

**CHUGACH HERITAGE MUSEUM
& ARCHAEOLOGICAL REPOSITORY
OPERATIONS AND MANAGEMENT PLAN**

**PREPARED FOR THE EXXON VALDEZ OIL SPILL
TRUSTEE COUNCIL**

BY

**CHUGACH HERITAGE FOUNDATION
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AUGUST 13, 2021



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INTRODUCTION/EXECUTIVE SUMMARY

The purpose of this Operations and Management Plan (Plan) is to provide the Chugach Heritage Foundation (CHF) and Exxon Valdez Oil Spill Trustees Council (EVOSTC) with a clear vision and understanding of the CHF’s plan to develop, design, construct, operate and maintain the CHF Museum and Archaeological Repository. This Plan discusses CHF’s qualifications, project management team, project development process, operations and management approach, schedule and proposed budget over the next five years. CHF is seeking to finalize the design and construction of a 5,000sf of building space to operate and manage a museum that will house Native Artifacts found and preserved in the Chugach Region. The building will be located in mid-town Anchorage on land donated by the Chugach Alaska Corporation (CAC). The total project cost is estimated at ~\$10,439,677. CHF is providing ~ \$3,300,000 (in-kind donations including land, design work, labor, & office space), and is requesting the remaining funding, ~\$7,139,677 from the EVOS Program to pay for operations over the next five years (once the building is constructed or space is leased). CHF has developed a capital and operating budget based on information available. These budgets are subject to change pending funding availability and building design. Background information regarding the proposed budgets can be found in **Exhibit A**. Below is a budget summary reflective of the original submittal and EVOSTC comments.

CHUGACH HERITAGE MUSEUM & ARCHAEOLOGICAL REPOSITORY BUDGET SUMMARY			
Total Project Cost (EVOSTC/CHF Funding)	Funding Secured (In Kind (CHF)	Funding Needed (EVOS) - Operations	
\$ 10,439,677	\$ 3,300,000	\$ 7,139,677	

**Project costs/capital and operations budget documentation/in-kind contributions have been prepared at a planning level and will be updated during the final design and building acquisition process.*

CHF Board of Directors support the creation of a Chugach Archaeological Repository and Museum as being fully in line with the mission of CHF, and pursuit of EVOSTC funding to be used towards the initial development. This Plan is a living document and will be updated as needed throughout the life of the project development process, and the operations & management efforts.

CHUGACH HERITAGE MUSEUM PROEJCT SCOPE AND DEVELOPMENT PROCESS

This section provides detail regarding the development of the CHF Chugach Heritage Museum and Archaeological Repository. CHF leadership has developed two options for providing space needed for the operations and management (building space, storage, artifact showcase and preservation) for the museum and repository.

The options developed are outlined below. Upon notice of funding availability, CHF will determine which option is best suited to pursue.

Option A – Village within a City Project (Preferred Option)



Figure 1. Concept design drawing of the Village within a City building rendered by Spark Design, LLC.

Village within the City Project: This project is a larger project that is currently being developed by CHF. CHF in partnership with the North Pacific Rim Housing Authority (NPRHA) is working to secure funding for this project and plans to begin construction (pending funding availability) in 2023. CHF and NPRHA submitted a Congressional Budget Request in the amount of \$10m and is currently being considered for funding for this project via a THUD/EDI earmark in the amount of \$3m. We are also current pursuing options to use CARES Act and

American Rescue Act funding to support the non-profit utilizations of the building project to support health, wellness and socio-economic success of our Alaska native people. The building for this project will be located east of 561 E. 36th Avenue in Anchorage, Alaska on an approximately 189,454 SF site, which is on land donated by the CAC. This building will provide a new home for various Alaska Native Non-Profit agencies currently housed in other locations. These include Chugachmiut, who provide health care and other wellness related services; North Pacific Rim Housing Authority who provide affordable housing and rental assistance; Chugach Regional Resources Commission who support traditional ecological knowledge including subsistence related food security; and Chugach Heritage Foundation. The Village within a City concept provides a resource-hub for Alaska natives transitioning from village to urban life to help them become successful and is a pro-active approach to homelessness. The concept for the resource-hub was developed through visioning sessions and working groups of leaders who serve the people of the Chugach region.

The building for the Village within a City project has been conceptually designed (at a 35% level) and is being proposed as a three-story, 42,958 sf facility. The building concept and space has been developed based on input regarding programmatic needs provided by the existing Alaska Native Non-Profit Organizations who provide services to Alaska native people of the Chugach Region. The CHF being one of the Non-Profit Organizations requesting space in the building for the Museum and Native Art Repository.

