



Alutiiq Museum Archaeological Repository  
**FUTURE FACILITY FINDINGS REPORT**

*Prepared September 2019 for*  
Alutiiq Heritage Foundation Board of Directors

*By*  
Consultants Sarah Barton, Judi Andrijanoff and Roe Sturgulewski





## PURPOSE OF THIS REPORT

The Alutiiq Museum Archaeological Repository (AMAR) Director and AHF Board contracted with Sarah Barton, Judi Andrijanoff and Roe Sturgulewski (Consultants) for due diligence to review the status of current and future facilities planning, provide technical information, facilitate AHF Board discussions on future facilities and services, and outline next steps. The contract term was four months (May through August 2019) for research and consultation with AMAR staff, Kodiak Island residents and the AHF Board. The Consultants met weekly with AMAR Executive Director and staff to provide feedback and strategic direction. This report summarizes the findings and recommended next steps to determine and deliver future facility solutions. Appendices include key documents developed during this period to serve as the basis for future work.

The AMAR Executive Director, April Laktonen Counciller (Director), is charged with executing the AMAR Strategic Plan as approved by the Alutiiq Heritage Foundation (AHF) Board of Directors (Board). AMAR Strategic Direction #4 of that Plan says:

*“Work toward the purchase of our own facility – a permanent place to call home.”*

The Consultants interviewed staff about current and proposed programming, and opportunities and constraints of the current facility. During the May 2019 AHF Board Worksession, the Consultant team facilitated exploratory conversations with the AHF Board as a whole. The intent was to determine AHF Board capacity, interest and approach regarding Strategic Direction #4 calling for delivery of facility solutions. A summary of that meeting was delivered to the Board in June 2019 (Appendix A).

As an outcome of the AHF Board conversation, the AHF Board requested that a community survey be conducted to learn what people want from the AMAR in the future, and how they perceive its services now. This survey was developed and performed by AMAR staff with support of the Consultants.

In May 2019, initial due diligence for a potential future AMAR site (AT&T) was made by the AMAR staff, including a site visit with consultant Roe Sturgulewski. Roe provided ongoing technical assistance, site conditions assessment and negotiation approach to the AMAR Director. Consultants Sarah Barton and Judi Andrijanoff met with the AMAR Director and members of the community to discuss the potential for collaborative use and partnership opportunities related to the AT&T land, and surrounding trail linkages.

In mid-August, Consultants Sarah Barton and Judi Andrijanoff conducted interviews with 10 Board members individually by phone.

## STATUS OF MUSEUM OPERATIONS

The Consultants found the staff to be enthusiastic and committed to delivery on the AMAR mission and vision. Despite constrained physical conditions, staff provides many programs and services locally, and has achieved museum accreditation, financial stability and significant international relationships. Staff continues to make meaningful and consistent progress to execute the AMAR Strategic Plan. Consultants recommended that a Progress Report be delivered to the AHF Board at its September 2019 meeting to demonstrate the broad range of services provided in service to the mission and vision. Appendix B includes the Director's Progress Report of September 2019.

## AMAR 2019 COMMUNITY SURVEY

As requested by the AHF Board, AMAR staff conducted a community survey in the summer of 2019 to identify priorities for future program and facility planning, and to identify "who we are and how we serve". The Consultants provided strategic support to the AMAR Director and Amy Steffian. The survey achieved a high level of response. 516 people participated in the survey. 54% were Native people of which 43% were Alutiiq from all Kodiak ANCSA corporations, and nine of the ten local tribal communities. The balance of survey takers were largely people of Caucasian descent (40%) and very small numbers of people represented other heritages (6%).

Alutiiq survey takers were split between those living on island (51%) and those living off island (49%). Among Alutiiq people on island, 66% were from town and 34% from villages. Youth participation was low (11%). However, most youth survey takers were Alutiiq (89%).

This highly successful survey proved to be a representative demographic sampling, well received by participants. The survey achieved the AHF Board's goal to identify priorities for future program and facility planning, and to identify "who we are and how we serve". This survey has produced a powerful collaborative tool to assist the AHF Board and AMAR staff to confirm and align their individual perspectives on the organization's performance. It will also assist to assess and prioritize current and future program and facility directions. As it relates to seeking funding from grantors for future programs and capital projects, the survey confirms and delivers an overwhelming message of strong unified support for the AMAR mission and core functions.

