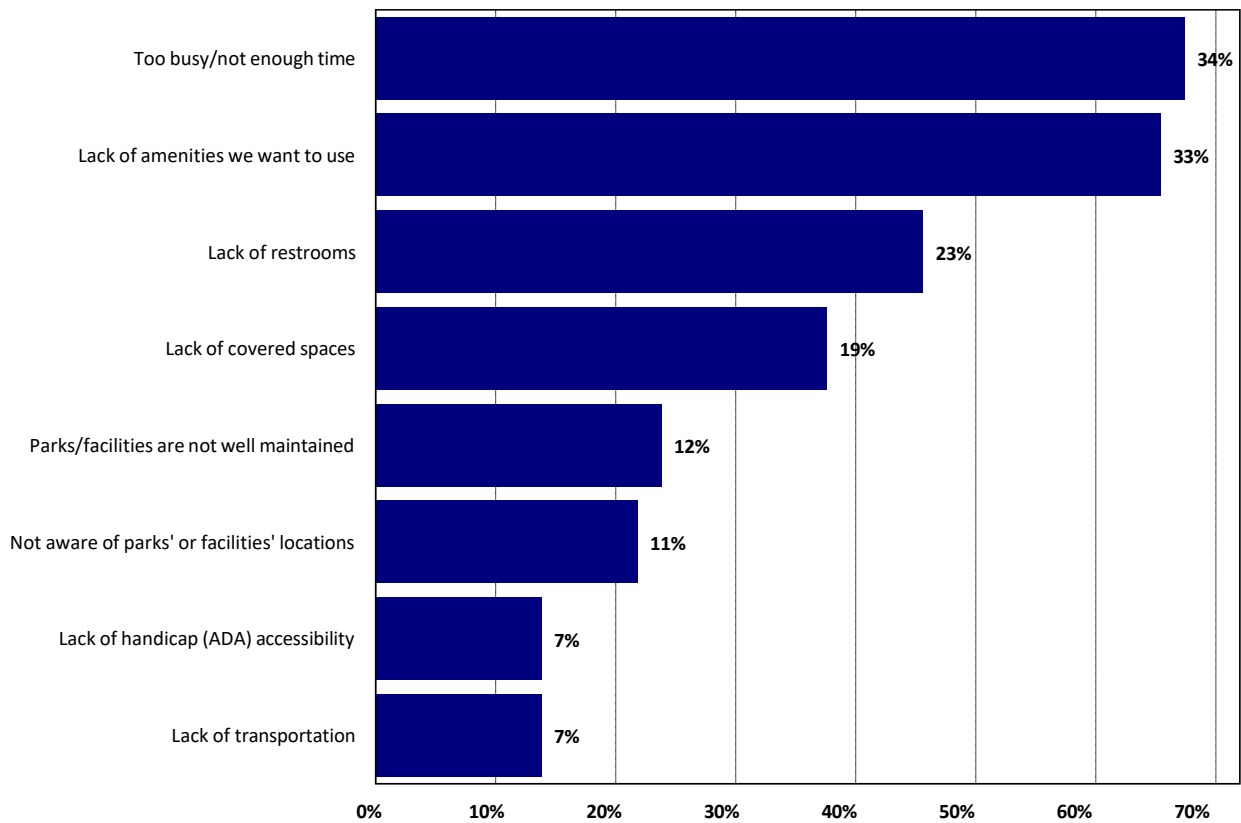
ETC Institute (2024)

13

Unalaska Parks and Recreation Needs Assessment Survey

Q4. Please check all the reasons why you/your household do not visit parks, culture and recreation facilities more often.

by percentage of respondents (multiple selections could be made)



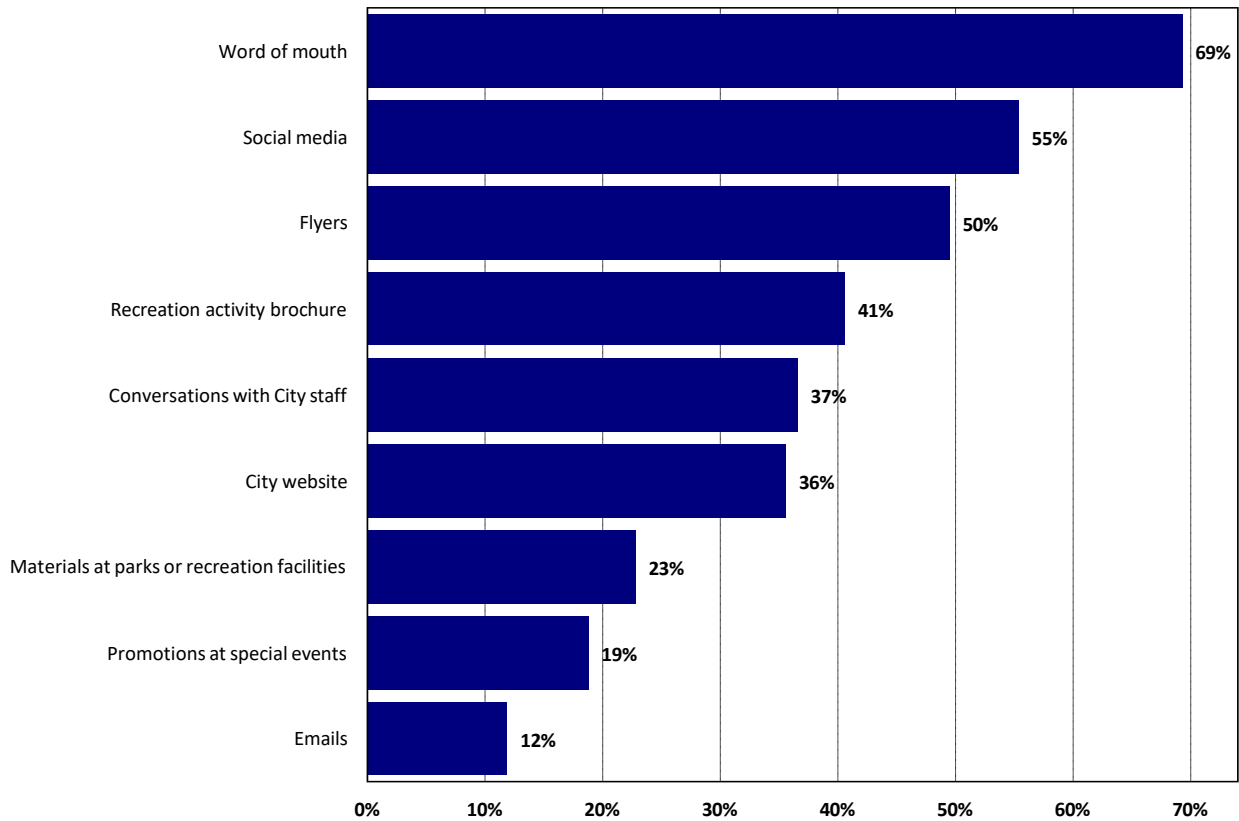
ETC Institute (2024)

14

Unalaska Parks and Recreation Needs Assessment Survey

Q5. Please check all the ways you learn about parks, culture and recreation facilities, programs, and events.

by percentage of respondents (multiple selections could be made)



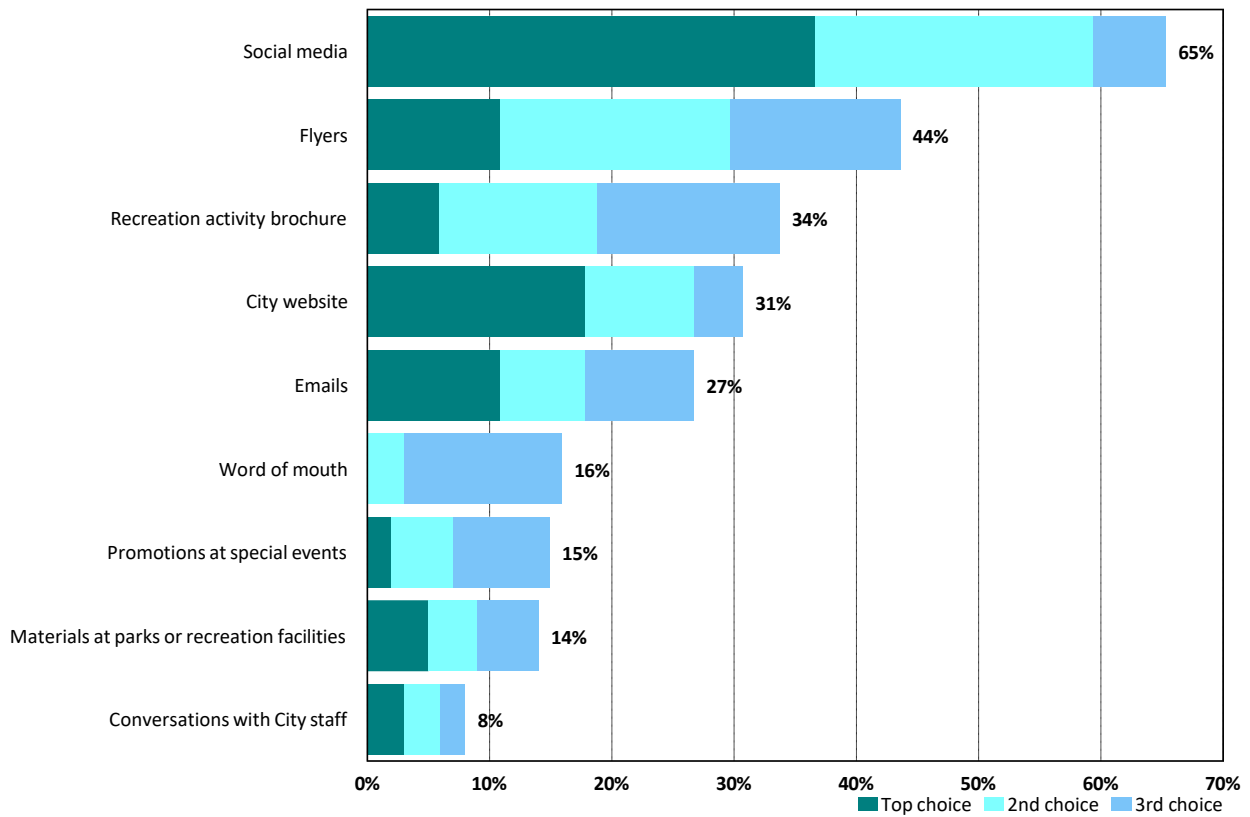
ETC Institute (2024)

15

Unalaska Parks and Recreation Needs Assessment Survey

Q6. Which three methods of communication would you most the City use to communicate with you about parks, recreation facilities, programs, and events?

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

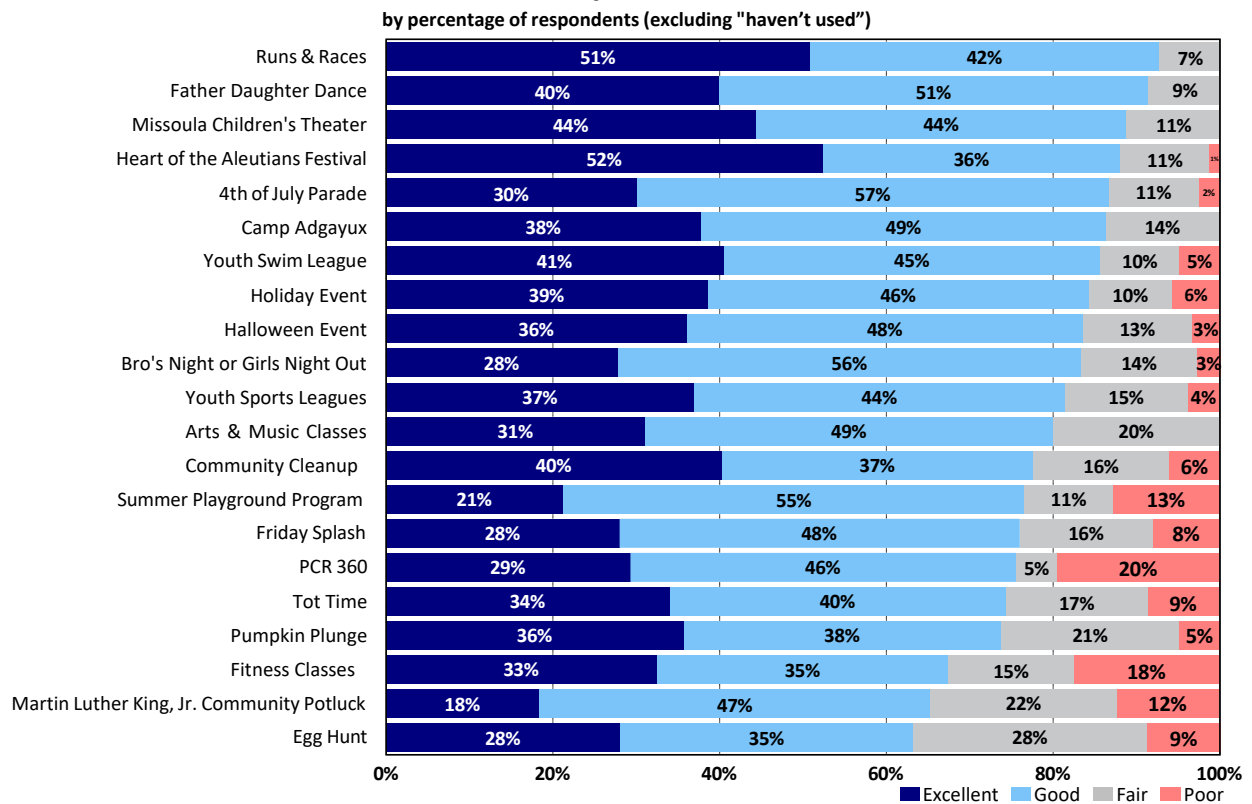


ETC Institute (2024)

16

Unalaska Parks and Recreation Needs Assessment Survey

Q7. Please rate the quality of the parks, culture and recreation department programs and events that you/your household have participated in during the past year.



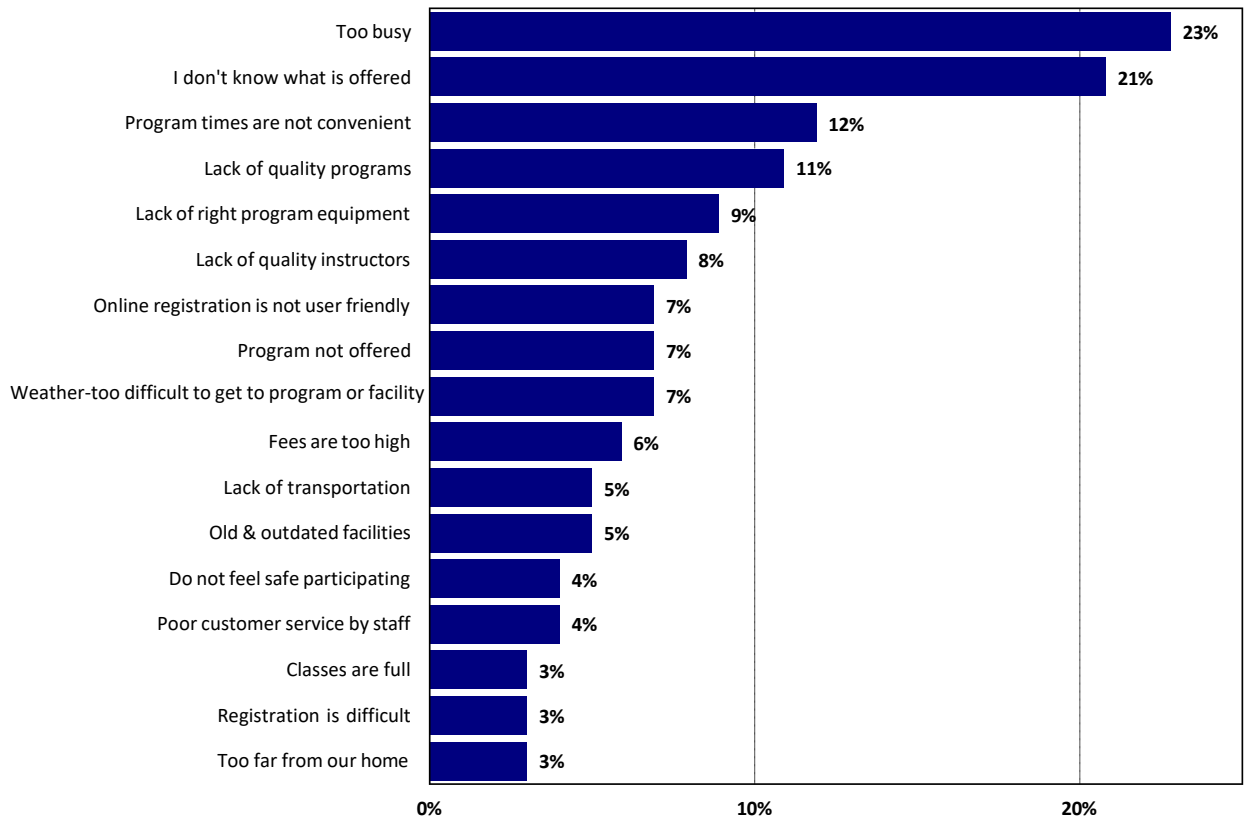
ETC Institute (2024)

17

Unalaska Parks and Recreation Needs Assessment Survey

Q8. Please check all the reasons why you/your household from participating in parks culture and recreation department programs more often.

by percentage of respondents (multiple selections could be made)



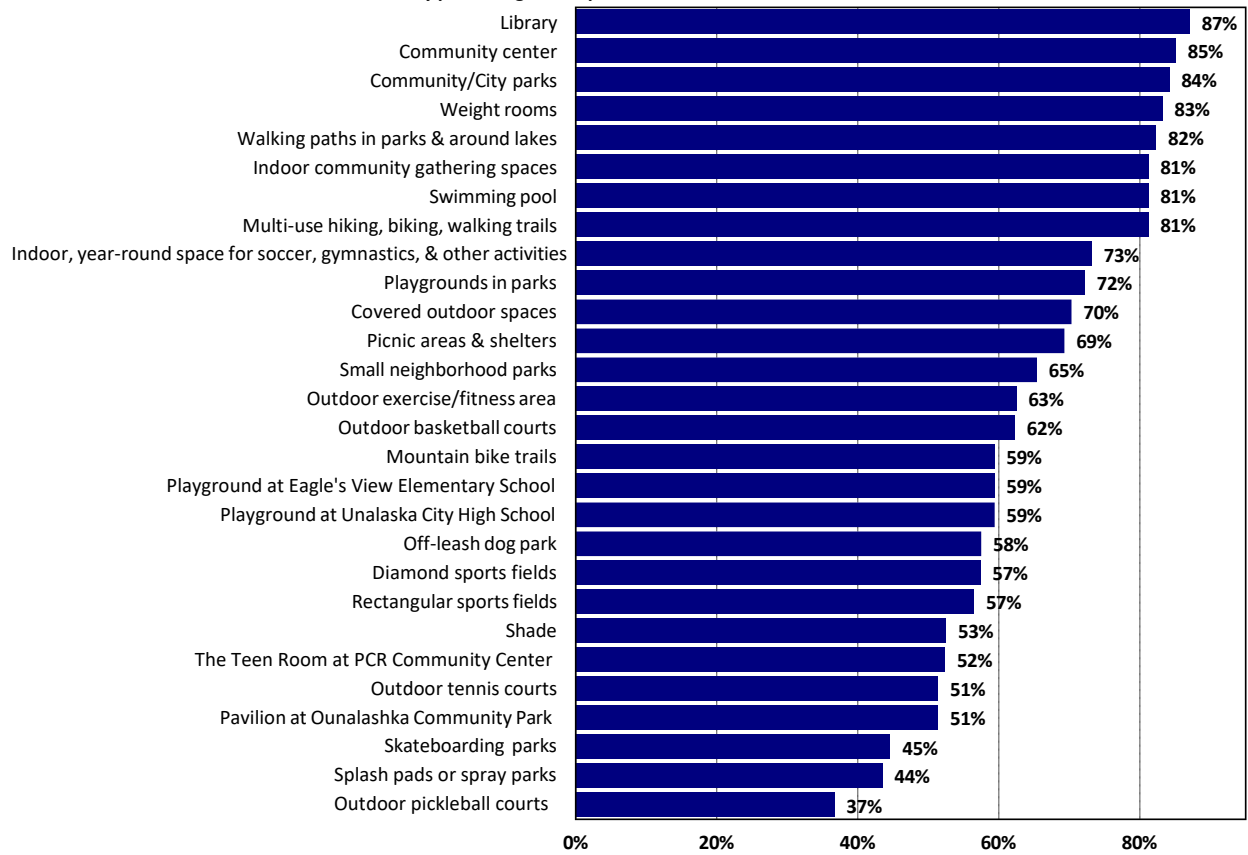
ETC Institute (2024)

18

Unalaska Parks and Recreation Needs Assessment Survey

Q9. Need for facilities/amenities.

by percentage of respondents who indicated need



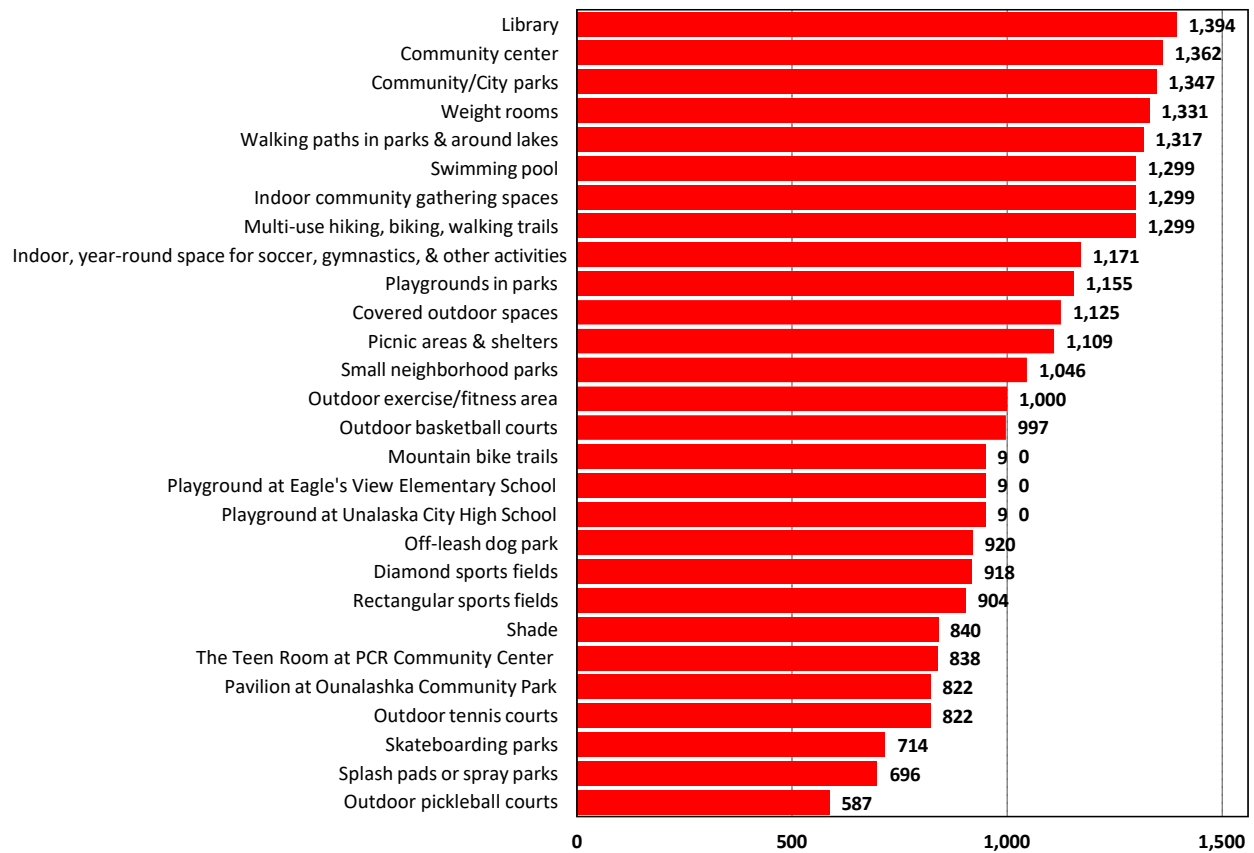
ETC Institute (2024)

19

Unalaska Parks and Recreation Needs Assessment Survey

Q9. Estimated number of households who have a need for facilities/amenities

by number of households based on an estimated 1,600 households



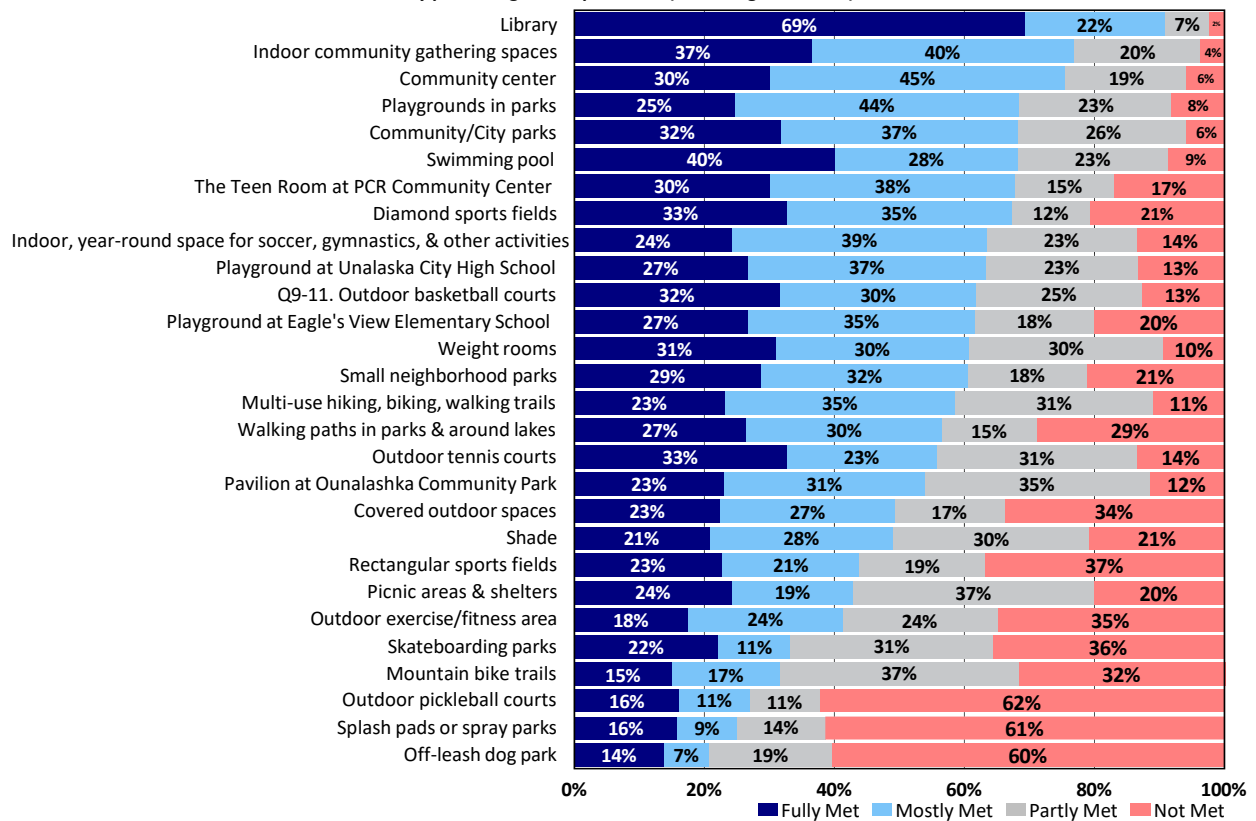
ETC Institute (2024)

20

Unalaska Parks and Recreation Needs Assessment Survey

Q9. Please indicate how well your needs are being met for each of the facilities/amenities.

by percentage of respondents (excluding "no need")



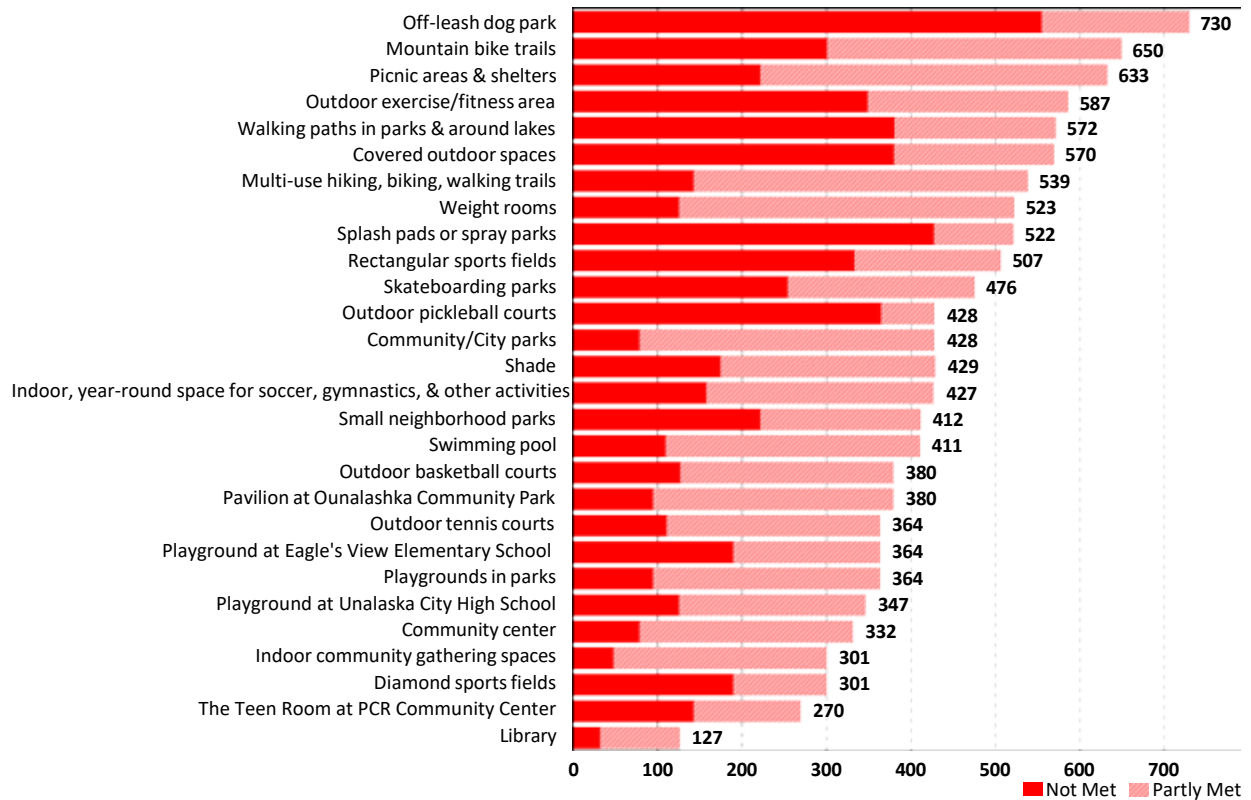
ETC Institute (2024)

21

Unalaska Parks and Recreation Needs Assessment Survey

Q9c. Estimated number of households whose facility/amenity needs are only “partly met” or “not met”

by number of households with need based on an estimated 1,600 households



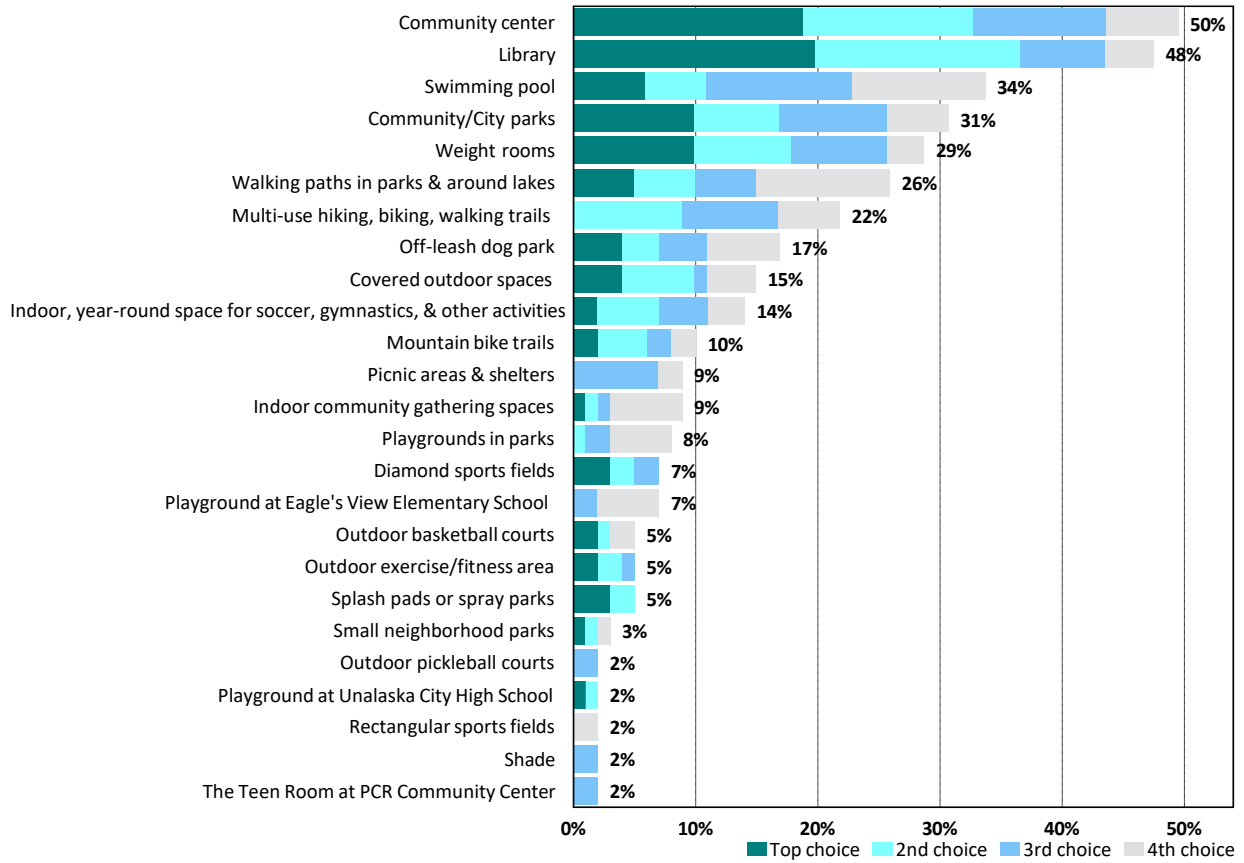
ETC Institute (2024)

22

Unalaska Parks and Recreation Needs Assessment Survey

Q10. Which four facilities/amenities are most important to your household?

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



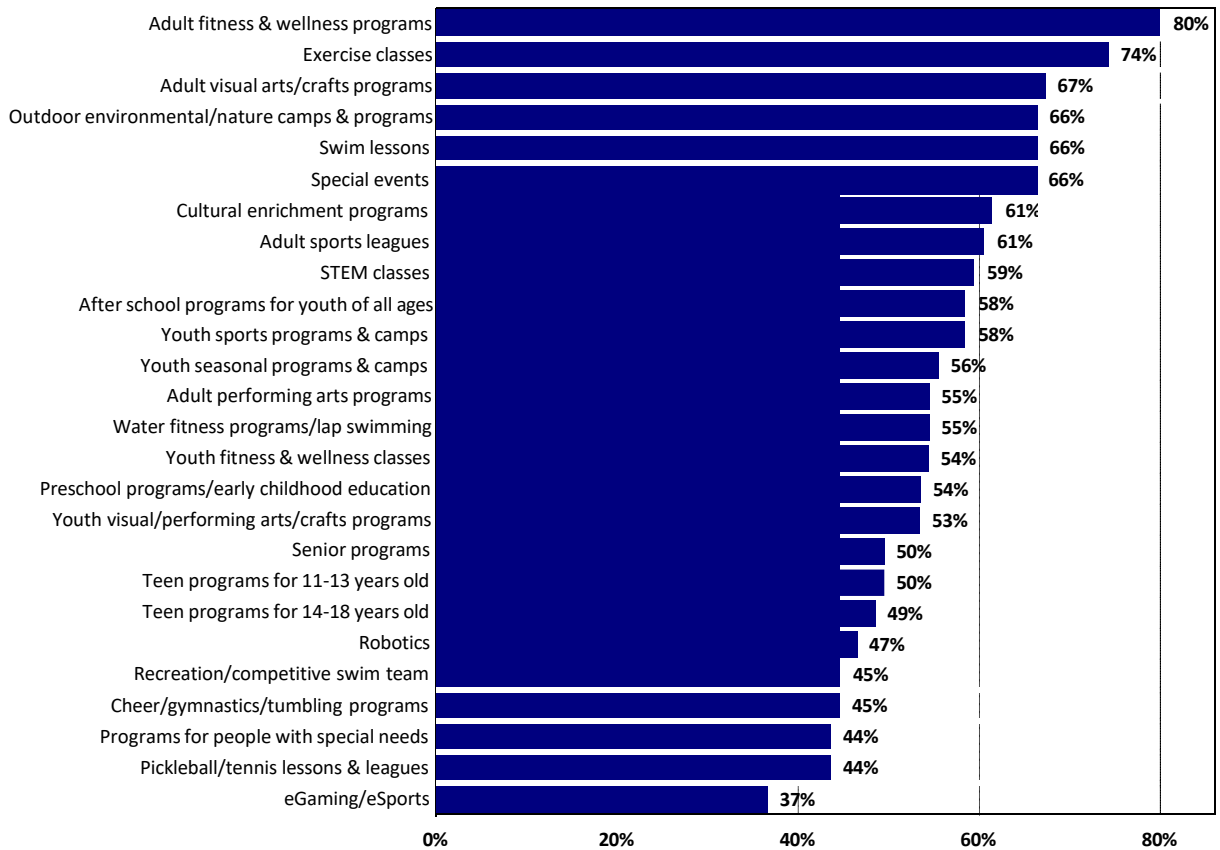
ETC Institute (2024)

23

Unalaska Parks and Recreation Needs Assessment Survey

Q11. Need for programs/activities.

by percentage of respondents who indicated need



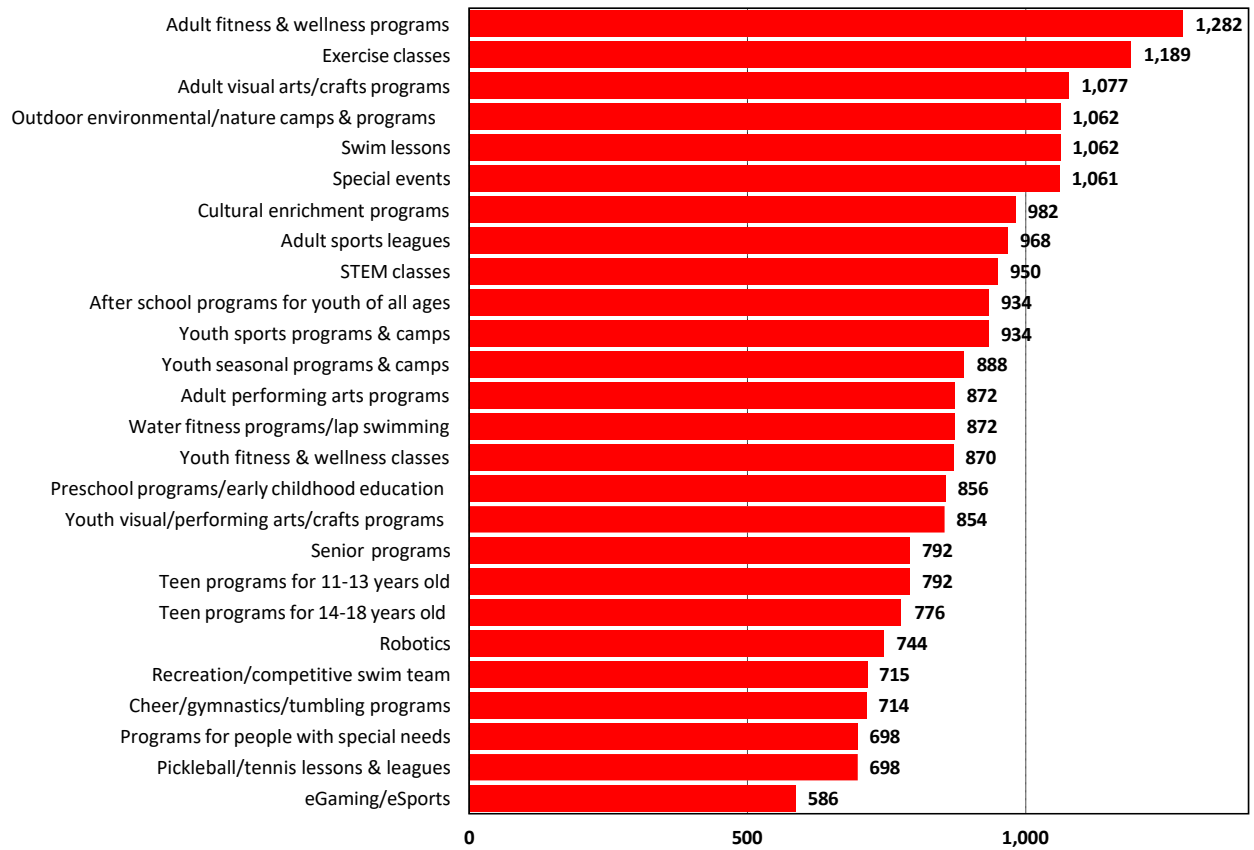
ETC Institute (2024)

24

Unalaska Parks and Recreation Needs Assessment Survey

Q11. Estimated number of households who have a need for programs/activities

by number of households based on an estimated 1,600 households



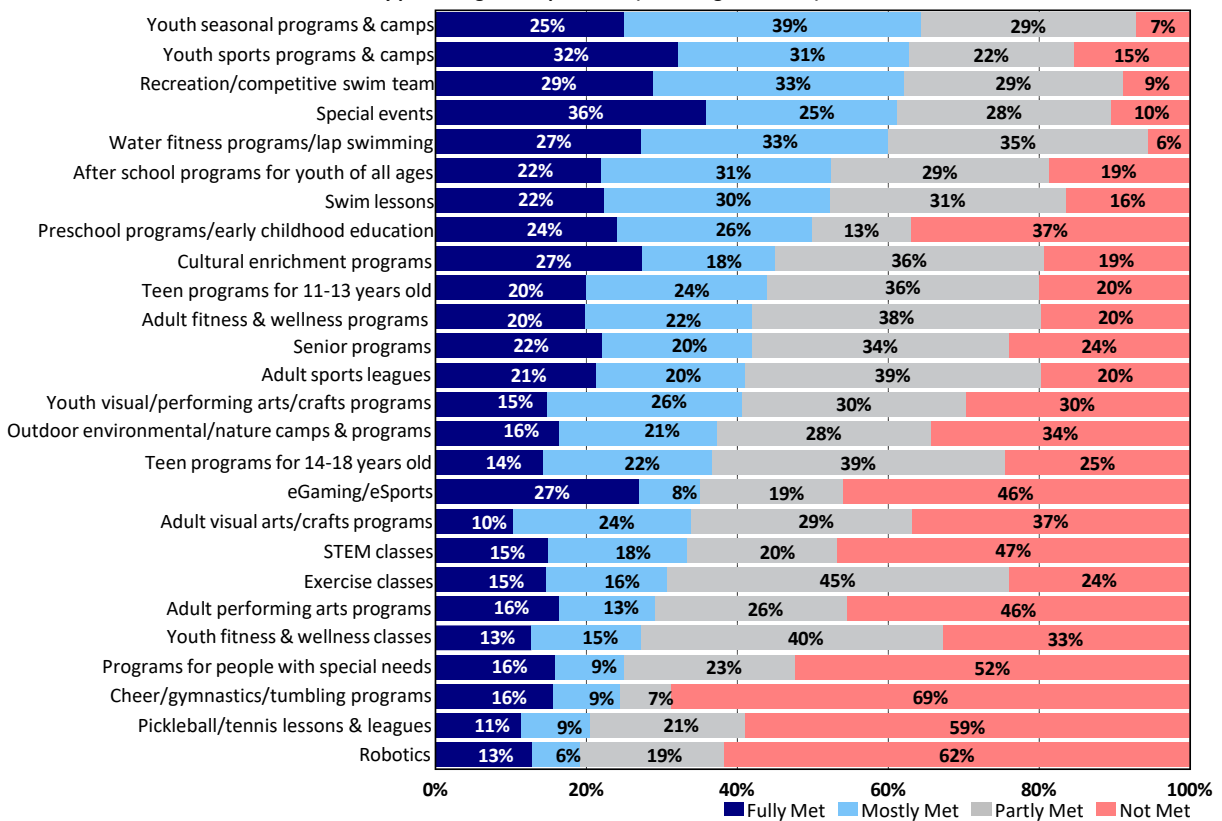
ETC Institute (2024)

25

Unalaska Parks and Recreation Needs Assessment Survey

Q11. Please indicate how well your needs are being met for each of the programs/activities.

by percentage of respondents (excluding "no need")



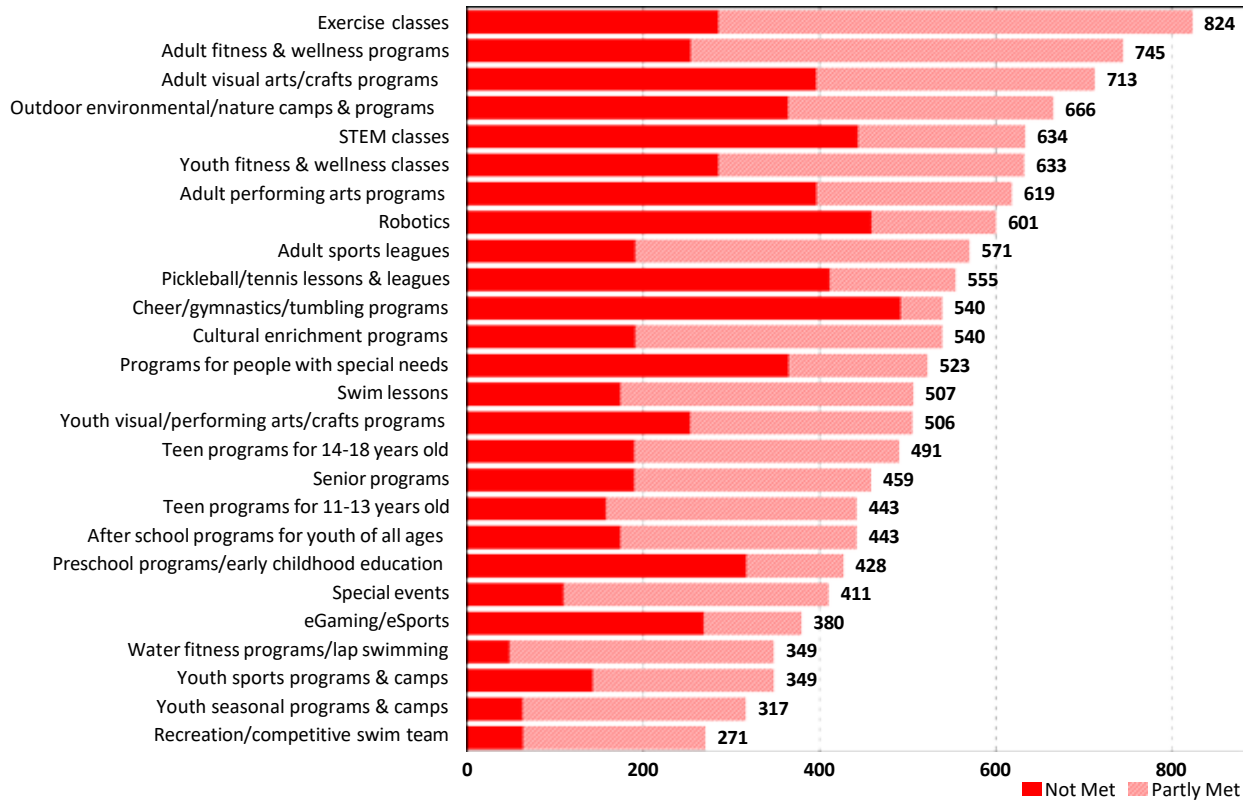
ETC Institute (2024)

26

Unalaska Parks and Recreation Needs Assessment Survey

Q11c. Estimated number of households whose program/activity needs are only “partly met” or “not met”

by number of households with need based on an estimated 1,600 households



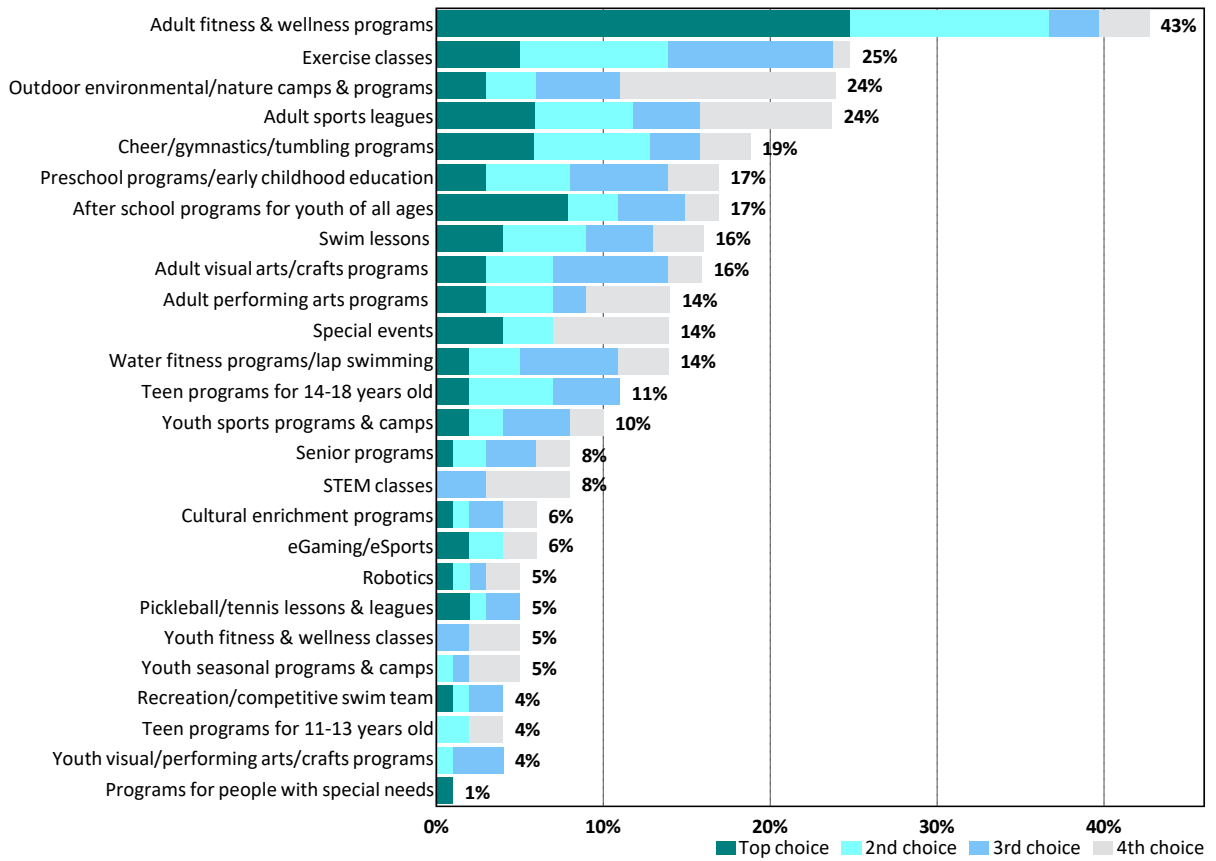
ETC Institute (2024)

27

Unalaska Parks and Recreation Needs Assessment Survey

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



ETC Institute (2024)

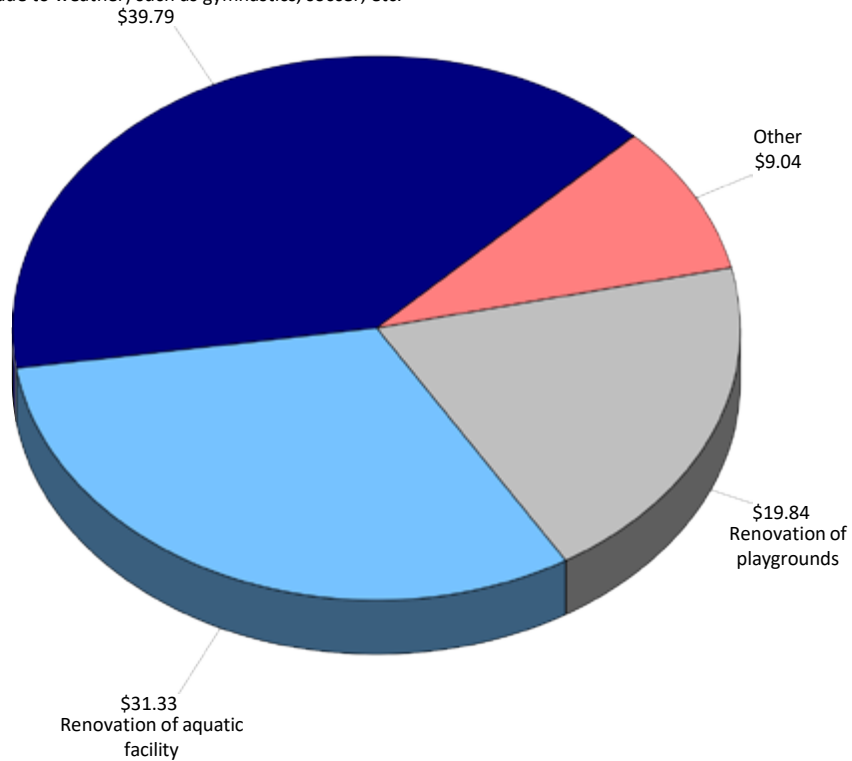
28

Unalaska Parks and Recreation Needs Assessment Survey

Q13. If you had \$100, how would you allocate the funds among the larger parks and recreation investments listed below?

by percentage of respondents

Indoor modular recreation facility to host many indoor & typically outdoor activities (due to weather) such as gymnastics, soccer, etc.



