

Exxon Valdez Oil Spill
Facilities Project Final Report

Alutiiq Museum & Archaeological Repository Sustainability Project

Exxon Valdez Oil Spill Trustee Council Project [24220503]
Final Report

April G.L. Counciller, Ph.D.
Alutiiq Museum and Archaeological Repository
215 Mission Rd, Ste 101
Kodiak, AK 99615

March 2025

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Abstract:

With support from the *Exxon Valdez* Oil Spill Trustee Council, the Alutiiq Museum & Archaeological Repository Sustainability Project renovated and expanded the museum's facility, adding education and repository spaces, and installing energy-saving and environmentally superior technologies to support efficient, sustainable collections care and program operations. The project moved collections care and storage functions to the basement, opening up the facility's first floor for enhanced and expanded public use and education. These efforts resulted in a facility that will support critical activities in the EVOS-oiled region, including archaeology, cultural resource management and protection, collections research, educational programming about subsistence, the sharing of traditional ecological knowledge, and the promotion of Alutiiq/Sugpiaq living culture. To achieve the improvements envisioned in the original project proposal, the museum leveraged significant outside investment, including \$11,984,658.38 in grants, and \$2,419,273.83 in donations to cover the full cost of the nearly \$14M effort.

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Objectives:

The Alutiiq Museum & Archaeological Repository (AMAR) Sustainability Project had two objectives to help ensure that AMAR remained a permanent, valuable resource to the Kodiak community and the State of Alaska. Objective 1 covered improvements to building systems and the creation of a new expanded collections vault. Objective 2 involved the creation and expansion of public use and educational spaces to better serve the public. Each of these objectives has been achieved.

Objective 1: Collections Care & Facility Systems

The collections vault was originally on the first floor of the museum and our holdings had outgrown this space. Although only conceptual plans were available at the time of our EVOSTC award, the end design of the project is very close in square footage to initial space needs assessments and priorities. The conceptual plans called for expansion of the vault from 1,111 sf to 2,557 sf. The final size of the climate-controlled storage room is 2,693 sf.

The collections vault is laid out to maximize the available space for current and future projected expansion in our collections. Outfitted with Delta compacting storage, there are 99 cabinets arranged in 21 rows, with 307 shelves and 362 drawers. There is enough space for at least thirty years of projected expansion. Some cabinets are designed to provide microclimates with additional door fronts to isolate fragile materials. In addition to the main floor rows of cabinetry, a section at the south end of the vault holds archives, collections records, and basketry. Within the vault is also a sacred storage room isolated from the rest of the collection and from people who use it (see Appendix B, room 016). The sacred storage room holds sensitive items such as shamanic or religious materials and the human remains temporarily awaiting tribal reburial. Additionally, the renovation created a secondary vault with 697sf of in the basement (see Appendix B, room 011). This space is serving as additional collection support and storage. It holds our large, professional-grade freezer for collections processing, and will be outfitted this summer with shelving to store collections that do not need the special furniture and climate control provided in the main vault. In total, the renovation resulted in 3390 sf of collections storage space, an increase of about 200%. In addition the renovation of the basement created two small offices for curatorial staff members.

As a nationally-accredited museum, a state-certified repository, and a Secretary of the Interior-qualified space for archaeological collection curation, it is critical to have effective, efficient building systems to protect vulnerable collections. Before the renovation, the facility used a fuel-based physical plant for heating and air handling, along with two struggling HVAC units that

conditioned the air for the collections vault and gallery spaces. The renovated facility now has electric heat and hot water, with an air-to-air heat pump system, and new HVAC systems custom-engineered for our space. Additionally, LED lighting systems are now installed in renovated areas of the facility. Fire protection systems have been upgraded throughout the building, and smart building automation, controls, and monitoring systems are installed throughout.

In the original proposal, Objective 1 also called for relocation of the museum's 642 sf collections processing laboratory from the 1st floor to the basement, and the creation of an exhibit fabrication space. The new lab, now located in the basement, is 922 sf, exceeding the original goal. The lab contains multiple workstations, cabinetry and storage, and a large worktable similar to the useful work surface in the previous lab. The lab also has a ventilation system for working with dirty or off-gassing materials. Although we were not able to create a separate exhibit fabrication shop, the large lab is an appropriate space for fabrication work, and storage areas in the basement addition will provide space to hold crates, cases and tools tied to exhibit projects.