Notable survey results Include: (extracted from Executive Summary of the Survey findings, the full survey summary, and the board presentation of September 17th)

- The museum received high average ratings for the pursuit of its mission and for the importance and quality of its programs There were also many positive

written comments. Collections care (4.6), research (4.6), and exhibits (4.5) got the top scores. People of all heritages, ages, and home communities agree that museum programs are important and good quality. There was no statistically significant difference between program ranking by heritage, home town (off island vs. on island), or age (under 40 vs. 40 or over). The rankings were very consistent across these segments of the museum's audience. The strong uniformity suggests patrons understand and value the museum's work.

- A large majority of survey takers (80%) have history of supporting the museum or would consider future support. This is very encouraging from a development perspective.
- Alutiiq people living off island are very interested in the museum. This is an expanding audience, a direction for future programming, and a likely source of support.
- There is strong interest in an expanded retail outlet—both among buyers and artists who sell their work. This is a growth opportunity for the museum and the Alutiiq community.
- Written comments show patrons like the museum's programs and want more! More exhibits, programs, store products, etc. This represents potential avenues for connection and revenue generation.
- People like the museum's facilities and recognize them as quality space—overall average 3.75. Although people like the facilities, many commented that the size of the space was a limitation. Survey takers indicate workshop/events (67%), exhibit (64%), and museum store (51%) space are the most needed. The desire for expansion (78%) was stronger than the desire for improvements (22%).

Appendix C includes the Executive Summary of the Survey findings, the full survey summary, and the AHF Board Presentation of September 17th.

## AMAR FUTURE FACILITY SOLUTIONS

A range of potential future facility solutions was identified based on discussions in the AHF Board meetings and Board interviews.

1. Stay in current facility and modify programming/staff to fit
2. Use off-site spaces accommodate some programs
3. Lease/buy more of the existing building
4. Lease/buy a new building
5. Build a new building

## AMAR LAND SEARCH STATUS

In response to the Strategic Plan, AMAR Director April Counciller examined over a dozen available sites to potentially serve the future AMAR. Each of the sites were deemed unsuitable. Appendix D illustrates the sites studied.

The latest site being explored is the AT&T property adjacent to Erskine Drive. Consultant Roe Sturgulewski supported AMAR on a preliminary site tour and agreed the site appears viable and worthy of further exploration and due diligence actions of researching current zoning requirements and continued negotiations to determine land cost. Appendix E illustrates the AT&T potential site, and Appendix F includes the Consultant's Report.

The Exxon Valdez Oil Spill Trustee Council (EVOS) has expressed potential interest in partially funding acquisition of this land if the AHF Board decides to move forward and acquire this site. In the May Facilities Advisory worksession, agencies and local government met with AMAR Director and the Consultants. The group expressed interest in collaborative use and partnership opportunities related to the AT&T land site regarding outdoor programs, and interpretive trails. Follow-up resulted in the City's agreement with USFWS to jointly submit a grant to DOT&PF for partial underwriting.

## AHF BOARD MEMBER INTERVIEWS

AHF Board interest, readiness and capacity are key resources for successful project actions. The fourth strategic direction identified in the AMAR 2018 Strategic Plan and approved by the AHF Board is to:

*“Work toward the purchase of our own facility—a permanent place to call home.”*

A meeting with the AHF Board and Consultants was held in May 2019 to introduce potential directions and update the AHF Board on progress to date. To further assess the current thinking, one-on-one Board interviews were recommended. Consultants Sarah Barton and Judi Andrijanoff met with AMAR Director April Counciller and AHF Board Chair Margaret Roberts who approved this request. The following section outlines the Process and the Findings of the Board interviews.

### Interview Process

All AHF Board members were invited to participate by phone and/or email. Interviews were scheduled by Judi Andrijanoff between 8 and 23 August. AHF Board members were advised that the interviews would be without personal attribution, and that a general summary of the input would be provided to the AHF Board. The following ten AHF Board members made themselves available and were interviewed jointly by phone by Sarah Barton and Judi Andrijanoff:

Denise May  
Fred Coyle  
Gordon Pullar Jr.  
Margaret Roberts, Chair  
Pat Heitman

Perry Eaton  
Ruth Dawson  
Shauna Hegna  
Tanya Inga  
Vickie Novak

Interviews were informal conversations that generally included these topics:

1. Perception of current museum facility space adequacy/inadequacy
2. Interest/concerns with potential Museum facility future solutions
3. AT&T land opportunity near Kodiak Library, USFWS partnership
4. Village and regional corporation support of a future facility project
5. AHF Board readiness for capital project
6. Open question: what else should be said?