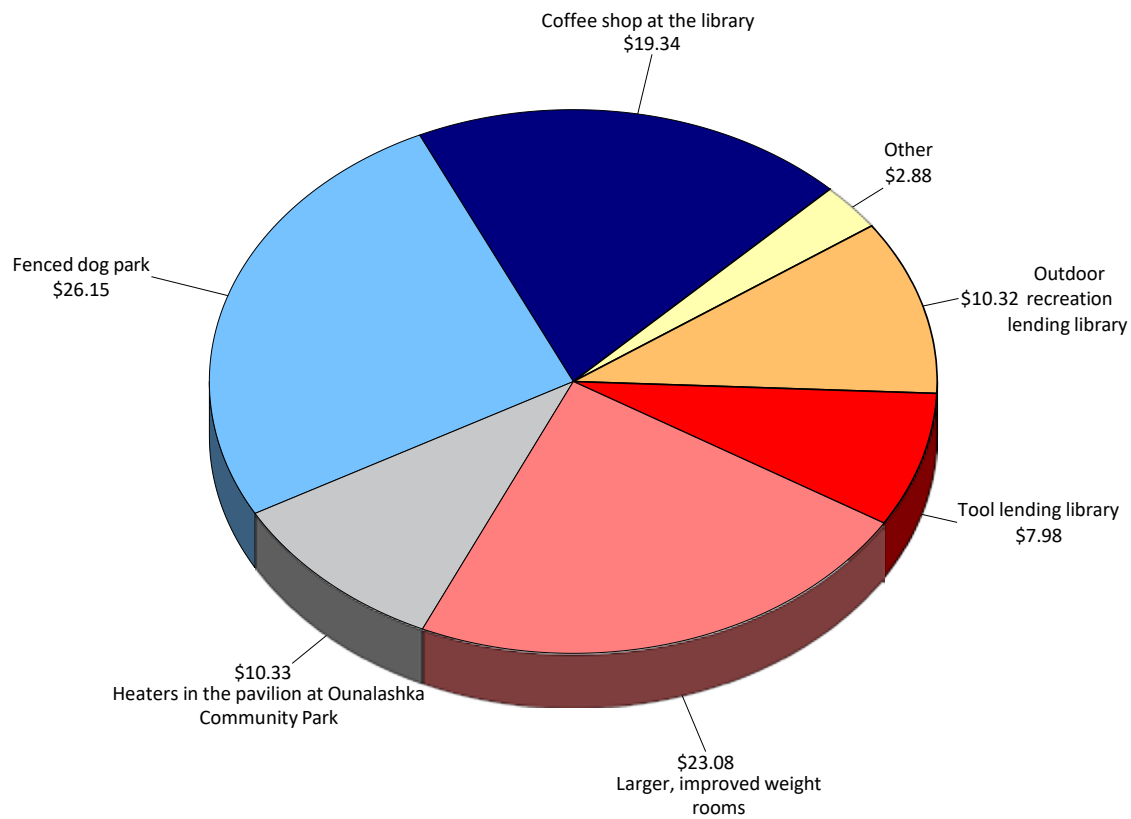
ETC Institute (2024)

29

Unalaska Parks and Recreation Needs Assessment Survey

Q14. If you had \$100, how would you allocate the funds among the smaller parks and recreation investments listed below?

by percentage of respondents



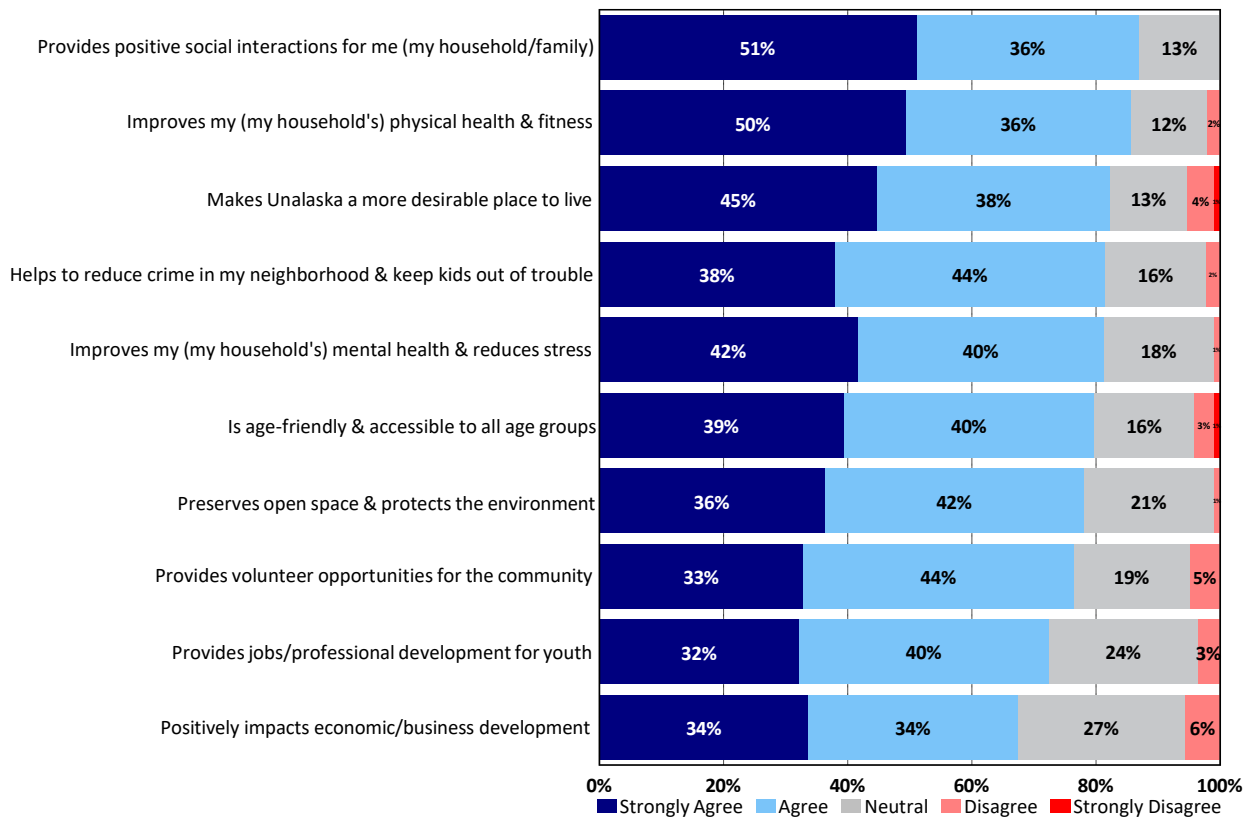
ETC Institute (2024)

30

Unalaska Parks and Recreation Needs Assessment Survey

Q15. Please indicate your level of agreement with the following statements concerning some potential benefits of the parks and recreation services.

by percentage of respondents (excluding "don't know")

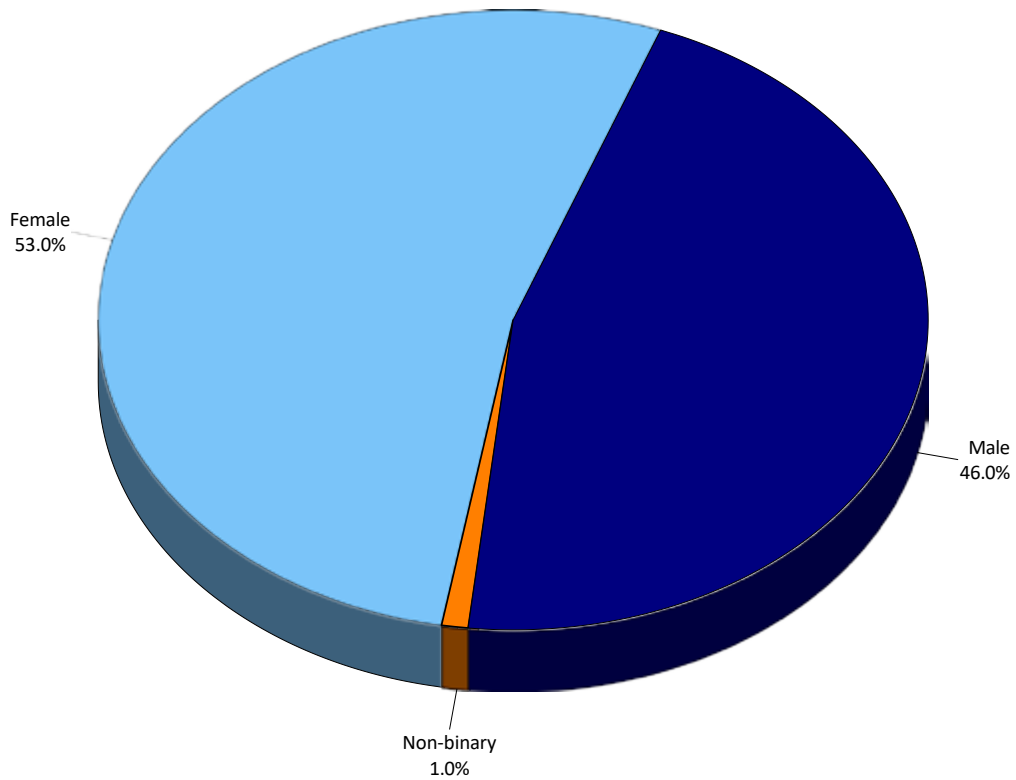


ETC Institute (2024)

31

Unalaska Parks and Recreation Needs Assessment Survey

Q16. Your gender identity:
by percentage of respondents (excluding "prefer not to disclose")



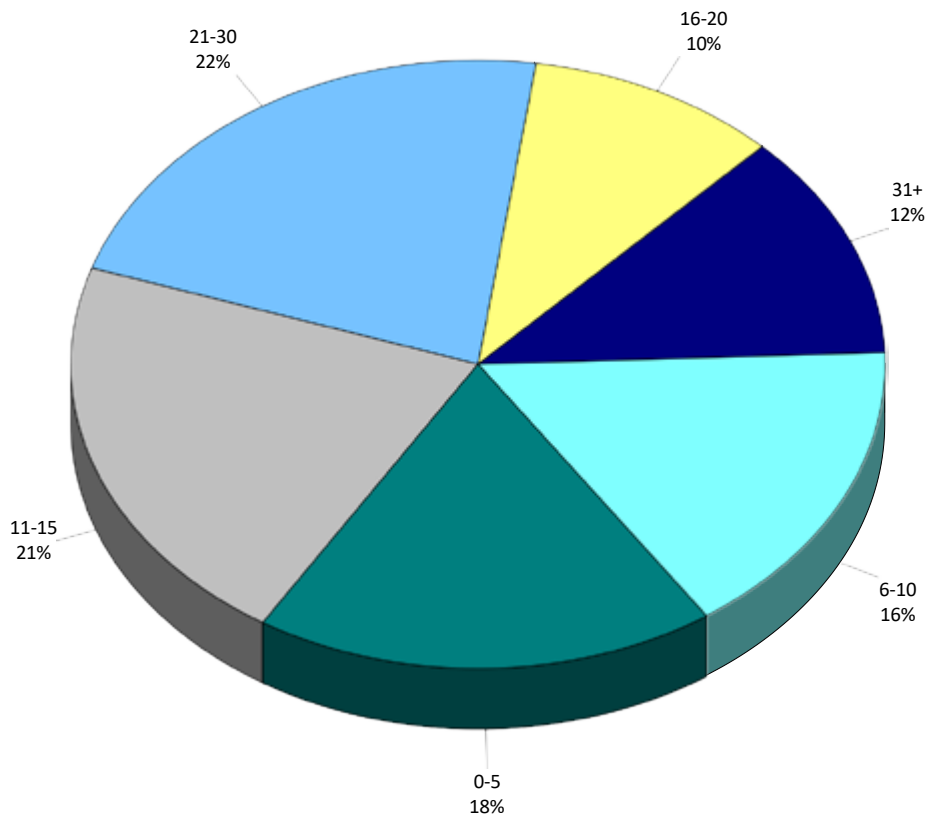
ETC Institute (2024)

32

Unalaska Parks and Recreation Needs Assessment Survey

Q17. How many years have you lived in Unalaska?

by percentage of respondents (excluding "not provided")

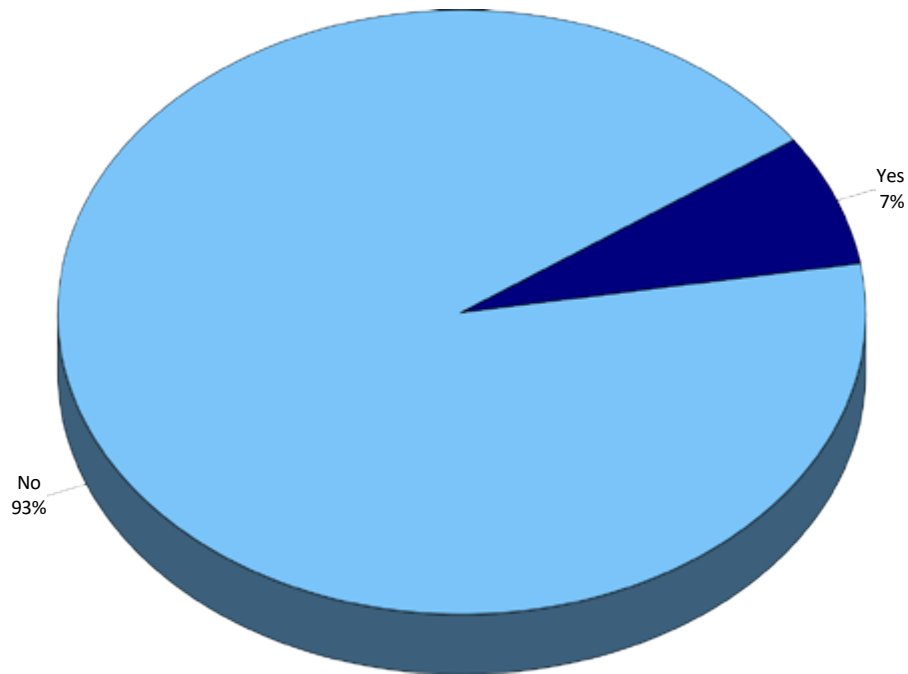


ETC Institute (2024)

33

Unalaska Parks and Recreation Needs Assessment Survey

Q18. Are you temporarily working in the fishing/processing industry and expect to remain on the island more than one season?
by percentage of respondents (excluding "not provided")



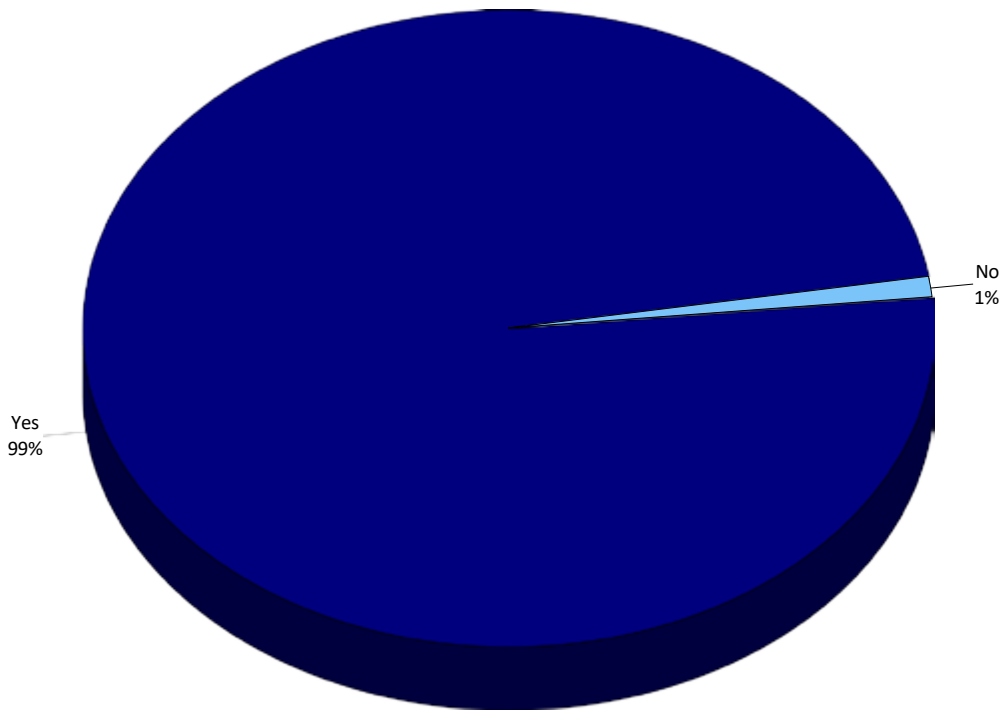
ETC Institute (2024)

34

Unalaska Parks and Recreation Needs Assessment Survey

Q19. Do you have a car on the island?

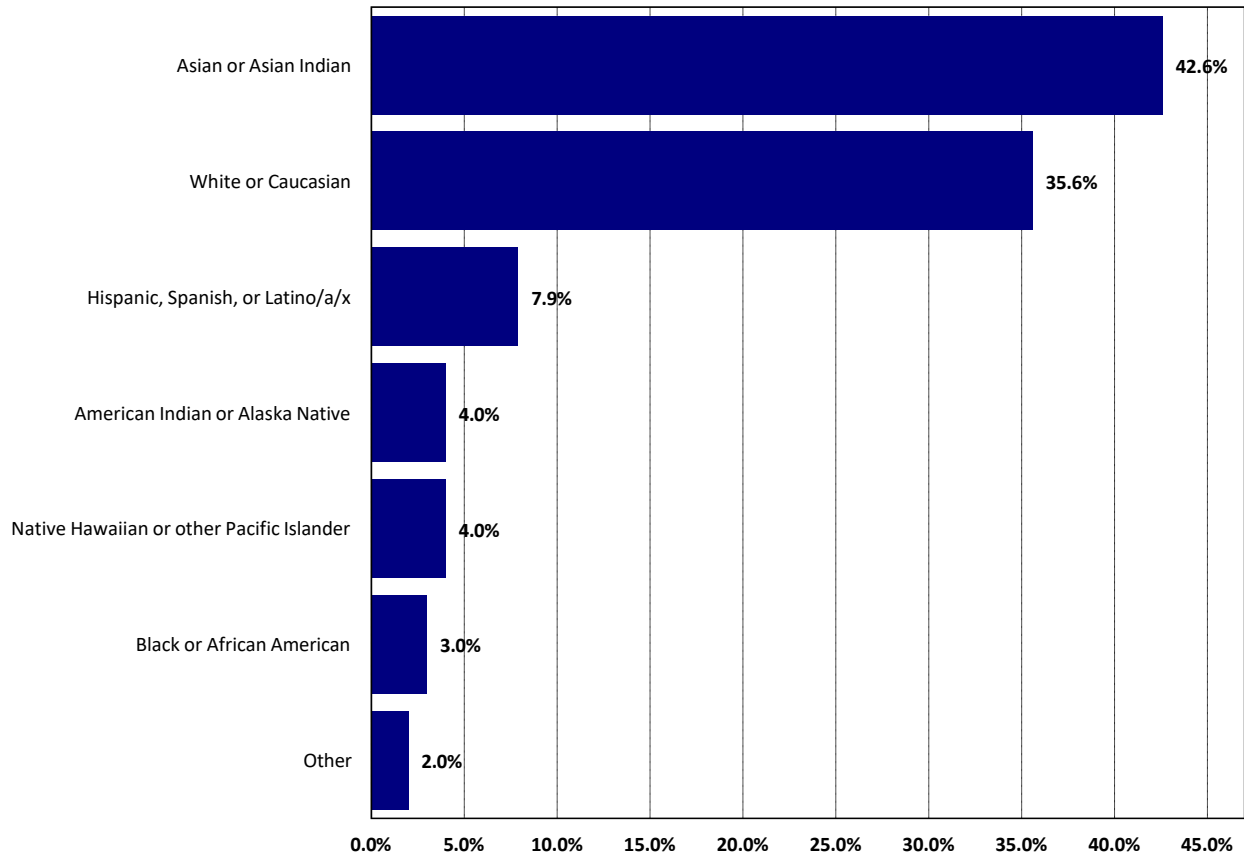
by percentage of respondents (excluding "not provided")



Unalaska Parks and Recreation Needs Assessment Survey

Q20. Which of the following best describes your race/ethnicity?

by percentage of respondents



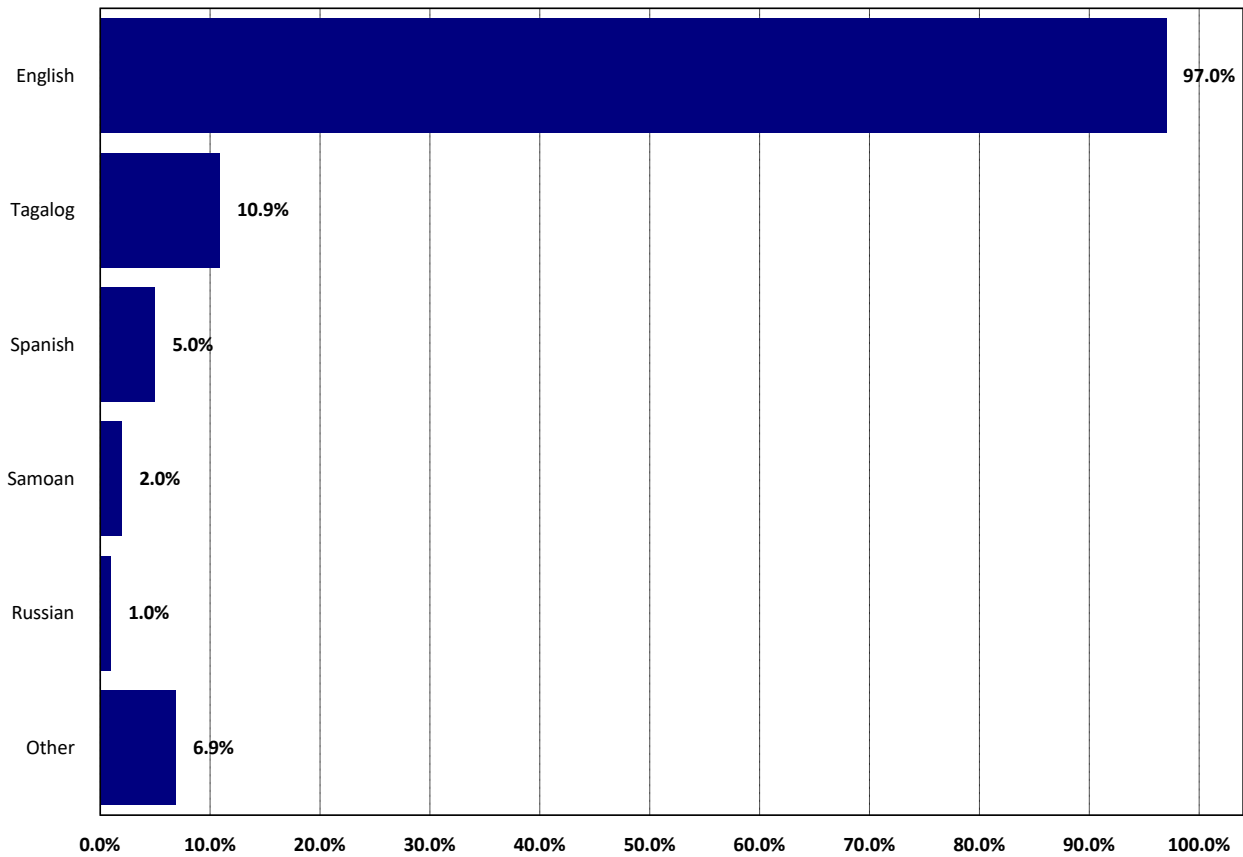
ETC Institute (2024)

36

Unalaska Parks and Recreation Needs Assessment Survey

Q21. Which of the following languages do you speak at home?

by percentage of respondents

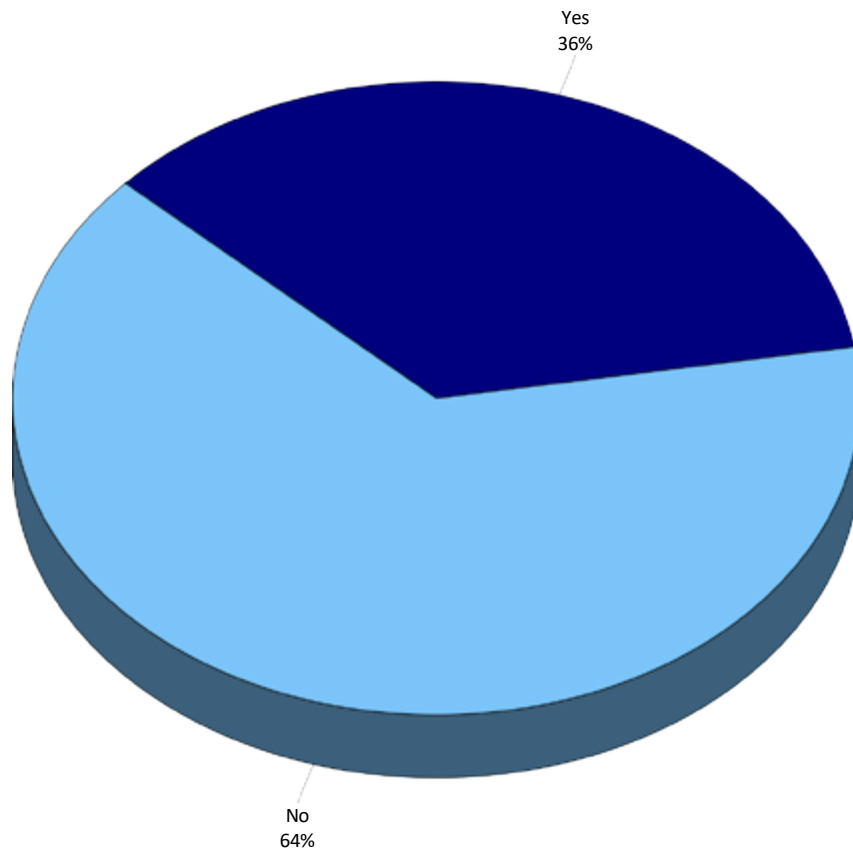


ETC Institute (2024)

37

Unalaska Parks and Recreation Needs Assessment Survey

Q22. Do you own a dog? by percentage of respondents



ETC Institute (2024)

38

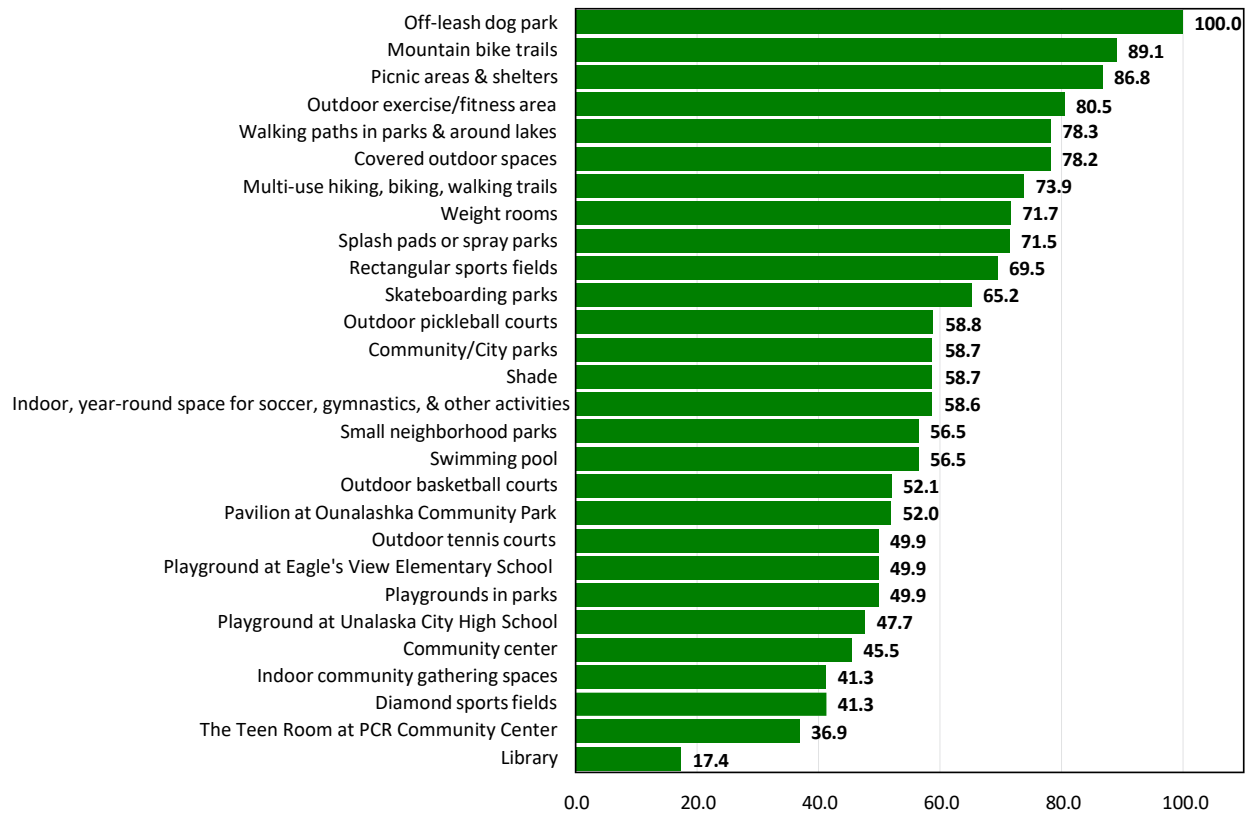
A graphic consisting of a dark blue horizontal bar. On the left side of the bar is a white circle containing the number '3' in dark blue. To the right of the circle, the text 'Priority Investment Rating' is written in white, bold, sans-serif font.

3 Priority Investment Rating

Unalaska Parks and Recreation Needs Assessment Survey

Unmet Needs Rating for Facilities/Amenities

the rating for the item with the most unmet need=100
 the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



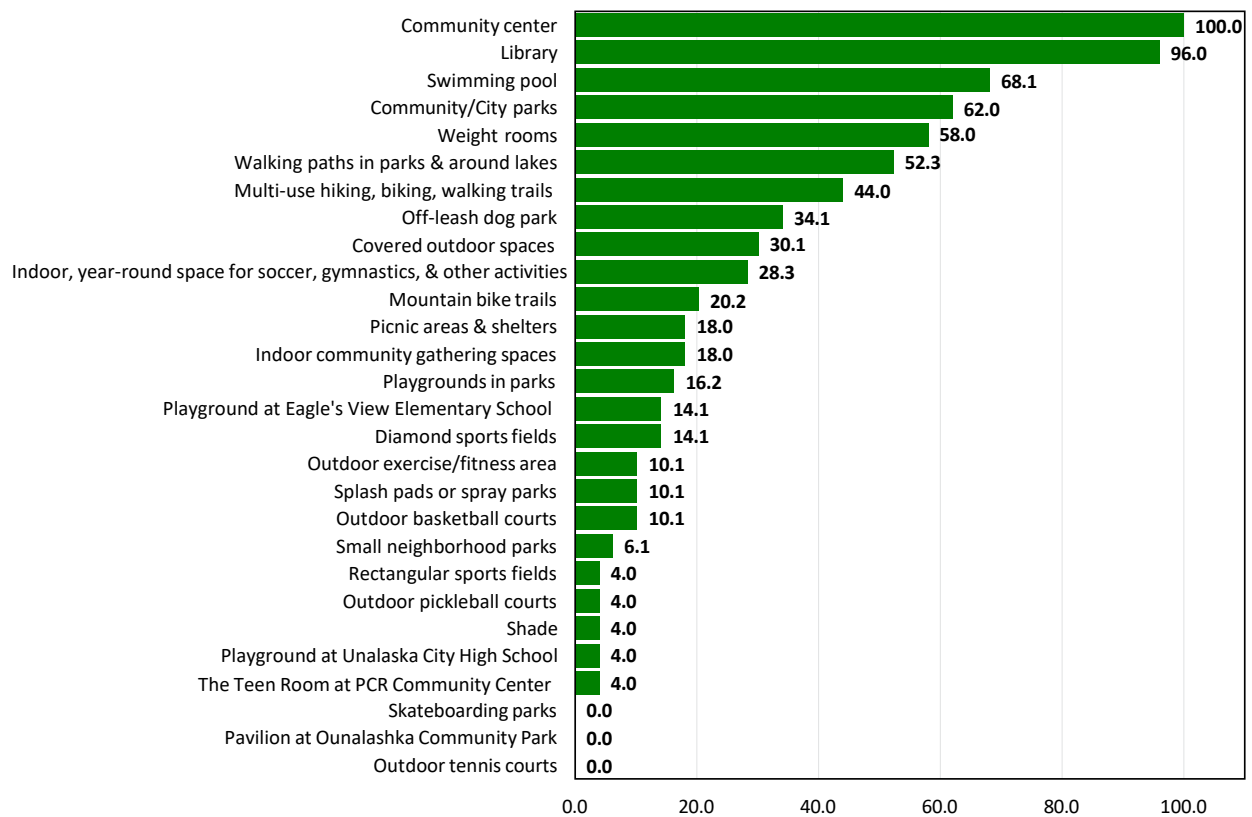
ETC Institute (2024)

40

Unalaska Parks and Recreation Needs Assessment Survey

Importance Rating for Facilities/Amenities

the rating for the item rated as the most important=100
 the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important

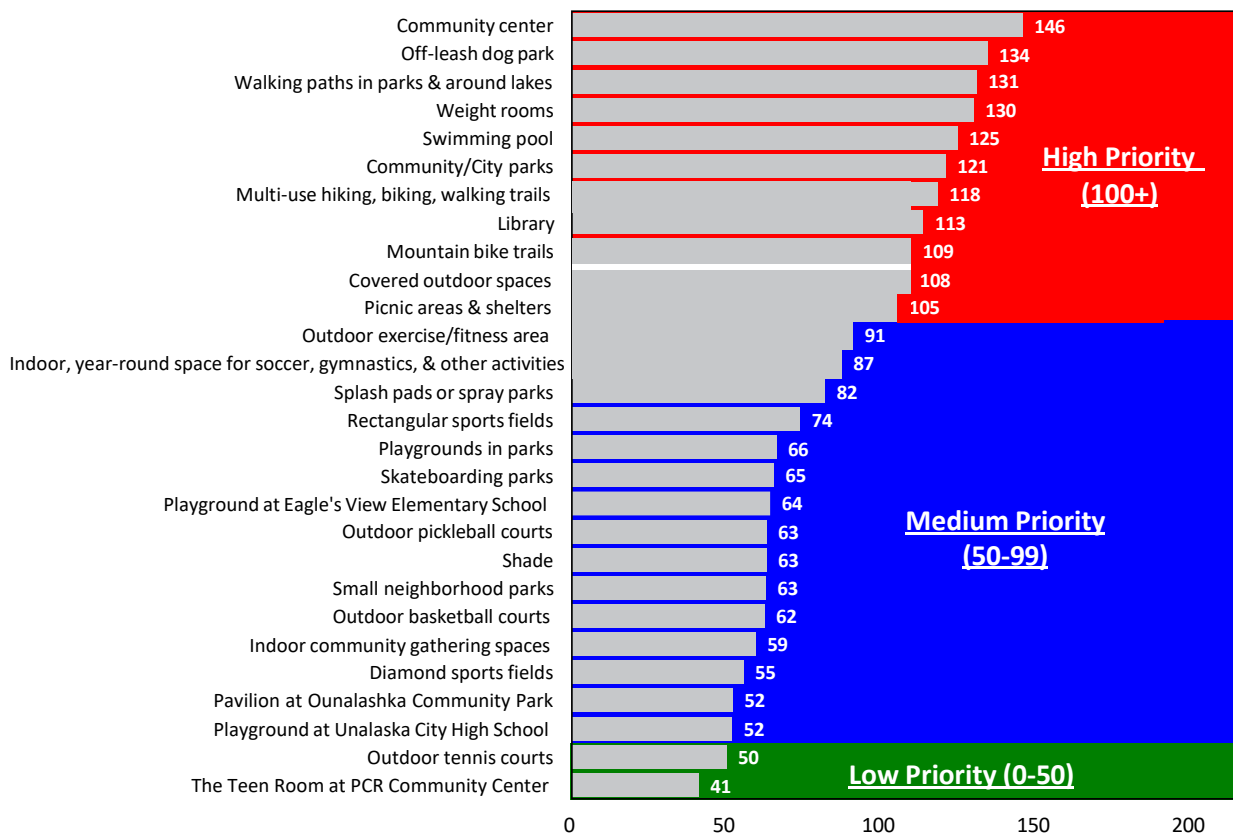


ETC Institute (2024)

41

Unalaska Parks and Recreation Needs Assessment Survey

Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



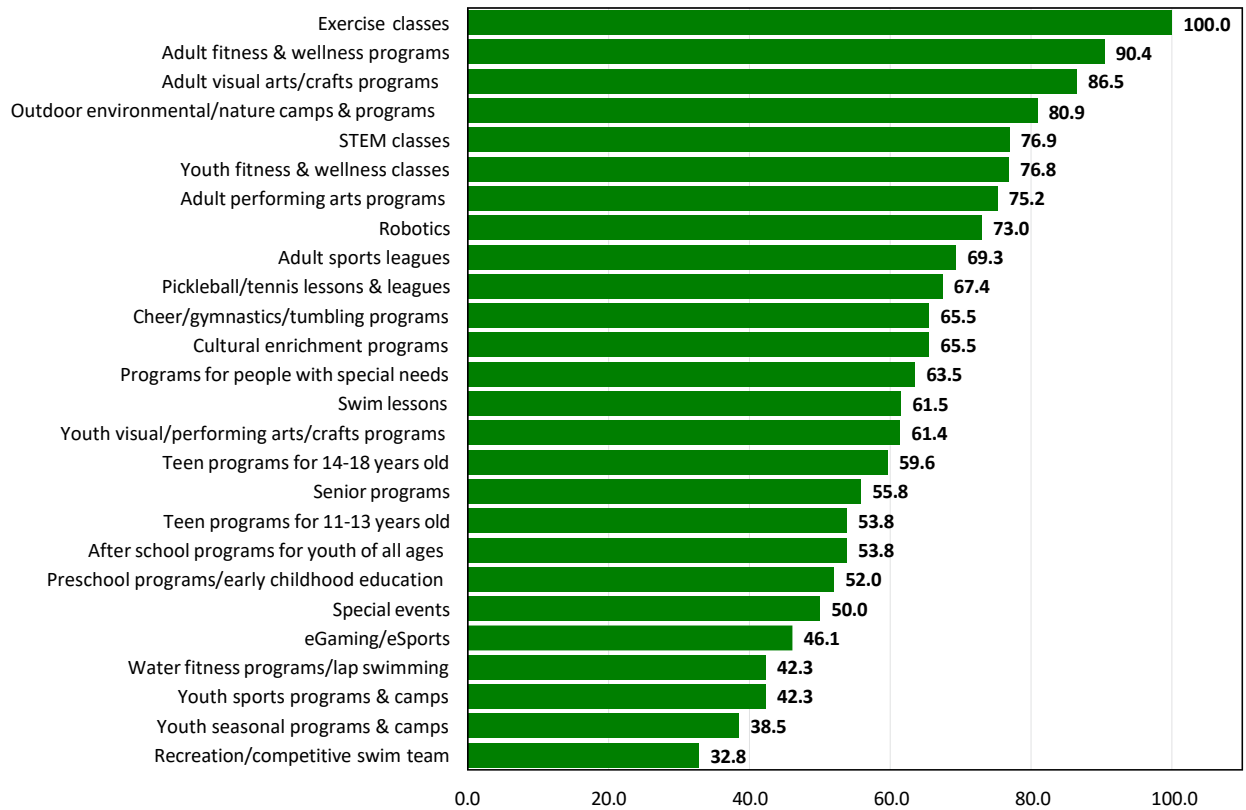
ETC Institute (2024)

42

Unalaska Parks and Recreation Needs Assessment Survey

Unmet Needs Rating for Programs/Activities

the rating for the item with the most unmet need=100
 the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



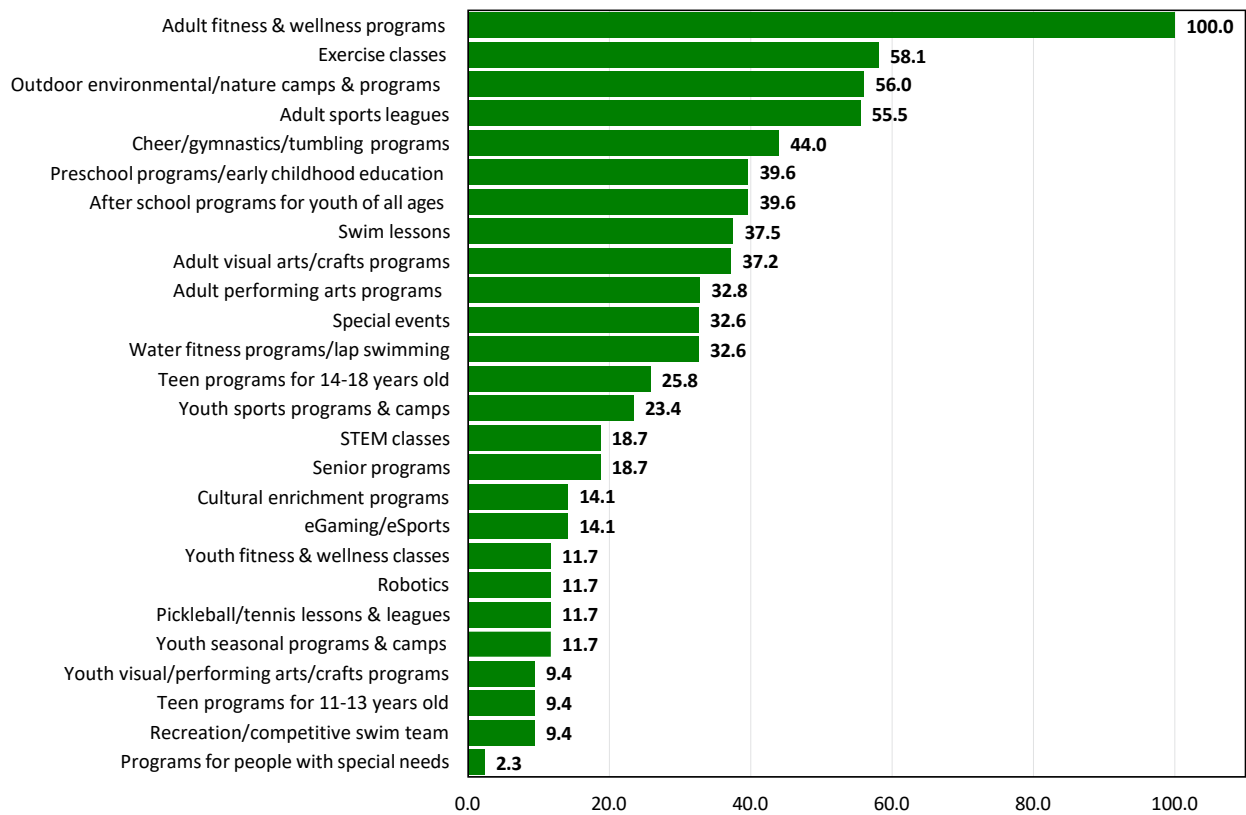
ETC Institute (2024)

43

Unalaska Parks and Recreation Needs Assessment Survey

Importance Rating for Programs/Activities

the rating for the item rated as the most important=100
 the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important

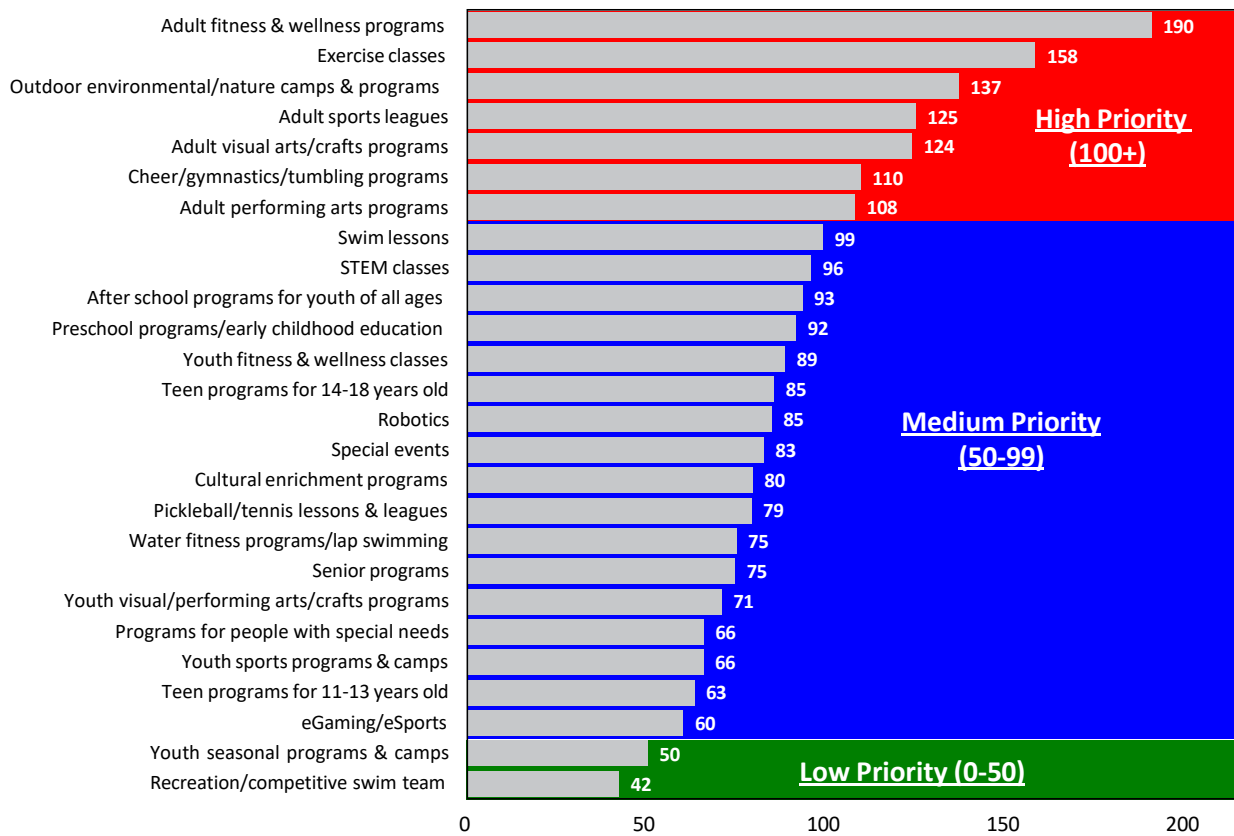


ETC Institute (2024)

44

Unalaska Parks and Recreation Needs Assessment Survey

Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating



ETC Institute (2024)

45

A large graphic consisting of a dark blue horizontal bar. On the left side of the bar, there is a white circle containing the number '4' in a dark blue font. To the right of the circle, the text 'Tabular Data' is written in a white, bold, sans-serif font.