Objective 2: Public & Educational Spaces

Objective 2 called for the acquisition, reconfiguration, and renovation of the Alutiiq Center facility's public and education spaces. This included enhancing and expanding spaces to better serve long-term cultural programming in traditional ecological knowledge, community education, heritage research, and support for cultural resource management. These goals have been achieved, resulting in a welcoming facility that can accommodate exhibits and programs that better promote AMAR's mission to preserve and share Alutiiq/Sugpiaq heritage and living culture.

The exhibit gallery is expanded from 1,538 sf to 2,616 sf of combined gallery space, exceeding the project goal of 2,494 sf of exhibits. Under separate grant funding, AMAR staff (with the help of a community advisors) designed all-new exhibits for the main exhibit hall. These displays will share the story of the Alutiiq people from ancestral times to the modern day. There is also a smaller exhibit space called the Living Culture Gallery, where shorter-term exhibits can be displayed. We have already funded and developed the first show for this space.

Other public spaces have been expanded in alignment with original project plans. The Alutiiq Museum Store has increased from 291 sf to 636 sf, with an improved sales counter, good lighting, and a storage closet. The Canawik Arts and TEK workshop is considerably larger than initial plans at 1615 sf, and the Naaqisuutewik Living Culture Library & Language Lab planned

for the 2nd floor is 881 sf. Each of these public spaces enhances AMAR's ability to serve documented public needs for economic development, tourism infrastructure, research, and cultural education.

Discussion:

As noted above, the true cost of the envisioned project significantly exceeded the funding requested from EVOSTC. To cover the full cost of renovation, the museum secured extensive additional support. We are pleased to report that our efforts have been successful, allowing us to fully fund the project (See Appendix E). Grant funds were expended first, including EVOSTC funding, and the final tasks on the project are being completed under donated funds. In December 2024, AMAR received a conditional certificate of occupancy, allowing staff to move back into the museum building while final renovation tasks are completed. Contractors are working on their final punch lists and museum staff are constructing exhibits and furnishing the facility. A final certificate of occupancy is expected in May 2025, after parking lot paving and striping occurs. Due to these final activities, some deliverables such as final photos, a new brochure and rack card will not be completed until after the museum reopens and photographs can be taken. The grand reopening is scheduled for May 22nd, 2025. See Appendix E for further detail on the grand reopening schedule.

Work Completed:

The Alutiiq Museum & Archaeological Repository Sustainability project had a few minor delays and challenges, but the museum has been successful in meeting its project goals and objectives. After the October 2021 affirmative decision by the EVOSTC, AMAR worked with Council staff and the State Division of Community and Regional Affairs (DCRA) to finalize the grant award. With the large number of concurrently-funded projects, we did not secure a signed grant agreement until August 2022. Despite this delay, the museum used those months to continue developing construction plans.

The museum also celebrated the donation of our facility—a critical step before the project could commence. Building ownership was transferred to the AMAR in late October 2021 by the Kodiak Area Native Association and Koniag, with the help of Natives of Kodiak, Inc. This donation helped the museum realize its long-term goal of facility ownership, and enabled AMAR to initiate renovation and expansion as outlined in our EVOSTC proposal.

As renovation plans were refined, cost estimates came significantly back higher than expected due to an unusual period of national inflation. Although AMAR sought additional funding to cover construction costs, significant value-engineering efforts also had to happen to bring the

project to a reasonable price. Project PI April Counciller worked closely with architects in 2022 to reduce the project scope while preserving original priorities and deliverables. Examples of items removed from the scope are an enlarged elevator an outdoor plaza, and a new roof. The museum will return to some of these items in the coming years. For example, roof replacement will be completed by the end of 2025 with separately raised funds. Counciller also reduced costs by choosing more economical finishes and lighting packages for use throughout the facility.

In late 2022, RFPs for a general contractor and architect were released, and KPB Architects and Cornerstone General Contractors were selected. The 35% plans were moved through several stages until the 100% plans were completed in early 2023. Construction was planned to begin in July 2023, but was delayed due to a combination of outside factors. The museum closed to the public the same month, and demolition in the museum's basement began in November of 2023. Construction began in earnest in January 2024 and continued the full year until substantial completion was achieved in December 2024. Staff moved back into the building in December 2024 and began owner-led projects such as exhibit construction and installation, and purchasing furniture and equipment for use throughout the facility.

Changes & Challenges:

The original proposal envisioned a multi-stage approach of renovating collections and lab spaces before public spaces. In reality, this was not possible without added expense. Separate mobilizations would have increased overhead expenses and the project's duration. Therefore, the project was undertaken in a single mobilization. It began with the basement and first floor addition, relocation of mechanical rooms, and rerouting of utilities. The new collections vault was built and completed early, so that the old collections vault could remain untouched until it was time to move collections. Once collections were safely relocated to the new collections vault, the old vault was converted to additional gallery space, and other first floor spaces were renovated.