## Interview Findings

### 1. Current Facility Space Adequacy

All AHF Board members interviewed felt that the AMAR was too crowded, bursting at the seams, and that space is limited. Several AHF Board members noted the crowding of staff in cubicles and shared office spaces. They differed in their approach to remedying the problem, and to determining what the space should do.

### 2. Potential Facility Solutions

The majority of AHF Board members interviewed felt that a new building was the best solution, and that funding was the big challenge. There was a concern that services for the future need to be defined before a new building should be designed and pursued, based on AMAR 2019 Community Survey Summary results. Responses to particular facility solutions are included below.

- **Remain onsite in current space.** Current site is walkable for cruise ships that provides important revenue. Could cut staff and some activities. Use what we have in a different way. Live within our means. Display all the artifacts only.
- **Unsure what is best and possible.** Need more information.
- **Go offsite.** Provide additional cultural heritage workshops and performances offsite. There are other community buildings available for events. We use some offsite facilities now.
- **Buy the balance of the current building and renovate.** Could provide a good start. It is in a tsunami zone with risk to artifacts and people, so may not be long term solution. It might be the option best received by the member corporations. It is hard for some people to find us.
- **Buy/lease another new building.** Find an unspecified existing building

and renovate. Don't know if anything is available.

- **Buy land and build a new building.** This has historically been our stated intention, to own our own building. This is important as a center for our Alutiiq people and culture. How would we be able to fund and operate? We need to know more of the costs.

### 3. AT&T Site and Partnership Opportunities

AHF Board members shared the following perspectives related to the AT&T site.

- Partnerships with agencies and the City and USFWS would help spread the costs.
- The site is good. It could provide space for outdoor programs and performance.
- The site is above the tsunami zone, safer for our artifacts.
- The EVOS interest in funding is an asset.
- This site is less walkable and would need cruise ship transportation.
- How would we fund it?

### 4. Organizational Support by Village and Regional Corporations

AHF Board members made the following observations about potential organizational issues and support.

- Current contributions of supporting organizations are uncertain, uneven.
- Future capacity to donate capital and increased operating funds is limited.
- Local politics between institutions needs to be considered in moving forward.
- Tough politics on the island could hinder any project proposed.
- Board members need to be primarily aligned with the AMAR, not solely with representing individual corporations. It is about preserving and enhancing our culture.
- It is important to maintain good relationships with all the corporations, regional and village.
- Not all village corporations' value or see the value in the AMAR. Need shareholder education on local benefits. Need to extend more educational programs to the villages.

### 5. AHF Board Readiness

Indicators of Board readiness for a facilities project would include:

- Previous experience managing/delivering capital projects.
- Facility and business assessment of current and projected needs.
- Board organization, capacity and resourcing.



- Board interest and alignment to explore additional space and own its facility.

No AHF Board members felt that the Board members or AMAR staff was ready to take on a capital project or a capital campaign at this time. The Board suggested the following measures to build Board readiness:

- Spend more time together to align our thinking and build relationships.
- Be a team.
- Listen more to each other. Meet in person. Build trust first.
- Provide training in capital projects and capital campaigns. Board has little experience.
- Take smaller steps first, before a new building. Consider new building in 10-15 years.
- Look at other tribal centers in the US.
- Mature the policies and the operations.
- Find new Board members who have the time and interest to be engaged.

## 6. Other AHF Board Member Comments to the Open Question

AHF Board members were asked an Open Question inviting any other issues and concerns to be identified for inclusion in future planning.

- **Tsunami Zone.** Location of current building in a tsunami zone was mentioned as a concern for many, but not all Board members.
- **Branding.** Need to address the future. Rebrand AMAR as cultural center for heritage, youth, perpetuation, passing it on, tradition keeping. Focus on interaction with the community, not just the repository of artifacts. Many spoke to the need for a cultural heritage center and artist workshops.
- **Funding, Capital and Operations.** There is limited history of capital campaigns on Kodiak. (Library). Need better donor recognition processes. Make sure there is enough money to keep the doors open now or with new facility. Need to be more solid financially before undertaking a project.
- **AHF Board Membership.** Need to expand the Board and Building Committee with people from the community, construction, state and local government. Need to move beyond being representative Board to Board with allegiance to what is best for the institution.
- **Resourcing.** Concerned with staff capacity to take this on. Would have to have more resources. Need outside support (project management) to manage any building project.
- **City.** The City relationship is strong. The community appreciates the museum.