4 Tabular Data

Unalaska Parks and Recreation Needs Assessment Survey

Q1. Including yourself, how many people in your household are...

	Mean	Sum
number	3.7	365
Under age 5	0.3	29
Ages 5-9	0.3	27
Ages 10-14	0.4	35
Ages 15-19	0.4	38
Ages 20-24	0.3	27
Ages 25-34	0.6	58
Ages 35-44	0.6	60
Ages 45-54	0.4	44
Ages 55-64	0.3	30
Ages 65-74	0.2	17
Ages 75+	0.0	0

Q2. Please rate the overall quality of the following parks or recreation facilities offered by the City of Unalaska using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

(N=101)

	Excellent	Good	Fair	Below average	Poor	Haven't used
Q2-1. Aua C nt	21.8%	35.6%	21.8%	5.0%	1.0%	14.9%
Q2-2. i on z	8.9%	30.7%	19.8%	7.9%	0.0%	32.7%
Q2-3. Library	71.3%	18.8%	0.0%	1.0%	0.0%	8.9%
Q2-4. o ial a	18.8%	31.7%	20.8%	1.0%	1.0%	26.7%
Q2-5. unalaska Cc unity a k	22.8%	28.7%	21.8%	0.0%	1.0%	25.7%
Q2-6. C Co unity C nt	36.6%	40.6%	17.8%	1.0%	0.0%	4.0%
Q2-7. itka u	28.7%	42.6%	13.9%	1.0%	0.0%	13.9%
Q2-8. kat a k	5.9%	11.9%	20.8%	16.8%	15.8%	28.7%
Q2-9. anaa aku a k	9.9%	19.8%	13.9%	9.9%	1.0%	45.5%
Q2-10. o n a k	28.7%	28.7%	21.8%	1.0%	0.0%	19.8%
Q2-11. u ako i l	11.9%	12.9%	30.7%	13.9%	5.0%	25.7%

WITHOUT HAVEN'T USED

Q2. Please rate the overall quality of the following parks or recreation facilities offered by the City of Unalaska using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor." (without "haven't used")

(N=101)

	Excellent	Good	Fair	Below average	Poor
Q2-1. Aua C nt	25.6%	41.9%	25.6%	5.8%	1.2%
Q2-2. i on a k	13.2%	45.6%	29.4%	11.8%	0.0%
Q2-3. Library	78.3%	20.7%	0.0%	1.1%	0.0%
Q2-4. o ial a k	25.7%	43.2%	28.4%	1.4%	1.4%
Q2-5. unalas ka Co a k	30.7%	38.7%	29.3%	0.0%	1.3%
Q2-6. C Co unity C	38.1%	42.3%	18.6%	1.0%	0.0%
Q2-7. itka u a k	33.3%	49.4%	16.1%	1.1%	0.0%
Q2-8. kat a k	8.3%	16.7%	29.2%	23.6%	22.2%
Q2-9. anaa aku a a k	18.2%	36.4%	25.5%	18.2%	1.8%
Q2-10. o n a k	35.8%	35.8%	27.2%	1.2%	0.0%
Q2-11. u ako i l	16.0%	17.3%	41.3%	18.7%	6.7%

Q3. From the list in Question 2, which THREE parks and/or facilities does your household use most often?

Q3. Top choice	Number	Percent
Aua C nt	18	17.8 %
i on a k	1	1.0 %
Library	16	15.8 %
unalas ka Co unity a k	9	8.9 %
C Co unity C nt	41	40.6 %
itka u a k	7	6.9 %
o n a k	3	3.0 %
None chosen	6	5.9 %
Total	101	100.0 %

Q3. From the list in Question 2, which THREE parks and/or facilities does your household use most often?

Q3. 2nd choice	Number	Percent
Aua C nt	20	19.8 %
i on a k	1	1.0 %
Library	14	13.9 %
unalas ka Co unity a k	10	9.9 %
C Co unity C nt	31	30.7 %
itka u a k	10	9.9 %
o n a k	6	5.9 %
u ako i l	2	2.0 %
None chosen	7	6.9 %
Total	101	100.0 %

Unalaska Parks and Recreation Needs Assessment Survey

Q3. From the list in Question 2, which THREE parks and/or facilities does your household use most often?

Q3. 3rd choice	Number	Percent
A u a C nt	15	14.9 %
Library	15	14.9 %
unalas ka Co unity a k	7	6.9 %
C Co unityC nt	4	4.0 %
itka u a k	11	10.9 %
kat a k	2	2.0 %
o n a k	22	21.8 %
u ako i l	10	9.9 %
None chosen	15	14.9 %
Total	101	100.0 %

SUM OF TOP 3 CHOICES

Q3. From the list in Question 2, which THREE parks and/or facilities does your household use most often? (top 3)

Q3. Top choice	Number	Percent
A u a C nt	53	52.5 %
i on a k	2	2.0 %
Library	45	44.6 %
unalas ka Co unity a k	26	25.7 %
C Co unityC nt	76	75.2 %
itka u a k	28	27.7 %
kat a k	2	2.0 %
o n a k	31	30.7 %
u ako i l	12	11.9 %
None chosen	6	5.9 %
Total	281	

Q4. Please CHECK ALL of the following reasons that prevent you or members of your households from visiting Parks, Culture and Recreation facilities more often.

4. asons t at nt you ous ol s f o isi ng a ks, Cultu a on fa ili s o o n	Number	Percent
a k of a ni s ant to us	33	32.7 %
a k of an i a A A a ssi ility	7	6.9 %
a k of st oo s	23	22.8 %
a k of o s a s	19	18.8 %
a k of t ans o ta on too fa f o y o	7	6.9 %
ot a a of a ks o fa ili s lo a ons	11	10.9 %
a ks fa ili sa not ll aintain	12	11.9 %
oo usy not noug	34	33.7 %
Other	12	11.9 %
Total	158	

Q5. From the following list, please CHECK ALL the ways you learn about Parks, Culture and Recreation facilities, programs, and events.

5. ways you learn about parks, Culture and Recreation facilities, programs, and events	Number	Percent
Online community	41	40.6 %
City website	36	35.6 %
Materials at parks or recreation facilities	23	22.8 %
Conversations with City staff	37	36.6 %
Word of mouth	70	69.3 %
Online social media posts	19	18.8 %
Emails	12	11.9 %
Social media	56	55.4 %
Flyers	50	49.5 %
Other	2	2.0 %
Total	346	

Q5-10. Other:

Q5-10. Other	Number	Percent
App	1	50.0 %
UC community online messaging	1	50.0 %
Total	2	100.0 %

Q6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, recreation facilities, programs, and events?

Q6. Top choice	Number	Percent
Online community	6	5.9 %
City website	18	17.8 %
Materials at parks or recreation facilities	5	5.0 %
Conversations with City staff	3	3.0 %
Word of mouth	2	2.0 %
Emails	11	10.9 %
Social media	37	36.6 %
Flyers	11	10.9 %
None chosen	8	7.9 %
Total	101	100.0 %

Q6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, recreation facilities, programs, and events?

Q6. 2nd choice	Number	Percent
Online community	13	12.9 %
City website	9	8.9 %
Materials at parks or recreation facilities	4	4.0 %
Conversations with City staff	3	3.0 %
Word of mouth	3	3.0 %
Online social media posts	5	5.0 %
Emails	7	6.9 %
Social media	23	22.8 %
Flyers	19	18.8 %
None chosen	15	14.9 %
Total	101	100.0 %

Unalaska Parks and Recreation Needs Assessment Survey

Q6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, recreation facilities, programs, and events?

Q6. 3rd choice	Number	Percent
Phone calls	15	14.9 %
City website	4	4.0 %
Materials at parks or recreation facilities	5	5.0 %
Conversations at City station	2	2.0 %
Word of mouth	13	12.9 %
Online surveys	8	7.9 %
Emails	9	8.9 %
Social media	6	5.9 %
Flyers	14	13.9 %
None chosen	25	24.8 %
Total	101	100.0 %

SUM OF TOP 3 CHOICES

Q6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, recreation facilities, programs, and events? (top 3)

Q6. Top choice	Number	Percent
Phone calls	34	33.7 %
City website	31	30.7 %
Materials at parks or recreation facilities	14	13.9 %
Conversations at City station	8	7.9 %
Word of mouth	16	15.8 %
Online surveys	15	14.9 %
Emails	27	26.7 %
Social media	66	65.3 %
Flyers	44	43.6 %
None chosen	8	7.9 %
Total	263	

Q7. Please rate the quality of the Parks, Culture and Recreation Department programs and events that you or members of your household have participated in during the past 12 months.

(N=101)

	Excellent	Good	Fair	Poor	Haven't a i at
Q7- .4t of uly a a	24.8%	46.5%	8.9%	2.0%	17.8%
Q7-2. A ts usi Class s	13.9%	21.8%	8.9%	0.0%	55.4%
Q7-3. Bro's Night or Girls Night Out	9.9%	19.8%	5.0%	1.0%	64.4%
Q7-4. Ca A gayu	13.9%	17.8%	5.0%	0.0%	63.4%
Q7-5. Co unity Cl anu	26.7%	24.8%	10.9%	4.0%	33.7%
Q7-6. Egg Hunt	15.8%	19.8%	15.8%	5.0%	43.6%
Q7- . at aug t an	13.9%	17.8%	3.0%	0.0%	65.3%
Q7- . itn ss Class s	12.9%	13.9%	5.9%	6.9%	60.4%
Q7-9. Friday Splash	13.9%	23.8%	7.9%	4.0%	50.5%
Q7-10. Halloween Event	21.8%	28.7%	7.9%	2.0%	39.6%
Q7- . a toft Al u ans s al	43.6%	29.7%	8.9%	1.0%	16.8%
Q7-12. Holiday Event	26.7%	31.7%	6.9%	4.0%	30.7%
Q7- 3. a n ut ing, .Co unity otlu k	8.9%	22.8%	10.9%	5.9%	51.5%
Q7- 4. issoula C il n s at	23.8%	23.8%	5.9%	0.0%	46.5%
Q7- 5. C 360	11.9%	18.8%	2.0%	7.9%	59.4%
Q7- 6. u kin lung	14.9%	15.8%	8.9%	2.0%	58.4%
Q7- . uns a s	27.7%	22.8%	4.0%	0.0%	45.5%
Q7-18. Summer Playground Program	9.9%	25.7%	5.0%	5.9%	53.5%
Q7-19. Tot Time	15.8%	18.8%	7.9%	4.0%	53.5%
Q7-20. out o ts agu s ask t all Soccer)	19.8%	23.8%	7.9%	2.0%	46.5%
Q7-21. Youth Swim League	16.8%	18.8%	4.0%	2.0%	58.4%

Unalaska Parks and Recreation Needs Assessment Survey

WITHOUT HAVEN'T USED

Q7. Please rate the quality of the Parks, Culture and Recreation Department programs and events that you or members of your household have participated in during the past 12 months. (without "haven't participated")

(N=101)

	Excellent	Good	Fair	Poor
Q7-1. 4th of July parade	30.1%	56.6%	10.8%	2.4%
Q7-2. Arts & Music Classes	31.1%	48.9%	20.0%	0.0%
Q7-3. Bro's Night or Girls Night Out	27.8%	55.6%	13.9%	2.8%
Q7-4. Cultural Day	37.8%	48.6%	13.5%	0.0%
Q7-5. Community Clean-up	40.3%	37.3%	16.4%	6.0%
Q7-6. Egg Hunt	28.1%	35.1%	28.1%	8.8%
Q7-7. August Fair	40.0%	51.4%	8.6%	0.0%
Q7-8. Fitness Classes	32.5%	35.0%	15.0%	17.5%
Q7-9. Friday Splash	28.0%	48.0%	16.0%	8.0%
Q7-10. Halloween Event	36.1%	47.5%	13.1%	3.3%
Q7-11. Native Alaska Festival	52.4%	35.7%	10.7%	1.2%
Q7-12. Holiday Event	38.6%	45.7%	10.0%	5.7%
Q7-13. Annual Meeting, Community Outreach	18.4%	46.9%	22.4%	12.2%
Q7-14. Kasilof Arts Festival	44.4%	44.4%	11.1%	0.0%
Q7-15. C-360	29.3%	46.3%	4.9%	19.5%
Q7-16. Ukulele Jam	35.7%	38.1%	21.4%	4.8%
Q7-17. Unalakleet	50.9%	41.8%	7.3%	0.0%
Q7-18. Summer Playground Program	21.3%	55.3%	10.6%	12.8%
Q7-19. Tot Time	34.0%	40.4%	17.0%	8.5%
Q7-20. Outdoor Sports (ask to all Soccer)	37.0%	44.4%	14.8%	3.7%
Q7-21. Youth Swim League	40.5%	45.2%	9.5%	4.8%

Q8. Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Parks Culture and Recreation Department programs more often.

Reasons that prevent you or members of your household from participating in Parks Culture and Recreation Department programs more often	Number	Percent
Class is full	3	3.0%
Cost is too high	4	4.0%
Fees are too high	6	5.9%
Don't know what is offered	21	20.8%
Quality of instruction	8	7.9%
Quality of programs	11	10.9%
Quality of staff	9	8.9%
Quality of transportation	5	5.0%
Location of programs	5	5.0%
Program is not useful	7	6.9%
Program is too busy	4	4.0%
Program is not interesting	7	6.9%
Program is too long	12	11.9%
Program is too difficult	3	3.0%
Program is too far	3	3.0%
Too busy	23	22.8%
Weather-too difficult to go to program	7	6.9%
Other	12	11.9%
Total	150	

Unalaska Parks and Recreation Needs Assessment Survey

Q9. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

(N=101)

	Fully met	Mostly met	Partly met	Not met	No need
Q9-1. Community center	25.7%	38.6%	15.8%	5.0%	14.9%
Q9-2. Community center	26.7%	30.7%	21.8%	5.0%	15.8%
Q9-3. Community center	15.8%	18.8%	11.9%	23.8%	29.7%
Q9-4. Community center	18.8%	19.8%	6.9%	11.9%	42.6%
Q9-5. Indoor community gathering spaces	29.7%	32.7%	15.8%	3.0%	18.8%
Q9-6. Community center	17.8%	28.7%	16.8%	9.9%	26.7%
Q9-7. Library	60.4%	18.8%	5.9%	2.0%	12.9%
Q9-8. Mountain biking trails	8.9%	9.9%	21.8%	18.8%	40.6%
Q9-9. Walking trails (paved or unpaved)	18.8%	28.7%	24.8%	8.9%	18.8%
Q9-10. Golf course	7.9%	4.0%	10.9%	34.7%	42.6%
Q9-11. Basketball courts	19.8%	18.8%	15.8%	7.9%	37.6%
Q9-12. Basketball courts	10.9%	14.9%	14.9%	21.8%	37.6%
Q9-13. Basketball courts	5.9%	4.0%	4.0%	22.8%	63.4%
Q9-14. Outdoor tennis courts	16.8%	11.9%	15.8%	6.9%	48.5%
Q9-15. Community center	11.9%	15.8%	17.8%	5.9%	48.5%
Q9-16. Community center	16.8%	12.9%	25.7%	13.9%	30.7%
Q9-17. Playground at Eagle's View Elementary School	15.8%	20.8%	10.9%	11.9%	40.6%
Q9-18. Playground at Unalaska City School	15.8%	21.8%	13.9%	7.9%	40.6%
Q9-19. Playground in parks	17.8%	31.7%	16.8%	5.9%	27.7%
Q9-20. Softball field, soccer field, etc.	12.9%	11.9%	10.9%	20.8%	43.6%

Unalaska Parks and Recreation Needs Assessment Survey

Q9. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q9-21. Shade	10.9%	14.9%	15.8%	10.9%	47.5%
Q9-22. k a t o a i n g a k s	9.9%	5.0%	13.9%	15.8%	55.4%
Q9-23. a l l n i g o o a k s	18.8%	20.8%	11.9%	13.9%	34.7%
Q9-24. l a s a s o s a y a k s	6.9%	4.0%	5.9%	26.7%	56.4%
Q9-25. Swimming pool	32.7%	22.8%	18.8%	6.9%	18.8%
Q9-26. n o o a t C C o u n t y C n t	15.8%	19.8%	7.9%	8.9%	47.5%
Q9-27. a l k i n g a t s i n a k s a o u n l a k s	21.8%	24.8%	11.9%	23.8%	17.8%
Q9-28. Weight rooms	25.7%	24.8%	24.8%	7.9%	16.8%
Q9-29. Other	0.0%	1.0%	1.0%	2.0%	96.0%

Unalaska Parks and Recreation Needs Assessment Survey

WITHOUT NO NEED

Q9. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

(N=101)

	Fully met	Mostly met	Partly met	Not met
Q9-1. Community center, including indoor and outdoor spaces	30.2%	45.3%	18.6%	5.8%
Q9-2. Community center	31.8%	36.5%	25.9%	5.9%
Q9-3. Community center	22.5%	26.8%	16.9%	33.8%
Q9-4. Community center, including indoor and outdoor spaces	32.8%	34.5%	12.1%	20.7%
Q9-5. Indoor community gathering spaces	36.6%	40.2%	19.5%	3.7%
Q9-6. Community center, including indoor and outdoor spaces	24.3%	39.2%	23.0%	13.5%
Q9-7. Library	69.3%	21.6%	6.8%	2.3%
Q9-8. Mountain bike trails	15.0%	16.7%	36.7%	31.7%
Q9-9. Multi-use biking, hiking, walking trails (paved or unpaved)	23.2%	35.4%	30.5%	11.0%
Q9-10. Multi-use dog park	13.8%	6.9%	19.0%	60.3%
Q9-11. Multi-use basketball court	31.7%	30.2%	25.4%	12.7%
Q9-12. Multi-use basketball court	17.5%	23.8%	23.8%	34.9%
Q9-13. Multi-use basketball court	16.2%	10.8%	10.8%	62.2%
Q9-14. Outdoor tennis court	32.7%	23.1%	30.8%	13.5%
Q9-15. Multi-use basketball court	23.1%	30.8%	34.6%	11.5%
Q9-16. Multi-use basketball court	24.3%	18.6%	37.1%	20.0%
Q9-17. Playground at Eagle's View Elementary School	26.7%	35.0%	18.3%	20.0%
Q9-18. Playground at Unalaska City School	26.7%	36.7%	23.3%	13.3%
Q9-19. Playground in parks	24.7%	43.8%	23.3%	8.2%
Q9-20. Multi-use basketball court, including outdoor	22.8%	21.1%	19.3%	36.8%

WITHOUT NO NEED

Q9. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q9-21. Shade	20.8%	28.3%	30.2%	20.8%
Q9-22. k a t o a i n g a k s	22.2%	11.1%	31.1%	35.6%
Q9-23. a l l n i g o o o a k s	28.8%	31.8%	18.2%	21.2%
Q9-24. l a s a s o s a y a k s	15.9%	9.1%	13.6%	61.4%
Q9-25. Swimming pool	40.2%	28.0%	23.2%	8.5%
Q9-26. n o o a t C C o u n t y C n t	30.2%	37.7%	15.1%	17.0%
Q9-27. a l k i n g a t s i n a k s a o u n l a k s	26.5%	30.1%	14.5%	28.9%
Q9-28. Weight rooms	31.0%	29.8%	29.8%	9.5%
Q9-29. Other	0.0%	25.0%	25.0%	50.0%

Unalaska Parks and Recreation Needs Assessment Survey

Q10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household?

Q10. Top choice	Number	Percent
Community center	19	18.8 %
Community City parks	10	9.9 %
Community center	4	4.0 %
Indoor community gathering spaces	3	3.0 %
Indoor community gathering spaces	1	1.0 %
Community center	2	2.0 %
Library	20	19.8 %
Mountain biking trails	2	2.0 %
Walking trails	4	4.0 %
Community center	2	2.0 %
Community center	2	2.0 %
Playground at Unalaska City	1	1.0 %
Playground	1	1.0 %
Playground	3	3.0 %
Swimming pool	6	5.9 %
Walking trails	5	5.0 %
Weight rooms	10	9.9 %
None chosen	6	5.9 %
Total	101	100.0 %

Q10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household?

Q10. 2nd choice	Number	Percent
Community center	14	13.9 %
Community City parks	7	6.9 %
Community center	6	5.9 %
Indoor community gathering spaces	2	2.0 %
Indoor community gathering spaces	1	1.0 %
Community center	5	5.0 %
Library	17	16.8 %
Mountain biking trails	4	4.0 %
Walking trails	9	8.9 %
Walking trails	3	3.0 %
Community center	1	1.0 %
Community center	2	2.0 %
Playground at Unalaska City	1	1.0 %
Playground	1	1.0 %
Playground	1	1.0 %
Playground	2	2.0 %
Swimming pool	5	5.0 %
Walking trails	5	5.0 %
Weight rooms	8	7.9 %
None chosen	7	6.9 %
Total	101	100.0 %

Q10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household?

Q10. 3rd choice	Number	Percent
Community center, library, playground, swimming pool	11	10.9 %
Community City parks	9	8.9 %
Community center	1	1.0 %
Indoor community gathering spaces	2	2.0 %
Indoor community gathering spaces	1	1.0 %
Library	4	4.0 %
Library	7	6.9 %
Mountain biking, hiking, walking trails	2	2.0 %
Mountain biking, hiking, walking trails	8	7.9 %
Playground at Eagle's View Elementary School	4	4.0 %
Swimming pool	1	1.0 %
Swimming pool	2	2.0 %
Swimming pool	2	2.0 %
Swimming pool	7	6.9 %
Playground at Eagle's View Elementary School	2	2.0 %
Playground at Eagle's View Elementary School	2	2.0 %
Shade	2	2.0 %
Swimming pool	12	11.9 %
Swimming pool	2	2.0 %
Walking paths	5	5.0 %
Weight rooms	8	7.9 %
None chosen	9	8.9 %
Total	101	100.0 %

Q10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household?

Q10. 4th choice	Number	Percent
Community center, library, playground, swimming pool	6	5.9 %
Community City parks	5	5.0 %
Community center	4	4.0 %
Indoor community gathering spaces	6	5.9 %
Indoor community gathering spaces	3	3.0 %
Library	4	4.0 %
Mountain biking, hiking, walking trails	2	2.0 %
Mountain biking, hiking, walking trails	5	5.0 %
Mountain biking, hiking, walking trails	6	5.9 %
Swimming pool	2	2.0 %
Swimming pool	2	2.0 %
Playground at Eagle's View Elementary School	5	5.0 %
Playground at Eagle's View Elementary School	5	5.0 %
Swimming pool	2	2.0 %
Swimming pool	1	1.0 %
Swimming pool	11	10.9 %
Swimming pool	11	10.9 %
Weight rooms	3	3.0 %
None chosen	18	17.8 %
Total	101	100.0 %

SUM OF TOP 4 CHOICES

Q10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household? (top 4)

Q10. Top choice	Number	Percent
Community center, trails, playgrounds, sports fields, etc.	50	49.5 %
Community City Parks	31	30.7 %
Community Center	15	14.9 %
Trails, sports fields, playgrounds, etc.	7	6.9 %
Indoor community gathering spaces	9	8.9 %
Playground, sports fields, trails, etc.	14	13.9 %
Library	48	47.5 %
Mountain biking, hiking, walking trails, etc.	10	9.9 %
Trails, hiking, walking trails, etc.	22	21.8 %
Trails, walking, etc.	17	16.8 %
Community Center	5	5.0 %
Community Center	5	5.0 %
Community Center	2	2.0 %
Community Center	9	8.9 %
Playground at Eagle's View Elementary School	7	6.9 %
Playground at Unalaska City School	2	2.0 %
Playground in parks	8	7.9 %
Trails, sports fields, playgrounds, etc.	2	2.0 %
Shade	2	2.0 %
Trails, sports fields, etc.	3	3.0 %
Trails, sports fields, etc.	5	5.0 %
Swimming pool	34	33.7 %
Community Center	2	2.0 %
Walking trails, sports fields, etc.	26	25.7 %
Weight rooms	29	28.7 %
None chosen	6	5.9 %
Total	370	

Q11. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

(N=101)

	Fully met	Mostly met	Partly met	Not met	No need
Q11-1. Adult tennis leagues	15.8%	17.8%	30.7%	15.8%	19.8%
Q11-2. Adult sports leagues	12.9%	11.9%	23.8%	11.9%	39.6%
Q11-3. Adult sports leagues for youth of all ages	12.9%	17.8%	16.8%	10.9%	41.6%
Q11-4. Adult fitness classes	8.9%	6.9%	13.9%	24.8%	45.5%
Q11-5. Adult visual arts classes	6.9%	15.8%	19.8%	24.8%	32.7%
Q11-6. Cultural night classes	16.8%	10.9%	21.8%	11.9%	38.6%
Q11-7. Painting classes	9.9%	3.0%	6.9%	16.8%	63.4%
Q11-8. Exercise classes	10.9%	11.9%	33.7%	17.8%	25.7%
Q11-9. Community studio classes	6.9%	4.0%	3.0%	30.7%	55.4%
Q11-10. Outdoor recreational activities	10.9%	13.9%	18.8%	22.8%	33.7%
Q11-11. Adult sports leagues	12.9%	13.9%	6.9%	19.8%	46.5%
Q11-12. Adult sports for special needs	6.9%	4.0%	9.9%	22.8%	56.4%
Q11-13. Adult sports	12.9%	14.9%	12.9%	4.0%	55.4%
Q11-14. Adult sports	5.9%	3.0%	8.9%	28.7%	53.5%
Q11-15. Senior programs	10.9%	9.9%	16.8%	11.9%	50.5%
Q11-16. Special events	23.8%	16.8%	18.8%	6.9%	33.7%
Q11-17. Adult fitness, technology, and arts classes	8.9%	10.9%	11.9%	27.7%	40.6%
Q11-18. Swim lessons	14.9%	19.8%	20.8%	10.9%	33.7%
Q11-19. Adult sports for 13 years old	9.9%	11.9%	17.8%	9.9%	50.5%
Q11-20. Adult sports for 4-18 years old	6.9%	10.9%	18.8%	11.9%	51.5%
Q11-21. Adult tennis lessons	5.0%	4.0%	8.9%	25.7%	56.4%

Unalaska Parks and Recreation Needs Assessment Survey

Q11. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q11-22. out tn ss ll n ss lass s	6.9%	7.9%	21.8%	17.8%	45.5%
Q11-23. out isual fo ing a ts a s og a s an usi	7.9%	13.9%	15.8%	15.8%	46.5%
Q11-24. out s o ts og a s a s	18.8%	17.8%	12.9%	8.9%	41.6%
Q11-25. out s asonal og a s a s	13.9%	21.8%	15.8%	4.0%	44.6%
Q11-26. at tn ss og a s la s i ing	14.9%	17.8%	18.8%	3.0%	45.5%
Q11-27. Other	1.0%	0.0%	0.0%	0.0%	99.0%

WITHOUT NO NEED

Q11. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

(N=101)

	Fully met	Mostly met	Partly met	Not met
Q11-1. Adult tennis leagues	19.8%	22.2%	38.3%	19.8%
Q11-2. Adult sports leagues	21.3%	19.7%	39.3%	19.7%
Q11-3. Art school programs for youth of all ages	22.0%	30.5%	28.8%	18.6%
Q11-4. Adult fishing tournaments	16.4%	12.7%	25.5%	45.5%
Q11-5. Adult visual arts classes	10.3%	23.5%	29.4%	36.8%
Q11-6. Cultural nights	27.4%	17.7%	35.5%	19.4%
Q11-7. Bowling	27.0%	8.1%	18.9%	45.9%
Q11-8. Exercise classes	14.7%	16.0%	45.3%	24.0%
Q11-9. Community studios	15.6%	8.9%	6.7%	68.9%
Q11-10. Outdoor environmental activities	16.4%	20.9%	28.4%	34.3%
Q11-11. Art school programs	24.1%	25.9%	13.0%	37.0%
Q11-12. Programs for special needs	15.9%	9.1%	22.7%	52.3%
Q11-13. Golf	28.9%	33.3%	28.9%	8.9%
Q11-14. Golf	12.8%	6.4%	19.1%	61.7%
Q11-15. Senior programs	22.0%	20.0%	34.0%	24.0%
Q11-16. Special events	35.8%	25.4%	28.4%	10.4%
Q11-17. Seminars, technology, training, workshops	15.0%	18.3%	20.0%	46.7%
Q11-18. Swim lessons	22.4%	29.9%	31.3%	16.4%
Q11-19. Programs for 13 years old	20.0%	24.0%	36.0%	20.0%
Q11-20. Programs for 4-18 years old	14.3%	22.4%	38.8%	24.5%
Q11-21. Basketball lessons	11.4%	9.1%	20.5%	59.1%

Unalaska Parks and Recreation Needs Assessment Survey

WITHOUT NO NEED

Q11. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q11-22. out tn ss ll n ss lass s	12.7%	14.5%	40.0%	32.7%
Q11-23. out ing a ts a s og a s an	14.8%	25.9%	29.6%	29.6%
Q11-24. out s a s	32.2%	30.5%	22.0%	15.3%
Q11-25. out s asonal og a s a s	25.0%	39.3%	28.6%	7.1%
Q11-26. at tn ss og a s la s i ing	27.3%	32.7%	34.5%	5.5%
Q11-27. Other	100.0%	0.0%	0.0%	0.0%

Q11-27. Other:

Q11-27. Other	Number	Percent
Add o k yan gy nas s og a s	1	100.0 %
Total	1	100.0 %

Q12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. Top choice	Number	Percent
A ult tn ss ll n ss og a s	25	24.8 %
Adult sports leagues	6	5.9 %
A s ool og a s fo yout of all ag s	8	7.9 %
A ult fo ing a ts og a s an usi	3	3.0 %
A ult isual a ts a s og a s	3	3.0 %
Cultu al n i nt og a s	1	1.0 %
a ing o ts	2	2.0 %
Exercise classes	5	5.0 %
C gy nas s tu ling og a s	6	5.9 %
ut oo n i on ntal natu a s og a s	3	3.0 %
s ool og a s a ly il oo u a on	3	3.0 %
og a s fo o l it s ial n s	1	1.0 %
a on o s i t a	1	1.0 %
o o s	1	1.0 %
Senior programs	1	1.0 %
Special events	4	4.0 %
Swim lessons	4	4.0 %
n og a s fo 4-18 years old	2	2.0 %
i kl all t nnis l ssons l agu s	2	2.0 %
out s o ts og a s a s	2	2.0 %
at tn ss og a s la s i ing	2	2.0 %
Other	1	1.0 %
None chosen	15	14.9 %
Total	101	100.0 %

Q12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 2nd choice	Number	Percent
Adult tennis leagues	12	11.9%
Adult sports leagues	6	5.9%
Adult soccer leagues for youth of all ages	3	3.0%
Adult football leagues	4	4.0%
Adult basketball leagues	4	4.0%
Cultural presentations	1	1.0%
Dancing classes	2	2.0%
Exercise classes	9	8.9%
Cycling/sports touring	7	6.9%
Continuing education/natural history classes	3	3.0%
Soccer leagues for all ages	5	5.0%
Art classes	1	1.0%
Classes	1	1.0%
Senior programs	2	2.0%
Special events	3	3.0%
Swim lessons	5	5.0%
Swimming lessons for -13 years old	2	2.0%
Swimming lessons for 4-18 years old	5	5.0%
Individual tennis lessons	1	1.0%
Outdoor football leagues	1	1.0%
Outdoor soccer leagues	2	2.0%
Outdoor seasonal leagues	1	1.0%
Badminton leagues	3	3.0%
None chosen	18	17.8%
Total	101	100.0%

Unalaska Parks and Recreation Needs Assessment Survey

Q12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 3rd choice	Number	Percent
Adult tennis leagues	3	3.0%
Adult sports leagues	4	4.0%
Adult softball leagues for youth of all ages	4	4.0%
Adult football leagues for all ages	2	2.0%
Adult basketball leagues	7	6.9%
Cultural night	2	2.0%
Exercise classes	10	9.9%
Cycling	3	3.0%
Outdoor recreational activities	5	5.0%
Swimming lessons	6	5.9%
Art classes	2	2.0%
Music classes	1	1.0%
Senior programs	3	3.0%
Senior center, technology, gardening, art classes	3	3.0%
Swim lessons	4	4.0%
Swimming lessons for 4-18 years old	4	4.0%
Ice skating lessons	2	2.0%
Adult tennis leagues	2	2.0%
Adult football leagues for all ages	3	3.0%
Adult softball leagues	4	4.0%
Adult seasonal activities	1	1.0%
Adult tennis leagues	6	5.9%
None chosen	20	19.8%
Total	101	100.0%

Q12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 4th choice	Number	Percent
Adult tennis leagues	3	3.0%
Adult sports leagues	8	7.9%
Adult softball leagues for youth of all ages	2	2.0%
Adult football leagues for all ages	5	5.0%
Adult basketball leagues	2	2.0%
Cultural night	2	2.0%
Swimming lessons	2	2.0%
Exercise classes	1	1.0%
Cycling	3	3.0%
Outdoor recreational activities	13	12.9%
Swimming lessons	3	3.0%
Art classes	2	2.0%
Senior programs	2	2.0%
Special events	7	6.9%
Senior center, technology, gardening, art classes	5	5.0%
Swim lessons	3	3.0%
Swimming lessons for 4-13 years old	2	2.0%
Adult tennis leagues	3	3.0%
Adult softball leagues	2	2.0%
Adult seasonal activities	3	3.0%
Adult tennis leagues	3	3.0%
None chosen	25	24.8%
Total	101	100.0%

SUM OF TOP 4 CHOICES

Q12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household? (top 4)

Q12. Top choice	Number	Percent
Adult tennis leagues	43	42.6%
Adult sports leagues	24	23.8%
Adult softball leagues for youth of all ages	17	16.8%
Adult football leagues and soccer	14	13.9%
Adult basketball leagues	16	15.8%
Cultural night classes	6	5.9%
Art classes	6	5.9%
Exercise classes	25	24.8%
Cycling studios	19	18.8%
Outdoor environmental education classes	24	23.8%
Swimming lessons	17	16.8%
Open water swimming lessons	1	1.0%
Swimming lessons for children	4	4.0%
Swimming lessons for adults	5	5.0%
Senior programs	8	7.9%
Special events	14	13.9%
Swimming lessons, water aerobics, water polo	8	7.9%
Swim lessons	16	15.8%
Swimming lessons for children -13 years old	4	4.0%
Swimming lessons for children 4-18 years old	11	10.9%
Swimming lessons for adults	5	5.0%
Swimming lessons for seniors	5	5.0%
Swimming lessons for youth of all ages	4	4.0%
Swimming lessons for women	10	9.9%
Swimming lessons for men	5	5.0%
Swimming lessons for children and youth	14	13.9%
Other	1	1.0%
None chosen	15	14.9%
Total	341	

Q13. If you had \$100, how would you allocate the funds among the larger parks and recreation investments listed below?

	Mean
Investment in outdoor recreation facilities, such as playgrounds, etc.	39.79
Investment in aquatic facilities	31.33
Investment in playgrounds	19.84
Other	9.04

Q14. If you had \$100, how would you allocate the funds among the smaller parks and recreation investments listed below?

	Mean
Community centers, community gardens	19.34
Neighborhood parks	26.15
Investment in Alaska Community Parks	10.33
Agri-tourism	23.08
Tool lending library	7.98
Outdoor playgrounds	10.32
Other	2.88

Unalaska Parks and Recreation Needs Assessment Survey

Q15. Please indicate your level of agreement with the following statements concerning some potential benefits of the parks, facilities, and recreation programs or events.

(N=101)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q15-1. Is age-friendly accessible to all age groups	36.6%	37.6%	14.9%	3.0%	1.0%	6.9%
Q15-2. Unalaska is a desirable place to live	42.6%	35.6%	11.9%	4.0%	1.0%	5.0%
Q15-3. Unalaska is a safe community	29.7%	29.7%	23.8%	5.0%	0.0%	11.9%
Q15-4. Unalaska protects the environment	32.7%	37.6%	18.8%	1.0%	0.0%	9.9%
Q15-5. Helps to reduce crime in Unalaska	34.7%	39.6%	14.9%	2.0%	0.0%	8.9%
Q15-6. Improves my (my) mental health	39.6%	37.6%	16.8%	1.0%	0.0%	5.0%
Q15-7. Improves my (my) physical health	47.5%	34.7%	11.9%	2.0%	0.0%	4.0%
Q15-8. Provides social opportunities for youth	27.7%	34.7%	20.8%	3.0%	0.0%	13.9%
Q15-9. Provides social opportunities for family	46.5%	32.7%	11.9%	0.0%	0.0%	8.9%
Q15-10. Provides volunteer opportunities	27.7%	36.6%	15.8%	4.0%	0.0%	15.8%

WITHOUT DON'T KNOW

Q15. Please indicate your level of agreement with the following statements concerning some potential benefits of the parks, facilities, and recreation programs or events. (without "don't know")

(N=101)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q15-1. Is age-friendly accessible to all age groups	39.4%	40.4%	16.0%	3.2%	1.1%
Q15-2. Makes Unalaska a more desirable place to live	44.8%	37.5%	12.5%	4.2%	1.0%
Q15-3. Promotes local economic development	33.7%	33.7%	27.0%	5.6%	0.0%
Q15-4. Preserves natural resources and protects the environment	36.3%	41.8%	20.9%	1.1%	0.0%
Q15-5. Helps to reduce crime in the community	38.0%	43.5%	16.3%	2.2%	0.0%
Q15-6. Improves my (my) mental health and reduces stress	41.7%	39.6%	17.7%	1.0%	0.0%
Q15-7. Improves my (my) physical health and fitness	49.5%	36.1%	12.4%	2.1%	0.0%
Q15-8. Provides social and recreational opportunities for youth	32.2%	40.2%	24.1%	3.4%	0.0%
Q15-9. Provides social and recreational opportunities for the family	51.1%	35.9%	13.0%	0.0%	0.0%
Q15-10. Provides volunteer opportunities for the community	32.9%	43.5%	18.8%	4.7%	0.0%

Unalaska Parks and Recreation Needs Assessment Survey

Q16. Your gender identity:

Gender Identity	Number	Percent
Male	46	45.5 %
Female	53	52.5 %
Non-binary	1	1.0 %
Prefer not to disclose	1	1.0 %
Total	101	100.0 %

WITHOUT PREFER NOT TO DISCLOSE

Q16. Your gender identity: (without "prefer not to disclose")

Gender Identity	Number	Percent
Male	46	46.0 %
Female	53	53.0 %
Non-binary	1	1.0 %
Total	100	100.0 %

Q17. How many years have you lived in Unalaska?

Years Lived in Unalaska	Number	Percent
0-5	18	17.8 %
6-10	16	15.8 %
11-15	21	20.8 %
16-20	10	9.9 %
21-30	22	21.8 %
31+	12	11.9 %
Not provided	2	2.0 %
Total	101	100.0 %

WITHOUT NOT PROVIDED

Q17. How many years have you lived in Unalaska? (without "not provided")

Years Lived in Unalaska	Number	Percent
0-5	18	18.2 %
6-10	16	16.2 %
11-15	21	21.2 %
16-20	10	10.1 %
21-30	22	22.2 %
31+	12	12.1 %
Total	99	100.0 %

Q18. Are you temporarily working in the fishing/processing industry and expect to remain on the island more than one season?

Working in Fishing/Processing Industry and Expect to Remain on Island	Number	Percent
Yes	7	6.9 %
No	92	91.1 %
Not provided	2	2.0 %
Total	101	100.0 %

WITHOUT NOT PROVIDED

Q18. Are you temporarily working in the fishing/processing industry and expect to remain on the island more than one season? (without "not provided")

Temporarily working in fishing/processing industry and expect to remain on the island more than one season	Number	Percent
Yes	7	7.1 %
No	92	92.9 %
Total	99	100.0 %

Q19. Do you have a car on the island?

Do you have a car on the island?	Number	Percent
Yes	100	99.0 %
No	1	1.0 %
Total	101	100.0 %

Q20. Which of the following best describes your race/ethnicity?

Which of the following best describes your race/ethnicity?	Number	Percent
Asian or Asian Indian	43	42.6 %
Alaska Native or Alaska Natives	3	3.0 %
Alaska Native or Alaska Natives	4	4.0 %
Latino or Latin American	36	35.6 %
Native Hawaiian or other Pacific Islander	4	4.0 %
Hispanic, Latino, or Latin American	8	7.9 %
Other	2	2.0 %
Total	100	

Q20-7. Self-describe your race/ethnicity:

Self-describe your race/ethnicity:	Number	Percent
Multi-racial	1	50.0 %
Mixed	1	50.0 %
Total	2	100.0 %

Q21. Which of the following languages do you speak at home?