CHF proposes to occupy two spaces within the new building including a 5000 sf space on Level 1 for the Museum and Native Arts Repository (pending EVOS Funding) and a 1000 sf space on Level 2. The spaces will provide the following program areas:

Level 1

- Gallery space with sales counter and access to computer stations
- (3) Private offices
- 2 exhibit rooms approx. 1400 square feet (combined)
- Lab space for receiving and preparing artifacts and exhibits (700 square feet)
- Repository room for long-term storage and archival of artifacts (approx. 2325 square feet)
- 3 staff offices approximately 675 square feet (combined)

Level 2

- Lobby / Waiting for up to 5 people with access to computer stations
- (3) Private offices
- 4-5 workstations
- Small meeting room
- Small storage room

The conceptual layout for the Level 1 space is below (**Figure 2**) and is in the preliminary design phases. Upon receiving funding from EVOS, CHF will finalize the design that is aligned with the funding availability and the chosen development option.

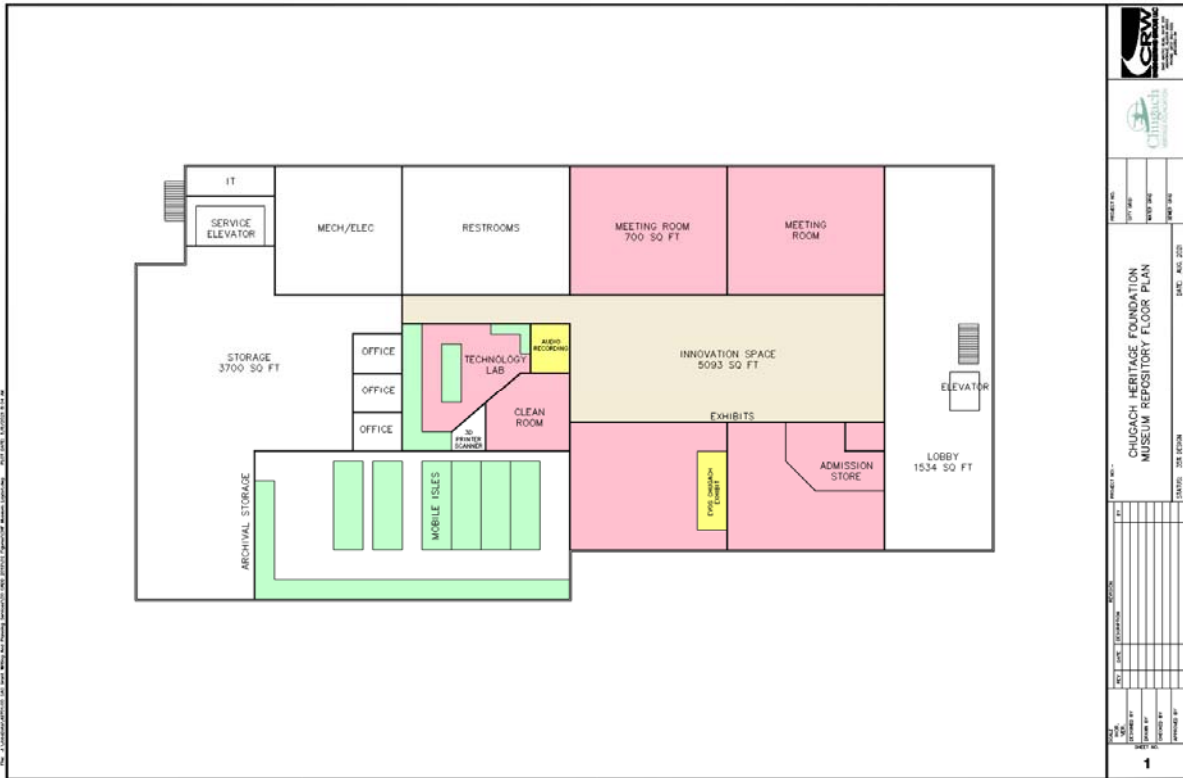


Figure 2. Proposed design layout for the museum repository within the Village within a City concept building.

The location of the building on the site can accommodate the development of two additional structures, which provides for future growth opportunities. The main building entrance is located at the southeast corner of the building adjacent to a green space and potential entry plaza. A secondary entrance is provided at the northeast corner of the building, adjacent to a shared green public space. A service entry and access to the level one storage area have been provided on the west facade and are protected by a building overhang.

Zoning and Site Information

Legal: Lot 3B, Block 5, SLM Subdivision (parcel number 009-052-79-000).

Area (from documents of record): 4.3 acres

Zoning Regulations: The parcel is zoned B-3, General commercial. Per Anchorage Municipal Code (AMC) Title 21, Table 21.05-1, the B-3 District permits a range of residential, community, and commercial uses.

Building Line Setbacks: NA

Option B – Commercial Lease

In the case that the Village within the City Project is not funded or developed (which is highly unlikely), CHF will choose to lease a building suitable for the Museum and Archaeological Repository utilizing EVOS funding as an initial investment. In July 2021, an extensive review of the Anchorage commercial real estate market was performed to assess the potential of lease spaces of suitable size and availability for the housing of a CHF Museum and Archaeological Repository. The research was performed by Chugach Alaska Corporation Chief Financial Officer, Angela Astle, with contributions from real estate experts at Cook Inlet Region, Inc. and Chambers Commercial Real Estate.