There were some challenges during this project, but our team was able to address them. One of the most significant challenges was the discovery of historic fuel contamination in the underground area where the basement was being expanded. Research determined that a small cabin had been on the property, and photographs from the 1960s depicted 55-gallon drums of fuel stored around the dwelling. Although the contamination occurred decades before the creation of the museum, the discovery required notification of the Department of Environmental Conservation, a mitigation plan, and remediation. Ultimately, several hundred square yards of diesel-contaminated sediment were removed and shipped out of state for safe

disposal. This was a costly cleanup, exceeding \$300K. Contingency funds paid for the remediation and the project remained on track.

Another challenge occurred when AMAR's project coordinator left museum employment just two months into active construction. To manage this change, the project PI contacted members of the ad-hoc Construction Support Committee who had helped select the architect and contractor, asking for leads on owner's representatives. Ultimately, the museum selected Roger McCracken, an experienced owner's representative and project manager, to help AMAR complete the project. This change to project staffing had a silver lining. Mr. McCracken turned out to be the perfect consultant to guide AMAR and the contractors towards a successful completion. His attention to detail helped identify additional savings and limited budget growth, and he ensured that the contaminated soil remediation did not leave the museum with outstanding liabilities after the renovation.

As we move into spring 2025, the Alutiiq Museum & Archaeological Repository Sustainability project grant funding has been spent down, and we have received confirmation of grant close-out from the Division of Community and Regional Affairs administering our funds. The renovation is at the stage of substantial completion, meaning all major work is complete. Contractors are completing final punch list items and staff are preparing the facility to begin welcoming the public in late May.

Related Projects

The AMAR Sustainability Project has connections to two other current EVOSTC-funded projects. We are a partner in the multi-organization Community Organized Restoration and Learning (CORaL) Network. This science education project is led by the Alaska SeaLife Center as PI, along with the Prince William Sound Science Center, Alaska Sea Grant, Center for Alaska Coastal Studies, and the Chugach Regional Resources Commission. The CORaL project is supporting archaeological research, internships, workshops geared to encourage more people residing within the oiled region to engage in EVOSTC-funded research and explore scientific careers, and public education about historic preservation and Alutiiq traditions.

The Chugach Heritage Foundation also received a facility grant from EVOSTC to establish their own museum, and AMAR has remained in contact with them as they planned and develop their facility. As their project progresses toward construction, AMAR staff have provided input and advice. In 2024, this collaboration led to CHF contracting AMAR to advise on staffing, collections program development, and operational funding. We expect this relationship to continue as the Chugach Museum continues to develop.

Conclusion:

AMAR is now the owner of its own renovated and expanded facility, which boasts expanded education, research, and repository spaces, with upgraded energy-saving technologies for sustainable collections care and program operations. Local tourism will be positively impacted by the improved public use areas such as expanded exhibits, while local tribal members and residents will benefit from programming related to subsistence and traditional ecological knowledge.

Appendix A: Construction Photos



August 2023 groundbreaking with Museum Board members.



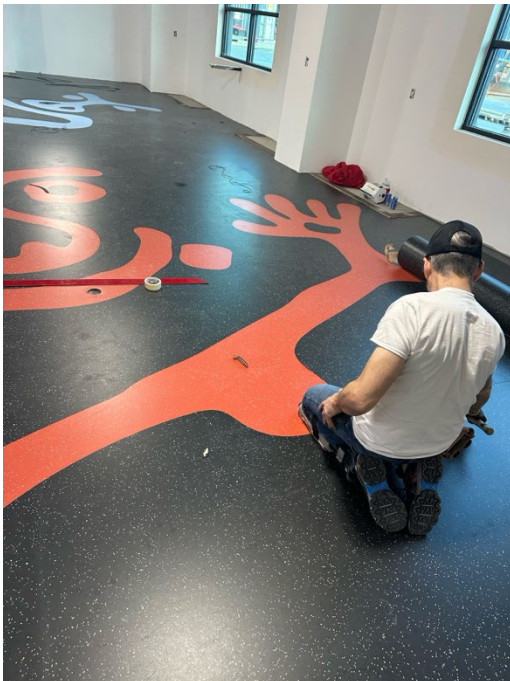
Staff Members help move a kayak frame for temporary off-site



Executive Director April Counciller provides a construction tour to community and BIA representatives.



Mid construction photo with first floor addition framed and dried in.



Installation of resilient flooring for the Canawik workshop space, featuring petroglyph designs.



New collections vault with compacting storage units for efficient use of space.