Which of the following languages do you speak at home?	Number	Percent
English	98	97.0 %
Spanish	5	5.0 %
Tagalog	11	10.9 %
Russian	1	1.0 %
Samoan	2	2.0 %
Other	7	6.9 %
Total	124	

Q21-7. Other:

Q21-7. Other:	Number	Percent
Vietnamese	3	42.9 %
Filipino Bisaya	2	28.6 %
Filipino Ilocano	1	14.3 %
Portuguese	1	14.3 %
Total	7	100.0 %

Unalaska Parks and Recreation Needs Assessment Survey

Q22. Do you own a dog?

22. Do you own a dog	Number	Percent
Yes	36	35.6 %
No	65	64.4 %
Total	101	100.0 %

A large graphic consisting of a dark blue horizontal bar. On the left side of the bar, there is a white circle containing the number '5' in a dark blue font. To the right of the circle, the text 'Survey Instrument' is written in a white, sans-serif font.

5 Survey Instrument



A Few Minutes of Your Time Will Help Shape the Future of Parks, Culture and Recreation!

June 2024

Dear Resident:

Your response to the enclosed survey is extremely important. Unalaska Parks, Culture and Recreation is conducting a resident survey as part of a comprehensive planning process to help determine priorities for our community. Your participation is very significant and valuable.

We appreciate your time. We realize that this survey will take approximately 10-15 minutes to complete, but each question is important. The time you invest in completing this survey will aid the City of Unalaska in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of our residents.

Please complete and return your survey within the next two weeks. ETC Institute, an independent consulting company, will administer the survey and compile the results.

Your responses will remain confidential. Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you prefer to take the survey online, the address is unalaskasurvey.com

The survey is available in multiple languages and can easily be translated online.

If you have any questions, please feel free to contact me at (907) 581-1297 or jlongo@ci.unalaska.ak.us.

The resident survey is a tool that will benefit all of us. Don't miss this opportunity to make your voice heard!

Sincerely,

Jolene M. Longo

Parks, Culture and Recreation
Operations Manager

Afai e te le tautala Igilisi ma e te mana'o e auai i lenei su'esu'ega, fa'amolemole vala'au 1-866-530-3465.

Kung hindi ka nagsasalita ng Ingles at gustong lumahok sa survey na ito, mangyaring tumawag sa 1-888-971-6614.

Якщо ви не володієте англійською мовою та бажаєте взяти участь у цьому дослідженні, зателефонуйте за номером 1-844-468-2571.

Если вы не говорите по-английски и хотели бы принять участие в этом исследовании, позвоните по телефону 1-888-971-6612.

Si no habla inglés y desea participar en este estudio, llame al 1-844-811-0411.



2024 City of Unalaska Parks, Culture, and Recreation Needs Assessment



The City of Unalaska would like your input to help determine park, facility, and recreation priorities for the community. This survey will take 10-15 minutes to complete. When you are finished, please return your completed survey in the enclosed postage-paid, return-reply envelope. If you prefer, you can complete the survey online at unalaskasurvey.org. We greatly appreciate your time!

1. Including yourself, how many people in your household are...

Under age 5: ____ Ages 15-19: ____ Ages 35-44: ____ Ages 65-74: ____
 Ages 5-9: ____ Ages 20-24: ____ Ages 45-54: ____ Ages 75+: ____
 Ages 10-14: ____ Ages 25-34: ____ Ages 55-64: ____

2. Please rate the overall quality of the following parks or recreation facilities offered by the City of Unalaska using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor." If you haven't used the park/facility in the past 12 months, please circle 9 for "Haven't Used."

Parks/Facility	Excellent	Good	Fair	Below Average	Poor	Haven't Used
01. Aquatic Center	5	4	3	2	1	9
02. Expedition Park	5	4	3	2	1	9
03. Library	5	4	3	2	1	9
04. Memorial Park	5	4	3	2	1	9
05. Ounalashka Community Park	5	4	3	2	1	9
06. PCR Community Center	5	4	3	2	1	9
07. Sitka Spruce Park	5	4	3	2	1	9
08. Skate Park	5	4	3	2	1	9
09. Tanaadakuchax Park	5	4	3	2	1	9
10. Town Park	5	4	3	2	1	9
11. Tutiakoff Field	5	4	3	2	1	9

3. From the list in Question 2, which THREE parks and/or facilities does your household use most often? [Write in your answers below using the numbers from the list in Question 2, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ NONE

4. Please CHECK ALL of the following reasons that prevent you or members of your households from visiting Parks, Culture and Recreation facilities more often.

- | | |
|---|--|
| ____ (01) Do not feel safe using parks/facilities
____ (02) Lack of amenities we want to use
____ (03) Lack of handicap (ADA) accessibility
____ (04) Lack of restrooms
____ (05) Lack of covered spaces
____ (06) Lack of transportation (Too far from my home) | ____ (07) Language/Cultural barriers
____ (08) Not aware of parks' or facilities' locations
____ (09) Parks/Facilities are not well maintained
____ (10) Too busy/not enough time
____ (11) Other: _____ |
|---|--|

Unalaska Parks and Recreation Needs Assessment Survey

5. From the following list, please CHECK ALL the ways you learn about Parks, Culture and Recreation facilities, programs, and events.

- (01) Recreation activity brochure
- (02) City website
- (03) Materials at parks or recreation facilities
- (04) Conversations with City staff
- (05) Word of mouth
- (06) Promotions at special events
- (07) Emails
- (08) Social media
- (09) Flyers
- (10) Other: _____

6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, recreation facilities, programs, and events? [Write in your answers below using the numbers from the list in Question 5, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ NONE

7. Please rate the quality of the Parks, Culture and Recreation Department programs and events that you or members of your household have participated in during the past 12 months. If your household hasn't participated in the program/event in the past 12 months, please circle 9 for "Haven't Participated."

Program	Excellent	Good	Fair	Poor	Haven't Participated
01. 4th of July Parade	4	3	2	1	9
02. Arts & Music Classes	4	3	2	1	9
03. Bro's Night or Girls Night Out	4	3	2	1	9
04. Camp Adgayux	4	3	2	1	9
05. Community Cleanup	4	3	2	1	9
06. Egg Hunt	4	3	2	1	9
07. Father Daughter Dance	4	3	2	1	9
08. Fitness Classes	4	3	2	1	9
09. Friday Splash	4	3	2	1	9
10. Halloween Event	4	3	2	1	9
11. Heart of the Aleutians Festival	4	3	2	1	9
12. Holiday Event	4	3	2	1	9
13. Martin Luther King, Jr. Community Potluck	4	3	2	1	9
14. Missoula Children's Theater	4	3	2	1	9
15. PCR 360	4	3	2	1	9
16. Pumpkin Plunge	4	3	2	1	9
17. Runs and Races	4	3	2	1	9
18. Summer Playground Program	4	3	2	1	9
19. Tot Time	4	3	2	1	9
20. Youth Sports Leagues (Basketball & Soccer)	4	3	2	1	9
21. Youth Swim League	4	3	2	1	9

8. Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Parks Culture and Recreation Department programs more often.

- (01) Classes are full
- (02) Do not feel safe participating
- (03) Fees are too high
- (04) I don't know what is offered
- (05) Lack of quality instructors
- (06) Lack of quality programs
- (07) Lack of right program equipment
- (08) Lack of transportation
- (09) Language/Cultural barriers
- (10) Old and outdated facilities
- (11) Online registration is not user friendly
- (12) Poor customer service by staff
- (13) Program not offered
- (14) Program times are not convenient
- (15) Registration is difficult
- (16) Too far from our home
- (17) Too busy
- (18) Use programs of other agencies
- (19) Weather - too difficult to get to the program or facility
- (20) Other: _____

Unalaska Parks and Recreation Needs Assessment Survey

9. Please indicate how well your needs are being met for each of the facilities/amenities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. If you do not have a need for an item listed, please circle 9 for "No Need."

Type of Facility/Amenity	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Community center (multi-use space for events, exercise, and activities)	4	3	2	1	9
02. Community/City parks	4	3	2	1	9
03. Covered outdoor spaces	4	3	2	1	9
04. Diamond sports fields (baseball, softball)	4	3	2	1	9
05. Indoor community gathering spaces	4	3	2	1	9
06. Indoor, year-round space for soccer, gymnastics, and other activities	4	3	2	1	9
07. Library	4	3	2	1	9
08. Mountain bike trails	4	3	2	1	9
09. Multi-use hiking, biking, walking trails (paved or unpaved)	4	3	2	1	9
10. Off-leash dog park	4	3	2	1	9
11. Outdoor basketball courts	4	3	2	1	9
12. Outdoor exercise/fitness area	4	3	2	1	9
13. Outdoor pickleball courts	4	3	2	1	9
14. Outdoor tennis courts	4	3	2	1	9
15. Pavilion at Ounalashka Community Park	4	3	2	1	9
16. Picnic areas and shelters	4	3	2	1	9
17. Playground at the Eagle's View Elementary School	4	3	2	1	9
18. Playground at Unalaska City High School	4	3	2	1	9
19. Playgrounds in parks	4	3	2	1	9
20. Rectangular sports fields (football, rugby, soccer)	4	3	2	1	9
21. Shade	4	3	2	1	9
22. Skateboarding parks	4	3	2	1	9
23. Small neighborhood parks	4	3	2	1	9
24. Splash pads or spray parks	4	3	2	1	9
25. The swimming pool	4	3	2	1	9
26. The Teen Room at the PCR Community Center	4	3	2	1	9
27. Walking paths in parks and around lakes	4	3	2	1	9
28. Weight rooms	4	3	2	1	9
29. Other: _____	4	3	2	1	9

10. Which FOUR facilities/amenities from the list in Question 9 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 9, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

Unalaska Parks and Recreation Needs Assessment Survey

11. Please indicate how well your needs are being met for each of the programs/activities listed below on a scale of 1 to 4, where 4 means your needs are "Fully Met," and 1 means your needs are "Not Met" at all. If you do not have a need for an item listed, please circle 9 for "No Need."

Type of Program/Activity	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Adult fitness and wellness programs	4	3	2	1	9
02. Adult sports leagues	4	3	2	1	9
03. After school programs for youth of all ages	4	3	2	1	9
04. Adult performing arts programs (dance/music)	4	3	2	1	9
05. Adult visual arts/crafts programs	4	3	2	1	9
06. Cultural enrichment programs	4	3	2	1	9
07. EGaming/ESports	4	3	2	1	9
08. Exercise classes	4	3	2	1	9
09. Cheer/Gymnastics/tumbling programs	4	3	2	1	9
10. Outdoor environmental/nature camps and programs	4	3	2	1	9
11. Preschool programs/early childhood education	4	3	2	1	9
12. Programs for people with special needs	4	3	2	1	9
13. Recreation/Competitive swim team	4	3	2	1	9
14. Robotics	4	3	2	1	9
15. Senior programs	4	3	2	1	9
16. Special events	4	3	2	1	9
17. STEM (science, technology, engineering, and mathematics) classes	4	3	2	1	9
18. Swim lessons	4	3	2	1	9
19. Teen programs for 11-13-year-olds	4	3	2	1	9
20. Teen programs for 14-18-year-olds	4	3	2	1	9
21. Pickleball/Tennis lessons and leagues	4	3	2	1	9
22. Youth fitness and wellness classes	4	3	2	1	9
23. Youth visual/performing arts/crafts programs (dance/music)	4	3	2	1	9
24. Youth sports programs and camps	4	3	2	1	9
25. Youth seasonal programs and camps	4	3	2	1	9
26. Water fitness programs/lap swimming	4	3	2	1	9
27. Other: _____	4	3	2	1	9

12. Which FOUR programs/activities from the list in Question 11 are MOST IMPORTANT to your household? [Write in your answers below using the numbers from the list in Question 11, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

13. If you had \$100, how would you allocate the funds among the larger parks and recreation investments listed below? [Please be sure your total adds up to \$100.]

- \$ _____ Indoor modular recreation facility to host many indoor and typically outdoor activities (due to weather) such as gymnastics, soccer, etc.
 - \$ _____ Renovation of aquatic facility
 - \$ _____ Renovation of playgrounds
 - \$ _____ Other: _____
- \$100 total**

14. If you had \$100, how would you allocate the funds among the smaller parks and recreation investments listed below? [Please be sure your total adds up to \$100.]

- \$ _____ Coffee shop at the library (contracted, community gathering space)
 - \$ _____ Fenced dog park
 - \$ _____ Heaters in the pavilion at Ounalashka Community Park
 - \$ _____ Larger, improved weight rooms
 - \$ _____ Tool lending library
 - \$ _____ Outdoor recreation lending library
 - \$ _____ Other: _____
- \$100 total**

15. Please indicate your level of agreement with the following statements concerning some potential benefits of the parks, facilities, and recreation programs or events by circling the corresponding number.

The parks and recreation system in Unalaska...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01. Is age-friendly and accessible to all age groups	5	4	3	2	1	9
02. Makes Unalaska a more desirable place to live	5	4	3	2	1	9
03. Positively impacts economic/business development	5	4	3	2	1	9
04. Preserves open space and protects the environment	5	4	3	2	1	9
05. Helps to reduce crime in my neighborhood and keep kids out of trouble	5	4	3	2	1	9
06. Improves my (my household's) mental health and reduces stress	5	4	3	2	1	9
07. Improves my (my household's) physical health and fitness	5	4	3	2	1	9
08. Provides jobs/professional development for youth	5	4	3	2	1	9
09. Provides positive social interactions for me (my household/family)	5	4	3	2	1	9
10. Provides volunteer opportunities for the community	5	4	3	2	1	9

16. Your gender identity:

- ____ (1) Male
- ____ (2) Female
- ____ (3) Non-binary
- ____ (4) Prefer to self-describe: _____
- ____ (5) Prefer not to disclose

17. How many years have you lived in Unalaska? _____ years

Unalaska Parks and Recreation Needs Assessment Survey

- 18. **Are you temporarily working in the fishing/processing industry and expect to remain on the island more than one season?**
___(1) Yes ___(2) No

- 19. **Do you have a car on the island?** ___(1) Yes ___(2) No

- 20. **Which of the following best describes your race/ethnicity?**
___(01) Asian or Asian Indian ___(05) Native Hawaiian or other Pacific Islander
___(02) Black or African American ___(06) Hispanic, Spanish, or Latino/a/x
___(03) American Indian or Alaska Native ___(99) Other: _____
___(04) White or Caucasian

- 21. **Which of the following languages do you speak at home?**
___(1) English ___(3) Tagalog ___(5) Ukranian ___(7) Other: _____
___(2) Spanish ___(4) Russian ___(6) Samoan

- 22. **Do you own a dog?** ___(1) Yes ___(2) No

This concludes the survey. Thank you for your time!
Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information to the right will ONLY be used to help identify the level of need in your area. Thank you!



A-3

APPENDIX 3: LEVEL OF SERVICE

Inventory Process and Scoring Information

The inventory process was conducted through several stages. Initially, the planning team compiled an initial inventory of existing components using client-provided information, aerial photography, and Geographic Information System (GIS) data. Each identified component was assigned GIS points and names. A complete list of Outdoor Components are listed here:

Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. (type specified in comments.)
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.
Aquatics, Complex	A facility that has at least one pool and other aquatic features.
Aquatics, Lap Pool	A swimming pool designed for swimming laps primarily.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.
Basketball, Practice	A basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.
Batting Cage	A stand-alone facility or multiple tunnels that may have pitching machines or pitching screens and has restricted entry.
Bike Complex	A facility that accommodates various bike skills activities with <u>multiple</u> features or skill areas.
Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.
Camping, Defined	<u>Defined</u> campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available otherwise use "Camping, Undefined".
Camping, Undefined	Allows for users to stay overnight in the outdoors in informal and/or <u>undefined</u> sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated climbing feature or structure designed specifically for climbing activities. May include specific child play features.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concessions	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond

	sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Overlay	Describes a diamond field that overlays a rectangle. The two fields cannot be used simultaneously. Use overlay for field with least prominence.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn't lend itself to organized diamond sport games and from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
<i>Dog Park</i>	An area designated specifically as an off-leash area for dogs and their guardians.
<i>Educational Experience</i>	Signs, structures, or features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Area	One or more features intended for personal fitness activities. Fitness areas are typically ground in a single location. Receives a quantity of one per area.
Fitness Course	One or more features intended for personal fitness activities. Courses are typically along a path or trail and receive a quantity of one for the course.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.
Garden, Community	Describes any garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18-hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended for use as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons including driving ranges and putting greens.
Historic Feature	A feature that is historic in nature but does not include interpretation or educational elements.
Horseshoe Complex	Several regulation horseshoe courts in single location suitable for tournaments.

Horseshoe Court	A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.
Ice Rink	Regulation outdoor rink built specifically for ice hockey games and practice. General ice skating included in "Winter Sport".
Inline Rink	Regulation outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from "Games Court " which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	Active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programming.
Pickleball Court	A designated court designed primarily for pickleball play.
Pickleball, Overlay	Describes a pickleball striping that overlays other sport court(s). The courts cannot be used simultaneously. Use overlay for court with least prominence.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.
Playground, Destination	Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Receives a quantity of one for each contiguous site.
Rectangular Field, Complex	Several rectangular fields in single location suitable for tournament use.
Rectangular Field, Large	A field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.

Rectangular Field, Multiple	A large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with use.
Rectangular Field, Overlay	Describes a rectangle field that overlays a diamond. The two fields cannot be used simultaneously.
Rectangular Field, Small	Accommodates at least one youth field sport game but too small to for a regulation adult field sport. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated whether or not benches or picnic tables are provided.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. Dedicated bike facilities are categorized as "Bike Course".
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice and/or competitive target activities. Type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation sized running track appropriate for track and field events.
Trail Access Point	A location that allows trail access but has limited other amenities more often association with a trailhead. See trailhead for more defined areas.
Trail, Multi-Use	A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller blades and equestrian users. Paths that make a circuit within a single site are "Loop Walks".
Trail, Primitive	An unpaved trail that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.

Trail, Water	A river, stream, canal or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. Type specified in comments.
Water Access, Developed	A developed water access point including docks, piers, kayak courses, boat ramps, fishing facilities, etc. Specified in comments including quantity.
Water Access, General	The general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.
Water Feature	A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice, etc. Type specified in comments.

The consulting team undertook field visits to validate the initial data and gather supplementary information.

During these field visits and assessments, any missing components were included in the dataset. Additionally, each component was evaluated to assess its effectiveness in fulfilling its intended purpose. During the site visits the following information was collected:

- Component location
- Component type
- Evaluation of component condition
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

The inventory team uses the following rating system to evaluate each component, comfort and convenience feature, and overall design and ambience:

- 0 = Not Functioning
- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Scores are determined based on factors like the component's condition, size, or capacity in relation to local needs, and its overall quality. The performance of each component is influenced by its surroundings, so in addition to component scores, each park site receives ratings for comfort, convenience, and environmental qualities. This evaluation encompasses amenities such as restroom availability, access to drinking water, shade, and scenic views.

Data gathered from the site visits has been consolidated in the following Scorecards and Inventory Maps.

Eagle's View Elementary School

ADDRESS: 503 E Broadway Ave,
Unalaska, AK 99685

GIS ACRES: 1.8

CLASSIFICATION: Community

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:
The elementary school playground provides many play opportunities but shows its age with normal wear and tear, rust, and missing pieces. More variety in play events and field improvements would be helpful.

DESIGN AND AMBIANCE SCORES:

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

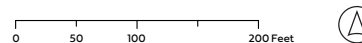
COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
PLAYGROUND, DESTINATION	EA1	2	1	NO	Safety concern; open fall hazard where a piece of equipment came off. Not really a destination playground, but is at a destination location.
BASKETBALL COURT	EA2	2	1	NO	No lines
RECTANGULAR FIELD, SMALL	EA3	1	1	NO	Very clumpy, would be hard to run on. Drainage?
SHELTER, LARGE	EA4	2	1	NO	Hardscape games and benches under shelter.
MULTI-USE PAD	EA5	2	1	NO	Hardscape games.



LEGEND

- Streets
- Sidewalks
- Community Resources
- Park
- Park Component

Eagle's View Elementary School
Inventory Map



Expedition Park

ADDRESS: S. Pacesetter Way
Unalaska, AK 99685

GIS ACRES: 1.5

CLASSIFICATION: Natural Area Park

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:

This park is one of two parks on Amaknak Island and is the only one within easy walking distance of fishing residences. The view of the water is nice, there is vegetation, and has a nice gathering spot. However, it is hard to get to and limited parking.

DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
SHELTER, SMALL	E1	2	1	NO	
WATER FEATURE	E2	2	1	NO	Views of water.



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 cemetery. 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		

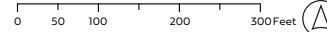
COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
HISTORICAL FEATURE	M1	2	1	Decorative	
PASSIVE NODES	M2	1	1	No	Some benches are in poor shape. Not facing the views of the water or monuments.



LEGEND

- Streets
- Sidewalks
- Community Resources
- Park
- Park Component

Memorial Park Inventory Map



Ounalashka Community Park

ADDRESS: 1588 Broadway Ave
Unalaska, AK 99685

GIS ACRES: 6.4

CLASSIFICATION: Community

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:

This large park has many recreational uses and amenities for neighbors as well as the community as a whole. It is home to the only baseball diamond on the island, which has recently been regraded and surfaced and will allow use for youth soccer as well. It is in average shape, with opportunities for improvements being: creating access to the river for water play and continuing to improve the playground. ADA parking should be marked.

DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
DIAMOND FIELD	O1	3	1	NO	Just re-did drainage.
RECTANGULAR FIELD, OVERLAY	O2	2	4	NO	(1) U10, (1) U12, (2) U6.
BASKETBALL COURT, OVERLAY	O3	1	1	NO	Overlay with tennis.
TENNIS COURT	O4	2	1	NO	Will need resurfacing.
FITNESS COURSE	O5	2	1	NO	
PLAYGROUND, DESTINATION	O6	2	1	NO	Normal wear and tear. Fenced. Rust but well-maintained. Accessible surfacing and access. Climbing rope and surfacing are new. Not really a destination playground, but is a destination park.
OPEN TURF	O7	2	1	NO	
SHELTER, LARGE	O8	2	1	NO	Has 3 tables and could fit a fourth. Nice rain panels.
WATER, OPEN	O9	2	1	NO	Access to river. Opportunity.
CONCESSIONS	O10	2	1	YES	4 picnic tables and 3 benches associated with concessions.
HORSESHOE COURT	O11	1	1	NO	



Ounalashka Community Park
Inventory Map

LEGEND

- Streets
- Sidewalks
- Community Resources
- Park
- Park Component

Sitka Spruce Park

ADDRESS: Sitka Spruce Park,
Unalaska, AK 99685

GIS ACRES: 4.5

CLASSIFICATION: Community

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:
This site has historic significance which adds to its importance in the Unalaska park system. This park was just upgraded (2022) with new playground equipment and a practice basketball pad.



DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
PLAYGROUND, DESTINATION	SI1	3	1	NO	New playground. Accessible but trail from parking is not.
TRAIL, PRIMITIVE	SI2	2	1	NO	Benches along the route and nice views of the pond.
EDUCATIONAL EXPERIENCE	SI3	1	1	NO	Interpretive sign needs updating.
WATER, OPEN	SI4	2	1	NO	Views of pond from trail.
BASKETBALL, PRACTICE	SI5	2	1	NO	52' x 36' No markings.
OPEN TURF	SI6	2	1	NO	



Sitka Spruce Park
Inventory Map

0 50 100 200 300 Feet



Skate Park

ADDRESS: Across Raven Way from City Hall
Unalaska, AK 99685

GIS ACRES: 0.1

CLASSIFICATION: Special Use Park

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:
The skate park is fully functional, but is overall rusty. However, it needs to be moved because of an expansion of the clinic adjacent it. Many of these amenities (tables, bleachers) are in good shape and could be used in other parks.

DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
SKATE PARK	S1	1	1	NO	Rusty.



Skate Park
Inventory Map

LEGEND

- Streets
- Sidewalks
- Community Resources
- Park
- Park Component

Tanaadakuchax Park

ADDRESS: Ptarmigan Road
Unalaska, AK 99685

GIS ACRES: 0.6

CLASSIFICATION: Neighborhood

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:

This is a pleasant little neighborhood park offering residents a place to play with kids (and dogs), grill together, or practice basketball.

DESIGN AND AMBIANCE SCORES:

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

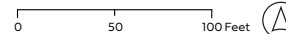
COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
BASKETBALL PRACTICE	TA1	1	1	NO	24' Width. Puddles. Edge is trip hazard.
PLAYGROUND, LOCAL	TA2	2	1	NO	Surrounding fence. 5-12 y.o. No accessible access. In excellent shape, but lacks 2-5 year old equipment.
OPEN TURF	TA3	2	1	NO	Used often by dog owners.



LEGEND

- Streets
- Sidewalks
- Community Resources
- Park
- Park Component

Tanaadakuchax Park
Inventory Map



Town Park

ADDRESS: 15 W. Broadway
Unalaska, AK 99685

GIS ACRES: 0.4

CLASSIFICATION: Neighborhood

INVENTORY DATE: 04/04/2024

PARK OVERVIEW:

This small park located in the downtown area is easily accessible by walking or biking. It offers many amenities for the comfort of users including a small pavilion. The playground is ADA accessible and fenced. Very few parking stalls and no bathrooms are limitations to this park.

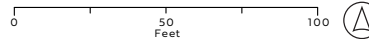
DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
SHELTER, SMALL	TO1	2	1	NO	Benches in pavilion.
PLAYGROUND, LOCAL	TO2	3	1	NO	Accessible. Primarily 5-12 y.o. Fenced.
OPEN TURF	TO3	2	1	NO	



Town Park
Inventory Map



Tutiakoff Memorial Park

ADDRESS: 33 King Street, Unalaska, AK 99685 GIS ACRES: 0.8 CLASSIFICATION: Sports INVENTORY DATE: 04/04/2024	PARK OVERVIEW: This park is part of a shared field with the adjacent church. Poor drainage renders the field often unuseable. New low-income housing has just been built to the south of the park.	
---	--	--

DESIGN AND AMBIANCE SCORES:

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

COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
RECTANGULAR FIELD, MUTIPLE	TU1	1	1	NO	Poor drainage, puddles. Only 1/3 of park is on city land, so city cannot improve.



LEGEND

- Streets
- - - Sidewalks
- Community Resources**
- Park
- School
- Facility

Tutiakoff Memorial Park
Inventory Map

0 50 100 200 Feet



UCSD Park

ADDRESS: 55 East Broadway, Unalaska
99685
GIS ACRES: 1.8
CLASSIFICATION: Community
INVENTORY DATE: 04/04/2024

PARK OVERVIEW:
The High School playground has recently been updated with new play equipment, new multi-use field, and basketball court. Loose gravel surfacing may make playing basketball challenging and become a hazard.

DESIGN AND AMBIANCE SCORES:

BIKE PARKING:	2	ORNAMENTAL PLANTINGS:	0	RESTROOMS:	0	SHADE:	0
BBQ GRILLS:	0	PARK ACCESS:	2	SEASONAL PLANTINGS:	0	TRAIL CONNECTION:	0
DOG STATION:	0	PARKING:	2	SEATING:	3	SIGNAGE:	2
DRINKING FOUNTAINS:	0	PICNIC TABLES:	3	SECURITY LIGHTING:	0	SAFETY - FENCING:	3

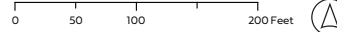
COMPONENTS:	MAP ID	SCORE	QTY	LIGHTS	OBSERVATIONS
PLAYGROUND, DESTINATION	U1	3	1	NO	All new. Not really a destination playground, but is at a destination location.
BASKETBALL COURT	U2	3	1	NO	Lots of gravel on the court.
OPEN FIELD AND VOLLEYBALL	U3	3	1	NO	Volleyball and soccer.



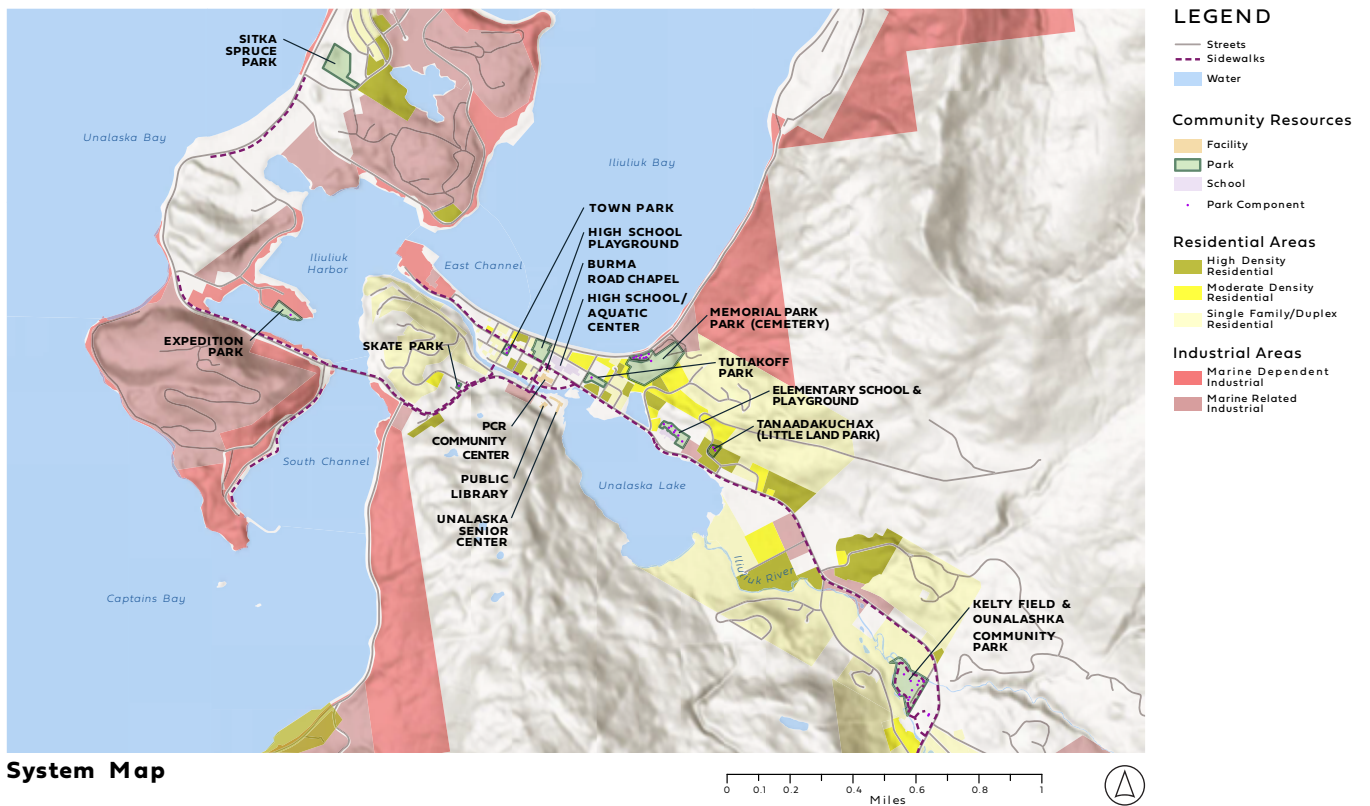
LEGEND

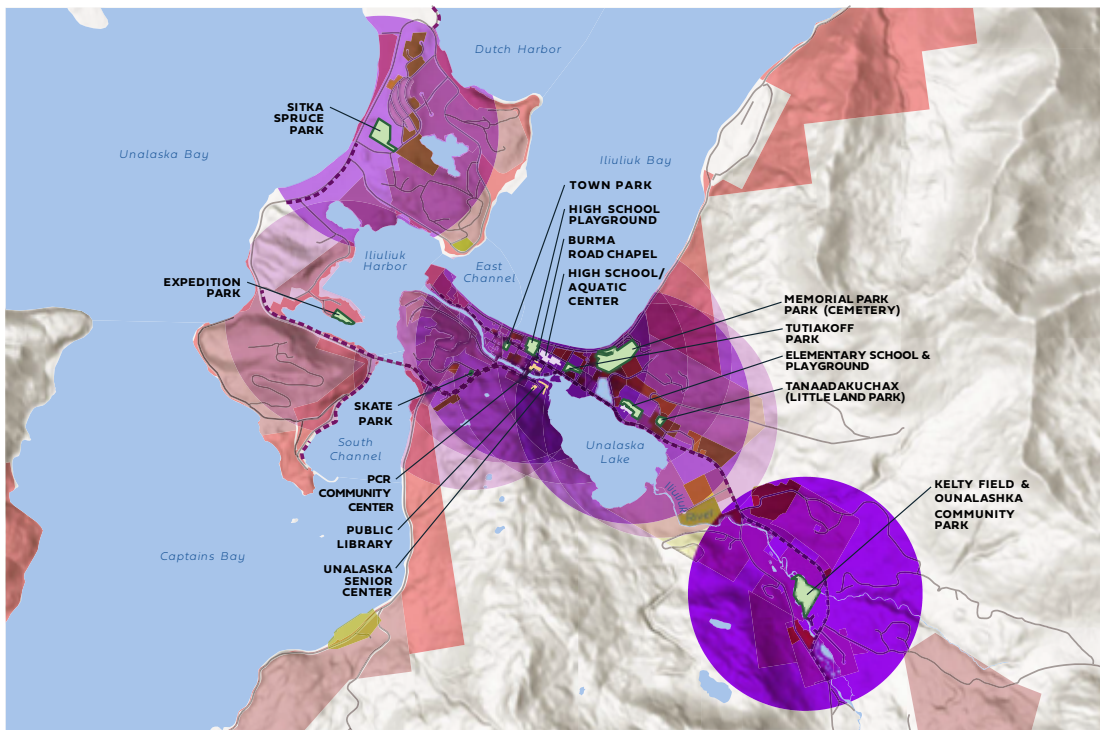
- Streets
- Sidewalks
- Community Resources**
 - Park
 - School
 - Facility
 - Park Component

UCSD Playground
Inventory Map



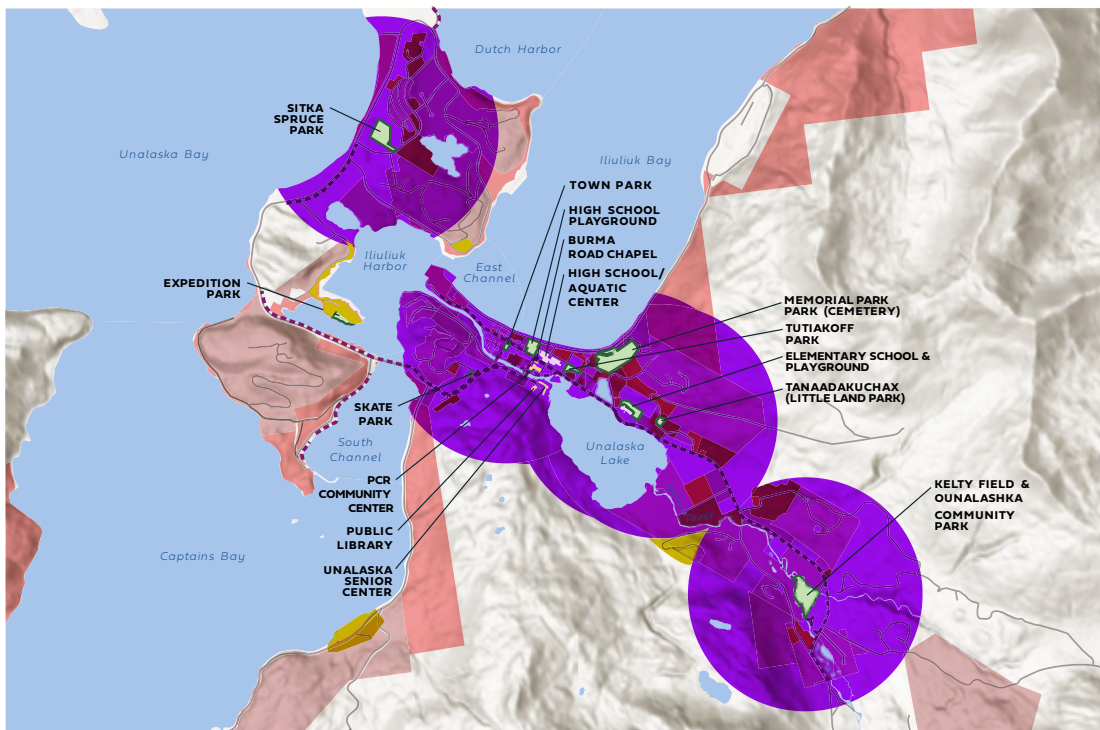
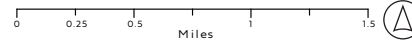
Following the inventory and analysis of individual parks, the parks were considered as a part of the Facilities system. The full-sized maps are included here:





- LEGEND**
- Streets
 - - - Sidewalks
 - Water
- Community Resources**
- Facility
 - Park
 - School
- Residential Areas**
- High Density Residential
 - Moderate Density Residential
 - Single Family/Duplex Residential
- Industrial Areas**
- Marine Dependent Industrial
 - Marine Related Industrial
- Level of Service**
- High
 - Medium
 - Low

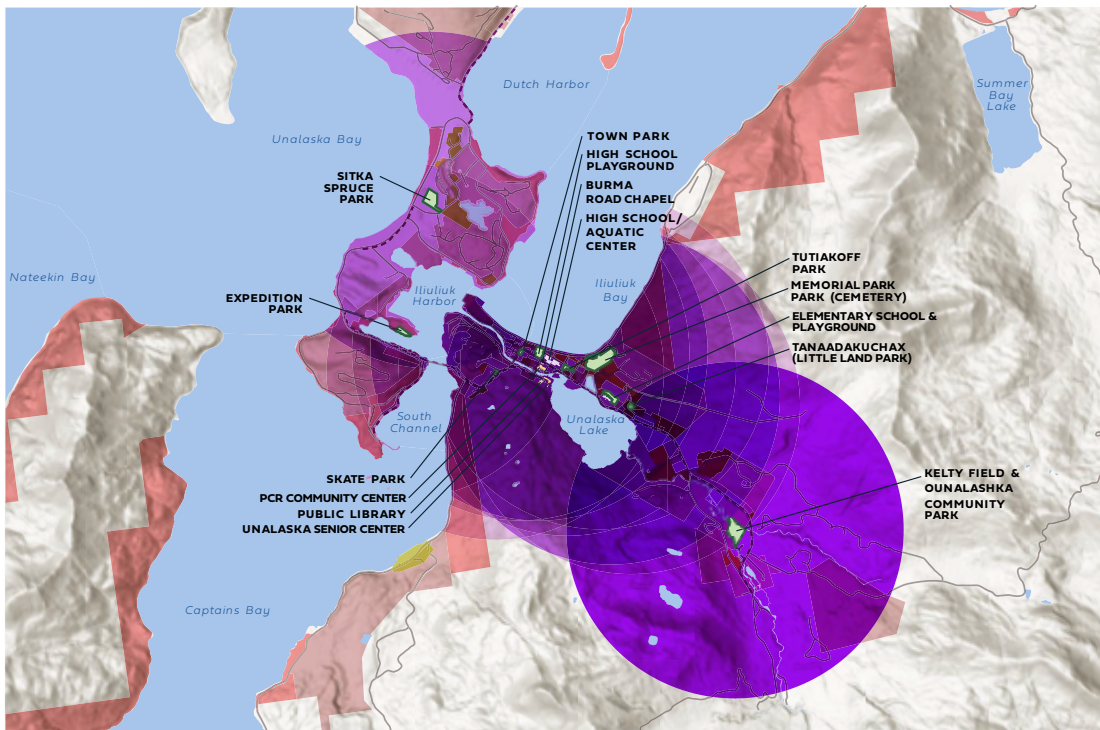
Level of Service
Walkability



- LEGEND**
- Streets
 - - - Sidewalks
 - Water
- Community Resources**
- Facility
 - Park
 - School
- Residential Areas**
- High Density Residential
 - Moderate Density Residential
 - Single Family/Duplex Residential
- Industrial Areas**
- Marine Dependent Industrial
 - Marine Related Industrial
- Level of Service**
- Adequate (3 components or greater)
 - Areas of Opportunity (Residential zones that are currently underserved)

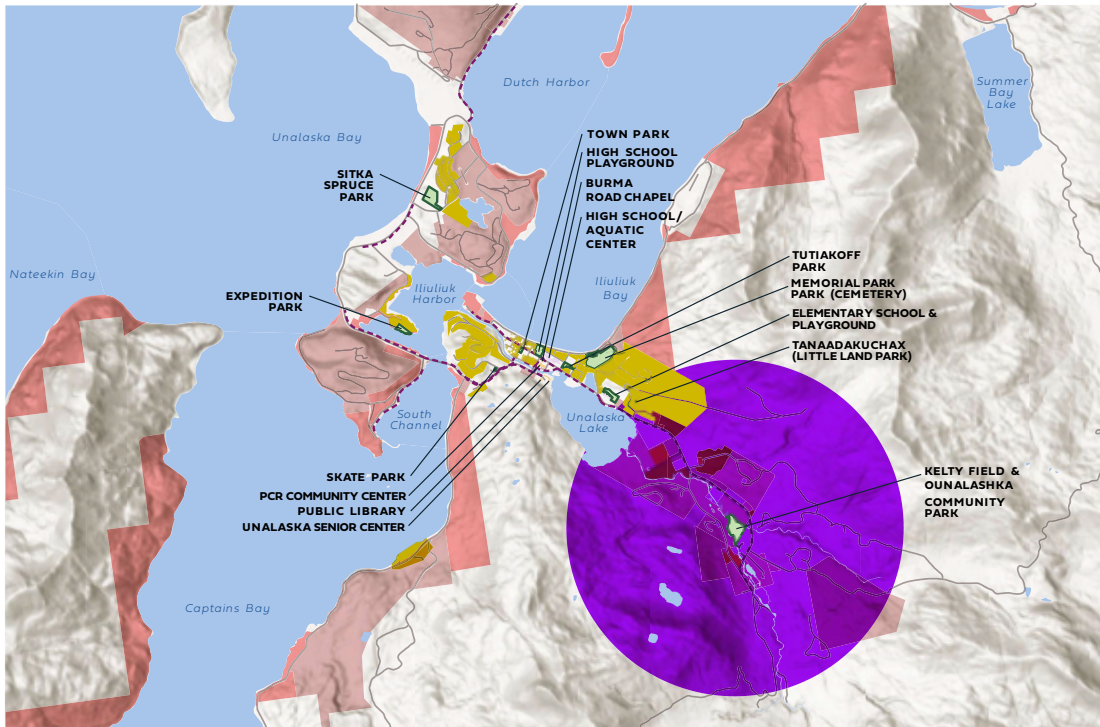
Opportunities
Walkability Gap Analysis





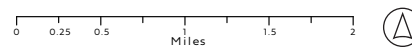
- LEGEND**
- Streets
 - - - Sidewalks
 - Water
- Community Resources**
- Facility
 - Park
 - School
- Residential Areas**
- High Density Residential
 - Moderate Density Residential
 - Single Family/Duplex Residential
- Industrial Areas**
- Marine Dependent Industrial
 - Marine Related Industrial
- Level of Service**
- High
 - Medium
 - Low

Level of Service
One-Mile Access



- LEGEND**
- Streets
 - - - Sidewalks
 - Water
- Community Resources**
- Facility
 - Park
 - School
- Residential Areas**
- High Density Residential
 - Moderate Density Residential
 - Single Family/Duplex Residential
- Industrial Areas**
- Marine Dependent Industrial
 - Marine Related Industrial
- Level of Service**
- Adequate (8 components or greater)
 - Areas of Opportunity (Residential zones that are currently underserved)

Opportunities
One-Mile Access



A-4

APPENDIX 4: TRADITIONAL ALTERNATIVE FUNDING SOURCE POTENTIAL

BerryDunn has compiled the following list of potential funding sources for municipal and county parks and recreation agencies identified through over 40 years of working with agencies across the United States. These sources are provided for leaders to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions.

Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to 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 are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by the City of Unalaska, AK.

Traditional Tax and Exactions-Based Funding Resources

GENERAL OR OPERATING FUND

Parks and recreation services are typically funded by an agency’s general or operating fund, which can comprise property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as intergovernmental agreements, reimbursements, and interest and may include revenue sources such as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

PROPERTY TAX

Property tax revenue often funds parks and recreation agencies and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and nonresident fee differentials.

SALES TAX

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high-traffic tourism agencies and with cities, counties, and state parks.

SIN TAX

This revenue source often partially funds public park and recreation agencies and is derived from casinos, tobacco tax, and/or marijuana tax (where legalized). Sin tax revenue is somewhat popular in many states (where it is legal) with high-traffic tourism agencies and with cities, counties, and state parks.

Development Funding

DEVELOPMENT IMPACT FEES

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

PARK LAND DEDICATION ORDINANCE

Park land dedication requirements typically state that all residential (and often commercial) subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), a development fee, or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Fees and Charges

DAILY ADMISSION, ANNUAL PASS SALES, AND VEHICLE PARKING PERMITS

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

REGISTRATION FEES

This revenue source is for participating in programs, classes, activities, and events that typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most, if not all, of the direct expenses and are often revenue-positive due to market demand.

TICKET SALES/ADMISSIONS

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or nonconventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by BerryDunn. Some of the strategies might currently be used by your agency, but they might not be used to maximum effectiveness or capacity. Those that might not currently be used by your agency should be considered for a project’s or the operation’s specific relevance.

NOTE: Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from county to county, city to city and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and in Alaska as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.

Loan Mechanisms

FULL FAITH AND CREDIT BONDS

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principal and interest uses available operating funds.

GENERAL OBLIGATION BONDS

Bonds that are issued with the approval of the electorate for capital improvements and general, public improvements.

INDUSTRIAL DEVELOPMENT BONDS

Bonds that can be used for the purchase, construction, extension, and improvement of warehouses, distribution facilities, and industrial plants, including the real estate either within or without the limits of a county or municipality.

REVENUE BONDS

Bonds that are supported by the revenue from a specific project, such as an aquatic facility or recreation center.

SPECIAL ASSESSMENT BONDS

Bonds that are commonly issued to fund development projects where the interest owed is paid by taxes levied solely on the beneficiaries of the project. Special assessment bonds are general obligation bonds,

Alternative Service Delivery and Funding Structures

ANNUAL APPROPRIATION/LEASEHOLD FINANCING

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Because a separate corporation issues these bonds, they do not impact an agency's debt limitations and do not require a vote. However, they also do not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

COMMERCIAL PROPERTY ENDOWMENT MODEL – OPERATING FOUNDATION

John L. Crompton discusses government using the Commercial Property Endowment Model, citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A nonprofit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

INTERLOCAL AGREEMENTS

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a nonprofit organization for the joint usage/development of sports fields, regional parks, or other facilities.

PRIVATIZATION – OUTSOURCING MANAGEMENT

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a nonprofit and a government agency, or a private business and a government agency. Two partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School districts
- Medical centers/hospitals
- Boys and Girls clubs
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service/civic organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Homeowner or neighborhood associations
- Youth sports associations
- Adult sports associations
- Neighboring counties/communities

- Private alternative providers
- Churches (rentals, leases)
- Professional sports teams/organizations
- Amusement parks (example Disney World)
- Senior citizen groups (AARP, Silver Sneakers)

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

ADVERTISING SALES

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

CORPORATE SPONSORSHIPS

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

FUNDRAISING

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can

include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

CROWDFUNDING

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the internet. Park and recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible, and as an organization will have all the support it needs from NRPA staff.