## FINDINGS

A capital project is a long-term, capital-intensive investment project with a purpose: to build upon, add to, or improve a capital asset. There are many variables of capacity and capability in the landscape of a successful capital project. All areas of the organization will be affected by undertaking a capital project that will challenge the organization in many ways beyond daily operations.

**Need.** On visual inspection and from staff, survey and AHF Board comments, it is clear that the organization has maximized the use of the existing space for delivery of current services. The resolution of the need for more space will mean expansion of the physical facilities, or a significant change/reduction in programs and services offered. Either direction will require major planning to ensure fulfilling the mission of the AMAR.

**Staff resources.** The current staff is high-performing, enthusiastic and committed. Staff members are all working full time now and additional resources would be required to support a capital project. In order to maintain morale and productivity, it will be important for this dedicated staff to understand the AHF Board priorities and directions, once established.

**Real estate.** The AMAR Director and staff have made an extensive review of potential properties and sites. The AT&T site has potential as a site for a new facility, and negotiations are ongoing to determine the terms. The AMAR also has the possibility of continuing in its current space. Other buildings and sites may become available. The opportunities have been defined. Action will now be dependent on AHF Board decisions.

**Operational Performance.** Financial stability has been enhanced in the last couple years as noted in the 2018 AMAR Annual Report and in the audit reports. The AMAR has a remarkable international and local reputation, and is recognized by the museum field. The AMAR achieved a rare accreditation with well-developed policies and procedures. Continued foundation and agency support has yielded continuing grants for repatriation and archaeology as well as other AMAR programs. There are increases in web usage, research requests, and visitors. The Museum Shop revenues are growing with demand for more products and online accessibility.

**Funding.** AHF Board members expressed concerns about the feasibility of funding a capital project, and of maintaining steady funding for existing and future operations. When a particular facility solution is chosen and a general cost estimate established, an initial Plan of Finance must be developed, to include

sources and uses of funds over time for both capital and operating budgets. This work would include development of a Business Plan for both current and future operations. A capital campaign would require consultant expertise and a local committee of AHF Board and community members. As a precedent, the City of Kodiak successfully raised the funds and delivered a new Library.

**Community and stakeholders.** Survey results demonstrated significant interest, use and support of the AMAR by the Alutiiq community locally and nationally, as well as by the members and overall community of Kodiak. There was a clear call for more services and programs requiring additional space. In addition, the City is collaborating with the AMAR and U.S. Fish & Wildlife Service (USF&WS) to secure a grant for trails and outdoor program space. The AMAR is well-known and the wish for enhanced services, programs and space is widely held.

**Board readiness.** Despite the historic and current wish by the AHF Board to grow and own the facility, and the significant stakeholder endorsement, there is a disconnect in the readiness/willingness of the AHF Board to proceed on this course. The commitment and support of top leadership is not yet aligned. This gap is related to AHF Board governance, commitment and structure, politics, and concern about funding.

The comprehensive survey results provide the background for the AHF Board to establish the priorities for the future, and to rebrand the AMAR accordingly. The demand and the demographics are well-established. The next step is for the AHF Board to review the survey results and choose how to respond to the unmet demand and the future users. When the AFH Board determines the priority programs and services required to serve the AMAR mission for the future, it will then be able to assess what physical facilities are required to deliver those priorities.

This brief study observed the status of key elements to help the AHF Board to define its path forward. Decision-making is an ongoing process of iterative steps, that are re-evaluated as new information becomes available. At any time, the AHF Board can determine that it will or will not go forward with the capital project process. The choice to remain in the current space would also mean that extensive AHF Board work is required to determine how to continue to meet the AMAR mission for current and future stakeholders without expansion.

The future planning process is lengthy and requires AHF Board leadership to align all factors for success. It will require the commitment of resources of AHF Board time, staff time, consultant space-needs analysis, strategic planning, outside project manager, architect, a capital campaign committee and more. A healthy Board will establish its vision and continue to build the capacity and readiness to deliver it.

## NEXT STEPS FOR AMAR FUTURE FACILITIES SOLUTION

The AHF Board is on point for the next steps to move this agenda forward. Next steps include work in the arenas of the AHF Board itself, Finances, Priorities and Branding, Facilities and Communications. Specific measures have been identified for the short term to continue to build AMAR capacity, stability and reputation. The mid-term efforts would focus on rebranding to respond to survey findings, and to define the future facility audience, needs and space solutions. Long term efforts would begin design and delivery for the future AMAR facilities solutions.