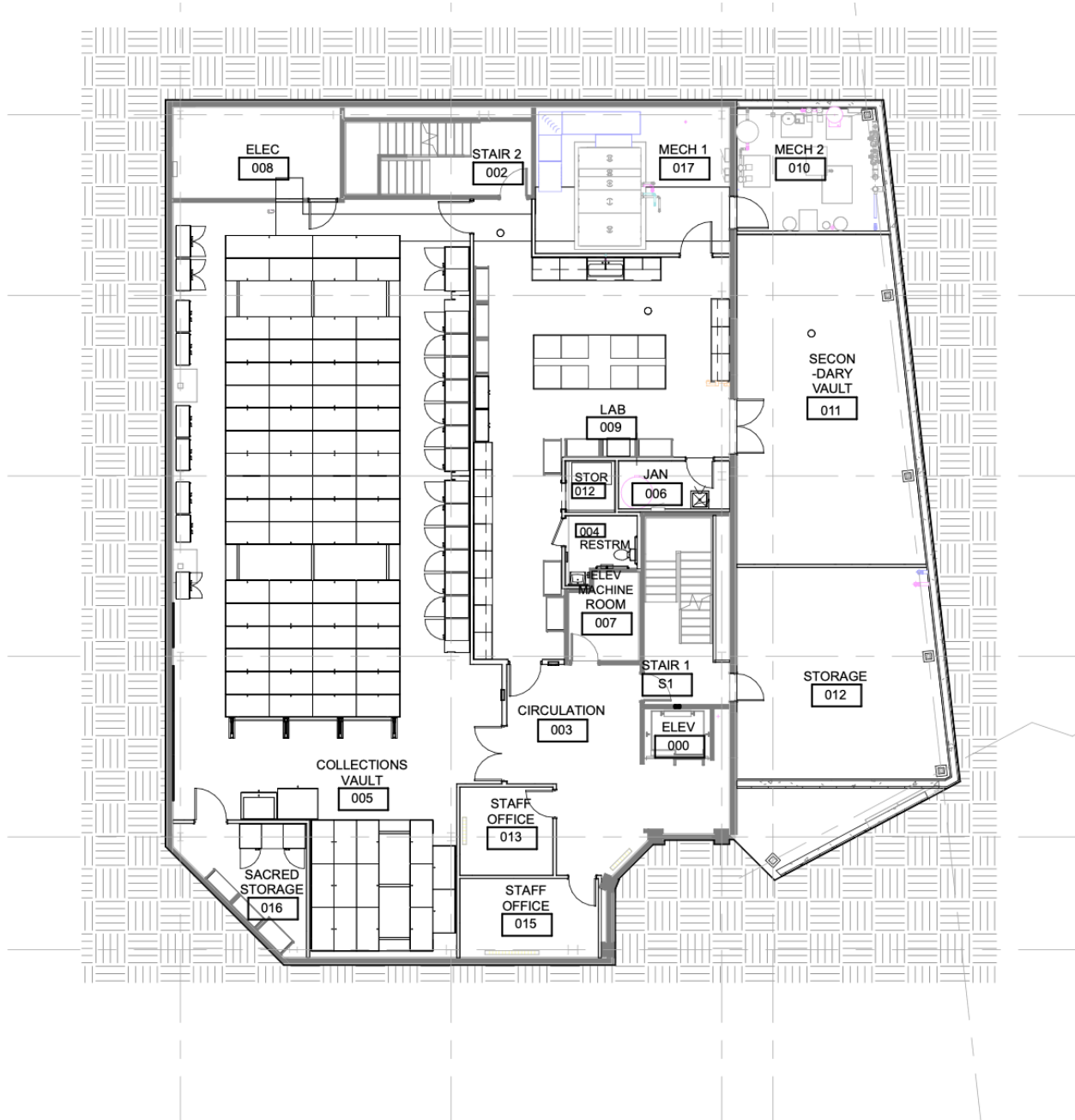
Near-complete Alutiiq Museum renovation project, January 2025