The review findings concluded that suitable office spaces were available at a rate of approximately \$2.00/sf (\$10,000 per month or \$120,000/year) on the initial year lease. Costs associated with common area maintenance (CAM) and utilities would be in addition to this base rent amount. The annual escalation ranges from 1-3% depending on the type of lease. The lease term would be a minimum of 10 years for most commercial leases.

(Exhibit B) provides lease rates researched for the Museum and Archaeological Repository. If this option is chosen, CHF will work closely with EVOSTC during the search for the building and development of the lease agreement, ensuring that funding requirements are adhered to.

VILLAGE WITHIN A CITY VS. CORPORATE LEASE

At this stage of the project, further design work is needed to accurately forecast cost differences between construction options for *Village within a City* vs. a corporate lease option in a suitable building within Anchorage. Build out of exhibits and required retail and storage spaces are similar in both approaches. EVOS funds will go towards spaces specifically related to the CHF Heritage Museum and Archaeological Repository. No funds awarded from the EVOSTC will go towards the actual construction of the facility. The construction or leasing of the facility will be paid for by Chugach Alaska Corporation and its regional partners/investors. This simplifies the need for tracking and use of funds needed for the project and demonstrates possible match by CAC in use of space and or donation of the land. At the time of this Plan, neither space is in the ownership and full control of CHF. As a result, operating funds will need to be secured for the use and operations of the facilities. Details of the funding sources, in kind contributions, and the capital/operating budget is provided in the budget section of this Plan.

DESIGN AND CONSTRUCTION

Final design and plans for build out of the space will be completed in Fiscal Year (FY) 22. Construction of the new space will commence in FY23 and continue through FY24. Major fixtures and items which require sizable deposits or have long lead times for construction will be

acquired in FY22. For example, a major requirement of this project will be the transfer and archival of the existing repository into long-term storage. Archival storage is to be accomplished through use of high-density mobile aisles, like those currently used at the Alutiiq Museum in Kodiak.



Caseworks and exhibit spaces are to be designed and developed along with CHF and stakeholder input. Manufacturing of these displays is likely to occur out of state, however, suitable in State vendors are preferred and will be used wherever possible. Freight and shipping costs have been modeled within the line items for construction. Further detail of these costs will not be known until design phase is complete and vendor quotes are refined for the commission of exhibits. To this point, computer aided design (CAD) and modeling software design will be an important feature of the design phase of the project. All exhibits and caseworks will be available in fully rendered 3D model prior to construction and allow for accurate pricing and competitive bidding from available vendors.

INNOVATION AND TECHNOLOGY LAB

The technology lab will serve as the main receiving and preparation room for receiving new repository pieces as well as play a functional role within the exhibit space. In recent years the work for repatriation of Chugach artifacts from accredited European museums (i.e. Berlin, Paris, etc.) has been deferred due to lack of adequate storage and space required for proper handling of

items. Many pieces still are likely to be denied release and further relationship building efforts are needed. Initial discussions have been promising to suggest future collaboration.

For certain collections where full repatriation is not considered possible, technology options will be invaluable for bridging these gaps in ownership. Current technologies are now commercially available for the accurate scanning and 3D recreation of artifacts and delicate pieces. To this, a prominent feature of the building will be the creation of a climate-controlled technology lab for the receiving and preparation of native artifacts. This space will have large wet lab sinks and tables for sorting organics from soil samples and active dig sites. Glazing and wall to ceiling glass panels will be installed for the viewing public to look in on processes within the lab, however, this space will not be available to the general public. This is primarily due to the sensitive nature of the activities and strict pest management protocols required for the operation and maintenance of the lab and repository.

STATEMENT OF QUALIFICATIONS

CHF is a locally established nonprofit organization created for the education, benefit of enrichment of shareholders experience and lives within the Chugach region and to preserve and promote the tradition and cultural heritage of the Chugach region. We have in-house staff to provide the administering, facilitation, and financial accounting required to manage various programs and scholarships aimed to enrich the lives of our shareholders. Originally established in 1985, CHF operates off an endowment provided by our affiliate, Chugach Alaska Corporation. CHF manages over \$35million of endowment funds and awards grants and scholarship opportunities to eligible students and shareholders at a minimum rate of 5% per year (current performance \$800,000). CHF also sponsors cultural programs and hosts annual gatherings and classes at Nuuciq Spirit Camp on Hinchinbrook Island in the Prince William Sound as well as hosting virtual cultural programs and hosting the annual Russian New Year Celebration in Anchorage, which is open to the public.

CHF has the resources and personnel to quickly acquire all equipment, permits, lease/ ownership agreements for a space and begin work on preparing collections for display with the EVOSTC performance window or construction seasons.