### Short Term – Continue to Build Capacity, Stability and Reputation

#### **AHF Board**

1. Development training, team building, addition of new members, move toward a mission-oriented Board more than a representational Board

#### **Finances**

1. Continue to stabilize Museum operations and finances based on current facility
2. Increase membership and revenues, refine donor relations and recognition

#### **Priorities and Branding**

1. Analyze Survey results to determine priority purpose and services
2. Contract with Branding Consultant to align with focus for the future
3. Research other cultural/heritage centers as models

#### **Facilities**

1. Continue preliminary due diligence and identifying potential fund sources to potentially secure the AT&T site
2. Work with City and partners regarding potential AMAR uses for the Barn
3. Cultivate partnerships with community, government agencies, grantors

#### **Communications**

1. Communicate progress to the community, members, partners, funders

### Mid-Term – Rebrand and Determine Future Facility and Services Solution

#### **AHF Board**

1. Training on capital campaigns and capital projects
2. Decision: Set the course forward. Decide on future facility solutions

#### **Finances**

1. Continue to stabilize Museum operations and finances
2. Increase membership and revenues
3. Refine donor relations and recognition

## **Branding**

1. Develop branding per Community Survey Results and Board decisions
2. Establish priorities for delivery of services based on survey and branding.
  - what is the outcome of the survey?
  - what changes in services and branding are desired?
  - how important is more space to delivery on that mission?
  - how long can you wait to make the changes?
  - how much time is the Board willing to invest?

## **Facilities**

1. Determine approach to future facilities and create the plan to achieve
2. Consider delivery of cultural education and performance off-site
3. Contract with consultant Project Manager
4. Contract with architect to update space plan, space requirements
5. Establish cost estimate for future facility solution

## **Communications**

1. Communicate decision on future facilities/services to members, partners and community

## *Long term – Begin to deliver future facility solutions and services*

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### **AHF Board**

1. Establish Building Oversight Committee with Board and community members
2. Establish Capital Campaign Committee with Board and community members

### **Finances**

1. Develop Business Plan and Grant Strategy for desired future facility solution
2. Build relationship with potential grantors/donors
3. Establish Grant Strategy as part of Plan of Finance
4. Establish Plan of Finance: Sources and Uses of Funds, Capital and Operating

### **Facilities**

1. AHF Board/Staff/Consultant PM: Develop and implement plan for facility solutions

### **Communications**

1. Communicate progress in delivery of the future AMAR services and facilities



**APPENDIX A**

AHF Board Worksession Summary, June 2019

**APPENDIX B:**

AMAR 2019 Strategic Plan Progress Report

**APPENDIX C**

AMAR 2019 Community Survey Summary

**APPENDIX D**

AMAR Kodiak Site Research

**APPENDIX E**

AT&T Potential Site Graphic

**APPENDIX F**

AMAR 2019, AT&T Site Observations Report







## Appendix A

AHF Board Worksession Summary, June 2019

**Alutiiq Museum & Archeological Repository**  
**Alutiiq Heritage Foundation Board of Directors Worksession Summary**  
**21 May 2019**

**1. Attending:** Chair Margaret Roberts, Rosanne Wilson, April Counciller, Tanya Inga, Pat Heitman, Ruth Dawson. Via phone: Vickie Novak, Perry Eaton, Fred Coyle, Gordon Pullar Jr. Consultants: Sarah Barton, Judi Andrijanoff and Roe Sturgulewski

**2. Purpose of this meeting**

- Debrief on Staff session
- Introduce 4-month window for consultation with Sarah Barton and Judi Andrijanoff to clarify potential future facility development process
- Elicit Board input on current and future museum facilities, noting that upgrading facilities are an element of the current Strategic Plan.
- Debrief on site visit with Roe Sturgulewski
- Set a course forward

**3. Staff session debrief**

The staff met with Judi and Sarah to discuss current operations and their commitment to deliver on mission with excellence. They are aligned on the need for additional space to be able to fulfill the mission. A summary of the Staff Session of 5.21.19 is attached.