Near-complete Alutiiq Museum renovation project, January 2025

Appendix B: Post-renovation Floor Plans

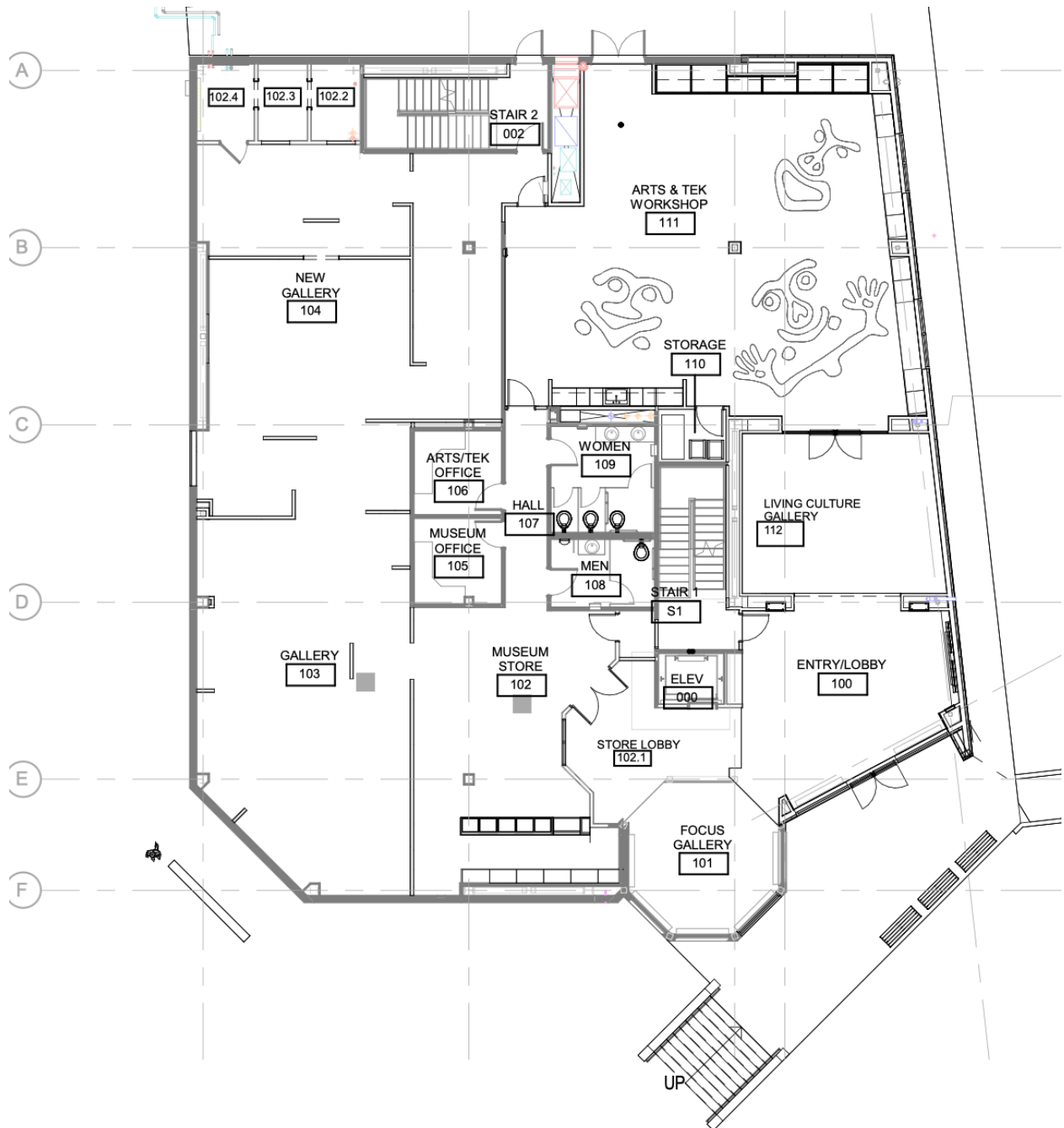
Basement



FLOOR PLAN - BASEMENT OVERALL_net area

1/16" = 1'-0"