Lauren Johnson, MBA, Executive Director of CHF, will have overall responsibility for the project as project manager and will review all design submittal packets, bid packages and cost estimates. Lauren is the person able to contractually commit to this contract. Her contact information is listed below.



Lauren Johnson, MBA, Executive Director
Chugach Heritage Foundation
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CHF is a 501(c) 3 nonprofit corporation registered in the State of Alaska as Corporation No. 36751D and Business License No. 287847. Tax ID# 92-0116128, General Liability: MKLV5ENV102618, Directors and Officers Insurance is through Travelers: 106001207. Lauren Johnson has responsible charge of all services for CHF and its accounts.

Today, CHF sponsors cultural heritage programs and enrichment programs for the region's native peoples and stakeholders. Operating off of an initial endowment from CAC, the CHF is a fully established entity, operating and doing business within the state of Alaska for over 35 years. Established as a 501(c) (3) charitable non-profit organization, CHF is eligible for federal grants and programs in addition to having a well-invested and high performance endowment making it a strong partner for native health, repatriation and related work within the region. CHF staff are accustomed to traveling all over the region to sponsor and foster engagement with our peoples in a variety of ways and sponsored programs. Below are some existing and historic programs offered by CHF.

Nuuciq Spirit Camps

Since 1995, CHF has sponsored cultural spirit camps for the teaching and bolstering of culture, language and art within the native communities of Prince William Sound. In partnership with Chugachmiut, Tatitlek IRA and CAC and with support from the Exxon Valdez Oil Spill Trustees Council (EVOSTC), CHF has dedicated Nuuciq Spirit Camp, on Hinchinbrook Island. The camp is located at the former village of Nuchek, an abandoned village within Port Etches at the entrance to Prince William Sound and within its 36-year operation has a long-standing tradition for fostering positive youth and elder engagement in the region.

Scholarship Programs

CHF has a robust history of supporting youth and higher education programs for the betterment of the communities and peoples within the Chugach region. Each year, CHF offers scholarship programs to support students seeking college and university degrees, as well as vocational certifications. . The program is established with annual performance criteria dictated by our endowment. Last year's scholarship program awarded over \$800,000 to applicants seeking higher



education. For more information on our scholarship program, please visit our website (www.chugachheritagefoundation.org/index.php/scholarships).

Chugach Legends and Eyak Legends

Beginning in 1984 with the publication of *Chugach Legends*, and later with the publications of *Eyak Legends* (publication date 1996) including collaborations with BLM in *Chasing the Dark: Perspectives on Place, History and Alaska Native Land Claims* (publication date 2009), Chugach has a strong history of publication and accreditation of its history and cultural claim to the Chugach region. Proceeds from the publications went to CHF to administer our first scholarship programs. Today, these collaborations continue in the form of archaeological consultation and reclamation for native lands through the use of Section 14(h) (1) of the Alaska Native Claims Settlements Act (ANCSA). The established record and publication of the Chugach peoples is an essential anchor point and tool for establishing claim and authority on matters related to historical preservation and repatriation.

Archaeological and Native Artifacts Repository

CHF and CAC, through use of the Section 14(h) (1) of the ANCSA has endeavored to reclaim sites of traditional knowledge and historical significance. At the time of this writing, CAC holds patents over 93 historic/prehistoric sites, with another 121 site determinations that are still pending. These sites range in size from 1 to 250 acres and hold immeasurable value and wealth in the form of potential artifacts and samples they contain. Sponsored digs and concerted effort to erect these sites is ill advised until CHF also controls the facilities and storage facilities necessary for their correct collection and storage.

Chugach currently has in its collection thousands of artifacts in need of better storage and display facilities. These include grass mats and baskets, masks, dugout canoes, kayaks, seal oil lamps, seal gut jackets, and stone and traditional tools. In addition, Chugach has gotten commitment letters from museums from around the world for the repatriation of masks and artifacts once more proper facilities can be obtained. We estimate more than 100,000 items in the overall collection, which includes publications, photographs, reports and other items of cultural and historical significance.

The section below details relevant cultural projects that CAC and CHF have collaborated on to preserve and promote the heritage and traditions of the Chugach region and our people.

Chugach Collections Archive (Warehouse)

Project Dates: 2010-present

Project Footprint: 800sf+

Project Contact: John Johnson, VP CAC Cultural Resources, (907) 261-0300



CAC and CHF have been the principal caretakers of all Chugach significant cultural artifacts for many years ensuring their proper care and storage, including temperature and climate regulation and preliminary archival. Today, the repository is being housed in a record keeping warehouse, located in midtown Anchorage. The collection space is inadequate for the proper long-term care of exhibits and items and more professional working spaces are vital for future repatriation efforts to commence. Additional details on items currently in possession are available upon request.