**4. Site selection status - Roe Sturgulewski**

Roe toured the site with April, Judi and Sarah, and with Mike Brady of USF&WS. The view is beautiful. There are some access challenges, with options to explore further. Existing utilities onsite need to be identified. There are currently major above-ground power lines. The site is buildable and offers the opportunity for trails to link the cultural campus of the museum and library with USF&WS and downtown. It is a viable site. USF&WS is interested in collaborating to develop parking and outdoor meeting space.

**5. Board discussion of the future of the Museum**

The Board responded to opening questions about the current facilities and the responsibility to serve the mission. How does the current facility work? Does serving the mission require more space?

Board responses to existing and future space needs were varied, such as:

- Is it still an option to buy our current building?
- We need more space for staff to do their work, or we have to drop programs.

- There is not enough space for annual meeting and shareholder functions.
- Maybe we don't need more space. We can just do less. We need more info.
- We don't know what we need until we decide who we are. What are our priorities: destination or outreach? repository expansion? education of shareholders and/or community members? who do we serve? how will collection be used in the future? global partnerships? what input can we get from the next generation?
- What is right-sizing to balance needs and role and resources?
- The Museum's Strategic Plan calls for work toward purchase of a new facility, a place to call home.
- This is a 'living and breathing' museum that needs a lot of room.

Concerns were raised about staying in the existing facility.

- The basement is full. Exhibition space is limited.
- Not all the staff have adequate work stations.
- The building is in a tsunami zone.
- We don't have enough space to show all the artifacts we have now.
- We expect the collections to grow and are already crowded.
- We will have to drop programs if we don't have more space.
- We need space for a cultural center, for the Alutiiq dancers and other performers.
- We don't have the space to make things like kayaks.
- We don't have outdoor space for programs and making.

Concerns were raised about buying or building a new facility.

- How will the money be raised to build or buy? Roe noted that a new building cost is likely to be between \$15-20 million for the 19,000 square feet tentatively defined. Note that 19,000 square feet is also the size of the first cultural facility defined in the 1980s.
- How will the money be raised for the costs of operation?

Board requests of April and Museum staff:

- Pursue a survey of shareholders and the community.
- Pursue information and timelines on funding sources.
- Continue investigation of the AT&T site.
- Develop a preliminary Road Map showing the different elements of a capital project.

## 6. Next Steps

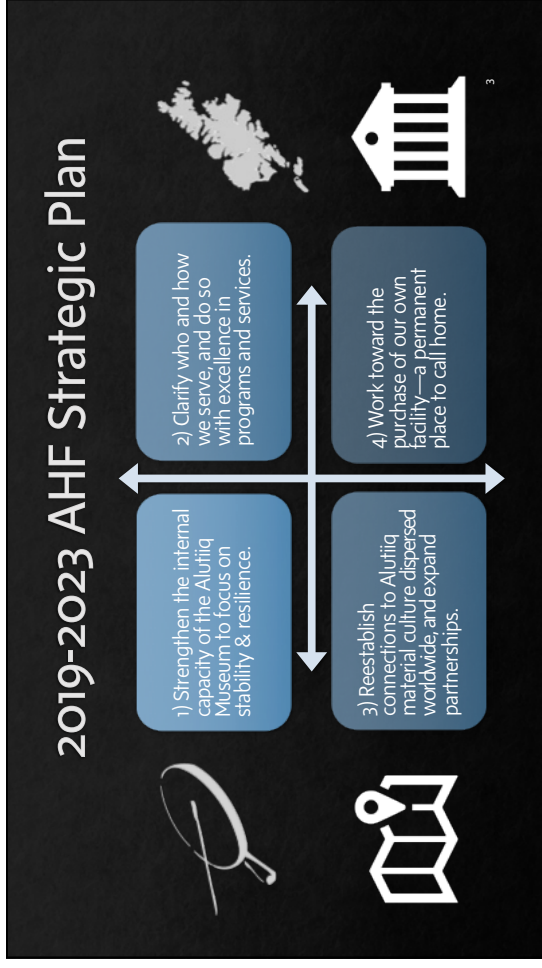
- April to prepare a survey for distribution to shareholders, Alutiiq people on and off-island, and the Kodiak community. Board members to help get responses to the survey.
- April to continue to reach out to the Coast Guard.
- Judi and Sarah to prepare summary notes of the meetings with staff, Facilities Advisory Committee, and Board.
- Judi and Sarah to prepare a Road Map graphic illustrating the path of a capital project for the Alutiiq Museum, including work over the last few years.
- Next AHF Board meeting is 19 September. It is hoped that all Board members can attend. Judi and Sarah are asked to attend. The Board will review information from the Survey and work to define “who we are and how we serve” and “what are our priorities for the future”.
- April to continue investigation of the AT&T site and terms.
- April to continue to develop funding options and timelines with EVOS and Rasmuson, others.