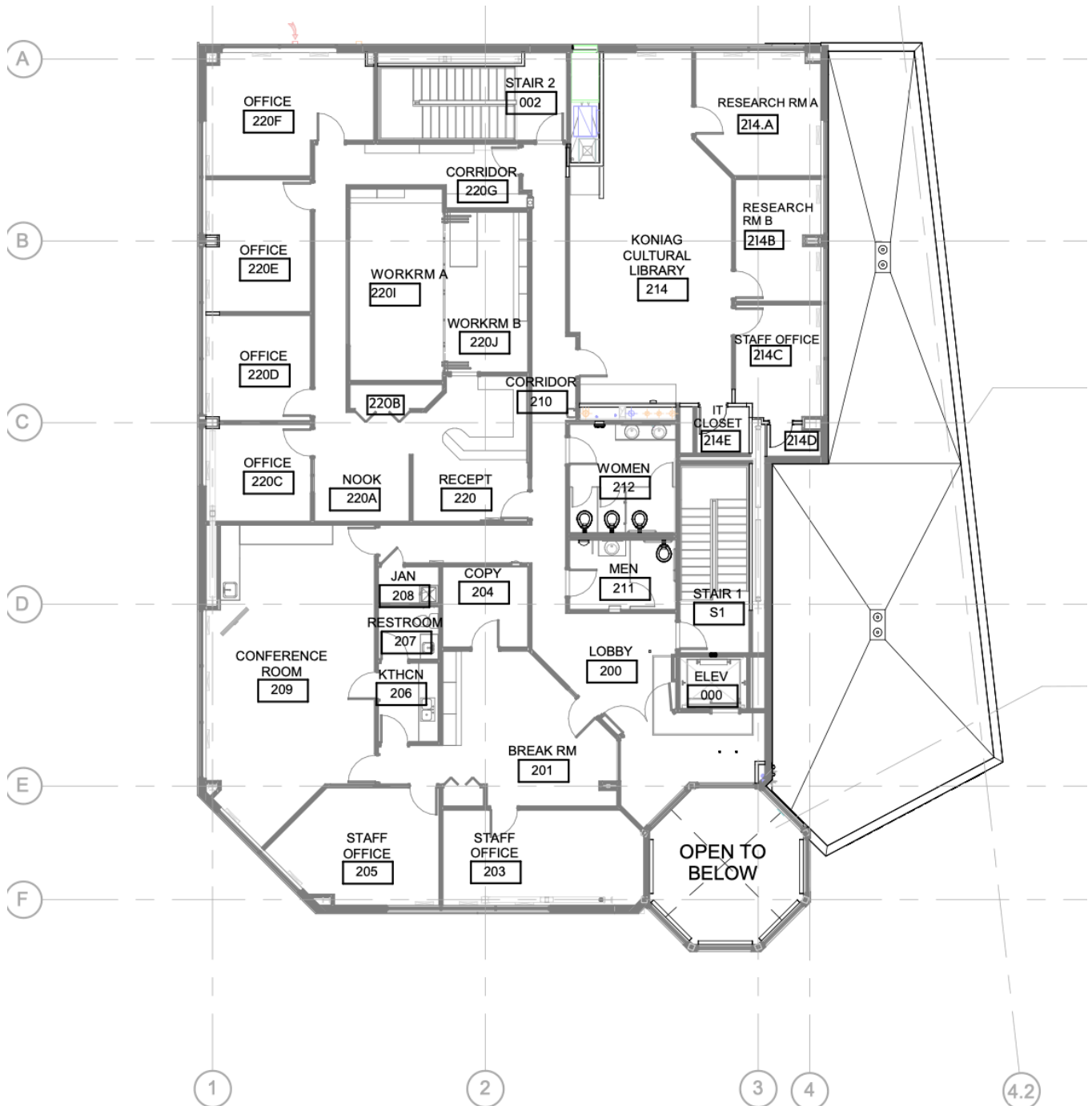
First Floor



FLOOR PLAN - LEVEL 1 OVERALL_net areas

1/16" = 1'-0"

2nd Floor



FLOOR PLAN - LEVEL 2 OVERALL_net areas

1/16" = 1'-0"

Appendix C: List of Project Supporters, Grantors, & Donors

Lla – Universe, \$250,000+

Donald W. Clark, **Exxon Valdez Oil Spill Trustee Council**,
Institute of Museum and Library Services, Kodiak Area Native Association, Koniag,
Margaret A. Cargill Philanthropies, MJ Murdock Charitable Trust, Rasmuson Foundation,
Sun'aq Tribe of Kodiak

Imaq – Ocean, \$50,000 – \$249,999

American Indian Alaska Native Tourism Association, Anonymous, City of Kodiak,
Museums Alaska, US Bureau of Indian Affairs

Qik'rtaq – Island, \$10,000 – \$49,999

Afognak Native Corporation, Alaska Office of History & Archaeology, Alaska State Museum,
Alyeska Pipeline Service Company, ConocoPhillips Alaska, Carl Dobbins, Perry Eaton,
First National Bank of Alaska, KPB Architects, Leisnoi, Inc., Matson, Inc., Northrim Bank,
Roger McCracken, Old Harbor Native Corporation, Old Harbor Settlement Trust,
Ouzinkie Native Corporation, RurAL CAP, Tangirnaq Native Village, Trident Seafoods,
Gloria & Jerome Selby, Ron Unger

Ingriq – Mountain, \$5,000 – \$ 9,999

Pat Branson & Gordon Gould, Alex Cleghorn, Dexter Cleveringa, GCI Gives,
Shauna Hegna & Family, Kodiak Community Foundation, Natives of Kodiak, Patrick Saltonstall,
US Fish & Wildlife Service, Jeff Wood