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

FACILITIES AND EQUIPMENT GRANTS

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want to allocate resources to an organization or program only to see it shut down in a few years because of poor management.

GENERAL PURPOSE OR OPERATING GRANTS

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

MANAGEMENT OR TECHNICAL ASSISTANCE GRANTS

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

PROGRAM-RELATED INVESTMENTS (PRIS)

In addition to grants, the Internal Revenue Service allows foundations to make loans—called PRIs—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

MATCHING GRANTS

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

PLANNING GRANTS

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

PRIVATE GRANTS AND PHILANTHROPIC AGENCIES

Many resources are available that provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants are necessary to help ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register grant announcements can be accessed from The Grantsmanship Center (TGCI) at: www.tgci.com.
- Another resource is the Foundation Center's request for proposal (RFP), bulletin grants page on health at: www.foundationcenter.org.
- Research www.ecivis.com for a contract provider of a web-based grants locator system for government and foundation grants specifically designed for local government.

PROGRAM OR SUPPORT GRANTS

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

SEED MONEY OR STARTUP GRANTS

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund (LWCF)

This fund was permanently and fully funded in the Great American Outdoors Act in August 2020. Generally, the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition, and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly different manner, so we encourage any county, municipal, or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

NAMING RIGHTS

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high-profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also, during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropy

Philanthropy can be defined as the concept of voluntary giving by an individual or a group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a nonprofit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community, but for which dedicated funding is not readily available.

FOUNDATION/GIFTS

These dollars are received from tax-exempt, nonprofit organizations. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

FRIENDS ASSOCIATIONS

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

GIFT CATALOGS

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

VOLUNTEER PROGRAMS/IN-KIND SERVICES

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

ADOPT-A-PARK/ADOPT-A-TRAIL

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park’s vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

NEIGHBORHOOD PARK WATCH

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This

program develops community ownership of an agency's facilities.

IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than \$1 million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

LIFE ESTATES

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

MAINTENANCE ENDOWMENTS

Maintenance endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

RAFFLING

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Community Services Fees and Assessments

CAPITAL IMPROVEMENT FEES

These fees are on top of the set-user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Development Surcharge/Fee

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

DOG PARK FEES

These fees are attached to kennel clubs that pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

EQUIPMENT RENTAL

This revenue source is generated from the rental of equipment used for recreation purposes, such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc.

FLEXIBLE FEE STRATEGIES

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

FRANCHISE FEE ON CABLE

This would allow an agency to add a franchise fee on cable designated for parks and recreation.

LIGHTING FEES

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

PARKING FEE

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, boat launches, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

PERCENT-FOR-ART LEGISLATION

Percent-for-art legislation dedicates a percentage (usually 0.5% – 2%) of publicly funded capital improvement projects (CIPs) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

PROCESSING/CONVENIENCE FEES

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

RECREATION SERVICE FEE

The recreation service fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

RECREATION SURCHARGE FEE ON SPORTS AND ENTERTAINMENT TICKETS, CLASSES, CREDIT CARDS

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of Credit Cards. The fee usually is no more than \$5 and is usually \$3 on all exchanges. The money earned would be used to help pay the costs of improvements or for operational purposes.

RESIDENCY CARDS

Nonresidents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

REAL ESTATE TRANSFER – TAX/ASSESSMENT/ FEE

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to a real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually the transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

ROOM OVERRIDES ON HOTELS FOR SPORTS TOURNAMENTS AND SPECIAL EVENTS

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5 – \$10 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

SECURITY AND CLEANUP FEES

An agency may charge groups and individuals security and cleanup fees for special events other type of events held at facilities.

SELF-INSURANCE SURCHARGE

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

SIGNAGE FEES

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25 – \$100 per sign based on the size of the sign and location.

TRAIL FEE

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 – \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multipurpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

UTILITY ROUNDUP PROGRAMS

Some park and recreation agencies have worked with local utilities on a roundup program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

CELL TOWERS AND WI-FI

Cell towers sited in strategic park locations are another potential source of revenue that an agency might consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

CONCESSION MANAGEMENT

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

MERCHANDISING SALES OR SERVICES

This revenue source comes from the public or private sector on resale items from gift shops, pro shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

PRIVATE CONCESSIONAIRES

Contracts with private-sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a nonprofit organization with additional compensation paid to an agency.

Permits, Licensing Rights, and Use of Collateral Assets

AGRICULTURAL LEASES

In some agency parks, lowland property along rivers, or excess land may be leased to farmers for crops.

BOOTH LEASE SPACE

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency.

Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

FILMING RIGHTS

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

LAND SWAPS

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

LEASEBACKS ON RECREATIONAL FACILITIES

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company, which then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

LICENSING RIGHTS

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6% – 10% of the cost of the resale item.

MANUFACTURING PRODUCT TESTING AND DISPLAY OR RESEARCH

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the

product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed and fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research fees may be charged to allow research to occur on park lands or related to equipment used at parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product placement fees may also be an option—having a company not only donate their equipment but also pay a fee to have their equipment used at a public facility.

PRIVATE DEVELOPERS

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

RECYCLING CENTERS

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

RENTAL HOUSES AND BUILDINGS FOR PRIVATE RESIDENTS

Many agencies will rent out facilities such as homes to individual residents for revenue purposes.

SALE OF DEVELOPMENT RIGHTS

Some agencies sell their development rights below park ground or along trails to utility companies. The agency would receive a yearly fee on a linear-foot basis. This type of activity would be dependent on grant restrictions on property purchased with grant funding.

SALE OF MINERAL RIGHTS

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by-products, for revenue purposes.

SPECIAL USE PERMITS

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

SUBORDINATE EASEMENTS – RECREATION/ NATURAL AREA EASEMENTS

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

SURPLUS SALE OF EQUIPMENT BY AUCTION

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Funding Resources and Other Options

ENTERPRISE FUNDS

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

LAND TRUSTS

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

POSITIVE CASH FLOW

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities,

projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

COST-SAVING MEASURES

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost-saving measures can improve the overall cost-recovery picture for an agency.

CHANGE MAINTENANCE STANDARDS/ PRACTICES

- Add one extra day onto the mowing interval, reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules and relevant resource allocations.
- Consider turf management strategies by turf use/wear—high-intensity use and maintenance needs (such as sports fields) versus low-intensity use areas (such as lawns along the edge of a woodlot or roadway)—there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalize areas of lawn where lawn is not needed is a “going green” type of practice that also reduces maintenance needs/costs.
- Buildings/facilities

- Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
- Standardize equipment, fixtures, and relevant materials.
- Are some facilities in such disrepair that continuing to throw limited funding on “Band-Aids” no longer practical?
- In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy-efficient fixtures and low-flow water fixtures, and eliminate throwaway products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty them, and spend time picking up trash/ recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces, and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time, such as emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs by cleaning up after themselves.
- Equipment and supplies
- Purchase better equipment that lasts longer and requires less maintenance—saving money on the front end does not always result in cost savings overall.
- Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (e.g., mechanic places one order for 10 air filters for one type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all).
- Consider leasing vehicles or other heavily used equipment—it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well-used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance.

CONTRACT RENEGOTIATION

At every opportunity, review contracts to help assure you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

COST AVOIDANCE

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as cost avoidance. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Green Trends and Practices

ROOFTOP GARDENS AND PARK STRUCTURES

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the

trend of parks built over structures such as parking garages and other structures.

Green Operating Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, and appliances
- Use electric and hybrid vehicles
- Develop “Pack It Out” trash program
- Use greywater
- Use solar and wind energy
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below may be currently and successfully employed by your agency.

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Recycle office trash (consolidate trash and recyclables to one common location; reduce cost to empty containers in each office) • Clean offices weekly instead of daily • Go paperless • Conserve resources • Flex scheduling • Virtual meetings
Operating Standards	<ul style="list-style-type: none"> • Preventive maintenance • Reduce driving • Eliminate environmentally negative chemicals and materials • Green purchasing policies • LEED® Design • Purchase better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Re-analyze and revise practices and standards • Monitor and report results • Lead by example • Public education—agencies should lead by example teaching the public a little bit about what green practices actually are and how they might be able to incorporate some of the same features (maybe rain gardens or LED lighting) in their own homes to help conserve our shared natural resources • Incorporate stewardship principles in all park and recreation services • Seek available grant funding and initiative awards

A-5

APPENDIX 5: 2025 BUSINESS PLANS



FISCAL YEAR 2025
**BUSINESS
PLAN**

**Unalaska
Public
Library**

March 2024
Prepared by Karen Kresh



EXECUTIVE SUMMARY

The Unalaska Public Library Business Plan is prepared by the City Librarian with oversight from the Director of Parks, Culture, and Recreation. The purpose of this document is to:

- Provide Unalaska City Council, city administration, and community members with a clear understanding of the goals and objectives that guide development of services, programs, collections, and facilities offered by the Unalaska Public Library;
- Ensure that library programs and services are aligned with the library's mission, goals, and objectives;
- Ensure that the library budget is directly connected to its mission, goals, and objectives;
- Ensure that the Unalaska Public Library continues to be relevant and responsive to the changing needs of the community.

The Unalaska Public Library is part of the Department of Parks, Culture, and Recreation in the City of Unalaska. The library provides access to a wide variety of resources, programs, and services in relation to its mission statement.

Library Mission Statement

Unalaska Public Library educates, enriches, and inspires community members by connecting them to the world and each other.

Library Goals for FY25:

1. Seek new ways to reach and serve our patrons, after the reopening of our expanded library, the arrival of high-speed internet access, and the recent demographic changes in the community.
2. Develop a team of library staff who are knowledgeable, confident, creative, and invested in the library's mission.
3. Continue to build a collection of resource materials for recreational reading, education, and lifelong learning, and improve access to these materials.
4. Encourage literacy and promote reading.
5. Provide technology that connects patrons to the world and to each other.

More information about library goals and objectives may be found in the **Goals & Objectives** section of this document.

TABLE OF CONTENTS

BACKGROUND.....2

FACILITY.....3

LIBRARY INTERNET CONTRACT.....5

LIBRARY BUILDING IMPROVEMENT PROJECT.....9

SERVICES & PROGRAMS.....19

LIBRARY PROGRAMS.....21

PEOPLE.....23

LIBRARY ADVISORY COMMITTEE.....25
FRIENDS OF THE LIBRARY.....25

GOALS & OBJECTIVES.....26

BUDGET.....28

GRANTS.....34

LOOKING AHEAD.....36

BACKGROUND

The Unalaska Public Library was founded in 1995 in order to support Unalaska's growing family sector and its vibrant fishing and seafood processing industry. Growing from humble beginnings using donated materials in the WWII-era Burma Road Chapel, the Unalaska Public Library now occupies a 12,300 square foot facility built in 1999 and expanded in 2023. Today, patrons have access to **over 30,000 circulating items**, nine public internet access workstations, public laptops, **free wireless internet access**, the Ray Hudson Room with **local historical information**, two study rooms, and two conference rooms.

In addition to the library facility and materials that provide the community with access to information, resources, and community space, the library also provides a variety of services. Library staff offer **exam proctoring, faxing and printing, voter registration, and notary services**. The library acts as a **United States Passport Acceptance Facility** and offers passport photo services. Library staff also offer a wide variety of **programming for all ages**, encouraging literacy, lifelong learning, and community connections.

The library has developed partnerships with local organizations and other libraries to improve its services and offerings. The library has partnered with local organizations such as **Unalaska Community Broadcasting, HeadStart, Museum of the Aleutians**, and the **Unalashka Corporation** for programs and grant opportunities. Unalaska Public Library is a member of OCLC WorldCat, which provides Unalaska patrons with **access to books and movies worldwide** and allows library users across the state access to Unalaska's library collection via interlibrary loan. Unalaska is also a member of Alaska Library Network, providing access to **eBooks and audiobook downloads** for community members.

In April 2023, the **Library Building Improvement Project** was substantially completed, and the library reopened to the public in its expanded and renovated facility. More information about this long-awaited project may be found in the **Library Building Improvement Project** section of this document.

Looking ahead, the library must adapt in order to keep up with the changing and growing needs of the community. In FY23, we prepared for the expansion and renovation by packing up the library and providing services in a smaller, temporary location. In FY24, we began rebuilding and updating our programming and promoted new resources available in the expanded library. **In FY25, we will work on improving online and other alternative collections and resources, developing a knowledgeable and creative staff, and participating in the department-wide Parks, Culture, and Recreation strategic planning process.**

FACILITY



LOCATION 64 Eleanor Drive

CONTACT P.O. Box 1370
Unalaska, AK 99685
P: (907) 581-5060
F: (907) 581-5266

OPERATING HOURS Monday – Friday 10:00 am – 9:00 pm
Saturday – Sunday 12:00 pm – 6:00 pm

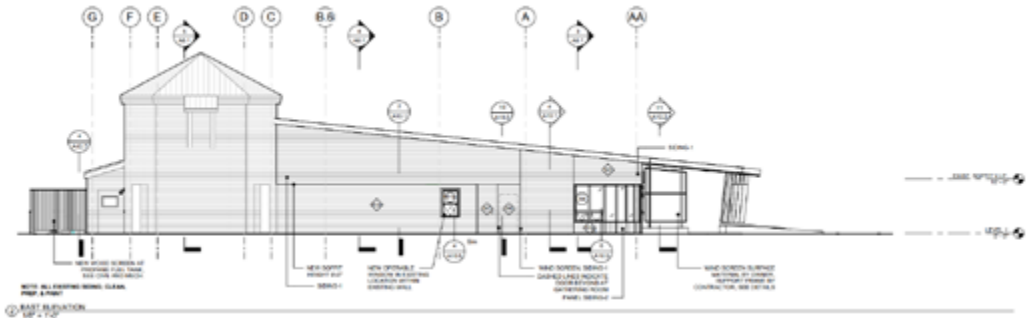


Image is East Elevation of the recent library expansion, which opened in April 2023.

We are very excited to be settling into our expanded and improved library! An outline of the improvements and additions resulting from this project can be found in the next section, **Library Building Improvement Project**.

When fully staffed, the library has at least two Library Assistants on duty during open hours. During peak times and shift changes, in order to provide efficient patron service and maintain order in the building, there are three to four Library Assistants working for short periods. On rare occasions, during periods of staff leave, the library is sometimes open with one Library Assistant, however we avoid this when possible, to maximize safety and customer service.

More details about library staffing may be found in the **People** section of this plan.

The library offers a circulating collection of books, movies, and periodicals. Library Assistants carry out the day-to-day maintenance of this collection under direct supervision of the City Librarian.

Collection maintenance includes selecting, ordering, cataloging, and classifying new materials, circulating and re-shelving existing materials, and weeding outdated and worn materials. The library also offers a reference room with specialized local history and Alaskan materials.

Patrons have access to eight public computer stations for all ages. In addition, there is one public computer station for children and teens, located near the Children's Room, and a learning station with educational games inside the Children's Room. Free wireless internet is available throughout the building. Management of the public computers and wireless network is primarily done by City of Unalaska Information Systems (IS) staff, with support from library staff.

The library building also offers meeting, study, and program space in the new Community Room, the Dan Masoni Conference Room and two new study rooms. Study rooms are available free of charge. Community Room and Conference Room use is free of charge for non-profits, the City of Unalaska, and community groups. Rental rates for other bookings are outlined in the City of Unalaska Schedule of Fees and Services.



In addition to the study and meeting rooms, the library also provides enclosed and separate Children's and Teen spaces.

Library Internet Contract

For the library, this contract comprises all public internet access, including wired and wireless connections. The staff stations are on the city network and do not use this shared connection.

From 2016 – 2023, the library shared an internet contract with the Unalaska City School District (UCSD). We initiated this partnership in a time of bandwidth scarcity, to maximize the purchasing power of both school and library, although it did create an administrative burden on both sides. In FY24, as high-speed internet became widely available in Unalaska, the need for this shared contract has diminished. The library started FY24 with a new internet contract on its own.

In order to navigate the complex E-Rate filing process, which was previously managed by a consultant working for UCSD, the library works with a consultant from E-Rate Advantage. This will ensure that the library files all documents and follows all processes in order to get funding from E-Rate.

Unalaska Public Library selected GCI as our internet provider for FY24-FY28 through a competitive bidding process mandated by the federal E-Rate program, which partially funds this service. Under this contract, the library will receive **25 Mbps with managed firewall services for \$108,576 per year**. This allow us to more than double the bandwidth available to library patrons for a slightly reduced cost compared to previous years, even including firewall and E-Rate contractor costs.

Grant and E-rate funding pay for the majority of this cost. The contract includes a contingency for changing the level of service if the library experiences a change in state or federal funding sources. For more information on the library's internet funding, see the **Budget** section of this business plan.

Improving internet speed has historically been the #1 request from patrons when asked how library services could be improved. Since switching to a high speed connection in July 2023, we have seen a steep decline in patron frustration and comments about the slow internet speed.

Library Collection

Library staff are constantly working to improve the library collection and make sure that it reflects the needs and interests of the community. We think of the collection as a garden that requires constant attention in order to flourish. We receive many comments from patrons new to the community exclaiming over the books and other materials available to check out, from bestsellers to award-winning books and local history resources.

Attention to the library collection includes purchasing new items, rearranging space so that popular collections have room to grow, replacing damaged or missing items, reducing the size of outdated collections, and discarding out of date and unpopular materials.

We have recently added and developed the following collections:

- Manga and Graphic Novels for all ages
- Anime DVDs
- World Language DVDs, especially Tagalog, Korean, and Spanish
- Board Games, sewing machines, and a blood pressure cuff

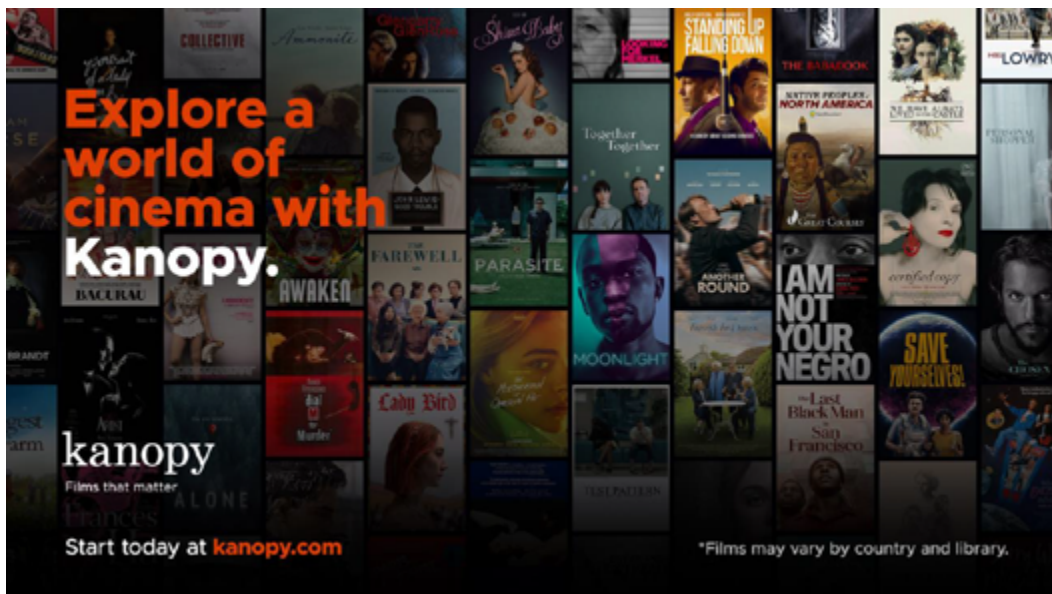
As we seek to add multilingual story times in FY25, we will look at enhancing our corresponding **world language children's book collections**. We will also consider **reducing the size of the DVD collection** and adding new collections in that shelf space.



Online Resources

Ebooks and audiobooks are also available for checkout through the Alaska Digital Library. Starting in FY21, we have worked hard to develop, publicize, and promote these virtual collections. We have added copies that are just for Unalaska patrons, and we have worked with Unalaska Community Broadcasting to educate patrons on how to access this free resource.

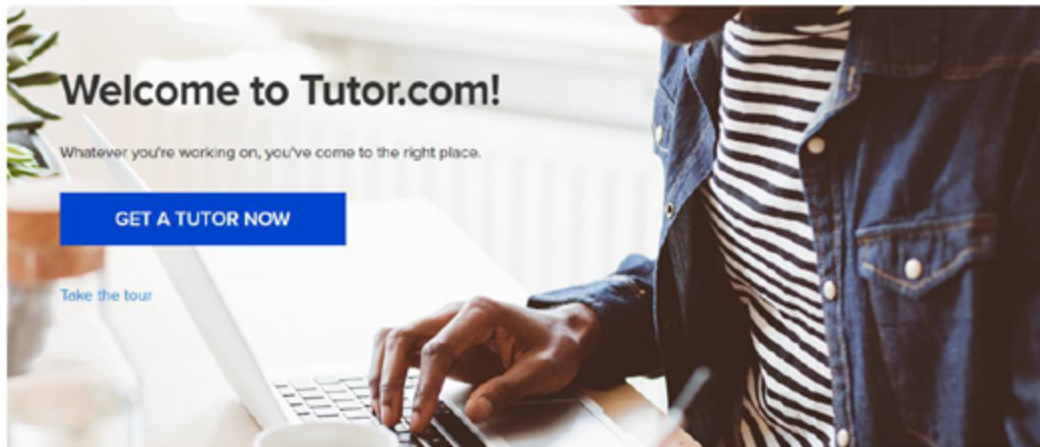
In FY24, in response to a patron request, we added access to Kanopy, which is a streaming video service that is free for library card holders. **We'll continue to provide access to Kanopy in FY25 and seek new ways to increase awareness and usage of this new resource.**



The library's catalog is fully searchable online, and patrons may log in to their accounts to place holds, renew items, and check due dates. This service is not widely used at the moment, and now that Unalaska has high speed internet, we will work to make patrons aware of these options. **In FY25, we will also work to clean up the catalog and user database, making sure that all item and patron records are accurate and up to date.**

As we add new, exciting online resources, it is important to continue evaluating them and culling them just as we do our physical collection. In FY22, the library initiated a subscription to Lynda.com / LinkedIn Learning, and we continued to provide access to this resource for patrons through FY24. This resource provides online continuing education opportunities in areas such as Design, Business, and Software Development. Due to low use compared to cost, we will likely discontinue our subscription in FY25 and seek other resources that will be more popular with library patrons.

Through the Statewide Library Electronic Doorway (SLED), the library provides patrons with access to live online homework help through Tutor.com, as well as resources for homework, language learning, test preparation, and historical research. Funding for this important resource is provided by the State of Alaska.



LIBRARY BUILDING IMPROVEMENT PROJECT

The City of Unalaska completed a major expansion and renovation of the public library in April of 2023, and library staff and patrons are overjoyed to be settled in our beautiful and improved space. The expansion added 3,300 square feet, included a substantial remodel on another 1,375 sq. ft. of the existing space, and the remaining 7,100 sq. ft. got a finishes and furnishings refresh.

The previous library facility was well-used, but its design, size, and layout were no longer meeting the changing needs of the community. A library renovation was listed on the City of Unalaska Capital and Major Maintenance Plan and in the City of Unalaska Comprehensive Plan starting in FY15.

After completion of this expansion and renovation, the library reopened on April 30, 2023 to a crowd of over 200 people with a ribbon cutting ceremony and community celebration. Since the library reopened, teens have visited every weekday after school, using the new teen room and study rooms. Children love playing and exploring in the imaginative children's room, and the library's weekly story time has grown into this comfortably-sized new space. Community groups and organizations have used the room for classes, trainings, and presentations for groups of 25+ people that would not have been possible in the previous facility's conference room.

Library staff have heard many positive comments from long-term residents as well as visitors and people new to Unalaska.

The Unalaska Public Library is a gift in so many ways. Its welcoming and comfortable environment provides a place for all ages to love reading. I, especially, appreciate the support of the library staff and the availability of the wonderful conference rooms to have groups gather in a collaborative way as we work towards learning and improvement as a school community.

– Unalaska City School District Superintendent



Project Goals

The expansion aimed to meet four major goals, developed through an extensive community input process:

1. Provide a large community gathering space,
2. Increase the size of the children's and teen areas,
3. Provide enclosed study rooms, and
4. Increase and improve public seating to create a calm, welcoming atmosphere.

The following pages illustrate how we have met these goals.

1. Provide a large community gathering space.



The library's only meeting space before construction

The new Community Room is such a nice, versatile space. From the spaciousness, the ease of the furniture, the long counter and sink area, and beautiful window seat, to the clear technology instructions for the large projector screen, television, and microphone options available for audiovisual needs...the room is warm, functional, and inviting for any number of uses by the community. We are fortunate to have such a great space available in addition to the many other lovely areas in the library.
-Qawalangin Tribe Employee



The new community room seats up to 88 people and is used for classes, programs, and community meetings. Since opening in April, this room has been used over 100 times.

2. Increase the size of the children's and teen areas.

The expansion more than doubled the size of the children's room and added much-needed natural light, as well as whimsical furniture and spacious shelves. The expansion of this room included two art installations. After this expansion, the room now houses the library's entire collection of books and media for infants through 6th grade, rather than just the infant – 2nd grade range that was covered in the previous, smaller space.



Children's Room before construction



The expanded children's room features original artwork installations and kid-friendly, whimsical seating.



The new library expansion is wonderful. The redesign of the children's room has made for better story times with more space, and the thoughtful design includes furniture which makes reading to your child enjoyable and fun. We are grateful for the cozy, beautiful space when the weather is stormy, and for a dedicated children's space that is open after 8-5 work hours and on weekends. On an island with limited resources for parents with young children, the library and children's room are priceless.

This building and project are truly something the community can be proud of. It emphasizes the importance of the community as a whole, and dissuades the notion that Unalaska / Dutch Harbor is only a working town with a drinking problem.

-Story Time Parent

The expansion also added a new teen room, something we didn't have in the original library. This room sees a lot of use after school, and the glass wall allows teens to socialize and work on group projects without disrupting other library patrons, while still allowing library staff to visually monitor the room for appropriate use and behavior. This addition has made the library vastly more welcoming for teens and has also decreased tension between staff and young patrons by reducing the number of times staff asks them to quiet down.

There are so many new people to meet and everyone is so nice! There are always a lot of new books to see, and I feel like [the library] supports all ages.

-Middle School Student



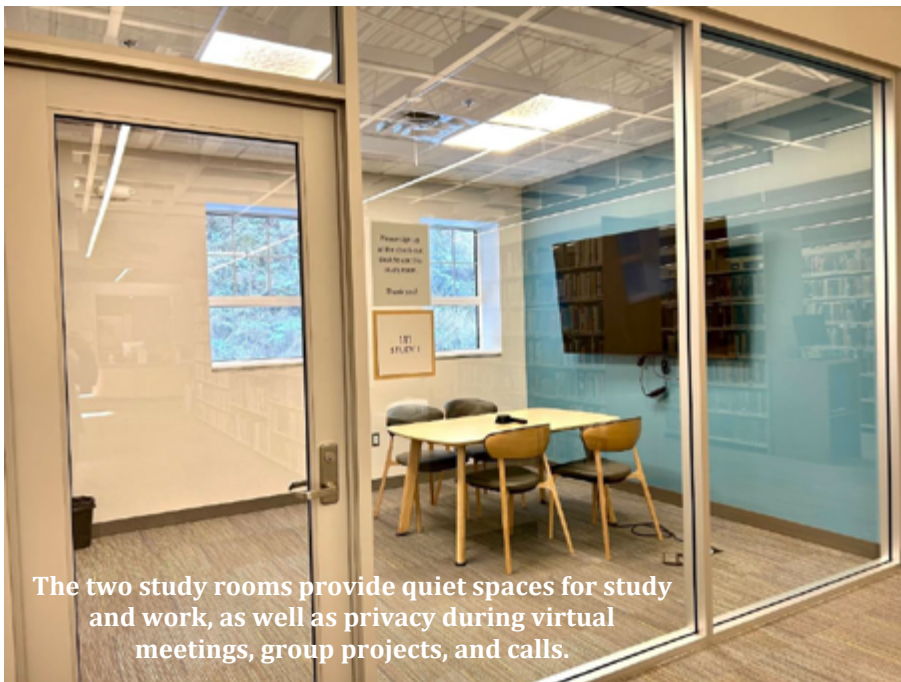
Teen Area before construction



The new teen area includes books and a large, glassed-in room for hanging out, as well as a smaller adjacent study room for quiet study, test proctoring, or group projects. This area sees heavy use after school.

3. Provide enclosed study rooms.

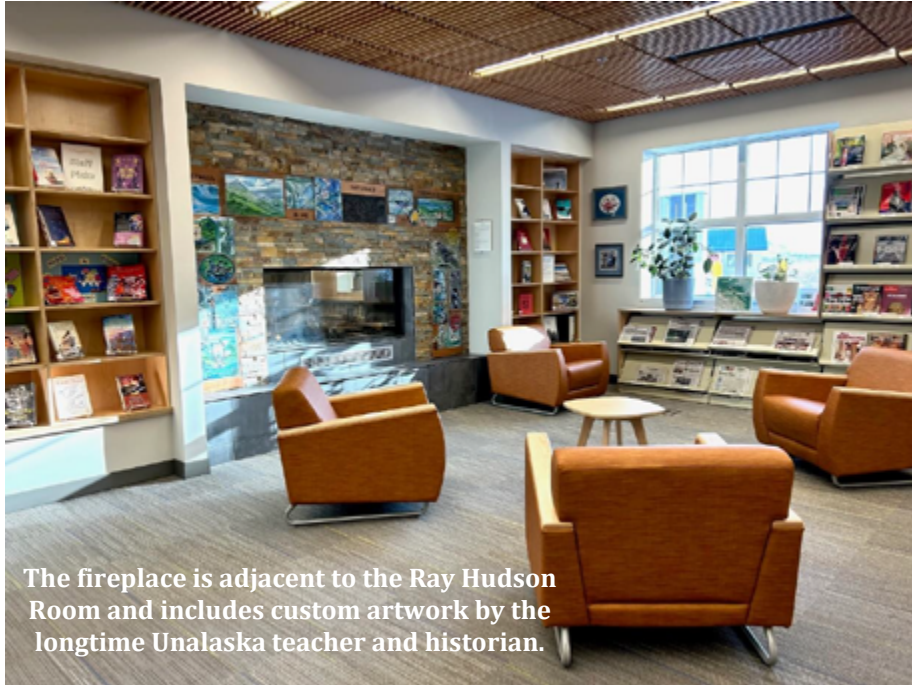
This project added two study rooms and additional seating for quiet study, reading, and working. One study room is adjacent to the teen room and gets booked almost daily by students during the school year. The other study room is in the back of the library and provides a quiet, enclosed space for patrons to focus, take phone calls without disrupting others' library use, or gather for a small meeting.



Since opening, the study rooms have been booked more than 500 times.

4. Increase and improve public seating to create a calm, welcoming atmosphere

The expansion also added a fireplace with built-in artwork and more comfortable furniture. In a hard-working, industrial community with frequent extreme weather, where many people work long hours in physically demanding jobs, this welcoming, cozy space provides a sanctuary for patrons from all walks of life.



The fireplace is adjacent to the Ray Hudson Room and includes custom artwork by the longtime Unalaska teacher and historian.



Detail of fireplace artwork by Ray Hudson

Other Facility Improvements

The list below highlights some of the additional facility improvements included in the library expansion.

- **Public Seating and Desks:** The vast majority of furniture in the library was used heavily for over 20 years and displayed significant wear and damage. The expansion and renovation included new furniture for the public, as well as a new circulation desk.
- **Book Shelves:** The previous book shelves were in good condition and largely remain in the library, although the project included additional shelving for our growing collection.
- **Book Return:** An indoor drop box improves workflows, ergonomics, and the condition and security of returned items.
- **Computer Desks:** The previous desks with recessed monitors were outdated and non-ergonomic.
- **Printer/Copier/Scanner/Fax:** The library purchased a new machine in FY22, and it was installed concurrently with reopening of the renovated facility.
- **Cameras:** The City added security cameras to the exterior of the building, Children's Room, Ray Hudson Room, and entryway to improve safety for staff and patrons.
- **Boilers:** The library's two old boilers experienced intermittent outages for years. Just before construction started, the newer boiler, which was not slated for replacement, failed. The expansion project replaced both boilers.
- **Roof:** Construction in progress revealed a major structural problem in the roof, which threatened its immediate stability. The project was updated to include an entire roof replacement.
- **Restrooms:** The previous restrooms had damaged countertops and floors from years of heavy use. Updated restrooms are bright and clean, with updated fixtures, including touch-free dispensers.
- **Entryway:** While the previous entryway provided protection from wind and snow, it was worn, dark, and unwelcoming. The new entryway protects visitors from the weather while also providing a well-lit, inviting, and ADA compliant entry into the building.

Project Budget

The amount spent on this project as of February 2024 is \$8,803,958.

CITY OF UNALASKA		munis a tyler erp solution						
PROJECT ACCOUNTING BUDGET REPORT								
FOR 2024 06								
ACCOUNTS FOR:	ORIGINAL	TRANSFERS/	REVISED	YTD ACTUAL	ENCUMBRANCES	AVAILABLE	PCT	
3100 Capital Equip & Small Projects	APPROP	ADJSTMTS	BUDGET			BUDGET	USED	
PR601 PUBLIC LIBRARY IMPROVEMENTS								
31022053 53240 PR601 Engineering and Archi	12,000	1,164,150	1,176,150	1,058,148.67	97,610.00	20,391.33	98.3%	
31022053 53300 PR601 Other Professional	5,000	78,249	83,249	57,664.52	2,674.99	22,909.55	72.5%	
31022053 53430 PR601 Survey Services	500	-500	0	-0.00	-0.00	-0.00	-0%	
31022053 54210 PR601 Solid Waste	0	0	0	5,212.46	-0.00	-5,212.46	-0%	
31022053 54500 PR601 Construction Services	4,000,000	3,349,736	7,349,736	7,227,199.11	97,801.14	24,735.86	99.7%	
31022053 55310 PR601 Telephone / Fax / TV	100	2,050	2,150	2,050.49	-0.00	99.51	95.4%	
31022053 55901 PR601 Advertising	400	1,763	2,163	2,162.86	-0.00	-0.00	100.0%	
31022053 55912 PR601 Contingency	34,000	339,420	373,420	-0.00	-0.00	373,420.00	-0%	
31022053 55999 PR601 Other	0	339,181	339,181	48,434.75	-0.00	290,745.92	14.3%	
31022053 56100 PR601 General Supplies	0	2,315	2,315	2,248.30	-0.00	66.70	97.1%	
31022053 56320 PR601 Business Meals	0	837	837	837.30	-0.00	-0.00	100.0%	
310A2253 55999 PR601 Other	400,000	0	400,000	400,000.00	-0.00	-0.00	100.0%	
TOTAL PUBLIC LIBRARY IMPROVEMENTS	4,452,000	5,277,201	9,729,201	8,803,958.46	198,086.13	727,156.41	92.5%	
TOTAL Capital Equip & Small Projects	4,452,000	5,277,201	9,729,201	8,803,958.46	198,086.13	727,156.41	92.5%	

Rasmuson Foundation Grant

In November 2022, the Rasmuson Foundation awarded the City of Unalaska a grant for \$400,000 for end-of-project items for the library expansion, such as artwork, furniture, fixtures, and equipment. With this grant, we were able to purchase a metal art windscreen for the exterior of the building, as well as new furniture for the public and staff areas, a circulation desk, lettering for the exterior of the building, and equipment for the meeting and study rooms.

In order to meet the local fundraising requirement for the grant, the Library Advisory Committee has led a local effort to sell plaques for exterior metal artwork to individual and corporate donors.

These grant funds have been received and spent, and the City Librarian has submitted a final grant report to the Rasmuson Foundation.

Project Team:

Tom Cohenour/Scott Brown,
Public Works Director

Roger Blakeley,
PCR Director

Tom Regan,
Engineer

Bob Cummings,
City Engineer

Marc Kielemeyer,
Acting City Engineer

Karen Kresh,
City Librarian

SERVICES & PROGRAMS

In addition to library collections, online resources, reference services, computer and internet access, and the library facility, the Unalaska Public Library offers various services to community members.

Public Notary

Each regular library staff member is registered as a Notary Public with the State of Alaska, and notary services are provided free of charge during library hours. Library staff are not able to notarize mortgage closing documents.

Passport Acceptance

The Unalaska Public Library acts as a Passport Acceptance Facility for the United States Department of State. All eligible library staff are official passport acceptance agents. In order to become an acceptance agent, a staff member must be a U.S. citizen, must take an online training course and pass a test, and must pass a review course each year. The library is the only Passport Acceptance Facility on the island. The Regional Passport Office in Seattle occasionally visits Unalaska to perform an Acceptance Facility Inspection at the library. All passport and acceptance facility charges are determined by the U.S. Department of State.

Passport Photos

Patrons use this service not only for passport applications submitted through the library but also for renewal applications they submit by mail independently, and occasionally for other documents such as immigration records. With limited options on the island, patrons have expressed appreciation for this additional service.

Printing, Photocopying, Scanning, and Faxing

Patrons are able to print, photocopy, scan, and fax documents at the library. Copying and printing may be done in black and white or color. Some of these services are provided without charge for nonprofits. All relevant fees are outlined in the City of Unalaska Schedule of Fees and Services.

Exam Proctoring

Students pursuing postsecondary education through distance programs are able to take exams proctored by library staff. There is no charge for proctoring services. In FY24, the library proctored exams from institutions such as the State of Alaska, the University of Alaska Fairbanks, and the ServSafe Certified Food Manager program.

Interlibrary Loan

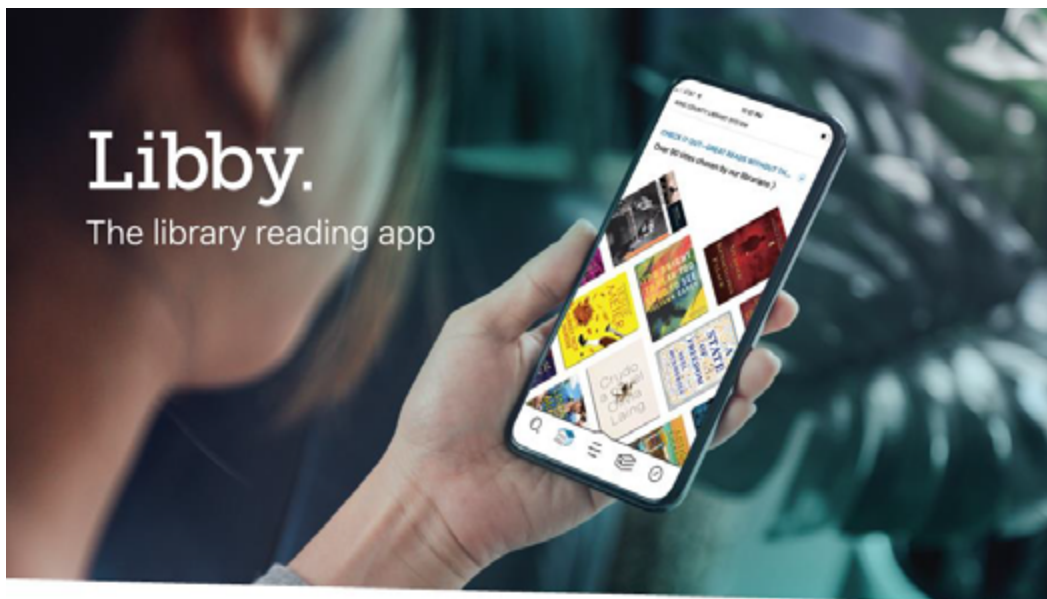
Library patrons have access to library materials from across the state and, in some cases, the country, via interlibrary loan. This service is provided free of charge unless the lending institution charges a lending fee; in that case, the fee is passed on to the patron.

Voter Registration

Each eligible library staff member is a voter registrar with the State of Alaska, and patrons may register to vote at the library.

Technical Assistance & E-Book Downloading

Library staff regularly assist patrons who are using library computers with technical questions. Common requests for assistance include printing troubleshooting, assistance with MS Word, Excel, or PowerPoint, and sending email attachments. Staff also assist patrons with borrowing eBooks and audiobooks for free through the Alaska Digital Library's Libby App.



Discover new reads on Libby, the free app from your local library that allows you to borrow ebooks, audiobooks & more on your phone or tablet.



Filipino Story Time. Photo courtesy of Sofia Stuart-Rossi/KUCB

Library Programs

Library staff offer a wide variety of programming for all ages. Programs are developed in response to professional library training and trends, staff creativity and expertise, and community input via patron comments and Library Advisory Committee suggestions. During construction on the library expansion in FY22-23, our program space was limited, and just prior to that, we limited gatherings due to Covid-19. In FY24, we began bringing back some of our patrons' favorite programs from past years and introducing new programs in our expanded and renovated library.

Program series in FY25 will include the following:

- **Family Story Time:** This weekly interactive program helps children develop early literacy skills, provides an opportunity for social connections between parents, and supports parents in encouraging their children's development.
- **World Language Story Times:** In FY24, we introduced Filipino Story Time. In FY25, if this program continues to be popular, we will seek volunteers to add Unangañ and/or Spanish Language story times.
- **PCR 360 Library Time:** With the reopening of the expanded library, PCR 360 resumed visiting the library on Fridays to hear a story from staff, do an activity, and explore the books and resources in the Children's Room.

- **Lego Club:** This is a monthly time for creativity, construction, and learning through play. This program has sessions for children ages preschool through fourth grade. It also offers a weekend programming option for parents who aren't able to attend library programs during the week.
- **1,000 Books Before Kindergarten:** This national initiative encourages parents and caregivers to read 1,000 books with their child before they start kindergarten.
- **Summer Reading Program:** Each summer, the library hosts a reading incentive program for ages preschool through adult. Summer reading programs for K-12 students help to combat summer learning loss while school is not in session. For preschoolers, summer reading helps encourage early literacy and school readiness, and for adults, reading encourages lifelong learning and enrichment. In addition to offering prizes over the summer, the library also traditionally hosts a variety of themed summer programming that goes hand-in-hand with the reading incentives.
- **Winter Reading Programs:** These programs encourage reading for all ages during the winter months, which are prime reading time in our part of the world! We offer Book Bingo for all ages, as well as an elementary reading incentive program.
- **Book Club:** We have started a new Cookbook club, which sees steady attendance each month. In FY25, we will consider rebooting the regular Book Club.
- **Monthly Special Programs:** We will aim to offer at least one special program per month for families and/or all ages.



Volunteer judges contemplate their decisions at the Halloween Costume Contest.

PEOPLE

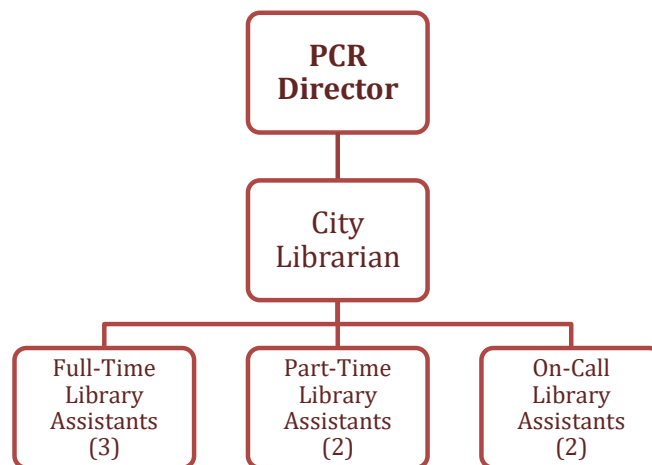
City Librarian

The City Librarian oversees the day-to-day operations and services of the Unalaska Public Library. This position also prepares and manages the library budget, administers multiple library-related grants, develops large-scale library projects with a focus on mission and goals, oversees development of the library collection, supports and supervises Library Assistant staff, and acts as a liaison with the Library Advisory Committee and Friends of the Library. The City Librarian receives direct supervision from the Director of Parks, Culture, and Recreation.

Library Assistants

The City of Unalaska employs three full-time and two part-time Library Assistant staff. They are responsible for providing customer service and assistance, maintaining accurate library records, checking items in and out, answering reference questions, protecting the privacy of library patron records, providing technical assistance to library users, providing public notary, voter registration, and passport acceptance services, performing collection development tasks such as processing new books and weeding old items, and providing programs for the public.

The City also employs two On-Call Library Assistants. These workers have been extremely helpful in keeping our public service point staffed and customer service levels high during times of staff family leave, sick leave, and vacation. Addition of these two positions has also allowed us to improve safety by drastically reducing occasions when staff work alone while we are open to the public. They also help staff to maintain manageable workloads and allow our small staff more flexibility in scheduling personal leave.



Staff Development

The City Librarian regularly attends the Alaska Library Association and American Library Association annual conferences. She also belongs to the DirLead group, which includes the directors of the twenty largest libraries in Alaska, and attends their annual seminar, which includes meetings and multi-day leadership training. Attendance at these conferences and meetings helps our library to remain on track with emerging trends in the library field.

With a relatively new Library Assistant staff, our staff development and training efforts over the past year have focused on the basics of the job, including passport processing, notary services, and familiarizing staff with library policies and procedures. **In FY25, we are asking for funding for a Library Assistant to attend an annual library conference off-island.**

It will benefit our patrons to provide more staff with an off-island perspective on public library programs and trends, and training opportunities will help staff feel valued and supported. Library Assistants also take advantage of online learning opportunities through sites such as Infopeople and the American Library Association. Virtual and in-person training opportunities support our FY25 goal to develop a team of library staff who are knowledgeable, confident, creative, and invested in the library's mission.



Visitors sign the historic guest book at the library's Grand Opening Celebration. This guest book was also present when the library originally opened in 1999.

Library Advisory Committee

The Unalaska Public Library Advisory Committee is comprised of seven individuals who are appointed by the Mayor and confirmed by the Unalaska City Council. Members serve staggered three-year terms. The Director of Parks, Culture, and Recreation and the City Librarian serve as ex-officio members of the Committee. Committee members are required to be residents of the City of Unalaska and serve in a purely advisory role. The library meets monthly, with the exception of June, July, and August, and their meetings are open to the public. Meeting agendas and minutes are available on the City of Unalaska website.

Current members of the Library Advisory Committee:

M. Lynn Crane, Chair
 Karen Macke, Vice Chair
 Debra Hanson-Zueger
 Virginia Hatfield
 Cat Hazen
 Estkarlen Magdaong
 Ellis Berry

Friends of the Library

Friends of the Unalaska Public Library is a non-profit corporation registered with the State of Alaska. This group runs the used book sale in the library and manages the Little Free Library at the Tom Madsen Airport. Friends of the Library support library programs with fundraising and proceeds of the book sale room at the library.

Current Friends of the Library Board Members:

Rowena Gulanes, President
 Ruth Marquez, Treasurer
 AnnaMarie Ammons
 Amanda Schmahl
 Sean O'Donnell
 Princess Usi (Student)
 Jolen Mangyao (Student)

GOALS & OBJECTIVES

Core Library Goals

The Library Advisory Committee determined these six core, long-term goals with community input and expert assistance from the City Librarian. The Committee periodically reviews and approves these goals and last revised them in March of 2024.