Nuuciq Spirit Camp

Project Dates: 1995-present

Project Cost: \$200,000 (annual budget)

Project Contact: Lauren Johnson, Director of Operations, (907) 261-0400

Located on Hinchinbrook Island at the entrance to Prince William Sound, Camp Nuuciq (Nuchek) is a cultural and heritage site of paramount importance to the preservation of Chugach culture, languages and art in the region. This camp offers native youth and elders alike the opportunity to learn and revel in the history and culture of Chugach peoples. CHF sponsors the camp and its many education and arts programs for the benefit of all stakeholders and native peoples of Chugach and alike. The facilities, once decrepit and inadequate, have been fully renovated and updated making it a modern world class experience destination.



CHF has been running the camp with a proven track record of success. For more information on these important programs, please reach out or visit CHF website for additional details (www.chugachheritagefoundation.org).

Chugach and Eyak Legends Publication

Project Dates: 1984-1998

Compiling Editor and Publisher: J. Johnson, BLM staff, and CAC

Project Contact: John Johnson, VP CAC Cultural Resources, (907) 261-0300



Taken From the Preface:

The rebirth of this book of legends started in 1982, when I wrote to the National Museum of Denmark seeking their permission to use old stories that were recorded by them from my grandmother's uncle. My own quest to find my roots and then to share my findings with others has led to the production of this book: My true goal was to enable both the young and old to feel the same sense of pride that I felt by knowing who and where we came from. I believe these legends to be the basic building blocks that form and unite our culture. Outside the Chugach culture, these narratives show that the story of Alaska people does not begin with the arrival of the Russians. Rather, oral tradition reveals that the Chugach migrated into and settled Prince William Sound (also called Chugach Bays thousands of years before.

Without present knowledge and pride in our own past, we face the darkness of an uncertain future with the only constant being change itself. These legends illuminate the past and help guide us into the future. The spirits of our ancestors live on in these stories. You can sense their presence and their messages in each one.

I would like to dedicate this book to all the elders of the past and present. May their wisdom guide us and give us strength and their spirits be with us and inspire us in the days ahead.

- John Johnson, 1984

PROFESSIONAL REFERENCES

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PROPOSED PROJECT MANAGER AND KEY PERSONNEL

Staffing of the facility and maintenance of the Museum and Native Arts Repository will be accomplished with a combination of full-time and part-time staff. Initially, archaeological and curator consultants will be used to inform the CHF leadership team on staff needed and position job descriptions. For the purposes of this Plan, a proposed organization chart is provided in **Figure 3** and short bios of key project staff is also provided in this section.

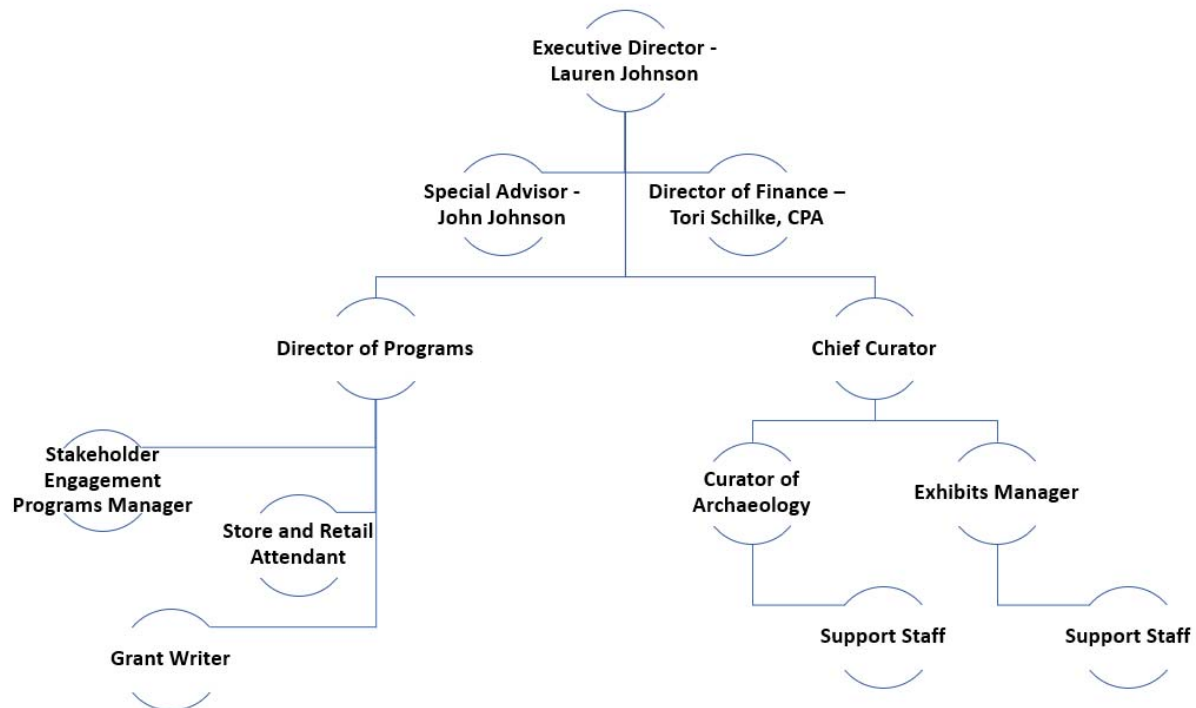


Figure 3. Proposed Organization Chart for the Chugach Heritage Museum.