Nuna – Land, \$1,000 – \$4,999

Akhiok–Kaguyak, Inc., American Seafoods, Sharon Beeson, Sheryl Blackman, Peter Boskofsky,
Derek Bowers, Matthew Carle, April & Jeremy Counciller, Tony & Sandee Drabek, Adrian
Furman, The Furman Family, Sven & Balika Haakanson, Sarah Harrington, Tyan & Tony Hayes,
Cheryl Heitman, Monica & John James, Katie Kavanaugh Fund at the Alaska Community
Foundation, Kodiak CHARR, Kodiak Diesel, Kodiak History Museum, Kodiak Island Borough,
Kodiak Lawn Care, Wayne & Pat Kozak, Kris Leite, Kathleen McKnight, Native Village of Afognak,
Native Village of Larsen Bay, Native Village of Ouzinkie, Loretta Nelson, Matt Olsen,
Jon Panamaroff, Tom Panamaroff, SueAnne Ramaglia, Lisa Ruble,
Matt Barton & Josh Vanderbur, Teri Mahle Schneider, Jim Simon & Kevin Mechem,

Amy Steffian & Steven Hall, Rita & Gary Stevens, Kevin & Wenona Suydam, The CIRI Foundation, Jana Turvey, Uganik Natives, Inc., U.S. Coast Guard Spouses Association of Kodiak

Kuik– River, \$250 – \$999

Alan Amoth, Gerald Anderson, Joy & Jim Arneson, Alan & Ginny Austerman, Lydia Black, Candace Cutmen Branson & David Taineq Tucker, Brantley Robinson Family, DeeDee Christofferson, Chugach Regional Resources Commission, Chelsea Dallal, Huxley Dallal, Djuna Davidson, Ruth A. Dawson, Dixie Dayo, Deckload Aviation—Michelle & Keller Wattum, Ryan Ellison, Cecelia Esparza, Wallace & Beth Fields, Fish Inc.—Mitch & Sasha Keplinger, Ben Fitzhugh & Laada Bilaniuk, Bernie Flam, Freed/Schmitt Family, Branko Gerovac, Trevor Gridley, Corey & Katherine Gronn, Nina Gronn, Glenda Hayes—in loving memory, Natali Hayes, Samantha Heglin, Chyian Heine, Pat & Carolyn Heitman, Ellen Helgason, Steve Helgason, David Herman, In honor of the M/V Tustumena and her crews, Kim Homolka, Charlotte Irvin, Lisa Jilek, Chris Johnson, Janissa Johnson, Christine Kaineg & Family, Diane Kaplan, Meghan Kelly & Rob Baer, Brian & Dawn Kewan and Family, Robin Kleinjans-McKee, Kris Knigge, Kodiak Bay Services—Juan Alvarez, Kodiak Rotary Club, Madeline Kreger, Cheryl Lacy, \ Amanda Lancaster for Carolyn Hicks, Michelle Lawson, Marnie Leist, Beth A. Lynk, Amy Margaris & Family, Kathleen McKnight, Adam, Coco, & Max Messner, William Morse & Cynthia Strout, Laura & Jackie Muller Jr., Mutch Family, In loving memory of Betty and Abner Nelson Sr., Nancy Nelson, David & Elizabeth Odell, Eric Thor & Tonya Olsen, Pacific Northwest Alutiiq Culture Camp, Alexandra Painter, Idamarie & Leroy Piccard, Poe Family, Gordon Pullar, Vicki Randolph, Natura Richardson & Michael Nanit'sqaq Bach, Catherine, Caia & Keelin Rice, Beverly Roddy, Donna Roduta, In Honor of Margaret L. Roberts, Richie Rooney, Germaine Salmine, Sea Hawk Air, Cameron N. Selby, Cavik P. Selby, Kalen H. Selby, Zoey Tyan Selby, Stacey Simmons, In loving memory of Marie A. Skonberg, Spenard Builders Supply, Beth Steffian, Steven & Linda Suydam, Team Robinking, Joan Thayer, Vicki Vanek, The Venua Family, Malia Villegas, Jay Wattum—Vertigo Air, WESTAF, George Wichers, Katharine Woodhouse-Beyer, Yield Giving