1. Develop a free popular materials library that reflects the needs, interests, and diversity of the community.
2. Provide free programs for all ages.
3. Provide resources for both independent learning and formal education.
4. Serve as a door to learning for young people.
5. Collect and provide access to Aleutian and Alaskan history materials.
6. Serve as a business center and gathering place for individuals and groups.

Special Goals for FY25

In addition to the six core goals listed above, we have several special goals for FY25:

FY25 Goal #1: Seek new ways to reach and serve our patrons after the reopening of our expanded library, the arrival of high-speed internet access, and the recent demographic changes in the community.

Measurements of Success:

- Bring in more monthly visitors than we saw in FY 2023 and FY2024.
- Offer at least one special program per month that will bring in new library users.
- Research and consider creating a Strategic Plan that will guide library services from FY25-FY30.

FY25 Goal #2: Develop a team of library staff who are knowledgeable, confident, creative, and invested in the library's mission.

Measurements of Success:

- Send the City Librarian and one Library Assistant to at least one conference or continuing education opportunity.
- Continue to develop a comprehensive Procedures Manual for staff.
- Encourage library staff to present at least one program and one display in their area of interest at the library.

FY25 Goal #3: Continue to build a collection of resource materials for recreational reading, education, and lifelong learning, and improve access to these materials.

Measurements of Success:

- Add new materials to the library collection, with emphasis on children's and adult popular materials and local history/local interest resources.
- Continue to weed library materials that are old, outdated, or unpopular.
- Promote the library collection through special displays, targeted and increased publicity, and passive programming.
- Consider decreasing the size of the DVD collection and adding shelf space for "Library of Things," such as sewing machines, games, and craft supplies.

FY25 Goal #4: Encourage literacy and promote reading.

Measurements of Success:

- Continue to offer weekly story time for ages 0 – 6 and after-school program library visits for grades 1st – 4th.
- Visit classes at Unalaska City School District at least one time per year, and encourage classes to take field trips to the expanded library.
- Offer at least a monthly Filipino Story Time, and consider adding other languages such as Spanish, and/or Unangam Tunuu.

FY25 Goal #5: Provide technology that connects patrons to the world and to each other.

Measurements of Success:

- Continue to offer a high-speed fiber internet connection for free public access.
- Continue to offer online resources like Libby and Kanopy, and research new resources of this type.
- Create and implement a plan to digitize the microfilm collection of the Bristol Bay Times.
- Implement a credit card payment system for passport services and library fines.

BUDGET

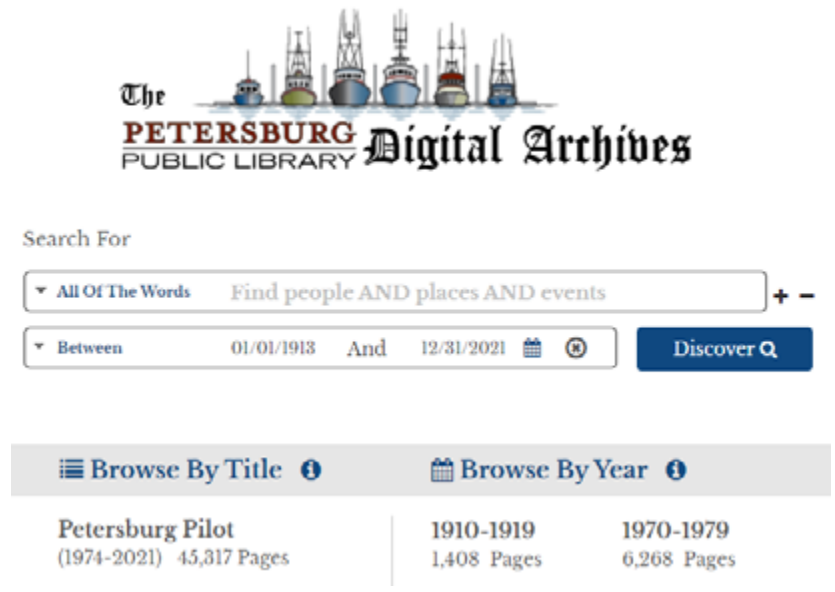
In FY25, we are requesting an increase of 6%, or \$22,070. This increase is due to a one-time request for \$26,000 for a digitization project. Without that increase, the budget would have been slightly lower than in FY24.









Digitization Project






For the past year, the library has been researching and planning a project to digitize the library’s collection of Bristol Bay Times / Dutch Harbor Fisherman newspapers on microfilm so that they are fully searchable and viewable online. Since the renovation, this project has become more urgent because we no longer have our outdated microfilm reader in the Ray Hudson Room, and these resources are currently not accessible.




Based on our research, we estimate an initial cost of \$26,000 to digitize the back issues we have on file, and there will be a much-lower upkeep cost for future years as we add new issues.

For an example of a similar, successful digitization project, please see the Petersburg Library’s Digital Archives at <https://petersburg.advantage-preservation.com/>.



Object	FY25 Amount	FY24 Amount	% Change & Justification/Description
53260 – Training Services	\$1,600	\$1,000	 This line includes registration for AkLA (Alaska Library Association) annual conference and ALA (American Library Association) annual conference for the City Librarian. It increased to add a conference for a Library Assistant.
53300 – Professional Services	\$4,400	\$600	 Increased due to moving the E-Rate funding contractor from the 55320 Network/Internet budget line to this line. Also includes background checks for staff and volunteers - estimate four.
53490 – Other Technical Svcs	\$26,000	-	This is a new line in FY25, for estimated one-time costs to digitize the Bristol Bay Times microfilm collection.
54110 – Water/Sewerage	\$2,400	\$2,400	Projected cost based on use in FY24, plus 10% for rate increases.
54210 – Solid Waste	\$7,200	\$6,100	 Projected cost based on use in FY24, plus 18% for rate increases.
54230 – Custodial Services/Supplies	\$50,000	\$48,800	 Custodial services and supplies for the library building. Increased slightly due to rising costs of janitorial supplies.
54300 – Repair/Maint. Svcs.	\$1,000	\$500	 New copier in FY22; increased to account for potential maintenance after two years of use.
55310 – Telephone/Fax/TV	\$2,100	\$2,000	 Covers telephone and fax services for the library building. Increased slightly for inflation, based on FY24 use.
55320 – Network/Internet	\$9,000	\$20,134	 Decreased for two reasons: Moved \$3,800 for the E-Rate Funding contractor to the 53300 Professional Services line, and we received more OWL Grant funding than initially projected, which reduces our internet costs.
55903 – Travel and Related Costs	\$16,000	\$7,500	 Covers costs for travel to AkLA, ALA, and DirLead conferences. It increased to add travel for a Library Assistant and account for increases in airline and hotel costs and a recent reduction in state travel grant funds.

55905 – Postal Services	\$4,450	\$3,700		Outgoing mail items. Increased due to increases in mailing costs , primarily Express Mail for passport applications.
55906 – Membership Dues	\$1,000	\$1,000		Covers institutional and individual memberships to the Alaska Library Association, individual membership to the American Library Association, and institutional membership in the Alaska Library Network.
55907 – Permit Fees	\$550	\$550		Licensing permit to show movies in the library.
56100 – General Supplies	\$14,000	\$8,000		Increased due to increased programming in FY25, purchase of a podium for the smaller conference room, and budgeting for artwork acquisitions, a new process in FY25. This line was reduced significantly in FY23, and this increase brings it back near the FY22 amount.
56101 – Safety Supplies	\$150	\$150		Emergency materials, such as flashlight batteries and first aid supplies.
56120 – Office Supplies	\$9,000	\$11,000		Covers all office supplies for the library, e.g. toner, paper, envelopes, passport supplies etc. We overbudgeted for this in FY24; this decrease represents a correction.
56150 – Computer Hardware/Software	\$3,000	\$3,000		Covers technology purchases such as printers, laptops, and monitors.
56220 – Electricity	\$30,000	\$44,000		Electricity costs for library building. The FY24 budgeted amount was based on increased square footage, but costs were not as high as projected.
56230 – Propane	\$8,500	-		This is a new line in FY25 , for propane for the library fireplace. Part of these funds were moved from the below line, 56240 – Heating Oil.
56240 – Heating Oil	\$21,000	\$34,700		Heating oil costs for library building. Projected cost based on FY24 use. This line previously included propane costs, which were moved to the new budget line above: 56230 – Propane.
56310 – Food/Bev/Related for Programs	\$2,000	\$2,000		Refreshments at library programs and public meetings.

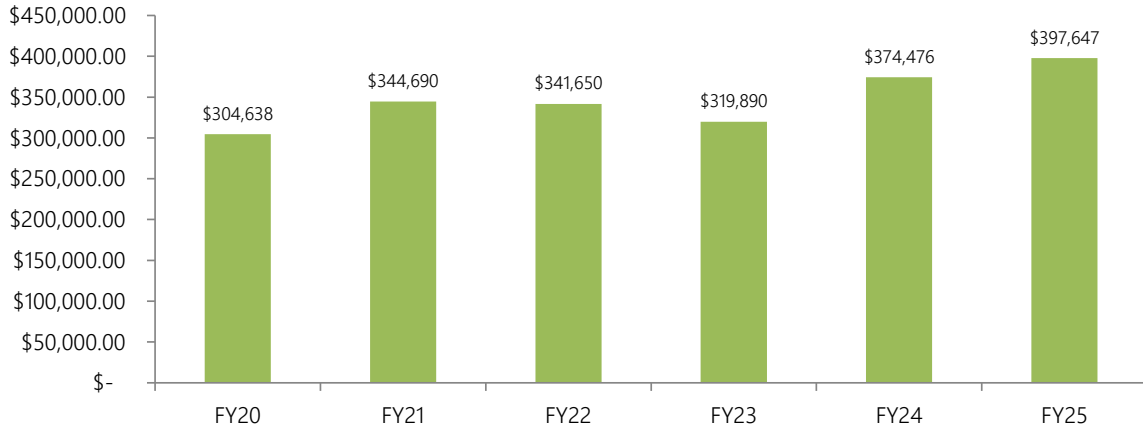
56330 – Food/Bev/Related Emp Apprctn	\$500	\$500		These funds allow us to purchase refreshments for staff meetings. Also provides staff with snacks on Library Workers Day.
56400 – Books & Periodicals	\$68,150	\$68,650		These funds purchase books, movies, magazines, newspapers, and historical materials, as well as membership in Alaska Digital Library, which allows patrons access to free eBook and audiobook checkouts. They also fund access for library staff to OCLC WorldCat, where library materials records are downloaded into the library database.
56451 – Grants - Telecommunications	\$99,797	\$92,742		This budget line records our two largest grants that help to pay for the library's internet connection, which entered a new contract in FY24. We will likely receive more OWL (Online with Libraries) funding than originally anticipated, which accounts for the increase.
56452 – Grants - Circulating Materials	\$13,000	\$13,000		This budget line records grants from the Alaska State Library and IMLS (through the Ounalashka Corporation) for purchase of library materials.
56453 – Grants - Travel	\$2,850	\$2,450		This budget line records two grants that help send the City Librarian to one conference per year and attend the annual DirLead meeting. Increased for increased airfare costs.
Total:	\$397,647	\$374,476		

The City of Unalaska Library is an invaluable community resource. Over the course of the 32 years plus that I have lived here, it has always been a reliable source of information and entertainment. The book catalog is impressive and always up to date, the DVD selections cover a wide range of subjects and languages, and there are a wide variety of magazines available. The staff is friendly and knowledgeable and the environment is warm, peaceful, and comforting. The Friends of the Library used book room is my favorite area and is always worth a look. I rarely go home empty-handed.

-Unalaska Library Patron

Operating Budget History: With Grants

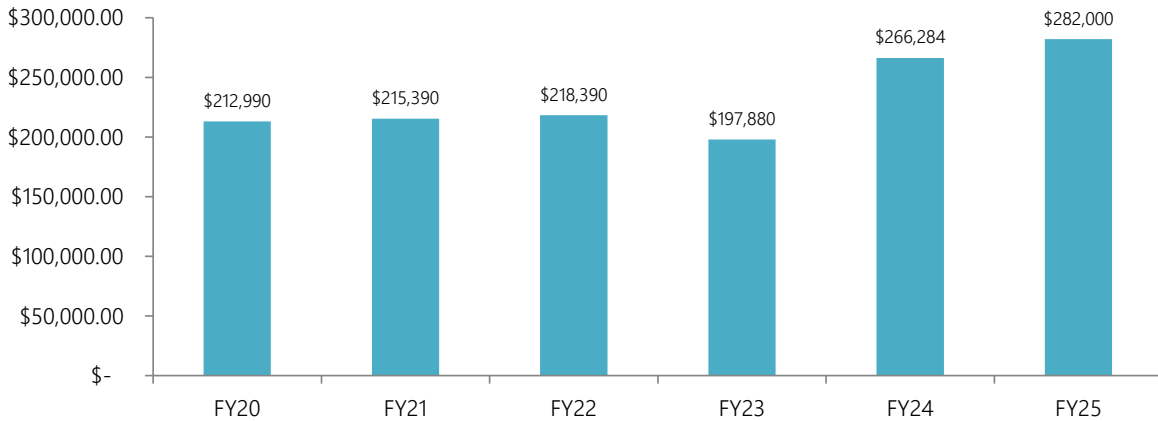
The increase in FY25 is due to a request for one-time funds for newspaper digitization.



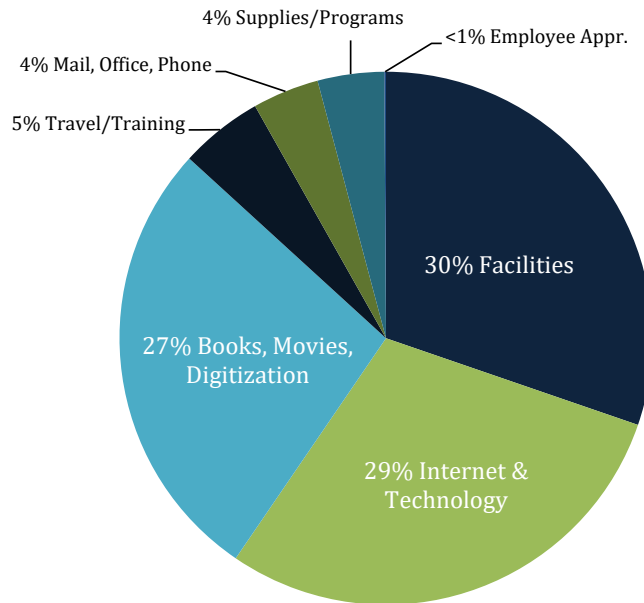
Grants make up a large portion of the library’s operating budget, and we generally do not cut lines that have corresponding revenue from a grant unless we anticipate a decrease in available grant funds.

Operating Budget History: Without Grants

The increase in FY25 is due to the proposed digitization project. The large increase in FY24 was due to the reduction in E-Rate grant funding from 60% to 50%.

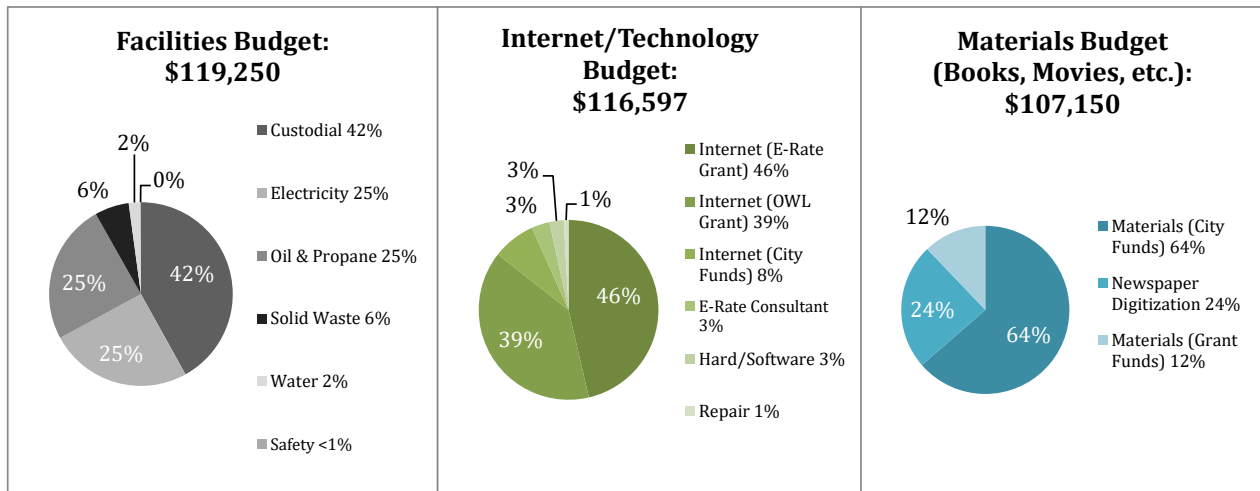


Library FY25 Operating Budget: \$397,647



In most years, we have seen three main categories of the library budget that are fairly evenly divided, at approximately 30% of the budget each:

1. Books/Materials,
2. Facilities, and
3. Internet/Technology costs.



Grants

Grant	Amount
USAC/E-Rate	\$54,059
OWL (Online with Libraries)	\$45,738
PLA (Public Library Assistance)	\$7,000
Native American Library Services	\$6,000
Continuing Education	\$1,250
DirLead Attendance	\$1,600
Total Library Grants in FY25	\$115,647

USAC/E-Rate Grant

This federal money from the FCC subsidizes the library’s internet connection. The amount of the subsidy is based on National School Lunch numbers supplied by Unalaska City School District. In the recent past, this funding paid 60% of the shared internet cost. **Since FY24, E-Rate has paid for 50% of internet costs, a decrease due to the reduction in UCSD students eligible for the National School Lunch Program.** This money is paid directly to the internet provider, not to the City of Unalaska.

In past years, we shared an internet contract in a consortium with the school in order to maximize bandwidth. In FY24, with the arrival of high-speed internet in Unalaska, the school and library disbanded the consortium, and the library entered into its own internet contract. When the consortium was in effect, the E-Rate filing process was largely handled by a consultant hired by the school district. The library has contracted with a consultant to complete the application and associated documentation for E-Rate this year.

OWL (Online with Libraries) Grant

This money from the state, distributed by the Alaska State Library, helps to pay for the library’s internet connection. In FY23, the amount of the OWL grant was \$38,304, and in FY24 the amount increased to \$45,738. Like USAC, these grant funds increase or decrease based on the cost of internet service. **As of the writing of this business plan, it looks like OWL will be funded again at the FY24 level in FY25.** However, in the past, funding for this line item in the state budget has been threatened. If the state discontinues this funding program, the city will need to decide whether to pay this amount from the general fund, decrease the library’s budget elsewhere, or decrease the library’s internet bandwidth.

PLA (Public Library Assistance) Grant

This money, distributed by the Alaska State Library, is sent to each library in the state that meets their minimum standards for library operations. These standards include number of operating hours, money spent on library materials, and continuing education for library staff. This amount varies between \$6,000 - \$7,000 each year. The application and annual report for this grant are completed by the City Librarian.

Native American Library Services Basic Grant

This federal money from IMLS is received by the Ounalashka Corporation and distributed to the Unalaska Public Library. The City Librarian applies for the grant with assistance from OC staff. The amount of the grant award is \$6,000 each year, and it is used to purchase books for the library collection.

State Library CE (Continuing Education) Grant

This money, distributed by the Alaska State Library, is reimbursement for a library staff member's travel to a library conference or continuing education opportunity. The maximum amount of reimbursement is \$1,250. These funds are limited in FY25, but we are budgeting for them in case they become available.

DirLead Meeting Attendance

In the past, this grant has been awarded to AkLA (Alaska Library Association) by the Alaska State Library as an Interlibrary Cooperation Grant. This money reimburses the City of Unalaska for City Librarian travel to the annual DirLead seminar, which will be held in Anchorage in FY25. DirLead is the group of directors of the twenty largest libraries in the state. The annual meeting includes at least two days of training, as well as time for networking and discussing programs, trends, and other issues of common concern. All travel expenses except per diem are paid by this grant, so the actual amount reimbursed to the city depends on travel costs.

Miscellaneous Other Grants

Occasionally, a one-time, unanticipated grant opportunity will arise, and if it fits within our mission, goals, and staff capacity, we will apply for it. For example, in FY22, the library received an Easy ARPA Library Grant for \$6,000 through the Alaska State Library. **In FY25, we plan to apply for grants to fund a newspaper digitization project**, and if we receive one, we will reduce the amount from the 53490 Other Technical Services line and use grant funds instead.

LOOKING AHEAD

Library Staffing

The Unalaska Public Library's staff is an asset to the City of Unalaska. In the 2021 National Community Survey conducted by the Unalaska Planning Department, **81% of respondents rated the quality of library services as Good or Excellent**, which presents a quantifiable measure of library staff performance. The only City service with a higher approval rate was the Fire Department. The library is fortunate to have a group of Library Assistants who care about the library and community and show up every day to provide excellent service.

Library staff constantly strive to provide core library services, continue popular programs, and offer new and innovative programs, materials, and services. Maintaining a relevant and updated library collection takes time and expertise, and quality programming requires the same. Services such as passport photos, notary services, and exam proctoring remain in high demand. These services are extremely valuable to our patrons and also require time, skill, and attention from library staff.

In 2023, several longtime library staff members resigned, and we are still rebuilding the library team's expertise, knowledge, and capacity to offer creative new programs. In FY24, library staff have been making an effort to increase programming, adding new offerings and bringing back popular programs that were on hiatus. **In FY25, we hope to send one Library Assistant to an off-island conference or training opportunity**, since training and professional library resources on the island are limited.

While the library staff is currently near full capacity, there is room for growth in program offerings and new services and technologies for library patrons. **In FY25, the library will participate in a PCR Strategic Planning project**. During that process, we hope to hear from the community about what more the library can offer and create a staffing plan that can meet those goals.

Internet Access

In 2023, Unalaska stepped into the world of high-speed internet when fiber optic broadband reached homes and businesses on the island. While it is too soon to say exactly how this will affect public library use, we can make some predictions based on what we've seen so far, as well as library usage in other communities where high-speed internet is part of daily life.

Impact on Collections: We are already seeing a steep decline in usage of our library's large media collection, as patrons take advantage of streaming entertainment. In response to this decline, the DVD/Blu-ray collections at the library will slowly make way for new books, as well as new and growing collections of games, equipment, and other items for community use.

Impact on Services: Unalaska's new high-speed internet connection will improve access to existing library services such as free eBook and audiobook downloads and student access to online tutoring. In FY24, we added a streaming video service for library cardholders and participated in a PCR website update. In FY25, we will continue to promote these new resources and look for new opportunities to provide resources that support the library's mission, such as streaming music and language learning.

Impact on Programs: With improved access to entertainment in their homes, patrons in Unalaska might need extra motivation to leave the house. We plan to offer new programs in our improved library in FY25 to encourage people to gather and connect, keeping our local sense of community strong.

Impact on Library Internet: When asked how the library can improve over the years, users have repeatedly requested better, faster internet access. We are so happy to offer this improved service, which started in July 2023. Many community members will still rely on the library for an internet connection to provide access to job searching, online classes and continuing education, and connection with families and friends. Our expanded library is set up to accommodate videoconferencing, online learning, and test proctoring, as well as increased seating for users on their own devices.

Library services may evolve over the coming years, but just as we have seen at libraries across the state and nation, the importance and relevance of the library's core mission will remain.

Conclusion

It is our privilege to serve this community and improve the quality of life in Unalaska by providing excellent library services, programs, and facilities. We look forward to another year of educating, enriching, and inspiring our patrons in Unalaska.



Community members participate in a book line to help transport library books from Burma Road Chapel to the expanded library.



FY 25 Recreation Programs (032) BUSINESS PLAN

July 1, 2024 - June 30, 2025



Table of Contents

- Executive Summary 4
- Personnel Organization 5
- Current Services Provided6-9
- Arts & Culture Programming 6
- Sport, Fitness, & Wellness Programming 7
- Special Events & Community Relations 8
- Youth, Teen, & Leisure Programming 9
- Challenges..... 10-11
- Operating Budget 12-13
- Goals..... 14
- Objectives..... 15-16
- Looking Ahead 16





OUR MISSION

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



Executive Summary

The 032-Recreation Programs business plan is prepared by the Recreation Manager with input from program staff. This plan is used to:



Guiding the development and implementation of programming for the citizens and visitors of Unalaska.



Ensuring that programs are offered in an exemplary and efficient manner making the best use of all provided funding with the aim of maximizing the experience of every program participant.



Identify division goals and the pathways needed to meet and exceed them.



Provide the City Council and public with a clear understanding of the operations and goals of the Recreation Programs Division of PCR.

The Recreation programs division is responsible for all programming offered to the community of Unalaska through the Unalaska Community Center. The division is comprised of four Recreation Coordinators and managed by the Recreation Manager.

The Division is currently broken up into four main programming areas:



Arts & Culture

Sport, Fitness, & Wellness

Youth, Teen, & Leisure

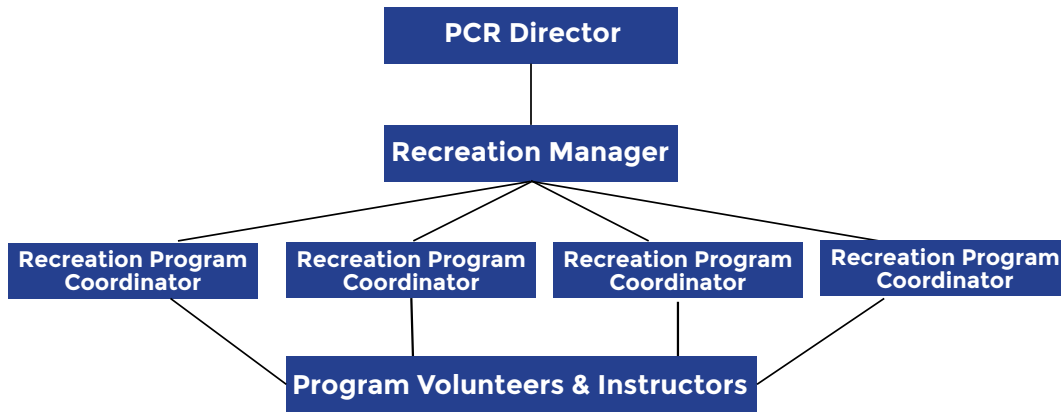
Special Events & Community Relations

These program areas have been identified as those essential to offering a comprehensive recreation program for the citizens of Unalaska.

Additionally, one program coordinator is included in the Aquatics Division for the purpose of planning and implementing comprehensive aquatics programming. This position works closely with the recreation programming team to include aquatics programming within the departments overarching program planning roles. Programming staff also include Unalaska Public Library staff in the program development and review process. All of these efforts aid in providing the community of Unalaska with an effective, broad reaching, and well-rounded slate of recreational program opportunities.

People Make it Possible!

The Recreation Programming Division is overseen by the Recreation Manager, who leads a team comprising four direct report Recreation Program Coordinators and one Aquatics Program Coordinator. The latter reports directly to the Aquatics Manager but operates within the programming division, aligning efforts to achieve the division’s goal of offering a diverse range of recreation programs for the community. Community involvement is pivotal to our programming success, facilitated through partnerships and volunteerism. Our division relies on a substantial pool of both paid and unpaid volunteers, working in tandem with program coordinators and other PCR staff to make our programming endeavors achievable.



Current Services Provided:

Arts and Culture:

The programming division seeks to deliver arts and culture programming under the direction of the Recreation Program Coordinator: Arts, Culture, & Leisure. We are excited about the possibilities that this program area offers, especially considering the unique cultural makeup of the community. The goals of PCR's arts and culture programming are to facilitate the sharing of our communities' various cultures and to provide opportunities for exposure to the arts for all Unalaskans.

Programming staff also seek to identify local artists who are willing to teach various fine art disciplines in classes and workshops offered to the community.

One key and continuing program in this area is the Missoula Children's Theater production in the spring of each year for which PCR flies out two Missoula directors who put on a musical play with local youth in one week; quite an accomplishment.

Program staff continue to seek networking and collaboration opportunities with other like minded local groups to maximize the potential offerings in this program area.

This fiscal year has seen the continued development of the afterschool art program

but has also brought turnover within recreation coordinator position which will likely have a significant effect on the types of programs that are offered based on the interests and qualifications of the new coordinator.

The Qawalangin Tribe is offering an arts and craft night on Wednesdays that provides a great opportunity for exposure to Unangan arts and crafts for local residents. While not sponsored by the PCR we are excited to see other opportunities for arts and culture experiences being promoted and developed within our community.

Arts & Culture Challenges & Needs:

The primary challenge in this area of programming is finding a consistent supply of qualified instructors, along with the necessary funding to conduct arts classes, which often incur higher-than-average expenses for program materials and instructor-related costs.

Another notable challenge is space. While the Community Center does have an art and pottery room, these spaces were primarily designed for individual use rather than for instructional purposes. As PCR aims to broaden its offering of fine art classes, these limited spaces are restricting the number of participants able to enroll in classes.



- 6 -

Fitness, Sports, and Wellness:

Programming staff plan and implement a wide variety of fitness, sport, and wellness programs for the community. These events include sports leagues, races, and fitness classes, providing community members with opportunities to engage in activities that promote a healthy lifestyle.

Programming staff organize at least five runs for community members, ranging in distance from two miles to a marathon. Tot runs are also offered before several of these races to encourage participation from younger children.

The majority of staff time is devoted to managing the various adult and youth sport leagues provided to the community each year. Youth leagues include basketball and soccer leagues, offering local youth the opportunity to learn the basics of these sports while engaging in positive interactions with coaches who teach and mentor them throughout the season.

In FY24 the Pixellot System was successfully implemented which allows us to live broadcast youth sports league games on our Facebook Page for those who are unable to come and watch in person. There had been some concern that this system would result in smaller overall crowds physically present at games but this has not developed. We still see good crowds actively participating in spectating in person.

In FY25, PCR is partnering with the UCSD wrestling team to implement a youth wrestling league. For several years, PCR has operated a youth wrestling mini-camp, but this will be the first time a full-fledged league will be offered. The additional costs associated with this are included in the general programming supplies line of the budget, and while this is an increase in spending, PCR anticipates recouping many of these dollars through materials fees as participants will be required to purchase their singlets and headgear for the league from PCR.

Staff are continuing to work with the UCSD Volleyball Team to further develop the Spring Youth Volleyball Camp.

Adult sports league offerings include basketball, soccer, and volleyball. PCR staff will begin to offer a summer softball league when city maintenance staff have completed the repairs to Kelty Field.

PCR also offers a variety of fitness classes to the community via our Fitness on Demand virtual fitness system. Additionally, we have had a renewed interest in Yoga instruction and are anticipating offering even more Yoga opportunities in the upcoming year as our instructor, Alyssa McDonald, completes additional Yoga certifications.

Challenges & Needs:

A key programming need is competent and qualified referees for all PCR sports leagues. PCR continues to offer an increased stipend rate for refereeing these games and hopes to add additional training opportunities for those wishing to take advantage of this opportunity.

Increased funding requests from UCSD sports teams for help with youth league officiating continue to affect programming. This is generally the result of the increased cost of travel for UCSD sports teams and the fundraising efforts that their coaches have had to make to raise the funds needed to travel to play. In FY24, all of PCR's youth league officiating was done by individually hired paid youth volunteers. Programming staff remain open to the possibility of retaining the aid of a team should an agreement be available.

One recent challenge our staff has observed, especially since the post-COVID-19 period, is a decline in participation in races and runs. Despite being a small community where these events have historically had smaller turnouts compared to larger municipalities, we've noticed a notable decrease in participation. This could be due to competing opportunities for community members' time or a general decline in the local population over time. We are optimistic that the master plan process, along with its program evaluation, will provide valuable insights into addressing this issue. Given that running is an exceptionally healthy and enriching activity, we are committed to fostering greater participation in the sport within our local community.

Special Events & Community Relations:

Special Events and Community Relations staff coordinate several large events for the community each year, alongside managing PCR's marketing initiatives.

Our special events aim to create enduring memories for families. These include major holiday celebrations and the annual Heart of the Aleutians Festival. While primarily geared towards families with young children, we also strive to incorporate elements appealing to older children and teenagers.

Additionally, our special events staff oversees the department's community relations efforts, including managing PCR's marketing strategies and social media presence. We continuously explore more efficient ways to promote our programs and services to the diverse demographics in Unalaska, which presents challenges due to the area's varied demographic groups.

Staff maintain bulletin boards at UCSD schools and Safeway, displaying flyers for programs. We also distribute flyers and promotional materials through schools and inform cannery staff of relevant programs. Furthermore, we utilize social media platforms such as PCR's Facebook and Instagram pages to promote our offerings.

In FY24, staff successfully launched our new website and app, contracting with the same company used by the Unalaska City School District. This new system allows for more targeted marketing efforts and provides up-to-date information accessible via cell phones, eliminating the need for printed activity guides, thus saving both money and paper.

New for FY25, PCR will introduce online program registration, aiming to make registration more convenient and encourage greater participation across all programs.

Special Events & Community Relations Needs:

Increased promotion and marketing efforts at local processing plants.

In the near future PCR is going to need to replace the large HOA tents. This will be a significant expense but the tents are beginning to show their age and have suffered from wind related damage in recent years. Several of our smaller white special events tents also need replaced and staff will work to accomplish this in FY25.

With growing programming demands, there is a rising need for volunteerism, particularly from adults. While we have strong relationships with many UCSD student volunteers, we are actively brainstorming ways to recruit and retain more community-minded adult volunteers, especially for large-scale special events that require substantial volunteer support.



Youth, Teen & Leisure Programming:

Recreation Staff plan and implement afterschool programs that aim to engage the community's youth during critical afterschool hours.

Afterschool programming has been shown to have significant positive effects on youth across various domains, including academic performance, social-emotional development, and overall well-being. Here are some key benefits supported by research:

Academic Achievement: Afterschool programs provide additional learning opportunities beyond the school day, leading to improvements in academic performance. According to a study conducted by the Afterschool Alliance, 80% of parents reported that afterschool programs helped their children improve their homework and classwork.

Social and Emotional Development: Afterschool programs offer a safe and supportive environment for children to develop social and emotional skills, such as teamwork, communication, and conflict resolution. Research from the American Institutes for Research indicates that participation in afterschool programs can lead to improvements in social skills, with up to 70% of students showing enhanced social behaviors.

Health and Wellness: Studies have shown that afterschool programs can help reduce the risk of obesity and improve fitness levels among participating youth. For example, a report by the National Afterschool Association indicated that 68% of afterschool programs provide opportunities for physical activity.

Career Readiness: According to the Afterschool Alliance, 75% of parents believe that afterschool

programs help their children gain skills and experiences that will be useful in future careers. These statistics and findings highlight the essential nature of these programs for the community!

Programming staff aim to engage students with our PCR 360 program, which provides afterschool programming for grades 1-4th. Additionally, programming staff offer a variety of programs for students in grades 5-12 during these critical hours. These include Teen Drop-in Activities and the maintenance of safe spaces such as the teen room and community center gymnasium for self-directed activity.

Youth programming also aims to offer a selection of special events for younger youth designed to provide them with active play experiences and the opportunity to participate with their parents. These include Triple Bounce Days and Tot active activities.

Youth, Teen, and Leisure programming also offers a selection of programs designed for teens. Paramount among these is the Unalaska Teen Council, which provides local teens the opportunity to learn leadership while participating in and learning about the field of recreation. Teen council members plan and implement a number of activities for fellow students, including Midnight Madness and Movie Nights. The Teen Council also plans a Youth Leadership Summit that gives its members the opportunity to share what they are learning with other students, both peers and younger.



Youth, Teen, and Leisure Programming Challenges & Needs:

Staffing and building operation limitations provide the biggest challenges to offering a truly comprehensive after school program. PCR has made strides in recent years to devote more staff to scheduled after school programming but structured daily programming that runs for the entire school year is still limited to 1-4th grade as there is only one full time staff member that can be dedicated to this programming area. While PCR is able to maintain safe and welcoming active environments for these age groups, self-directed activities fall short of providing an optimum after school experience for youth within this age category.

Staffing: A Major Challenge

The primary challenge for the programming division is hiring and retaining qualified programming staff. Due to the ever-rising cost of living in this community including the extremely high cost of travel between Anchorage and Dutch Harbor and the growing job market in the lower 48 it remains difficult to locate qualified individuals with the experience necessary to implement quality programming who are willing and able to make the move to Unalaska.

While some local hires have been made in the past several years that have been successful it is also difficult to find individuals present in the community who are experienced in these areas and qualified to take the positions. While some degree of on the job training is possible; parks and recreation programming as a profession involves a college education with class work specifically in program planning and implementation to give an individual a well-rounded understanding of the process for successful programming at a public level.

PCR's programming staff has a 10+ year average turnover rate of just over 50% per year. This turnover can be tied to a number of factors including a historical wage was not competitive with those offered in the lower 48, the expense of housing, and the lack of opportunity for upward mobility within the department.

3 Major Effects

This turnover presents several major challenges:

1. Program Consistency and Enhancement: Each new programmer requires some amount of job training which results in an inevitable dip in program quality for a time. Even with professional staff putting together sound programming there is an unavoidable gap during which a new coordinator has to learn the programs and learn the community well enough to begin building off of the base level of that program.

In other instances, some programs that were started by one program coordinator are not possible under their replacement. Some PCR programming requires certain skill sets that a new hire might not bring to a particular programming area. This presents a challenge as some of these discontinued programs have been well received by the community.



2. Staff Strain: When the programming staff is undermanned because of position vacancies the program load can become overwhelming for the limited programming staff. When this happens multiple times a year this puts a great deal of work-related stress on the programmers that are available and are forced to

cover programming that would not normally be a part of their responsibilities. In FY24 the programming team has been short one team member due to vacancy for at least 6 months and as of the writing of this plan we are currently in the process of filling that final vacancy.

3. Finally, there is a major time requirement for the on boarding and training of new programmers and much of this time is the responsibility of the Recreation Manager. When new employees are being on boarded at the rate of 2 or more per year it leaves little time to plan and implement new management strategies or other projects designed further enhance the programming division.

Summary:

It is encouraging that we have begun to see a heightened level of interest in our current position opening and we believe that the raises involved in the current 302 Contract have played a major role in this by making us competitive in our market. As we await the long term effects of this the department seeks to be as efficient at on boarding and retaining institutional knowledge as possible in an effort to negate these negative effects to PCR programming.

High Speed Internet: Challenge & Opportunity

High-speed Internet has arrived in Unalaska. While high-speed internet does provide additional competition for PCR programs, it also presents many opportunities to enhance and expand our current program lineup.

In the past year, we have diversified our marketing efforts with a new webpage and an enhanced smartphone app that allows us to send important updates and reminders directly to our patrons' devices as notifications. We will also be rolling out online program registration, a service that has been widely available in many other communities for some time but has now become feasible for Unalaska. We expect that this service will provide

an even more convenient entry point for our patrons to enroll in the many programs we have to offer.

In seeking to rise to this challenge, programming staff are also exploring new methods of data collection and program feedback and evaluation. This will enable us to provide and market programs that will have the highest possible reach and impact on the community.

Programming staff anticipate that the master planning process, which has begun and will continue into FY25, will provide a significant amount of feedback and data on our programming. We aim to utilize this resource to enhance what we are currently offering and make it even better!

Local Population: Decline but with Some Positive Trends

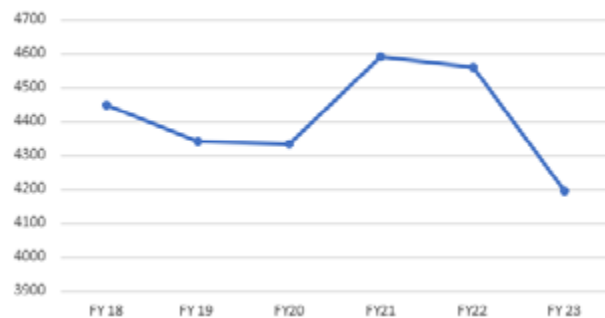
Unalaska has seen a significant decrease in population in recent years. In addition to there being fewer residents there has also been a significant reduction of the number of children enrolled in the Unalaska City School District.

There may be any number of reasons for this reduction in population including the cost of living, and the cost of travel to and from Unalaska, the availability of housing and also more job opportunities with higher wages available on the main land and in the lower 48.

Regardless of what is the root cause of this population decline it means that there are fewer local residents to attract to our programming. Additionally, local processors are reducing the number of seasonal hires being brought to the island and reportedly are providing more hours for those who are hired.

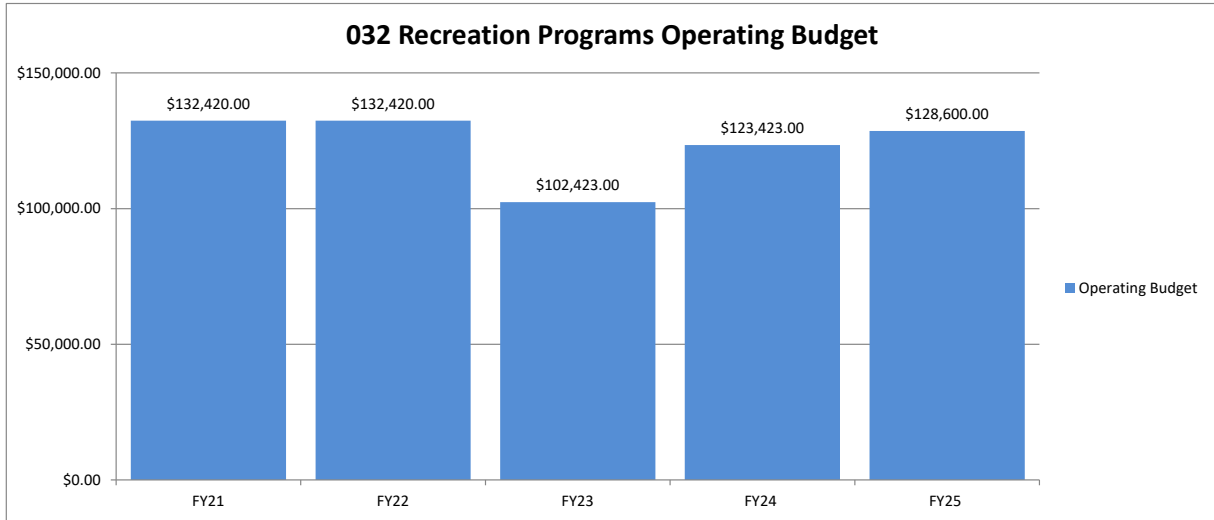
Despite the decline in local population and school enrollment we have seen some encouraging trends. Our youth sports leagues for one are continuing to see increases in enrollment post COVID and when compared to the school population as a percentage our 2024 soccer season had the highest enrollment that we could find in our records.

Unalaska Population By Fiscal Year



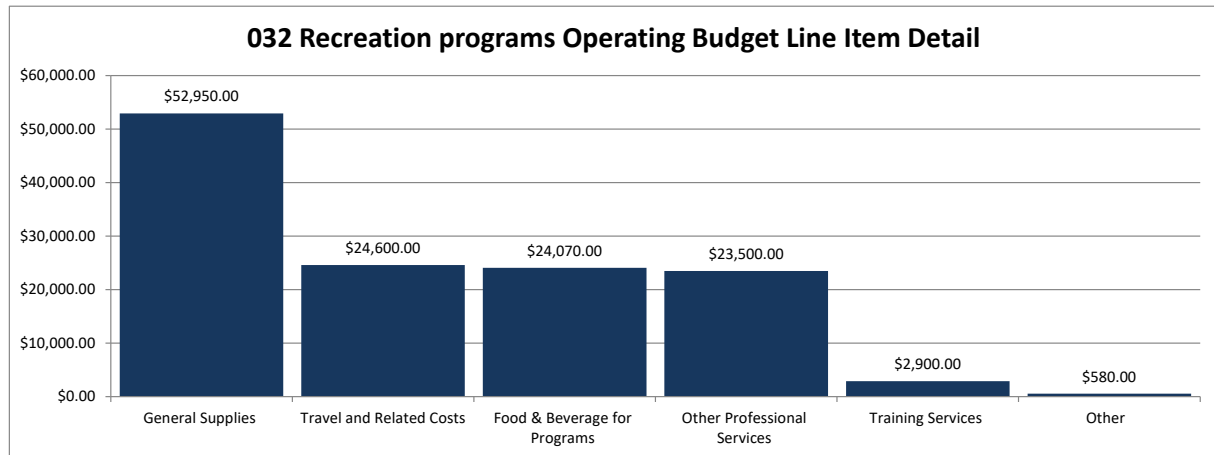
Operating Budget

032 Recreation Programs Operating Budget: 5 Year Comparison



While there is an increase requested for FY25 that amount does not recover in total all of the budget cuts that were made in FY23. PCR programming staff have been able to maintain all core programming and over the course of FY24 have developed several new program offerings.

032 Recreation Programs Operating Budget: Line Item Detail



General supply spending comprises the largest portion of the programming division’s budget and it utilized to purchase the necessary supplies to deliver a whole host of program types. This line has been reduced as coordinators seek to ensure that programs are budgeted as efficiently as possible.

Rising costs of travel have been the major drivers in this years budget. This includes travel for training but also the travel associated with the Missoula Children’s Theater program. There is an increase in Travel and Related Costs and also an associated decrease in Other Professional Services as the funds specifically related to Missoula travel have been reallocated to this correct line.

FY24 Budget Line Justifications

Object	FY25	FY24		Justification
53260 – Training Services	\$2,900.00	\$1,400.00	Δ 107.14%	Recreation Manager travel to ARPA conference or similar training opportunity. Coordinators will be provided the opportunity to take an Online training or may be permitted to travel to a training that will substantially benefit PCR programming.
53300 – Other Professional Services	\$23,500.00	\$27,393.00	Δ -14.21%	Includes: Missoula Children’s Theater, Heart of the Aleutians Festival Performers, Fitness on Demand Virtual Programming, Pixelott Youth Sports Live Broadcasting System, and other assorted fees. Missoula travel has been moved to Travel And Related Costs.
55903 – Travel and Related Costs	\$24,600.00	\$16,000.00	Δ 53.75%	Recreation Manager travel to ARPA Conference or similar training opportunity. Recreation Program Coordinators may be permitted to travel to a training that will substantially benefit PCR programming. This increase includes travel for Missoula Children’s theater that has historically been included in Other Professional Services.
56100 – General Supplies	\$59,950.00	\$53,300.00	Δ -.66%	Supplies for all areas of division programming. Staff have worked to ensure that all programs are budgets as efficiently as possible and this has resulted in a slight decrease in the general supplies request.
56101 – Safety Related Items	\$200.00	\$200.00	Δ 0%	First aid supplies for events and programs
56150 – Computer Hardware/Software	\$180.00	\$180.00	Δ 0%	ToDoist Productivity Software
56310 – Food / Bev & Related for Progs	\$24,070.00	\$24,750.00	Δ -2.75%	The majority of these funds are for after school programming snacks but also included are other event related food purchases.
56330 – Food/Bev/ Related Emp Apprctn	\$200.00	\$200.00	Δ 0%	Staff appreciation and meeting supplies
Total	\$128,600.00	\$123,423.00	Δ 4.19%	

Recreation Programming: Goals

General Fund: Recreation Programs (0100-032)

Responsible Manager: Albert Burnham, Recreation Manager

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

Functions and Responsibilities

- Develops and oversees a comprehensive recreation program for the community of Unalaska.
- Supervise, train, motivate, and evaluate Recreation Coordinators.
- Establish and maintain effective working relationships with the community and local organizations.