## Appendix B

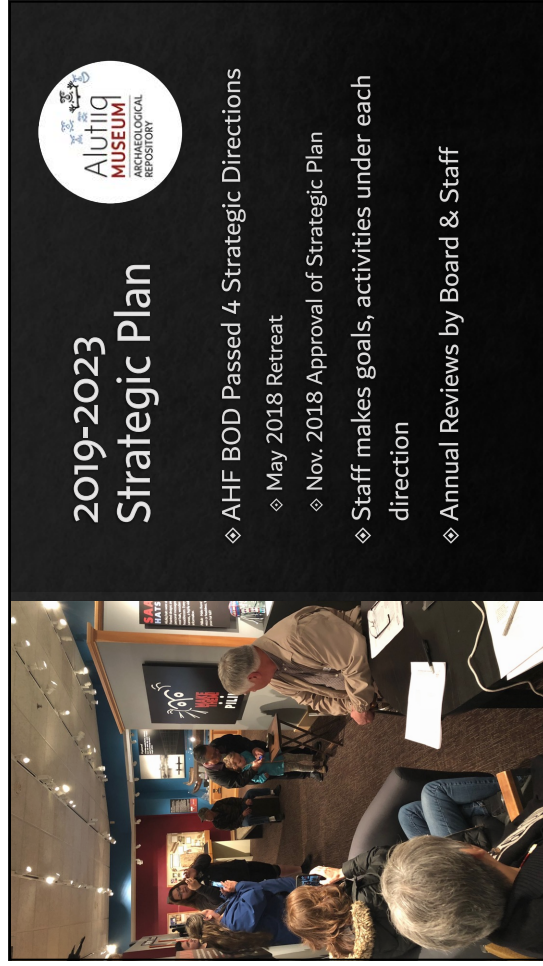
AMAR 2019 Strategic Plan Progress Report



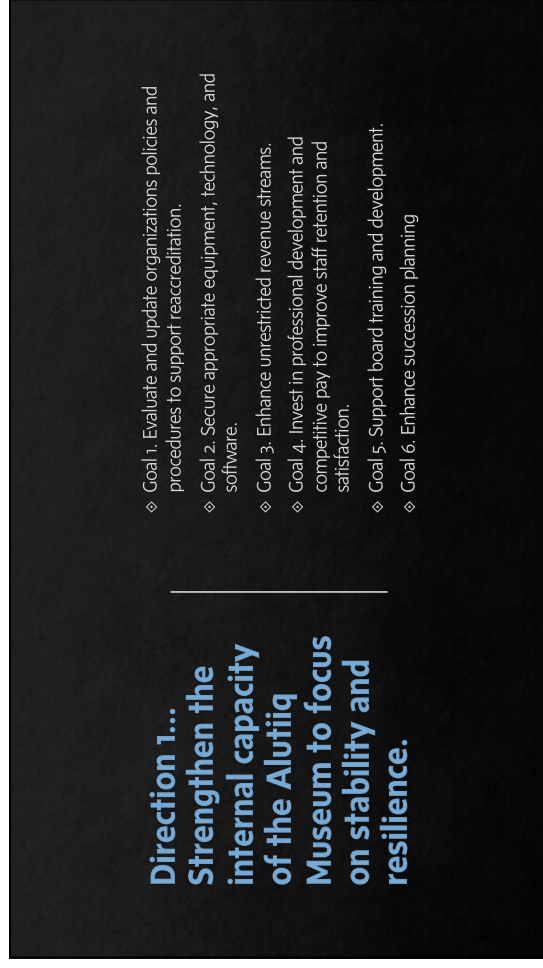
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3



2



4

## Technology & Software

Analytics
Estimates & Invoices
Internal messaging
Memberships and Donations
Proposal and Project tracking
Timesheets
Meetings
Social Media management
Surveys & online forms

5

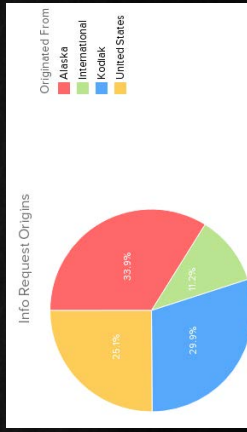
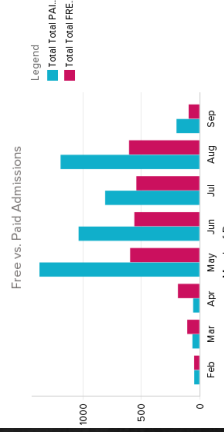
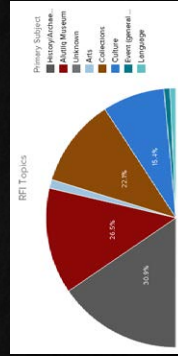
## Direction 2... Clarify who and how we serve and do so with excellence in programs and services.