Table 1 provides further detail of the roles and the projected hours for each position as well as a list of supporting roles and supervisory responsibilities.

Table 1. Organization Staffing and Job Descriptions for the Chugach Heritage Museum.

	Position	Description	Projects	Weekly Hours	Supervises
Management Team	Executive Director (Required for accreditation)	Strategic Plan Personnel Policy Board Liaison Legal	Strategic Plan Staff Hires Spirit Camp Programs Scholarship Program	20	CC, DoF, SA
	Chief Curator	Oversees Staff Programs Contract Management Public Outreach	Newsletter Website and Online Store Human Resources	20	CoA, CoC, DoP, EM
	Director of Finance	Accounting Compliance HR and Admin Support	Financial Reports and Audits Presentations to BOD	15	none
	Special Advisor	Staff Hires Historic Preservation Archival Handoff Repatriation	Repatriation Land Exchanges Sponsored Dig Supervision	TBD	none
Curator Team	Curator of Archaeology	Repatriation Historic Preservation Contract Archaeology	USFS Surveys and Receiving/ transfers Liaison Technology Lab Policy	20	Lab assistant, Field workers, interns
	Curator of Collections (Required for accreditation)	Repository Admin Facilities Management Museum Admin Accreditation Certification	Coordinator of Acquisitions Facility Policy and Pest Management	40	SS and Interns
	Exhibits Manager	Exhibits Design Education Programs	Design Exhibits and Caseworks Rotate collections and archive management	40	SS and Interns
	Support Staff	Supports Curator Team as needed	Exhibit, admin and clerical support	Part Time	none
Public Programs	Director of Programs	Event Coordinator Education Programs Contract Administration Membership Development	Spirit Camp Programs Education and Elders Workshops	40	GW, RSA and Interns
	Grant Writer	Grants and Contract Administration	Applications and reporting	Part Time	none
	Store and Retail Attendant	Receptionist Storekeeper Online store sales Artist Liaison	Event Assistant Inventory Control Admin Support	30	none

Lauren Johnson, MBA - Executive Director

Ms. Lauren Johnson first started working for NSC as a temporary employee in 2010. In 2016 she became program director for Nuuciq Spirit Camp. Lauren graduated from the University of Alaska, Anchorage, Cum Laude. She is a lifetime resident of the Chugach region and in recent years earned her Masters in Business Administration (MBA) and Alaska Executive Leadership Program Graduate Certificate through Alaska Pacific University. She became president of Chugach Heritage Foundation in 2021.

Since joining CHF, Ms. Johnson has skillfully executed the role of managing director and directs the administering of grants and scholarships as well as facilitating operations and coordination of Nuuciq Spirit Camps on Hinchinbrook Island, Prince William Sound. Ms. Johnson will oversee all administration and management of EVOSTC awarded projects including reporting, staffing and new hires, budgeting, ethics and compliance, engineering and construction of the Chugach Heritage Museum.

Ms. Johnson is currently the President and Executive Director of CHF and is responsible for oversight of administration, scholarship and cultural programs, fundraising, marketing, regional outreach and execution of CHF's strategic plan. As Executive Director, Ms. Johnson reports directly to the CHF Board of Trustees. Ms. Johnson will serve as the Executive Director.

John Johnson - VP Cultural Resources, CAC

Mr. John Johnson is a venerated native Alaskan leader who has been with Chugach Alaska Corporation since 1975. Mr. Johnson is Vice President of Cultural Resources within Chugach Alaska Corporation and oversees all historical records of Chugach heritage and claims on State and Federal lands within the region. Mr. Johnson has traveled extensively to nearly all of the areas affected by the Exxon Valdez Oil Spill and speaks to the repatriation efforts and damages to Chugach cultural heritage sites.

Mr. Johnson will provide project management duties and supervise all field work required for the development of the museum. Along with construction of the new facility, strategic staff hires will be vital for the onboarding of a permanent museum director as well as curators, cultural experts, etc. Mr. Johnson is an imperative resource in the hiring and transition of these positions and will participate in all job interviews and discussions of hiring. Once on board, Mr. Johnson will aid new staff in the proper transfer of the Chugach Native Artifact repository and archival information. Mr. Johnson will provide overall leadership and expertise on management of the collections and transfer of archival records to the new software system. Mr. Johnson will ensure staff is assigned to these projects such that it will be completed in accordance with the terms of

the grant and will review all notes from the Trustees and verify all required information about the collection.