Core Division Goals

1. Design and implement a quality comprehensive parks and recreation program that meets the unique and changing needs of this diverse community.
2. Engage local individuals, businesses, and non-profits with opportunities to volunteer, sponsor, and participate in PCR programming.
3. Promote health, fitness, leisure enjoyment, cultural enrichment, and learning.
4. Provide programs and services within budget maximizing the effectiveness of those funds for the most number of people.
5. Continue to engage local cultural groups, especially the indigenous peoples of Unalaska, developing programming that seeks to help them teach and maintain their unique cultures.
6. Seek to utilize existing community center and other department space effectively to maximize the total number of programs and services able to be offered to the community.



- 14 -

FY24 Special Goals & Objectives

Objective: Support PCR Master Plan
Supports Goals: All Goals
Abstract: In FY25 PCR will be continuing on in our master plan process. This master plan aims to effectively study all aspects of PCR’s programs, services, and facilities to determine how best the department can meet the future needs of this community. The Program Division will support this endeavor by helping with community gathers and other events that will help the contractor gather the necessary data to compile an effective plan for unalaska.
Measurements of Success: 1. Staff will seek to incorporate master plan resources and tools in special events. 2. Staff will provide support to master plan meetings. 3. Staff will



Objective: Evaluate current program offerings and the current needs of the community and make a plan for how 032 can best meet the maximum number of those needs with excellence.
Supports Goals: 1, 4, 5, 6
Abstract: In an effort to ensure that we are utilizing resources and staff time as effectively as possible we will look at all programming currently offered by the division and compare that with feedback received from the community. This process is necessary to assure that program needs are being met and that resources are used as efficiently as possible for the benefit of the greatest number of community members as possible. In these efforts programming staff will seek to assure that we are offering some sort of programming for each demographic within the community. This is a yearly objective and programming staff meet at the end of each school year to do a comprehensive analysis of current programming and strategic planning for the next fiscal year.
Measurements of Success: 1. Community participation in process 2. Successfully hold a year end programming review and strategic planning retreat with all programming staff 3. Critically evaluate all programs offered during the previous fiscal year

Objective: Provide consistent after school programming for grades outside of 1st - 4th that are already serviced by PCR 360.
Supports Goals: 1, 3, 4
Abstract: PCR 360 is a program for grades 1-4 that has been very successful. There is a need however, to provide programming for youth outside of this grade category during the hours directly following the school day. This is especially important for youth in grades 5 & 6. While PCR does not have the staffing or space to offer an additional 360 like program for these ages we have begun to offer select after school program opportunities for youth in these grades. We intend to build upon our Art After school offering and increase the number of programs offered to youth in these hours.
Measurements of Success: <ol style="list-style-type: none"> 1. Seek to provide art after school or similar program under new coordinator in the upcoming school year. 2. Develop three additional program offerings during these hours that are available on a weekly or semi weekly basis.

Objective: Develop the new skating program and seek to provide rental skates for parties and other events.
Supports Goals: 1,2,3,6
Abstract: In FY24 programming staff began to develop a skating program geared primarily toward women, teens, and younger children. This program has seen a very positive reception as nearly 50 community members geared up to participate in this program. Staff have budgeted \$10,000.00 for FY25 to seek to purchase rental gear to add skate rental to the amenities that we offer.
Measurements of Success: <ol style="list-style-type: none"> 1. Develop a necessary gear list for a successful rental program 2. Develop the required processes and procedures for this program. 3. Procure quotes and move to purchase the necessary gear for this program.

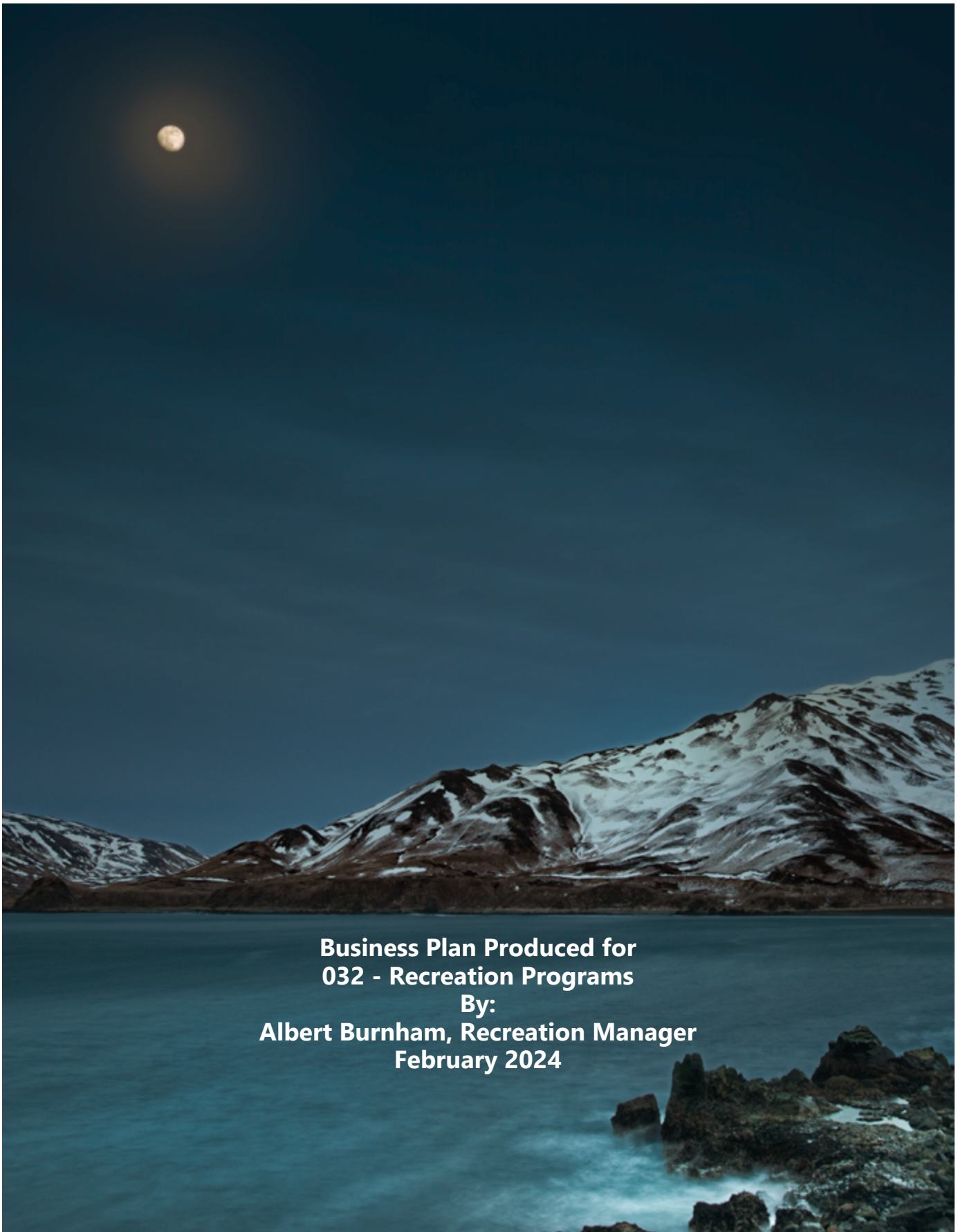
Looking Ahead

The recreation programs division of PCR has a great staff that is passionate about the people of Unalaska. However, there is a great deal of concern about the state of the city finances as evidenced by the focus on the current years substantial budget cuts in this business plan. As inflation and other economic factors drive up materials costs programming is only going to grow more expensive. Staff are preparing to do the work of focusing on reducing costs and exploring cost recovery models of program pricing and we do expect to be able to offer all existing PCR programs in the coming fiscal year and even generate additional types of programming.

Programming staff are also excited about the master plan process and the information that will be gathered that will aid in developing future programming to the benefit of this community.

As we face a world of uncertain economic conditions and wrestle with the struggles of how those hardships translate to life in Unalaska, the programs and services that PCR offers become an even more integral part of supporting a community that remains connected and engaged with each other as neighbors, support each other through these times. The programming team remains focused on doing our part to advance the departments mission and supporting this community through all that we offer.





**Business Plan Produced for
032 - Recreation Programs
By:
Albert Burnham, Recreation Manager
February 2024**

PARKS AND OPERATIONS FY 25 BUSINESS PLAN

July 1st, 2024- June 30th, 2025

Prepared by Jolene Longo, Facilities and operations Manager February 2024

Executive Summary:

Founded in 1980, the City of Unalaska's Department of Parks, Culture and Recreation (PCR) has evolved into a cornerstone of community engagement. Notable milestones include the establishment of the community center in 1995, the acquisition of the Aquatics Center from the school in 1998, and the construction of Unalaska's Public Library in 1999. Over the years, PCR has adapted and expanded its offerings, now overseeing the Community Center, Unalaska Public Library, Aquatics Center, Burma Road Chapel, Henry Swanson House, and eight parks, all under the dedicated leadership of our PCR Director.

Mission Statement:

At PCR, our mission is to enrich the diverse community of Unalaska by providing exemplary, accessible, and safe cultural, leisure, and recreational facilities and services. We are committed to nurturing youth development and inspiring people to learn, play, and engage with our unique and welcoming environment.

Purpose:

This Parks and Operations Business Plan, meticulously crafted by the Operations Manager in collaboration with PCR employees under the guidance of the PCR Director, serves several essential purposes:

Alignment of Budget with Goals and Objectives: Confirming that the budget is intricately aligned with our overarching goals and objectives ensures fiscal responsibility and optimal resource allocation.

Clarity for City Council and Community Members: By providing a comprehensive overview of our Parks and Operations goals and objectives, we aim to foster a clear understanding among City Council members and the community. This transparency is crucial for building trust and support.

Meeting the Needs of Residents and Visitors: Our commitment is to ensure that PCR facilities consistently meet the evolving needs of Unalaska residents and visitors. This involves continuous assessment and adaptation to ensure our offerings remain relevant and valuable.

Enhancing Outdoor Experiences: We strive to create a family-friendly environment, where well-maintained playground equipment in PCR parks invites families to enjoy the outdoors. This commitment reflects our dedication to providing quality recreational spaces for all.

As we embark on the implementation of this business plan, PCR remains steadfast in its mission to contribute meaningfully to the vibrancy and well-being of the Unalaska community. Through collaboration, innovation, and a deep understanding of our community's needs, we look forward to further enriching the lives of those we serve.

Table of Contents:

Facilities

2. Overview

3. Table of contents

4. Community Center

5. Multi-Purpose Room/Kids Room/ Teen Room/ Art/Music Room.

6. Conference Room/ Burma Road Chapel

7. Henry Swanson House

8. Community Park

9. Sitka Spruce Park/ Memorial Park

10. Skate park

11. Town park/Tutiakoff Field/ Expedition Park

12,13. Tanaadakuchax Park/ The Unalaska City School District Palyground

14,15. PCR Staff Structure

16. PCR 2023 Year in Review

17,18. Current CMMP

19,20,21. Goals and Objectives

22. Notable Progress

23,24. Operations Operating Budget

25. Parks Operating Budget

26. Capital Outlay Budget/Budget Summary

Community Center Overview:

The Unalaska Community Center, established in 1995, stands as a hub for diverse recreational activities, catering to the varied interests and fitness goals of Unalaska residents. With a commitment to promoting a healthy and active lifestyle, the Community Center proudly offers an extensive range of facilities and programs.

Recreational Opportunities:

For those seeking fitness and well-being, the Community Center boasts an array of options, including:

Full-Size Gymnasium: Equipped for various sports and physical activities.

Cardio Room: Featuring cardiovascular exercise equipment.

Weight Room: Designed to support strength training for individuals of all levels.

Stretching Room: Dedicated space for flexibility exercises and stretching routines.

Small Track: Ideal for walking, jogging, and light running.

Racquetball Courts: Providing opportunities for racquet sports enthusiasts.

Multipurpose Room: Versatile space for group activities, classes, and events.

Teen Room: Tailored for the recreation and social needs of teenagers.

Music Room: A creative space for musical expression and practice.

Arts/Pottery Room: Fostering artistic endeavors and pottery enthusiasts.

Operating Hours:

Monday-Friday: 6:00 AM - 10:00 PM

Saturday: 8:00 AM - 10:00 PM

Sunday: 12:00 PM - 7:00 PM



The extended operating hours aim to accommodate the diverse schedules of Unalaska residents, ensuring accessibility and flexibility for individuals of all ages and interests. The Community Center is not just a facility; it is a vibrant space where community members can pursue their passions, foster social connections, and prioritize their well-being.



Multipurpose Room and Commercial Kitchen:

The versatile Multipurpose Room at the Community Center serves as a dynamic space available for rent, suitable for parties and small gatherings. Adjacent to this room is a fully equipped commercial kitchen, not only open for rental but also integral to various PCR programs, including PCR 360, and other initiatives requiring food preparation or storage.

Kid's Room:

Primarily utilized for the afterschool program PCR 360.

Proves invaluable for larger community events like Christmas and Easter celebrations.



Teen Room:

Offers a safe and engaging environment for teenagers.

Features a pool table, Ping Pong table, and two televisions for recreational activities, TV, and video games.

Arts and Culture Programming:

Dedicated to fostering arts and culture, PCR provides enriching opportunities through specialized rooms:

Music Room:

Equipped with two individual practice rooms, one with an upright piano and the main room featuring a grand piano. Open for Unalaskans to practice musical instruments individually or in groups.



Utilized for various musical PCR programs.

Art Room:

Empowers community members to express themselves through the arts. Furnished with two kilns, four pottery wheels, paint brushes, pottery tools, and an array of artistic materials.



A versatile space supporting diverse artistic endeavors.

Conference Room:

Convenient space with a large table, 12 conference chairs, projection screen, and a sink. Mainly used for meetings for the city and numerous non-profit organizations in the area

PCR's commitment to providing diverse programming is evident in these dedicated spaces, encouraging community engagement, skill development, and creative expression for residents of all ages. Whether it's hosting events, nurturing young minds, or promoting arts and culture, the Community Center stands as a vibrant and inclusive community resource.

Burma Road Chapel Overview:

Burma Road Chapel serves as a versatile community space, offering a range of amenities and opportunities for citizens of Unalaska.

Rental Space:

Provides a spacious room available for rent, ideal for parties and gatherings of various sizes.

Kitchen: Equipped with a small kitchen to facilitate food preparation and catering for events.

Bathrooms: Separate men's and women's bathrooms ensure convenience for event attendees.



Storage Space: Offers a small area designated for storing tables and chairs, streamlining event setup and organization.

Versatile Programming Venue: Hosts a range of PCR programming, including activities like yoga and Youth Wrestling, fostering community engagement and wellness.

Community Impact:

Burma Road Chapel plays a pivotal role in Unalaska's community life by offering a flexible and adaptable space for social events, recreational activities, and essential services like the temporary library setup. Despite the temporary transition, the chapel continues to serve as a vital hub for community gatherings and programming, contributing to the vibrancy and cohesion of Unalaska's residents.

**Henry Swanson House Overview:****Historical Significance:**

Built in the 1940s, the Henry Swanson House holds historical importance as the residence of Henry Swanson, a prominent figure in Unalaska's history. Henry Swanson, a fisherman, fox farmer, and Aleut political activist, played a crucial role in the preservation of Aleutian history. His legacy is particularly vital as the Aleut community faces challenges related to the endangered status of their language.

Cultural Heritage Destination:

The Henry Swanson House stands as a testament to the diverse and rich history of Unalaska. Visitors are invited not only to explore the physical structure but also to connect with the stories embedded in its walls, reflecting the resilience and contributions of individuals like Henry Swanson to the Aleutian community. The preservation of such historical sites becomes a shared responsibility, ensuring that the cultural tapestry of Unalaska continues to thrive for generations to come.

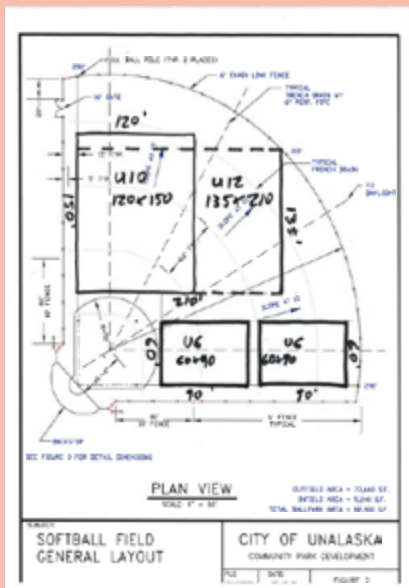
PARKS

Ounalashka Community Park aka “Kelty Field” stands as Unalaska's premier recreational hub, offering a diverse range of amenities for residents and visitors alike. This park is has several recreational opportunities that cater to diverse age groups.

Facilities: The park boasts a well-equipped sports area, including Kelty Field, a dedicated softball field, an outdoor basketball/tennis court, and a paved trail complete with permanent exercise equipment. The recreational offerings extend to a large gazebo, a fully-equipped snack shack with a commercial kitchen available for rent, and a spacious playground.

Community Engagement: The park plays a vital role in fostering community engagement, exemplified by the annual Track and Field Day in May. Tailored for 3rd through 6th graders across the island, this event, conducted in collaboration with local schools, allows participants to enjoy a full day of sports and games, creating lasting memories.

Infrastructure Enhancement: In our commitment to continuous improvement, Kelty Field has undergoing drainage improvements. This initiative aimed to enhance the field's usability by mitigating standing water issues, ensuring a more enjoyable and sustainable experience for all park users. This will now allow us to continue softball leagues. The operations manager has also purchased new soccer equipment which will turn the outfield into several soccer fields.



Sitka Spruce Park, affectionately known as "Pirate Park," stands as a beloved destination within PCR's Parks Program. Nestled amidst trails and flourishing trees, it is a cherished space that captivates the community with its unique features and historical significance. True to its moniker, "Pirate Park" is home to an iconic pirate ship piece of playground equipment, drawing children and families for hours of imaginative play. Surrounded by verdant trails and some of the island's rare trees, it has earned its place as a National Historic Landmark—a testament to the scarcity of such green spaces on the island. In addition to its enchanting play area, the park offers essential amenities for visitors' convenience and enjoyment. Picnic tables, and well-maintained men's and women's restrooms create a welcoming environment for families and outdoor enthusiasts. With this upcoming budget I am hoping to add new grills to the park.

During FY21, safety concerns led to the demolition of the playground equipment. Responding to the community's needs, a new and improved playground was installed in the summer of FY22. The former playground site has been repurposed to include a half basketball court, providing additional recreational opportunities, and a more spacious parking lot to accommodate the park's popularity.

Sitka Spruce Park embodies the essence of community connection, offering a blend of natural beauty, playfulness, and historical significance. As a cherished locale within PCR's Parks Program, it continues to evolve to meet the needs of the community while preserving its unique charm.



Memorial Park:

Memorial Park stands as a solemn tribute, featuring monuments dedicated to the brave individuals who served in World War II and honoring the men and women of the Coast Guard. This sacred space serves as a reminder of the sacrifices made by these heroes and a place for reflection and gratitude within the community.

The park's monuments hold deep historical significance, acknowledging the valor and dedication of World War II veterans and Coast Guard members. It provides a serene environment for visitors to pay their respects and express gratitude for the service and sacrifices made by these courageous individuals.

Memorial Park, with its poignant monuments, plays a vital role in preserving the memory of our nation's heroes and fostering a sense of appreciation within the community.

Skate Park: A haven for wheeled enthusiasts, opened its gates in 1998 and has since become a vibrant hub for skaters of all ages. This dynamic facility offers a range of elements designed to cater to the diverse interests of skateboarders, rollerblades, and BMX riders. With the new clinic expansion, the PCR is thinking of creative ways to reinvent the skate park in a different location. This will be part of our parks master plan

Ideas:



Town Park: Nestled in the heart of downtown Unalaska, Town Park stands as a welcoming oasis for residents and visitors alike. This charming park offers a picturesque setting with its wooden gazebo, picnic tables, grill, and playground equipment, providing a versatile space for community gatherings and leisure activities.

The playground, renewed in FY19, invites children to explore and play in a safe and engaging environment. One of Town Park's distinctive features is the presence of spruce trees, adding a natural and serene ambiance to the surroundings. These trees not only contribute to the park's aesthetic appeal but also offer shade and a connection to the local landscape. Beyond its physical features, Town Park serves as a vibrant community hub where residents come together for events, picnics, and recreational activities. The thoughtful combination of amenities and natural elements creates a harmonious space that resonates with the spirit of Unalaska.

Tutiakoff Field: Co-owned by the City and Unalaska Methodist Church, Tutiakoff Field was originally the softball field. It has now been converted to a nice open space for a variety of activities. During the summer months it's used as the island's soccer field. The current lease for expires on June 30, 2026.



Expedition Park: As the only other park on Amnak Island, (second to Sitka-Spruce park) Expedition Park stands out with its well-crafted amenities. The park boasts a charming gazebo, perfect for gatherings or moments of quiet reflection. Equipped with a grill, picnic tables, and a fire pit, it caters to diverse preferences, making it an ideal destination for both leisure and communal activities. As part of my FY25 budget, I aim to replace the benches and grills at this park.



Tanaadakuchax Park: may be the city's smallest, but it serves as a testament to the importance of creating inviting spaces within the community. It offers a peaceful escape, inviting residents and visitors to enjoy a picnic, engage in recreational activities, or simply unwind in a quaint and friendly setting. The park is equipped with picnic tables, a grill, a small but engaging piece of playground equipment, and a petite basketball court. Despite its size, Tanaadakuchax Park is thoughtfully designed to accommodate a variety of activities, ensuring a welcoming environment for all. In a commitment to enhancing the park's appeal, Tanaadakuchax saw a notable improvement in FY19. A newer piece of playground equipment, carefully relocated from Town Park, replaced the outdated structure. This upgrade not only modernized the park but also ensured a safer and more enjoyable experience for park-goers.

The Unalaska City School District Playground: Affectionately known as the UCSD Park, may not be officially designated as a city park, but it stands as a testament to community collaboration and commitment to enhancing recreational spaces. Engaging in a collaborative process during the Comprehensive Master Planning (CMMP) initiative, the UCSD Park underwent significant transformations under the guidance of the superintendent of schools. During the CMMP process, the UCSD Park witnessed a substantial overhaul. Collaborative efforts with the school district resulted in the dismantling of outdated equipment, an enhancement of grass field drainage, and the introduction of a dedicated walking/running trail. These improvements not only revitalized the space but also contributed to the overall well-being of the school community. The UCSD Park now boasts four key features designed to cater to a diverse range of recreational interests. A climbing rock

provides an adventurous element, while a rope climber adds a dynamic challenge. A swing set offers timeless enjoyment, and a full basketball/volleyball court provides a versatile space for sports enthusiasts, fostering a sense of community and physical activity. While technically affiliated with the school district, the UCSD Park has become a community hub, offering a multifaceted environment that encourages play, exercise, and social interaction. Its evolution showcases the potential for collaborative efforts to create inclusive and vibrant recreational spaces within educational institutions. The Unalaska City School District Playground, born out of a collaborative vision, stands as a shining example of how community engagement and planning can transform a space into a dynamic and inclusive recreational haven for all.



PCR Staff Structure:**PCR Director (1):**

The PCR Director serves as the visionary leader, overseeing the entire Parks, Culture, and Recreation department. Their responsibilities include strategic planning, program development, and ensuring the overall success of PCR initiatives.

Operations Manager (1):

Reporting directly to the PCR Director, the Operations Manager plays a pivotal role in the day-to-day operations of the Parks and Operations division. Responsibilities encompass the supervision of staff, maintenance oversight, budget management, and coordination with city maintenance staff. Holds certifications including Certified Pool and Spa Operator, Certified ServSafe Manager and OSHA 30-hour.

Full-time Recreation Assistant (4):

Full-time Recreation Assistants, totaling four when fully staffed, are crucial team members responsible for providing excellent customer service. They engage with patrons, answer inquiries about department programs, handle room and equipment rentals, manage cash transactions, and monitor the Community Center. Their roles extend to overseeing the facility during high-use hours and assisting with Kid's Room programming in the afternoons.

Part-time Recreation Assistant (3):

The Part-time Recreation Assistants, numbering three when fully staffed, share similar responsibilities to their full-time counterparts. They contribute to maintaining a welcoming atmosphere at the Community Center, handling customer inquiries, processing transactions, and assisting with program oversight during designated hours.

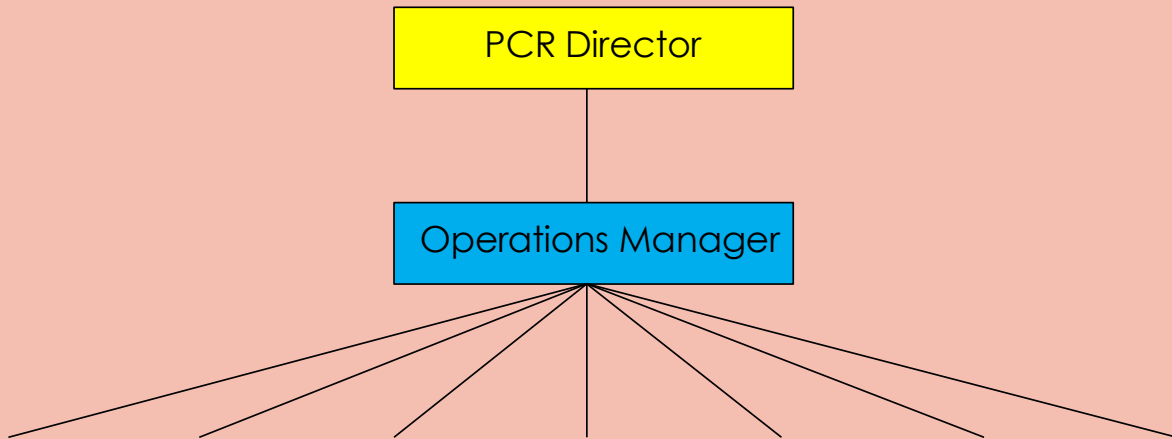
Weekly Schedule for Recreation Assistants:

The Community Center operates for approximately 5,250 hours annually.

During high-use hours, ideally, two staff members are stationed at the front desk to provide efficient service.

In the afternoon, two additional Recreation Assistants rotate duties, monitoring the facility and actively participating in Kid's Room programming.





This dedicated team works cohesively to ensure the smooth operation of PCR facilities, delivering high-quality programs and services to the community.



Full-time Recreation Assistant	Full-time Recreation Assistant	Full-time Recreation Assistant	Full-time Recreation Assistant	Part-time Recreation Assistant	Part-time Recreation Assistant	Part-time Recreation Assistant
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Full time RA	2:30pm-10:30pm	2:30pm-10:30pm	2:30pm-10:30pm	2:30pm-10:30pm	2:30pm-10:30pm	OFF	OFF
Full time RA	5:30am - 1:30pm	5:30am - 1:30pm	5:30am - 1:30pm	5:30am - 1:30pm	5:30am - 1:30pm	OFF	OFF
Full time RA	12:30pm-8:30pm	OFF	OFF	2:30pm-10:30pm	12:30pm-8:30pm	7:30am-3:30pm	11:30am - 7:30pm
Full time RA	OFF	12:30pm-8:30pm	12:30pm-8:30pm	12:30pm-8:30pm	12:30pm-8:30pm	2:30pm-10:30pm	OFF
Part time RA	6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	OFF	OFF
Part time RA	2pm-6pm	1pm-5pm	1pm-5pm	1pm-5pm	1pm-5pm	OFF	OFF
Part time RA	1pm-5pm	2pm-6pm	2pm-6pm	2pm-6pm	2pm-6pm	OFF	OFF

AQUATIC CENTER & COMMUNITY CENTER 2023 YEAR IN REVIEW

 <p>35,145 96+/Day</p> <p>Community Center Active Use Visits</p> <p><small>*These numbers reflect pass visit use and not facility use for drop in programming or general community use.</small></p>	 <p>13,401 36+/Day</p> <p>Aquatic Center Active Use Visits</p>
 <p>1,250</p> <p>Program Sessions Delivered</p> <p><small>*Programs delivered is based off of the number of individual sessions of all programs delivered through the Aquatic & Community Centers. Program registrations do not include participants in daily drop in programming.</small></p>	 <p>1,352</p> <p>Individual Program Registrations</p>
 <p>10,298</p> <p>30 Corporate Pass Holders</p> <p>10,298 Corporate Pass Visits</p> <p>28+ Visits per Day</p>	

CURRENT CMMP:

The Parks and Recreation Master Plan for the City of Unalaska is a comprehensive and forward-looking document designed to guide the development and enhancement of recreational facilities and services for the next decade. The key components and summary of the plan include:

Existing Recreational Opportunities Assessment:

A thorough examination and description of current recreational facilities and services within the city.

Regulatory Analysis:

Evaluation of existing, new, and pending regulations affecting Parks and Recreation (PCR).

Recommendations for regulatory-driven changes and improvements, accompanied by preliminary designs and cost estimates.

Non-Regulatory Recommendations:

Preliminary design efforts, drawings, and cost estimates for improvements not driven by regulations.

Capital Improvements Program (CIP):

Short, medium, and long-term plans for capital projects, including new systems, rehabilitation, and replacement needs.

Employee Training and O&M Assessment:

Identification of employee training needs and Operations & Maintenance requirements.

Data Collection and Analysis:

Thorough data collection and analysis for all park and recreation facilities, including the Unalaska Public Library.

Levels of Service Assessment:

Evaluation of the current levels of service provided by PCR facilities.

Recreation Program Assessment:

Analysis of existing recreation programs to ensure alignment with community needs.

Budget, Operations, and Staff Assessment:

Evaluation of budgetary requirements, operational efficiency, and staffing needs for PCR.

Demand and Needs Assessment:

Identification and assessment of community demands for recreational services and facilities.

Market Analysis and Trends:

Examination of the market for recreational services, including identification of trends that may impact future planning.

Benchmarking:

Comparison of PCR with at least three similar communities, preferably those recognized for excellence in recreation management.

Optional Deliverables:

Additional elements like organizational assessment and a cost recovery model may be considered.

Drawing Formats:

Provision of drawings in CAD, ARC-GIS, and PDF formats to ensure accessibility and usability.

Conducted According to Industry Standards:

Emphasis on conducting the evaluation in line with established industry standards.

This Parks and Recreation Master Plan aims to position PCR facilities to meet the needs of residents and visitors, enhance outdoor recreation opportunities, and serve as a guiding document for capital projects, programming, operations, and maintenance. The plan will become an integral part of the city's Comprehensive Master Plan, ensuring a holistic and sustainable approach to the growth and development of Unalaska's recreational infrastructure.

Goals and Objectives

The overarching objectives for Parks and Operations are carefully crafted to enhance Unalaska's recreational experience, ensuring a safe, well-maintained, and community-focused environment. The goals are as follows:

Provide community members with safe and exceptional recreational opportunities:

Strive to create a diverse range of recreational programs catering to different interests and age groups within the community.

Ensure that all recreational activities adhere to the highest safety standards, promoting the well-being of participants.

Continuously assess and adapt programs to meet evolving community needs, ensuring relevance and engagement.

Maintain and improve our city parks and facilities:

Regularly assess the condition of city parks and facilities, identifying areas for improvement and enhancement.

Implement sustainable practices in park maintenance to preserve the natural environment and contribute to the community's overall well-being.

Seek opportunities for expansion and innovative development, aligning with the evolving needs and preferences of Unalaska residents.

Provide the community with excellent customer service:

Foster a welcoming and inclusive environment by prioritizing outstanding customer service in all interactions.

Implement effective communication strategies to keep the community informed about programs, events, and facility updates.

Solicit feedback from community members to continually enhance services and ensure their satisfaction.

These goals collectively serve as a blueprint to guide the Parks and Operations team in delivering a superlative recreation experience for the Unalaska community. Through dedication, innovation, and community engagement, the department aspires to create a vibrant and thriving recreational landscape for all residents.

FY 25 Goals and Objectives:

PCR – Continue To provide the best possible workout equipment and facilities, by replacing older equipment with new state of the art equipment.

Upgrading the Teen room furniture, replacing the pool table and new video game systems.

Upgrading the Kids room with new supplies to help the 360 program thrive.

PARKS- The goal is to upgrade the kitchen at Kelty to get more vendor participation at the softball games.

Add new grills to Sitka spruce park. They were removed during the remodel and never replaced.

Replace the benches and grills at expedition park.

New benches on front of PCR

Training/Certifications: Attend NRPA conference in October 2024, to keep up with current recreation trends.

Attend Athletic Business AB Show is a solution-focused event for athletics, fitness, recreation and military professionals. No matter where you are in your career or the types of projects you're working on, AB Show's leading educational conference has sessions that will provide you with actionable insights, unique solutions and new ideas you can implement right away. Plus, our expo hall features 200+ exhibiting companies offering all the products you need to manage successful programs and facilities.

Certified playground safety inspector (CPSI) certification: The CPSI certification program provides the most comprehensive and up-to-date training on playground safety issues including hazard identification, equipment specifications, surfacing requirements and risk management methods. With this certification I will be able to inspect all city/school parks and playgrounds.

IDEAS: RENTAL SHOP- BURMA ROAD CHAPEL

Operating a summer rental shop in Alaska presents unique opportunities due to the state's stunning natural beauty and the variety of outdoor activities available during the summer months. Here are some ideas for an Alaska summer rental shop:

Outdoor Gear Rentals:

Offer a range of outdoor gear for rent, including camping equipment, backpacks, hiking poles, tents, sleeping bags, and outdoor cooking gear. Unalaska's vast wilderness provides excellent opportunities for camping and hiking adventures.

Fishing Equipment Rentals:

Capitalize on Alaska's renowned fishing opportunities by providing fishing gear rentals, including rods, reels, tackle, and even fishing kayaks. Consider offering guided fishing trips as an additional service.

Bicycle Rentals or electric scooter:

Rent out mountain bikes or fat-tire bikes and electric scooters for exploring scenic trails and rugged terrains. Consider offering guided biking tours for visitors to experience the beauty of Alaska's landscapes.

Wildlife Viewing Equipment:

Provide binoculars, spotting scopes, and wildlife guidebooks for wildlife enthusiasts looking to explore Alaska's diverse fauna. You could also partner with local wildlife tour operators for cross-promotion.

Kayak paddle board and Canoe Rentals:

Take advantage of Unalaska's many lakes, streams and ocean by offering kayak paddle board and canoe rentals. Consider guided tours for those who want a more immersive experience.

Local Artisan Souvenirs:

Sell or rent locally crafted souvenirs, such as handmade outdoor gear, artwork, or products that showcase the unique Alaskan culture.

With help of the city Risk manager we would create documents considering safety measures and provide proper orientation and information to renters to ensure they have a positive and responsible outdoor experience in Alaska.



NOTABLE PROGRESS:

Weight room floor refinish; purchase of a deadlift platform to prolong the wear and tear.

Purchased soccer goals for Kelty to prepare for use on outfield.

Purchased a new portable stage to save on storage costs for our current bulky wooden stage.

Added 3 new pieces to the weight room.

Updated/cleaned and added emergency food to the emergency trailer.

Created an unlimited corporate pass for corporate users.

Attended NRPA conference in Dallas.

In collaboration for others; completed a RFP for the parks master plan.

Certifications completed: OSHA 30- hour outreach for general industry

Serve safe manager

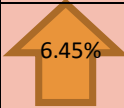
Certified pool and spa operator certification (CPO) as well as updating my lifeguard certificate.



Operations Operating Budget:


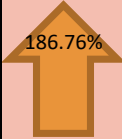
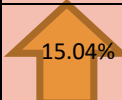
Object	FY24 Amount	FY25 Amount	Change	Justification
53260 – Training Services	\$500.00	\$1500.00	200%	Training fees for Playground safety inspector Entry fee for NRPA conference and Athletic Business.
53300 – Other Professional Services	\$1,000.00	\$1,000.00		Used for providing background checks for new employees. No change expected.
54110 – Water/Sewerage	\$18,160.00	\$18,160.00		No increase expected for Water/Sewerage FY 2025
54210 – Solid Waste	\$14,750.00	\$15,250.00	3.39%	Price increase due to Dumpster removal increase.
54230 – Custodial Services/Supplies	\$80,000.00	\$80,000.00		No increase expected for Custodial Services/supplies FY 25
54300 – Repair/Maintenance Services	\$3,500.00	\$5,000.00	42.86%	Price increase to match actual cost
54410 – Buildings/Land Rental	\$4,200.00	\$4,200.00		We are currently renting storage space in the airport basement to store our stage. Once we purchase the new portable stage we should be able to eliminate this cost for FY25.
55310 – Telephone/Fax/TV	\$16,200.00	\$21,000.00	29.63%	Raising Telephone/Fax/TV to meet actual cost
55903 – Travel and Related Costs	\$5,500.00	\$11,000.00	100%	Air travel, hotel, and per diem for Operations Manager’s NRPA/ Athletic business trip. Air travel, hotel, and per diem for Operations Manager’s Playground safety inspector training.
55904 – Banking/Credit Card Fees	\$7,000.00	\$7,000.00		No increase expected.
55905 – Postal Services	\$90.00	\$200.00	122.22%	Raising to actual cost.

Parks and operations FY25 business plan

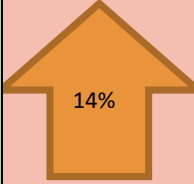
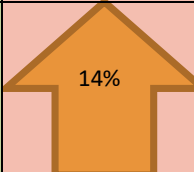
55907 – Permit Fees	\$1,500.00	\$1,500.00		The two fees for the State of Alaska to serve food add up to \$380, one OC permit that costs \$80, and \$1,040 fee for Motion Picture Licensing Corporation
56100 – General Supplies	\$38,000.00	\$48,000.00		Increase due to inflation.
56101 – Safety Related Items	\$2,000.00	\$2,000.00		No increase expected
56120 – Office Supplies	\$6,000.00	\$6,000.00		This covers all of our office supplies for the Community Center
56150 – Computer Hardware/Software	\$1,000.00	\$1,000.00		No increase expected.
56160 – Uniforms	\$1,200.00	\$1,200.00		No increase expected
56220 – Electricity	\$82,000.00	\$82,000.00		No increase expected
56240 – Heating Oil	\$80,000.00	\$80,000.00		No increase expected
56330 – Food/Bev/Related Emp Apprctn	\$300.00	\$300.00		No increase expected
Total:	\$362,900.00	\$386,310.00	 6.45%	Increase of \$23,410



Parks Operating budget:

<u>Object:</u>	<u>FY24 Amount</u>	<u>FY25 Amount</u>		<u>Justification</u>
54110- Water/sewerage	\$10,450	\$10,450		No increase is expected in water/sewerage for FY 2025.
54201- Solid Waste	\$2,100.00	\$2,300.00		Increased to actual cost
54410- Building/Land Rental	\$21,600.00	\$21,600.00		This line pays for the land leases from the Unalaska Methodist Church in order to use Tutiakoff field.
56100- General Supplies	\$3,400.00	\$9,750.00		Park and playground equipment. Grills for Sitka Spruce Park, they were removed during the remodel and not replaced. Replacement benches.
56220 – Electricity	\$6,000.00	6,000.00		No increase expected
Total:	\$43,550	\$50,100		Increase of \$6550.00

CAPITAL OUTLAY BUDGET

<u>Object</u>	<u>FY24</u> Amount:	<u>FY 25</u> Amount	<u>Increase:</u>	<u>Justification:</u>
57300: Improvements and Infrastructure	\$50,000	\$57,000	 14%	Updates to the Teen room and Kids room. Updating equipment in the weight room/cardio room. Kitchen supplies for Kelty kitchen and PCR kitchen.
TOTAL:	50,000	\$57,000	 14%	Increase of \$7,000

<u>SUMMARY:</u>	<u>FY24</u> Amount:	<u>FY 25</u> Amount	<u>Increase:</u>
Total Operating Budget	\$362,900	\$386,310	\$23,410
Total Operating Budget (Parks)	\$43,550	50,100	\$6,550
Capital Outlay	\$50,000	\$57,000	\$7,000
TOTAL BUDGET:	\$456,450	\$493,410	\$36,960

Parks and operations FY25 business plan

27



Aquatic Center Business Plan

FY2025

FY2025

This document is designed to inform city council and community members of the Aquatic Centers facilities, staffing and activities as well as give an overview of our fiscal year.

July 2024 – June
2025





Executive Summary

The City of Unalaska Parks, Culture and Recreation Department took over management of the Aquatic Center from the Unalaska City School District in 1999. Since then the City of Unalaska has continued hosting the Unalaska City School Districts swim team and swim lessons as well as opening it up to the community and offering programs such as Youth Swim League, Tot-time swims and fun events like the Pumpkin Plunge and Girls Day Out.

Department of Parks, Culture and Recreation Mission Statement

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



Purpose of this Business Plan

This Business Plan was constructed by the Aquatic Center Manager with help from the Parks, Culture and Recreation Director, Recreation Manager and Operations Manager. The purpose of this business plan is to:

- Provide the community and city council members with information about the facilities and programming that the Aquatic Center offers.
- Put goals into motion for the Aquatic Center Manager to accomplish to enrich the community members' experience here at the pool.
- Informing the public of the Aquatic Center budget and how it is used to provide optimal aquatic's programming and a clean and safe environment for patrons.

Table of Contents

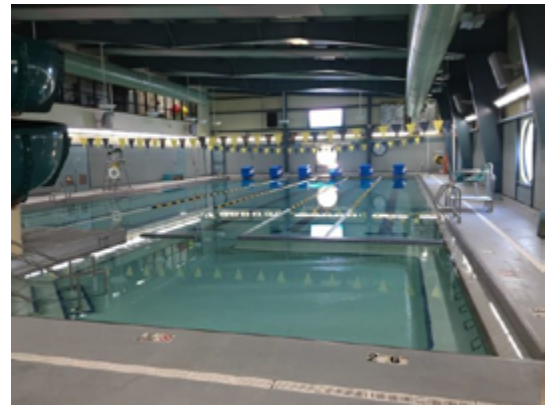
- Facilities.....1
- Budget.....3
- Capital Projects.....9
- Programming.....14
- Staffing.....17
- Goals.....22



Facilities FY2025

Pool

The Aquatic Center pool is 36 x 75 feet and 141,000 gallons. There are six 25-yard lanes with brand new starting blocks. There is also a warming pool with jets and a twirl slide. The pool temperature stays between 82 and 84 degrees Fahrenheit. The pool has multiple steps of sanitation that it goes through two of which are the two large gravel and sand filters and a UV light system. The pool is tested three times daily by lifeguard staff and once a month by an outside source.

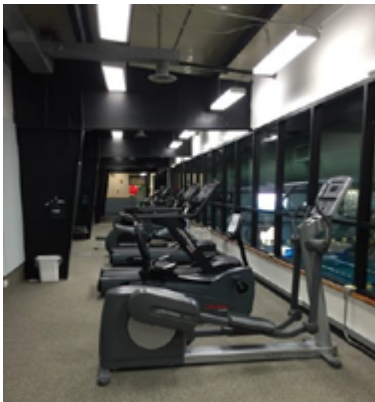


Sauna

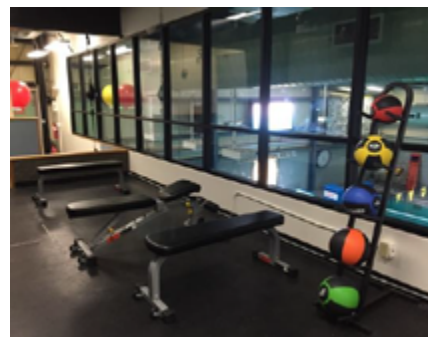


During the 2016 remodel of the Aquatic Center, the sauna was doubled in size. It is now handicap accessible, the bench next to the heater folds up which allows more room for a wheelchair. A shower was installed next to the sauna on the pool deck so patrons are able to conveniently shower after they leave the sauna before entering the pool. The sauna is a healthy alternative for individuals who have joint, bone and muscle pain and cannot withstand the hard impact of other cardiovascular exercises.

Workout Room



The workout facility looks over the Aquatics Center pool through large windows. The facility consists of Kettle Bells ranging from 6lbs. – 30lbs., three elliptical, four treadmills, two row machines, two bikes, two Stairmasters, a set of small free weights that range from 1lb. – 12lbs., medicine balls ranging from 4lbs. – 13lbs., mats, yoga balls, a speed bag and a large punching bag.



Mezzanine

The Mezzanine is the Aquatics Center’s multi-purpose room. It is rented out for parties and classes. It is also used for the Aquatics Center’s programs such as Pumpkin Plunge decorating, Girl’s Day Out, and more. The Mezzanine now has rubber Tufflock flooring that is great for both working out on as well as hosting events. There is a studio barbell set along with steps for



aerobic classes. We also installed a 65 inch TV to use for classes and entertainment.



Locker Rooms

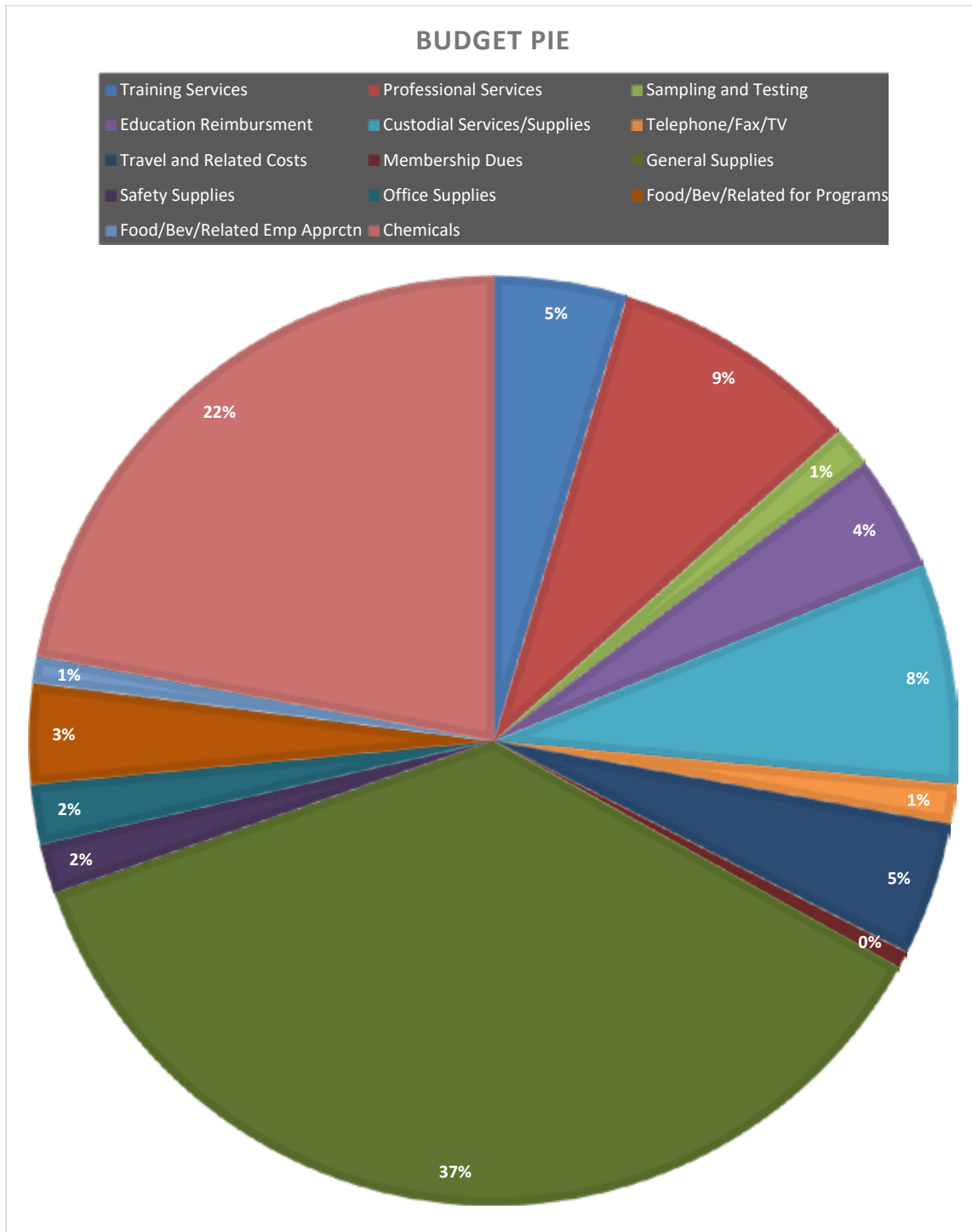


The Locker Rooms were upgraded during the 2016 remodel. They have brand new flooring, wall tiles, lockers and restrooms. The showers are also new with an automatic shut-off system to conserve water. Another new addition to the locker rooms is the separate Family Room. The family room has a shower,



separate toilet, changing station and a sink.