Engluq – Home, \$1 – \$249

Tom & Chris Abell, Suzanne Abraham, Andrew Abyo, Aaron Amoth, Shannon Andersen, O’Raun Anderson, Anonymous, Peggy Azuyak, Dionisio Barboza, Randi Jansdatter Bolderin, Arwen Botz, Barb Bundy, Sophia & Ashley Cange, David Carlsen, Jeanette Chernikoff, Dehrich Chya & Stevi Frets, Sofia Chya, Freddie Christiansen, Roger & Denise Clyne, Marilee Coles-Ritchie, Brianna & Travis Cooper, Julie Counciller, Fred Coyle, Peter Cummiskey, Charles & Rosemarie Davidson, LaRita De Young, Sonja Delgado, Delta Fettes,

Samael Filatov, Michael Galloway, Karen Garcia, Melayna Halvorsen, Ingrid Hansen, Carol Henson, Pat & Patty Holmes, Helena Jacobs, Christine and Matthew Jamin, Natalia Johnson, Alberta Jones, Katie Qutirta Knigge & Jarred Chaffin,
Koniag Education Foundation—in honor of our past, present, and future scholars,
Koniag Energy & Water Sector, Robert Korth, Jerry Laktonen, Melinda Walsh Lamp, Sheila A. Leinberger, Kelly Elizabeth Longrich, Mary Jane & Tim Longrich, Elmer J. Lotter, Linda Infante Lyons, Liz MacDonell, JJ Marsh, Linda Dallal McElmurry, Juney Mullan, Joanne Mulcahy, Ronna Myles-Era, Patricia Adkisson Ella Naumoff Family, John Nichols, Dan Ogg & Sue Jeffery, Marcia Oswalt, Megan Partlow, Michael Pestrikoff, Bob Peterson, Price Family, James Rains, Celine Ramio, Greg Razo, Lisa Rhodes, Catherine Argy Rice, Mike Rostad, Evie Russell, A. Simeonoff Jr. & Family, Lorena Skonberg, Sandra Smith-Poling, Janell Snider, Michelle Sparck, Thomas Stream in memory & heritage, Cheryl Sutter, Gretchen Hery Sziebert, Mary Jane P. Townsend, Nancy Valente, Lee VanWagner, Judith Villegas, Phillip Vollands, Wade & Tania, Lori Walker, Betty Walters, Maria Williams, Dewey Wilson

Appendix D: Grand Reopening information

The Alutiiq Museum & Archaeological Repository is planning a series of events for our grand reopening in May 2025. On Tuesday, May 21st, we will hold a private donor/volunteer reception. May 22nd will be the official Grand Reopening celebration. On Friday, May 23rd, AMAR will host an Alutiiq/Sugpiaq film festival, and on Saturday the 24th, we will host a Native Arts Market. Grand reopening information can be found on our website at <http://alutiiqmuseum.org> and updates will be posted to social media and our e-newsletter.



Appendix E: In-Kind Support–Grants

Grants Supporting the Alutiiq Museum Renovation			
Project Area	Source	Amount	Comments
Building Renovation			
	EVOS Trustee Council	\$ 7,339,450.00	
	Rasmuson Foundation	\$ 1,825,000.00	
	Margaret A. Cargill Philanthropies	\$ 1,000,000.00	
	MJ Murdock Charitable Trust	\$ 750,000.00	
	St Paul & Minnesota Foundation	\$ 14,512.00	
	Kodiak Island Borough	\$ 4,000.00	
	GCI Gives	\$ 3,858.00	
	Rural Cap	\$ 12,529.00	
Collections			
	Alaska State Museum Grant-in-Aid	\$ 11,974.44	
	Museums Alaska Collections Management Fund	\$ 59,835.18	Three grants
	Museums Alaska Art Acquisition	\$ 22,900.00	Two grants
Exhibits			
	American Indian Alaska Native Tourism Association	\$ 143,460.07	
	Institute for Museum & Library Services	\$ 326,264.37	Two grants
	US Bureau of Indian Affairs	\$ 94,255.01	
	CORaL	\$ 181,086.29	
	Alaska Office of History & Archaeology	\$ 22,756.00	
	GCI Gives	\$ 4,500.00	
	Munartet	\$ 5,543.00	
	Alaska State Museum Grant-in-Aid	\$ 6,711.30	
	The CIRI Foundation	\$ 4,640.00	
	Kodiak Community Foundation	\$ 1,932.72	
Library			
	Institute for Museum & Library Services	\$ 149,451.00	
	TOTAL GRANTS	\$ 11,984,658.38	
	CAPITAL CAMPAIGN TOTAL	\$ 2,419,273.83	
	TOTAL REVENUE	\$ 14,403,932.21	

Note: Awards from the Kodiak Community Foundation, City of Kodiak, and USCG Spouses Association are included in the Capital Campaign