Currently, Chugach has 93 patented sites of historic and cultural significance listed with the BIA. With the addition of new staff, Johnson will facilitate archaeological efforts for the preservation and care of these important sites and seek to sponsor digs and mitigate against possible opportunities for looting and development. Johnson will work with CHF archaeologists for the proper care of any recovered artifacts including repatriated artifacts from the community and accredited European museums.

Josie Hickel - EVP ANCSA Resources & Community Affairs, CAC

Ms. Josie Hickel is a seasoned executive with over 25 years of experience specializing in resource development and business development in Alaska. Ms. Hickel recently negotiated the sale of carbon capture subsurface mineral rights for Chugach lands near Bering River - a watershed project in the Alaska carbon credit and storage market. With a notable reputation for integrity and fair dealing, Ms. Hickel has built her career around the responsible and ethical development of Alaska's resources.

Ms. Hickel began her career in the Prince William Sound region, working for Harbor Enterprises (Petro Marine Services), and has adept working knowledge of federal and environmental compliance for Alaska industry. Josie has worked as an integral part of major project teams in Alaska where she has guided the executive team in developing their corporate ethics and compliance plans. With over two decades of executive level industry experience, Josie returned to her home region and joined Chugach Alaska Corporation in 2016, where she now serves as Executive Vice President of their ANCSA Resources and Community Affairs.

Ms. Hickel will be responsible for ensuring that all regulatory requirements are met and federal restrictions with EVOS funding are followed to ensure the smooth development of the Chugach Heritage Museum among other priorities of the Village within a City program. Ms. Hickel has a distinguished career in the management of corporate risk, ethics and compliance, human resources and will assure the EVOSTC that the funding for this project will be appropriately managed, and benchmark performance and accreditation timelines are met for the new museum.

Tori Schilke, CPA, CGMA - Director of Finance

Ms. Tori Schilke is a Registered Certified Public Accountant in the State of Alaska, and has over 26 years of experience in all aspects of accounting for both tribal, private and non-profit organizations. Ms. Schilke began her career in Alaska in 1999, working for Chugach and possesses an inexhaustible wealth of knowledge and expertise on the corporate finances and accounting of Chugach businesses and holdings. In 2015, Ms. Schilke assumed the role of

Executive Director of Chugach Heritage Foundation and negotiated the long-term endowment which supports programs and operations of CHF in near perpetuity.

Ms. Schilke currently facilitates all internal auditing functions within Chugach Alaska Corporation Enterprises and Holdings companies given her extensive years of service and knowledge. She will administer the financial budget tracking and reporting required for EVOSTC funds. Ms. Schilke has expert knowledge of the federal rules and procedures dictating responsible use of funds and will keep CHF in good standing with all federal grants and monies awarded, including by the EVOSTC.

MANAGEMENT AND ACCREDITATION TIMELINE

CHF will seek to establish a national accreditation by American Alliance of Museums within the first five-years of operating. In order to achieve this, several strategic and key staff hires will be needed.

Membership to all relevant native associations, federal registers and accreditations will accompany construction of the new museum and take shape in the form of a 1–5-year action plan (**Figure 4**). The first step in the process to obtaining national accreditation is the self-assessment and certification with the Alaska State Museum Designations office. This is a two-step process in which all entities seek new accreditation within the State (4AAC58.300).

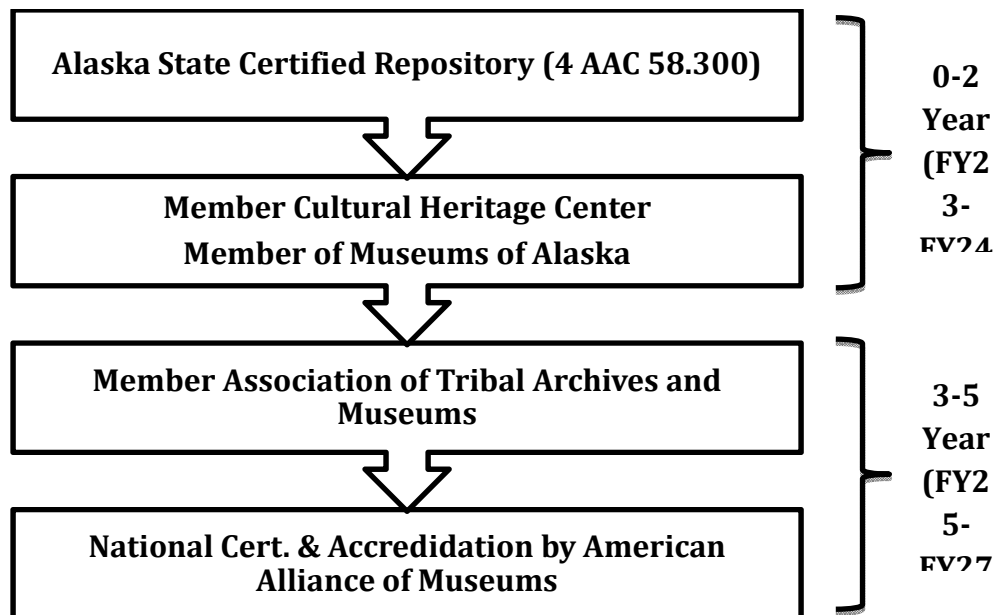


Figure 4. Accreditation flow chart and timeline.