Budget Pie Graph



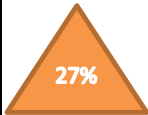
Budget Line Items

Object	FY25 Amount	FY24 Amount	Justification
53260 – Training Services	\$5,500.00	\$4,000.00	<div style="text-align: center;">  <p>38%</p> </div> <p>These funds are budgeted to keep well-trained lifeguards, lifeguard instructors, water-safety instructors and Certified Pool Operators on staff. The Training Service costs have risen as we prioritize continuous employee growth. Aquatics Facilitators now obtain Aquatics Facility Operators and Aquatics Management Professional certifications, attending AOAP. Coordinators also attend AOAP, complete two Aquatics Management Profession courses, while Managers secure CRPR certification and attend Supervisors Management School.</p>
53300 – Professional Services	\$7,500.00	\$7,500.00	<p>This covers any services that are needed outside of what city employees can offer. For example, background checks for new employees and volunteers. Lifeguards are constantly rotating and background checks are needed often. This also covers audits from Jeff Ellis and Associates to make sure lifeguard procedures and in-services for the facility are up to code.</p>
53420 - Sampling and Testing	\$1320.00	\$1,200.00	<div style="text-align: center;">  <p>10%</p> </div> <p>OSHA requires a monthly sample of our pool water from an outside source. Sample cost went from \$100 per month to \$110</p>
53264 - Education Reimbursement	\$3,500.00	\$3500.00	<p>Per the new union agreement, City union employees receive education reimbursement for college courses. The Aquatic Center has employees that are have a degree.</p>

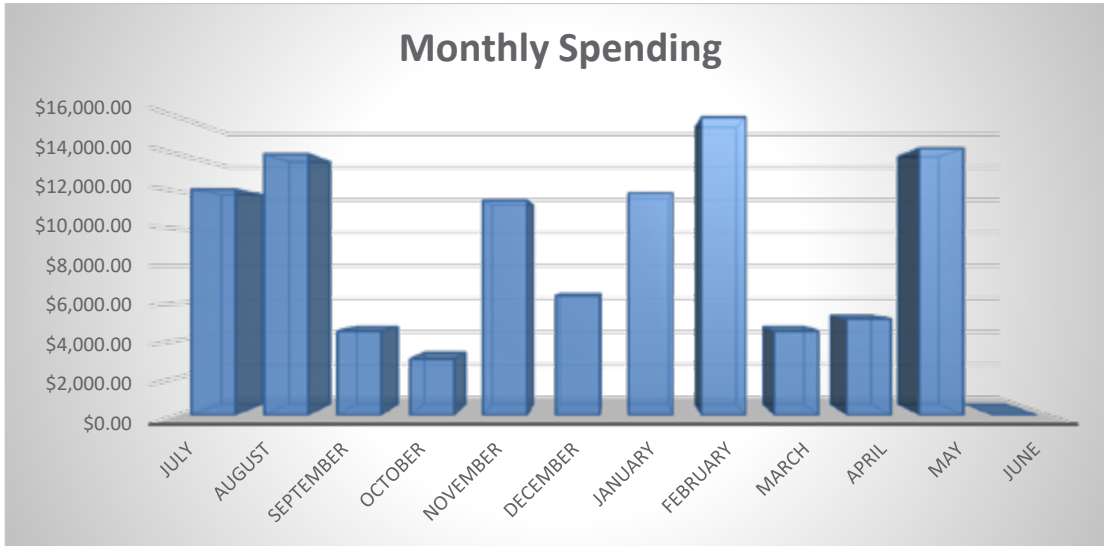
Budget FY2025

Object	FY25 Amount	FY24 Amount		Justification
54230 – Custodial Services/Supplies	\$5500.00	\$6,600.00	 -17%	This line includes cleaning supplies used by aquatic center staff to keep the pool deck, pool, sauna and locker rooms clean and sanitary. Our in-house sanitizer generation has decreased out custodial cost.
55310 – Telephone/Fax/TV	\$1,200.00	\$1,200.00		Covers the Aquatics Center’s TelAlaska, G.C.I and AT&T bills. We currently do not have cable.
55903 – Travel and Related Costs	\$12000.00	\$4,000.00	 200%	Travel to AOAP (Association of Aquatic Professionals) for two employees and Supervisors Management school for Manager. The current funding hardly allows for one full time staff member to travel for training and education.
55906 – Membership Dues	\$600.00	\$500.00	 20%	Annual membership dues for the Association of Aquatics Professionals increased from \$500 to \$600. This membership provides us discounts on certification courses as well as training documents on professional development.
56100 – General Supplies	\$31,500.00	\$31,500.00		General Supplies covers all general purchases throughout the year. These purchases include supplies for programs and training classes, workout equipment, towels, pool exercise equipment and general pool equipment.
56101 – Safety Supplies	\$1,500.00	\$1,500.00		This line item covers rescue tubes, first aid kits, CPR masks, gloves, filtered masks, etc...

Budget FY2025

Object	FY25 Amount	FY24 Amount	Justification	
56120 – Office Supplies	\$1,800.00	\$1,800.00		This includes all the office supplies for both the lifeguard office and the manager's office.
56310 – Food/Bev/Related for Programs	\$3,000.00	\$3,000.00		This covers foods that are offered at Aquatics Center Programs.
56330 – Food/Bev/Related Emp Appreciation	\$800.00	\$800.00		Provides staff with coffee and snacks day to day as well as cover food and beverage for monthly in-services. This also covers the Lifeguard of the Month, an incentive program for the lifeguards.
56115-Chemicals	\$24,130.00	\$19,000.00	 27%	This line item covers all the chemicals that we need to keep the pool operating. This includes salt, muriatic acid, calcium hypochlorite etc. From 2022-2023, on average, all chemicals and shipping increased 27%. The following are chemicals that are ordered frequently and the percent in which it increased: <ul style="list-style-type: none"> • Salt 65% • Sodium Bicarbonate 22% • Acid Magic 14% • S&H 8%
56150 - Computer Hardware/Software	\$2,000.00	\$2,000.00		This line item covers the yearly subscription for Meet Manager, our heat sheet generator; When I Work, our scheduling application and Sign in Sheets, our electronic sign in sheet application
56160 - Uniform	\$1,500.00	\$1,500.00		This covers new lifeguard Uniforms which include swimsuit, shorts, t-shirts etc. There continues to be a large turnover in guards throughout the year.
Total:	\$103,350.00	\$89,600.00	13.3%	
SUMMARY:	FY25	FY24	Change	% Change
Total Budget	\$103,350.00	\$89,600.00	\$13,750.00	13.3%

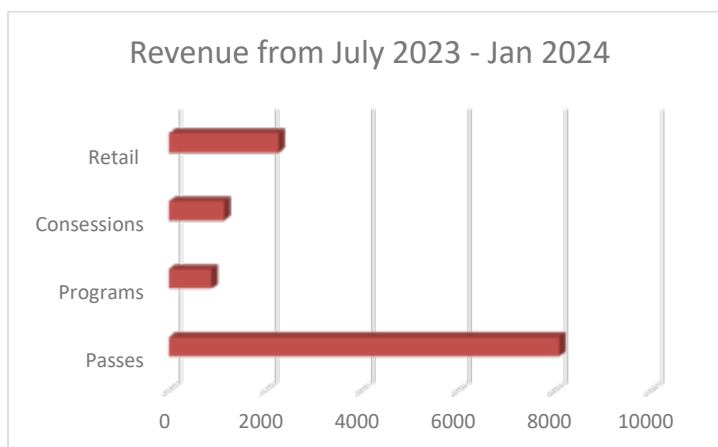
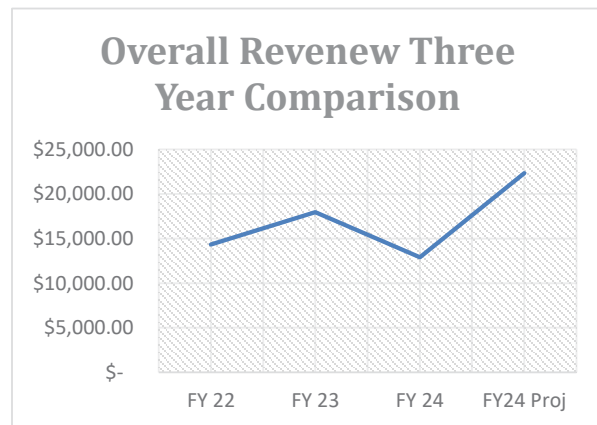
Spending Plan



Month	Primary Purchases
July	Open PO for TelAk, Safeway, Alaska Ship and for custodial staff. Certifications and recertifications for guards. Purchases for retail items and concessions.
August	Safety supplies and uniform replacements, new pool equipment, SwimTopia subscription, Jeff Ellis and Associates membership fee. Large Chemical order
September	Preparation for Pumpkin Plunge. New equipment for swim lessons
October	Preparation for Bros Day and food and pumpkins for pumpkin plunge.
November	Large order of Muriatic Acid, large order of cleaning supply and travel and training for manager
December	Winter Wonder Whirl. Preparation for Youth Swim League. Certifications and recertifications for guards. Prizes for January swim program. Purchases for retail items and concessions.
January	Preparation for Girls Night Out and update annual When I Work and Sign In Sheet subscription. Large chemical order
February	Food and awards for Youth Swim League, preparation for St Patty's Day Dive, food for Girls Day Out, travel for AOAP
March	Large cleaning supply order and food for St. Patty's Day Dive. Certifications and recertifications for guards.
April	Travel for pool auditor and recerts for Lifeguard instructors and audit fees.
May	Large order of chemicals, swim accessories inventory i.e. suits, goggles, caps and water bottles. Purchases for retail items and concessions.

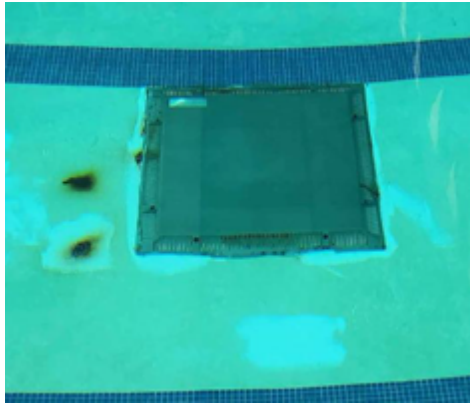
Retail and Concession Revenues

This year we have expanded the retail section in our facility. We now offer light snacks and drinks, Aquatic Center tanks and t-shirts, along with the men’s and women’s swimsuits, goggles, caps, flip-flops, swim diapers etc... Community members have enjoyed having small snacks during swim meets or after practice or workouts. Since our retail section is doing well we are going to be adding more swimsuit options that will include smaller children’s suits and rash guards, different styles of women’s suits and swim bags. Those items have been requested frequently from community members but we will be doing a survey from March to May to get a broader idea.



Capital Projects

Rebar Restoration and Re-plastering



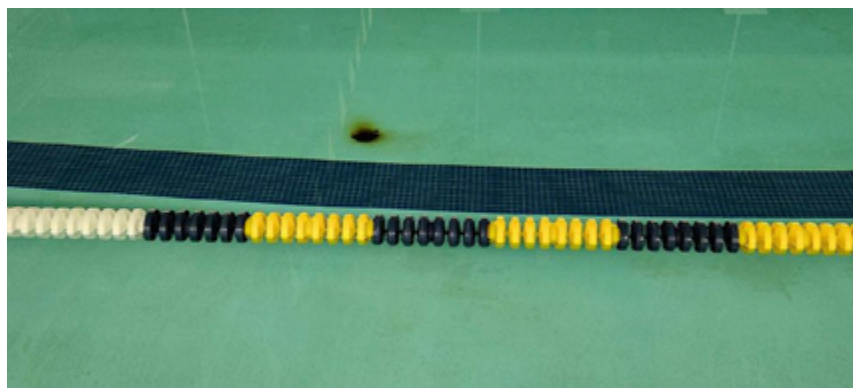
Pre-Design: 2025 Engineering: 2025 Construction: 2025

Description: Repairing and replacing the rebar that has rusted through the bottom of the pool. Then replacing the plaster in order to complete the project.
Need: A pool should be re-plastered every 10 years and even sooner with a salt water pool. Our pool has had the same plaster on it for over 20 years. Due to the life of our current plaster and Guniting corrosion the rebar underneath has become corroded and needs restoration.



Project Plan and Funding:

Year	Appropriated	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Source												
General Fund	0	250,000	0	0	0	0	0	0	0	0	0	250,000
Total	0	250,000	0	0	0	0	0	0	0	0	0	250,000



Aquatic Center Roof Leaks

Aquatics Center Roof Replacement (PR22B)

Project Description: This is a Major Maintenance project which will replace the roofing on the Aquatics Center.

Project Need: Presently the roof is a fabric membrane which pulled up during severe wind events and ripped.


Development Plan & Status: DPW hired IRI to patch the ripped membrane and place tires on top to hold it down. IRI gave us a budgetary estimate for purposes of placing this on the CMMP and requesting funding.

This will be put out to bid in early 2022 for summer 2022 construction.

FY22-31 CMMP

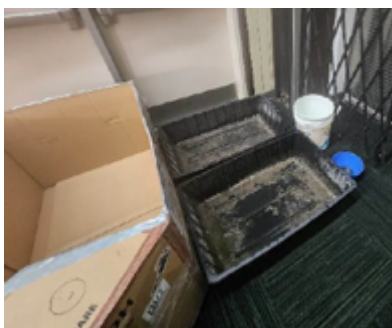
Estimated Project & Purchase Timeline
 Pre-Design FY22
 Engineering/Design FY22
 Purchase/Construction FY22

Cost Assumptions

Engineering, Design, Const Admin	0						
Other Professional Services	532						
Construction Services	341,776						
Machinery & Equipment	0						
Subtotal	342,308						
Contingency (set at 30%)	102,692						
TOTAL	445,000						
Revenue Source	Appropriated Funds	Fiscal Year Funding Requests					Total
		FY22	FY23	FY24	FY25	FY26	
General Fund	0	445,000					445,000
Totals	0	445,000					445,000

The leaks from the Aquatic Center roof has become progressively worse, causing water damage and unsightly buckets and duck-tape to catch the water. There has been patches placed on the

roof where some of the leaks are coming from however, on an extra windy day the patches blow off and have to be readjusted. A Request for Proposal has been submitted to have an engineer assess the damages of the previous roof and submit a report that will be a reference for the replacement project.



Pool Renovation Project

Description: The Aquatic Center Pool is over 20 years old and in need of a sever renovation project to continue merely running, let alone running sufficiently. The following are projects that need to happen within the renovation:

- Increasing the depth of the pool especially the shallow end to provide a safe place for flip turns in competitive swimming. Repairing and replacing the rebar that has rusted through the bottom of the pool. Replace the pool flooring.
- Passivation/replacing all stainless steel throughout the Natatorium
- Upgrading the pump room to include new pumps, piping, sanitation system and bonding of all equipment
- Repurpose the existing warming pool into a spa.
- Replacing the slide with a kiddie pool/splash pad.
- Putting a drain in the sauna.

Need: A pool should be re-plastered every 10 years and even sooner with a salt water pool. Our pool has had the same plaster on it for over 20 years. Due to the life of our current plaster and gunite, corrosion the rebar underneath has

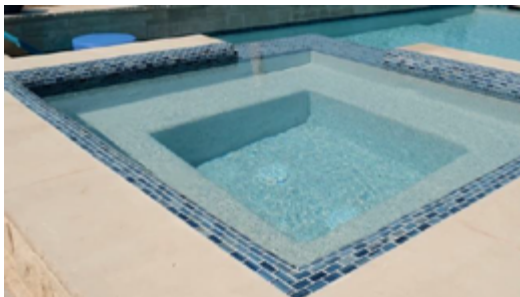


become corroded and needs restoration. The pool is also too shallow in the shallow end to allow for safe flip turns in competitive swimming.



Due to the corrosive environment of the pool and improper care, the stainless steel throughout the facility is rusting. Either passivation or replacement of stainless steel materials need to be replaced.

The pump room is outdated and our pumps, filters, generators and UV systems are no longer manufactured and parts cannot be found when they need to be replaced. There are massive amounts of corrosion throughout and equipment is not properly bonded.



The warming pool at the Aquatic Center currently has a jet system and filters that go through our filtration system. We could easily build a wall between the jets and the entrance of the pool to create an overflow spa. The only additions that would be required is a wall and a separate heating unit. The pool needs rebar restoration and re-plastering, building a wall in the

warming pool during that project would be easily done. This would provide heated hydrotherapy to our community members who need it.



The waterslide is the Aquatic Center's only attraction. It is not used often because it requires extra staffing and three swimming lanes are closed when running. Patrons are limited to one at a time and lifejackets are not allowed. If a child cannot reach the bottom of the pool where the slide comes out or they cannot swim to the side they are not able to use the slide. A kiddie pool with fountains and smaller slides will run

continuously during open hours and with no additional staffing. Children who are not able to swim will be able to use this facility as a safe introduction to water. This also will be able to be utilized on its own, multiple kids can use it simultaneously and the new improvements can fit in the same space where the slide will be removed.

The sauna needs a drain. Even though it is a dry sauna people enter it wet and sweat and causes puddles that have nowhere to escape.



Year	Appropriated	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Source												
General fund	0	0	0	0	0	0	\$2,505,000	0	0	0	0	\$2,505,000
Total	0	0	0	0	0	0	\$2,505,000	0	0	0	0	\$2,505,000

Programming

The Aquatics Center offers an array of programming for all ages. We strive to accompany many different skill levels when it comes to fitness and swimming. We also want to give opportunities for all, to enjoy our facility.

Classes

The Aquatic Center offers many different classes that can benefit many different community members, and not just swimmers.

- **Lifeguard Certification Class**
 - This class teaches ages 15 and up how to notice and rescue a guest in distress and render care until emergency personnel arrive on scene. The Aquatic Center is certified to teach and certify individuals to lifeguard in special facilities such as ours, water parks and many other closed facilities. We are not open water certified.
- **Jr Lifeguard Classes and Program**
 - The Jr Lifeguard Program is an excellent program that gets 10-14-year-old kids excited and ready for their Lifeguard certification class. Our goal is to expanded the class this year into a program where the Jr Lifeguards get to shadow the Lifeguards and see, in real life, what it takes. We will also have Jr. Lifeguard in-services where we get to practice our rescue skills, just like we do with the Lifeguards.
- **Swim Instructor Class**
 - The Aquatic Center is able to certify individuals who are interested in teaching swim lessons. The class covers levels from 6 months old to masters.



Lessons

We offer swim lessons suitable for everyone, regardless of age or skill level. Our primary objective is to ensure that all members of our community have basic swimming abilities. This is especially important given our island's strong ties to fishing and boating.

- **Water Exploration and Safety Class**
 - This is an introduction to water for younger children that have not had any experience. This helps them get use to the water while them and their parent learn valuable safety information when playing in a pool.

Lessons cont.

- **Swimming Lessons**
 - We offer swimming lessons for Parents and children 6 months – 5 years. This begins with the Parent and Child lesson and are followed by Preschool lessons level one and two.
- **Eagles View Elementary School Swim Lessons**
 - Through-out the school year we offer free swim lessons to grades Preschool-5th grade. Each class gets two weeks of lessons divided between the two semesters.
- **Special Education Swim Lessons**
 - We conduct dedicated swim lessons tailored specifically for the Special Education classes at Eagles View Elementary. These sessions are designed to equip students with the skills necessary for their classroom swim lessons

Sporting Events

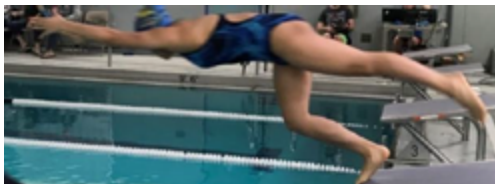
- **Youth Swim League**
 - YSL is a 6 weeks program for grades K-8th. This league teaches swimmers new strokes and works on their form. This is a challenging sport that takes a lot of hard work from its participants. We have developed a mini program with in YSL called the Little Tadpoles. Tadpoles is for children who really want to compete but need to work on their basic skills a little more.



- **Youth Swimmers practice**
 - This is a weekly practice in the fall for Youth Swim League participant to practice their strokes. When swim season comes they will be ready!
- **Water Polo Camp**
 - This Camp teaches kids the basics of water polo. At the end of the camp we have a big water polo game that parents are welcome to compete in!

Fitness

- **Aqua-Fit**
 - This is a high intensity, low impact aquatic workout! This group fitness class gets the heart pumping and body moving while being kind to your bones and joints. This workout is for all skill levels and is conducted in both the deep end and shallow end.
- **Woga**
 - Woga is a very calm and relaxing class at the pool on our Stand-Up Paddleboard. This



class is a series of poses on paddle boards while enjoying the ambience of the pool. This is for ages 16 and up but we allow children 10-15 years old as long as they are accompanied by an adult.

Programming FY2025

Leisure Events

- **Girls Night Out**

- This is a fun night for all ladies to have some quality relaxation time at the pool. There are in-water and out of water activities such as, facials, nail painting, food, coloring, etc. Vendors such as USAFV and Arctic Chiropractic come to this event and offer their services to the special ladies of our community.



- **Bros Night Out**

- This event is a fun night for all men to have some quality time at the pool. There are in-water and out of water games with floating tanks and squirt guns! There is lots of food, video games and this year we had cardboard boat race!

- **St. Paddy's Day Dive**

- St. Paddy's Day dive is a chance for community members to dress up in a goofy costume and swim in a meet. This event raises awareness for APIA's Intensive Outpatient Program that is offered to the communities of Unalaska, Sandpoint, Nikolski and St. Paul.



- **Movie Nights**

- The Aquatic Center shows a film in the pool on a giant screen. There are floaties, the lights are out and there is popcorn upstairs in the Mezzanine.

- **Pumpkin Plunge**

- Every Halloween season we throw hundreds of pumpkins in the pool and make a giant, floating pumpkin patch! Children can go in and grab their favorite one, then take it upstairs to decorate.

- **Friday Splash**

- This is a free, weekly event for grades K-12th to come play in the pool.

- **Tot-Time Swim**

- Every Tuesday, the PCR Tot-Time series makes its way over to the pool. This is a free swim for

children 6 months – 4 years old and their parent or guardian. There are fun small toys for the children to play with and learn to enjoy water

Staffing

Aquatic Center Staff and hours

The Aquatics Center staff consists of a Parks, Culture and Recreation Director, an Aquatics Manager, an Aquatics Coordinator, a Head Lifeguard and ten lifeguards. The staffing assignments are as follows:

Monday - Friday

Pool Hours

5:30 a.m. - 7:00 a.m. Adult Lap Swim

One lifeguard scheduled to do total coverage

12:00 noon - 2:00 p.m. Adult Lap Swim

One lifeguard scheduled to do total coverage

5:00 p.m. - 6:30 p.m. Adult Lap Swim

Two lifeguards, one lifeguard on deck and one at reception

6:30 p.m. - 8:30 p.m. Family Swim

Three lifeguards, two scheduled on-deck and one at reception

Sauna & Fitness Center hours

5:30 a.m. – 8:30 p.m.

One lifeguard on duty.

Saturday and Sunday

Pool, Sauna & Fitness Center

2:00 p.m. - 5:00 p.m. Family Swim

Three lifeguards, two scheduled on-deck and one at reception

5:00 p.m. - 6:00 p.m. Adult Lap Swim

Three lifeguards, two scheduled on-deck and one at reception

Year-round Youth

Programs

10:30 a.m. - 12:00 p.m. Tot-Time Swim (Tuesdays)

One lifeguard scheduled to do total coverage.

2:30 p.m. - 4:30 p.m. Friday Splash

Two lifeguards are scheduled on-deck as well as the Aquatics Coordinator and a Program Coordinator.

3:30 p.m. - 4:30 p.m. Youth Swimmers Practice (Tuesday)

One lifeguard scheduled to do total coverage as well as Aquatics Coordinator, Aquatics Manager and a lifeguard to coach.

Staff is also scheduled for special events outside of regular operating hours. The amount of staff scheduled depends on the size and nature of the event.

Outlined in the schedule above, our sauna and fitness center are now accessible from 5:30 a.m. to 8:30 p.m. This extended timeframe ensures that all adult patrons, regardless of their work schedules, can utilize the sauna. Recognizing the diverse needs of our working community, we prioritize accessibility for everyone. This commitment is made possible through the dedicated supervision of our full-time head lifeguard.

Staffing FY2025**Aquatic Center Manager**

The Aquatics Center manager is responsible for the oversight of the Aquatics Center and reports directly to the Parks, Culture and Recreation Director. The duties of the Aquatics Manager include scheduling and direct supervision of lifeguards and Aquatics Coordinator, keeping the pool supplies and chemicals well stocked, maintaining the proper chemical levels in the pool and lifeguard training.

Aquatics Coordinator

This position was a restructured from the Recreation Coordinator Department. Since the hiring of our new Aquatic's Coordinator there have been a multitude of added events and classes. We have been able to have a very successful and growing Aquatics fitness class, restructure our Youth Swim League to give the swimmers more instructions and opportunities to practice with a coach and our event programming has tripled.

Head Lifeguard

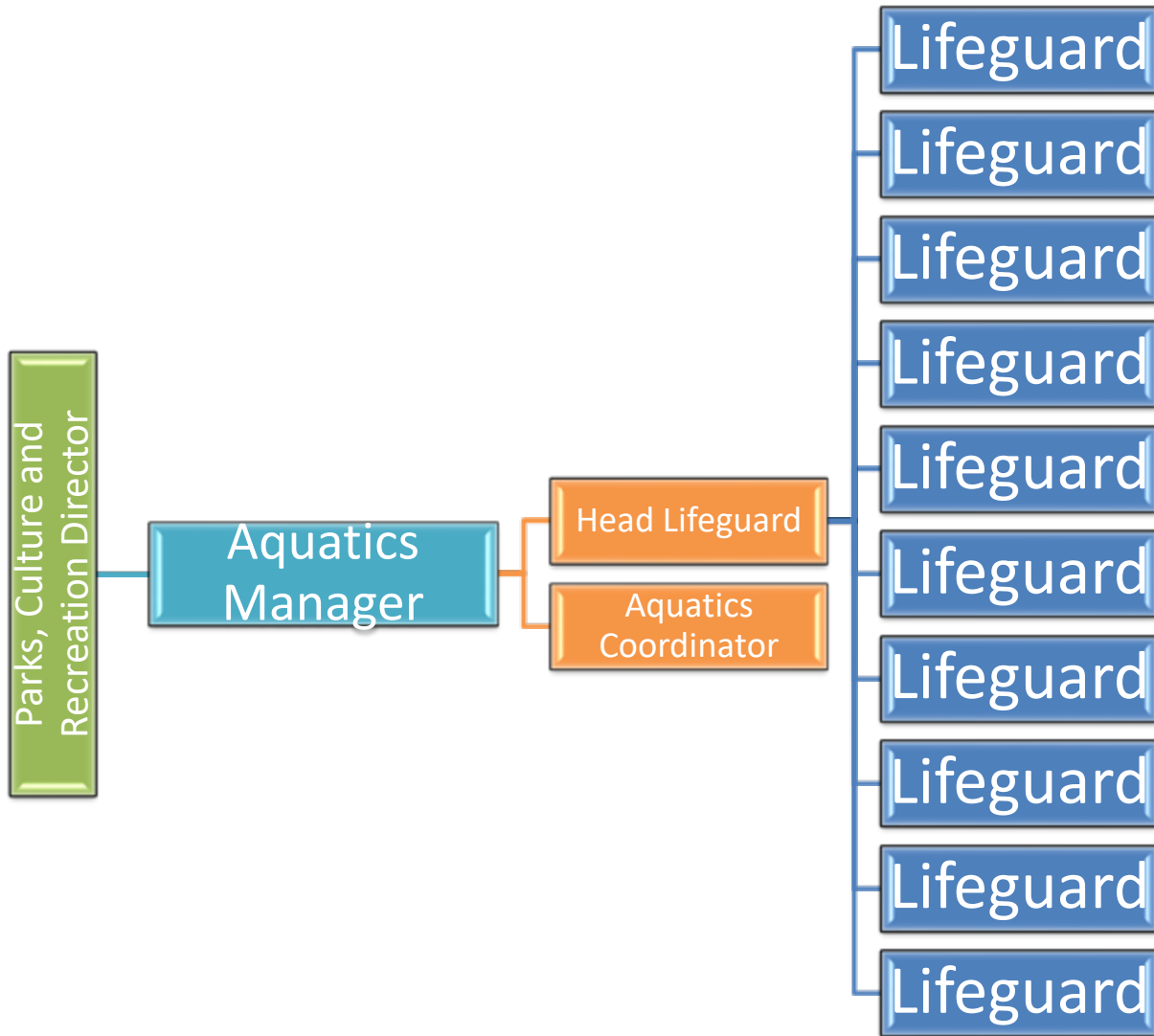
The Head Lifeguard is the lead of all the guards. They are the point of contact between guards and manager. They are responsible for making sure the guards are completing all duties when opening, closing and cleaning shifts. The Head Lifeguard keeps track of the inventory at the pool and sign-ins for our patrons. With the addition of the new Head Lifeguard the Aquatic Center has been able to expand the hours, add classes, begin swim lessons and much more.

Lifeguard Staff

All lifeguards are responsible for the safety of the patrons and to keep the pool, sauna and office area clean and sanitary. Lifeguard duties include lifeguarding, cleaning the pool deck, sauna, office area and towels, taking pool samples three times daily and answering patron's question regarding pool operations and programming.



Current Staffing Hierarchy

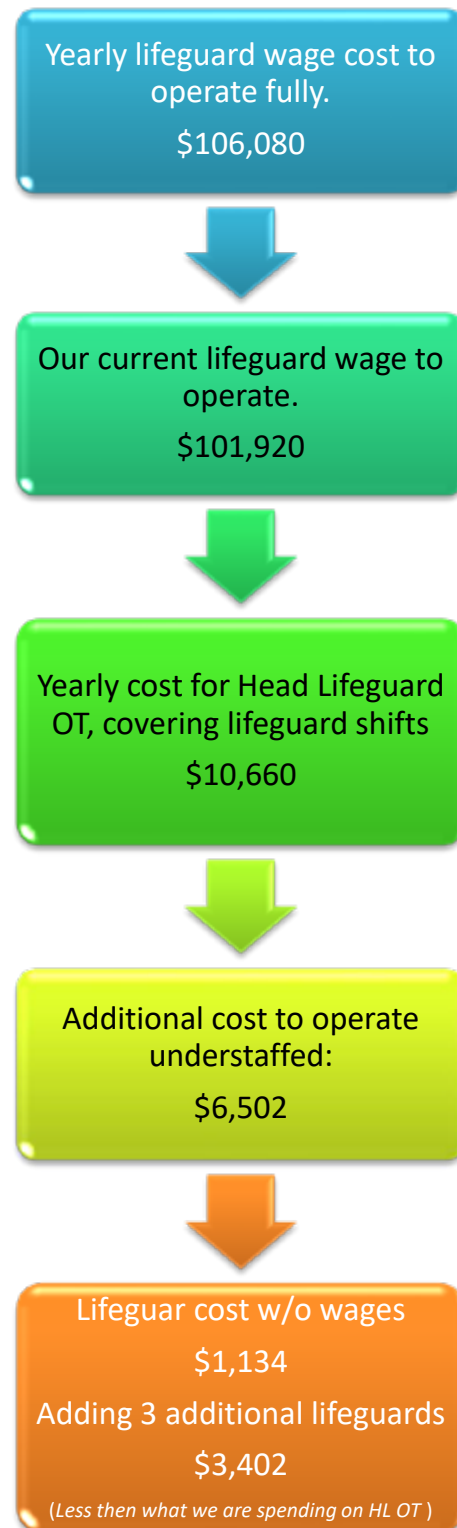


Need for Additional Lifeguards

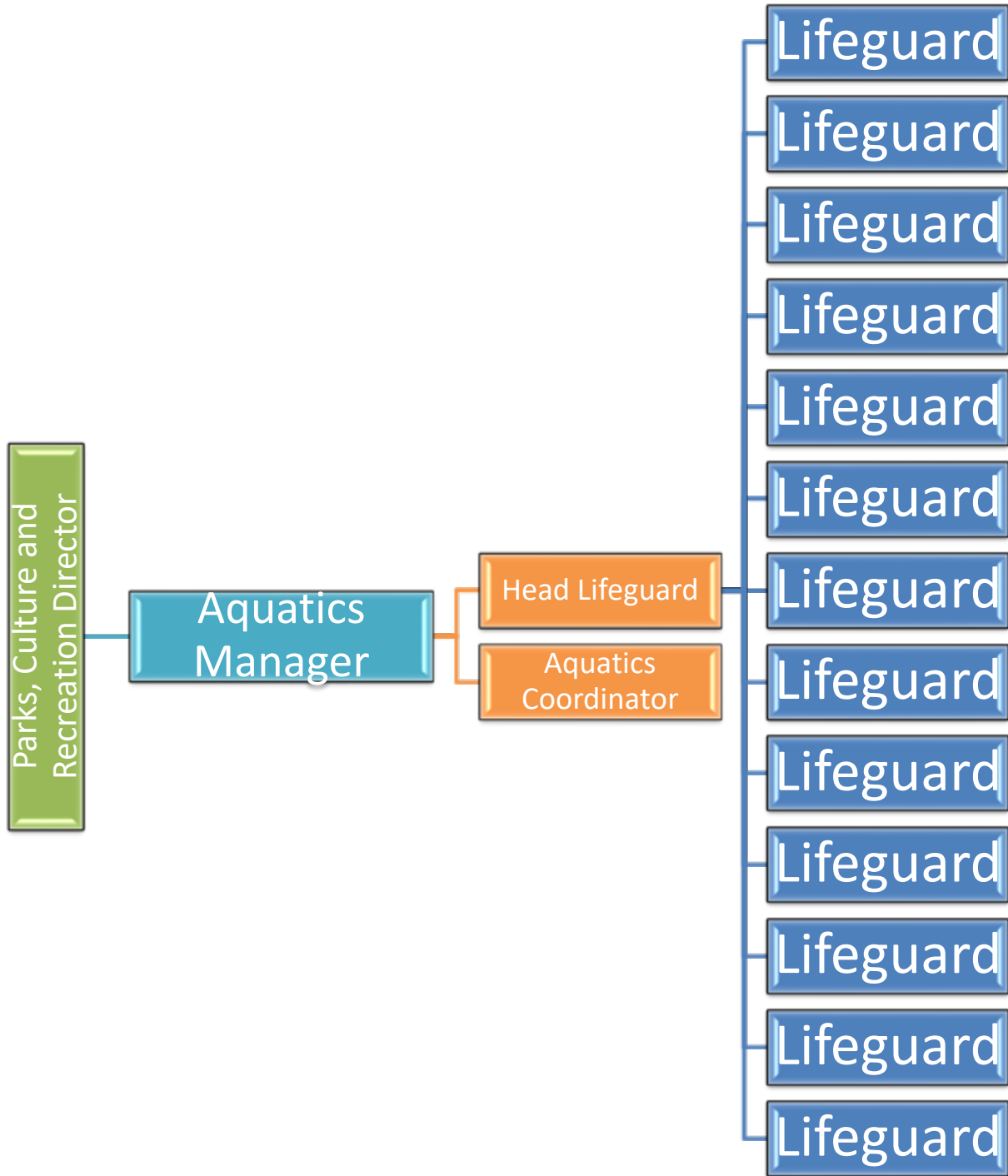
Currently, at the Aquatic Center, we have ten, less than part time lifeguards. All of these positions are filled by high-school students. There are 127.5 hours a week that need to be covered. With ten lifeguards on staff, we need each to work an average of 12.75 hours a week. This is not including the special events, our in-services, or other meetings. Rarely do we have all ten lifeguards in town due to sports travel or vacation. This requires more hours from those who are here and less than part time employees can only work 29.5 hours for 16 year olds and 18 hours for 15 year olds. Where 12.75 hours a week does not seem like a lot, to those who work here, this is a second or third job to school and sports. If we had older staff this would still be a second or third job to their main source of income.

The table below shows the amount that we spend on overtime filling lifeguard positions with the Head Lifeguard. The Aquatics Coordinator also works overtime to fill lifeguard positions but is not included in the table. The manager fills in as well but does not receive overtime.

This table also shows how much it costs to employ a lifeguard and the amount we spend on overtime can hire five more lifeguards. We are asking for three more guards to be able to keep the Aquatic Center well-staffed during all operational hours and minimize overtime pay.



Proposed Staffing Hierarchy



Goals & Objectives

The following are goals and objectives that are designed to keep the Aquatic Center running at a high standard, giving more patrons more opportunities to come to the pool and help our staff do their job to the best of their abilities.

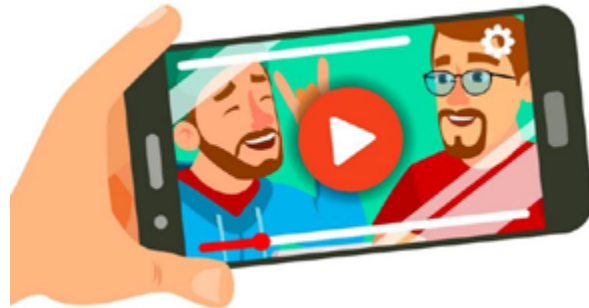
FY25 Goals & Objectives

Goal 1

Create video advertising that creates more community engagement.

Objectives:

- To increase the awareness on Aquatic Center programs.
- To reach a larger audience



Goal 2



Work with maintenance and public works to begin the process in planning for a pool and pump room renovation and continue to maintain failing equipment and a deteriorating facility in the meantime.

Objectives:

- Working together with DPW will help start the process on exactly what needs to be done and the means that are needed.

Goal 3

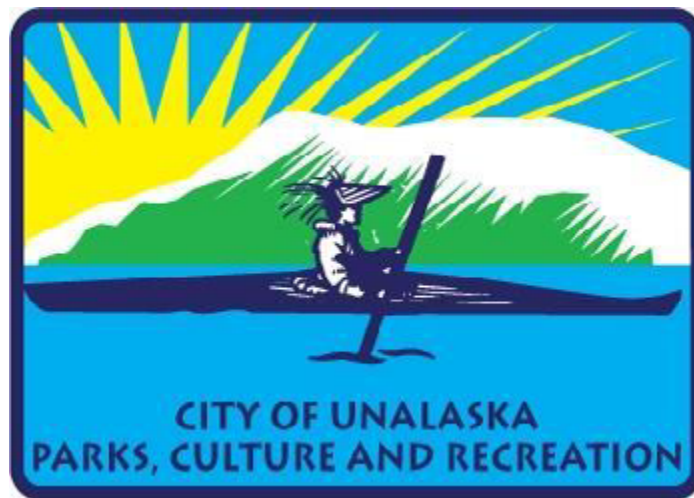
Increasing our volunteer staff at the pool to allow for more programming. We have many great ideas for classes and programs but we need instructors and volunteers to make them happen.

Objectives:

- More paid volunteers could offer the additional programs:
 - Swim lessons for all ages
 - More Water aerobics classes at different times and days.
 - Workout classes and yoga in the Mezzanine and the pool.



Thank you for your continued support for the
Parks, Culture and Recreation Department









A-6

APPENDIX 6: KEY FINDINGS MATRIX

KEY FINDINGS - RATING SCALE A - priority B - opportunity to improve C - minor or future issue blank means the issue didn't come up or wasn't addressed	Demographics	Staff Input	Public Input	Surveys	Other Planning Documents	Trails Assessment/LOS	Consultant Team
Efficient, Effective, and Sustainable Parks, Culture and Recreation Department in a Changing Community							
Population is decreasing, including school enrollment.	A	A	C		B		B
Household income is very high, but so is cost-of-living.	B		B				B
Population is growing more diverse; Pacific Islanders increasing.	B						C
Fishing industry is uncertain but anticipated to be fairly stable in the short-term.	B		B				A
Residents receive information from the department is much the same way they prefer, except for Word of Mouth (most communication, lesser desire).			B	A			C
Resources, including timing to get resources on-island is a challenge for the department, requiring extensive advance planning.		A			A		A
Turnover rate among recreation coordinators is greater than 50% over ten years.		A			A		A
Residents typically drive to parks/vast majority have cars.				A		A	
Capacity of resident's leisure time is limited.	A	A	A	A	A		A
Exploring a cost recovery model for the department may be highly advantageous.		B					A
Quality Parks, Facilities, and Outdoor Spaces							
PCR facilities – the Library, the PCR Community Center and the Aquatics Center are all very important to the community. The Library is very well received with a very high satisfaction rating.		A	A	A	A		A

<p>KEY FINDINGS - RATING SCALE</p> <p>A - priority B - opportunity to improve C - minor or future issue</p> <p>blank means the issue didn't come up or wasn't addressed</p>	Demographics	Staff Input	Public Input	Surveys	Other Planning Documents	Trails Assessment/LOS	Consultant Team
Residents desire another indoor facility for turf, soccer, gymnastics, indoor playground, etc., in part due to weather.		A	A	A	A	A	A
Residents desire better sports fields.			A				B
A dog off leash area in a park is desired by the 36% of households that own dogs (400-600 dogs).			B	B		A	B
Playgrounds, particularly at the schools are in need of renovation. Additional playground equipment for tots - 0-5 year olds may be needed.		A	A	A		A	A
The NRPA metric analysis suggests a need for 1 diamond field and does not suggest additional needs for new components.						A	A
Residents desire additional outdoor opportunities.		A	A			A	A
Tuitiakoff Memorial Park and Expedition Park have few components; adding components could create a greater level of service.			A			A	A
The need for cultural and place-specific elements were identified such as interoperative signage and custom play pieces.			B				C
High dollar investments identified in the survey as priority were Indoor modular recreation facility and renovation of the Aquatics Center.				A			
Smaller investments identified in the survey as priority were a fenced dog park, larger improved weight room and a coffee shop at the library.				A			A
Relocation of the skate park due to the expansion of the adjacent clinic to Ounalashka Community Park may be needed.		A					
The Skate park and Expedition {are used by a small percentage of the population (skate park - 2%).		B	B	A			A

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In the parks, outdoor pickleball courts, splash pads, and off leash dog areas show the greatest need on the survey.				A			A
A potential new community garden in the area of the library/senior center was identified in the LOS assessment as a good location.			A	B		A	A
There is a need to address low scoring components per the LOS assessment at Sitka Spruce, Tutiakoff, Town, Memorial and Expedition Parks.						A	A
A rental shop at the Burma Road Chapel was suggested.			B				B
Building Community - Recreation, Culture and Arts programs							
The small population of ~4,000 residents on island is difficult to serve as many residents desire specialized recreation experiences. The size of the population limits the potential participant pool since each resident's individual leisure time capacity is limited.		A	A				A
Special events are extremely important on the island. Events with long history or offered consistently (year after year) are genuinely well received.		A	A		A		A
Participation in events and programs have been adversely impacted by the introduction of high speed internet in 2023.		A	A		A		
Logistics and costs associated with offering programs and activities is challenging for the department.		A			A		A
The instructor pool is challenging for recreation as is the ability to hire and retain qualified recreation staff. Staff shortages lead to inconsistencies in program offerings.		A	A		A		A
Additional program focus for teens 14-18 is desired.		A	A	A			A
Lending opportunities – for recreation equipment and tools are community desires.			B				B

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Teens favor the PCR Community Center, significantly more than the aquatic center or library. Many visit the recreation facilities once a week or more.			B	A			
Football, baseball and climbing opportunities are important opportunities for teens.				A			B
Teens prefer additional and enhanced exercise equipment, skating opportunities, and the addition of vending machines in facilities.				A			A
The teen room at the PCR may be better utilized if greater restrictions on age were in place. Teens want separation from younger children.				A			B
Teens desire more e-gaming or video opportunities, additional sports opportunities and spaced for social interaction.				A			A
There is no movie theater on-island. Community members desire use of the PCR on a consistent basis for first run movies.				A			A
Additional programming space for arts and enrichment classes is desired.		B			B		B
Sports leagues are impacted by a lack of sports officials on-island.		A			A		
Recreation fitness runs have seen decreases in participation over the last years. A new incentive opportunity, and themed runs may be desired.							A
Online program registration is needed.		B		A	B		A
PCR 360 and Fitness Classes were received dissatisfaction ratings between 18 and 20%.				A			

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Adult fitness and wellness programs, exercise classes, adult sports leagues, cheer/gymnastics/tumbling programs and after school programs for youth of all ages were rated as the most important programs.		A	A	A	A		A
Needs for cheer/gymnastics/tumbling programs, pickleball/tennis lessons and leagues, and robotics were least met.		A	A	A			A
Missoula Children's Theater is a successful traveling program. There may be room for additional programs that come to the Island to provide services.		A	A		A		B
Adventure sports (life skills) are desired.						A	
Use of the 2nd racquetball court as storage – could be Cross-fit.		B			C		B
Mobile recreation may be an important addition to events.		B					A
Provision of Aquatics Opportunities							
The Aquatic Center does not have a hot tub which may be greatly received.		A	B		A		
The Aquatic Center spectator seating could be increased and enhanced.		A	A		A		
The position of the slide in the aquatic center makes spectator seating difficult.		A	A		A		
The Aquatic Center is aging and needs a facelift and general renovation.			A		A		A
An additional sauna space may be needed – so that male and female spas can be separated.		B	B				
The exercise spaces at the Aquatics Center could be expanded and enhanced with more state-of-the-art equipment.		B	A				A

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The aquatic center suffers from rebar leaks on the bottom of the pool and roof leaks, both of which are current capital projects.		A	A		A		A
The aquatic center business plan recognized multiple opportunities for improvement to the pool that should be considered.					A		A
Provision of Library Services – Connections and Education							
Access to on-line and alternative collection opportunities are highly needed.		A			A		A
The library is experiencing a decline in use of the media collection.		A	A		A		A
The sense of community and volunteerism is very well entrenched.		A	A				A



Unalaska Parks,
Culture and Recreation

APPENDICES

Park and Recreation
Comprehensive
Master Plan