BUDGET

Funding will be required for construction of the new space as well as supporting necessary staff hires for the first 5-years of operations. Project managers have elected to spread out construction efforts of the new space and exhibits into a multi-year build out of the facility. Supporting staff will be responsible for the management of collections during construction and provide input on exhibits for display cases as well as major features and attractions of the museum space. A proposed DRAFT detailed capital and operating budgets are provided in **(Exhibit A)**. Below is a budget summary that provides the funding source, as well as the proposed capital and operations budget. These proposed budgets are subject to change pending funding availability and design finalization.

Budget Category:	Proposed FY 22	Proposed FY 23	Proposed FY 24	Proposed FY 25	Proposed FY 26	5- YR TOTAL PROPOSED
Personnel	\$132,000	\$324,000	\$385,560	\$403,200	\$112,800	\$1,357,560
Travel	\$14,475	\$19,725	\$12,975	\$11,475	\$5,475	\$64,125
Contractual	\$562,500	\$1,620,000	\$1,575,000	\$15,000	\$7,500	\$3,780,000
Commodities	\$300,000	\$700,000	\$0	\$0	\$0	\$1,000,000
Equipment	\$36,000	\$10,000	\$30,000	\$0	\$0	\$76,000
In-Kind Contributions (Land, Office Space, Labor, Design)	\$2,200,000	\$300,000	\$300,000	\$250,000	\$250,000	\$3,300,000
SUBTOTAL	\$3,244,975	\$2,973,725	\$2,303,535	\$679,675	\$375,775	\$9,577,685
General Administration (9% of subtotal)	\$292,048	\$267,635	\$207,318	\$61,171	\$33,820	\$861,992
PROJECT TOTAL	\$3,537,023	\$3,241,360	\$2,510,853	\$740,846	\$409,595	\$10,439,677

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\$ 10,439,677	\$ 3,300,000	\$ 7,139,677

OPTION A - VILLAGE WITHIN A CITY BUILDING

The current building design calls for a three-story 42,958 square foot building in mid-town Anchorage. Assuming roughly 10% of this space will be unusable for tenant occupancy (i.e. mechanical ducting, electrical, electrical, etc.), this leaves 38,662 square feet of useable space. Moreover, entryways, lobby space and restrooms are considered common area and will require some shared responsibility for their maintenance and upkeep between the building occupants. CHF is currently proposing two separate spaces within the building for administration of programs in addition to the museum. For the purpose of this proposal, an approximate square footage occupancy of 7,732 square feet (18% of building) is used for budgeting purposes and represents CHF responsible portion of the building's maintenance and upkeep. For simplicity, all CHF lease spaces will be eligible for the use of EVOSTC operating funds. In practice however, these spaces will be well-segregated and easy to keep costs separate and specific to CHF museum spaces only, though these facilities will admittedly be used by other programs and administrative purposes at various times.

OPTION B - CORPORATE LEASE (10-Year Minimum)

Of the available spaces looked at in Anchorage, a suitable location between midtown and downtown would be the ideal candidate for placement of a museum in order to capture the most amount of foot traffic and stakeholder engagement. Most corporate leases require a contract agreement of a 10-year term. **Table 4** provides details of building costs for FY22 and projections for future years will go up as the facility is fully staffed and operating expenses for the building are realized. Based on the findings of CAC memo on corporate lease rates in Anchorage, the project team concludes that a suitable space can be secured within Anchorage area within the timeframe of this project starting in FY22. The commitment to a 10-year lease extends the project well-beyond the project window for EVOS funding, further demonstrating CHF resolve and commitment to the project and its long-term sustainability.

For this proposal, an assumed lease rate of \$2.00 per square foot and 5,000 square foot single level lease is used for building of the operating budget and project planning. At \$10,000/month, CHF is prepared for a \$120,000 annual lease rate agreement. Building utilities are anticipated to be in addition to the lease and are easily projected as costs are well-known for the Anchorage area.

LIST OF ATTACHMENTS

Exhibit A Budget Documentation
Exhibit B Lease Options
Exhibit C Letter of Support for the Plan

Other Attachments (Related to PI Response)

1. CHF Letter - Summary of Qualifications
2. CHF 2020 Audited Financial Statements
3. Memorandum: Explanation of Relationship between CAC and CHF & Special Fund Agreement