- ◆ Goal 1. Work with stakeholders to define the museum's role in partnerships.
- ◆ Goal 2. Develop a communications plan and marketing materials.
- ◆ Goal 3. Plan and implement innovative programs and services.
- ◆ Goal 4. Improve access to museums collections.
- ◆ Goal 5. Integrate evaluation into all of our work.
- ◆ Goal 6. Advocate for Alutiiq cultural survival.

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## ZOHO DATA

- 41 Pending & Active project proposals
- 2125 Contacts in the CRM
- 2019 Jan – August:
  - 31 Education Box Reservations
  - 38 Tour Reservations for 545 people
  - 66 Collections accessed
  - 268 Requests for Info answered



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## WHO DO WE SERVE?

- ◆ ALUTIIQ COMMUNITY
  - ◆ ON-ISLAND
  - ◆ OFF-ISLAND
- ◆ KODIAK COMMUNITY
- ◆ VISITORS & FRIENDS OF ALUTIIQ CULTURE



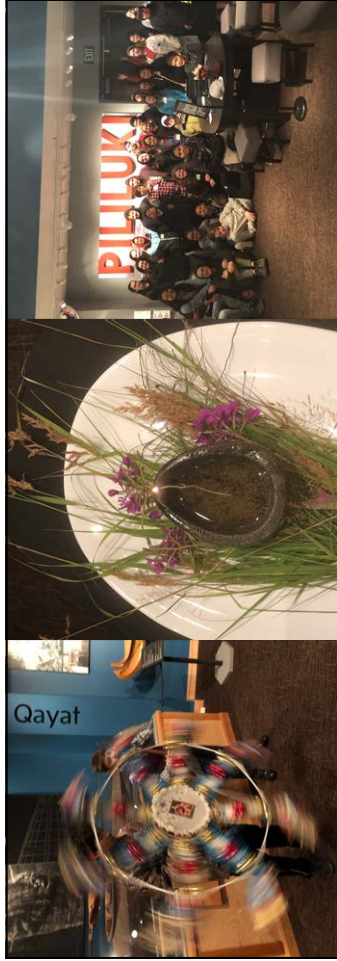
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## Preserve and Share



## ...of the Alutiiq People



## Heritage & Living Culture

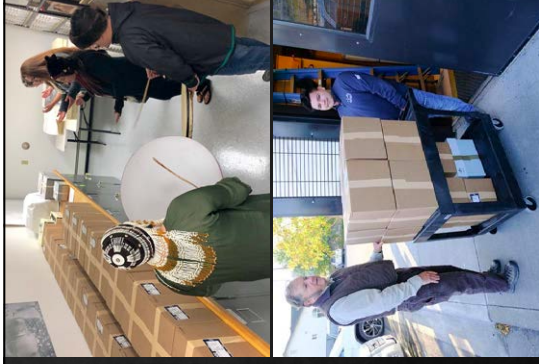
### Direction 3... Re-establish connections to Alutiiq material culture dispersed worldwide and expand partnerships.

- ❖ Goal 1. Develop a strategy for identifying cultural materials in repositories around the world.
- ❖ Goal 2. Strengthen international partnerships.
- ❖ Goal 3. Develop a strategy for repatriation.
- ❖ Goal 4. Expand the museum library.
- ❖ Goal 5. Develop a Culture Kodiak group.



## REPATRIATION

- Ancestors Repatriated
  - 104+ in 2018
  - 39+ in 2019
- Next Steps
  - Grant to reconvene Kodiak Repatriation Commission
  - Participate in national NAGPRA discussions
  - Plan next repatriation priorities



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## PARTNERSHIPS

- Partnership Ongoing with Musée Boulogne-Sur-Mer, France
- Cultural Objects Database
  - Grant application for 2020 work
  - Expand European museum contacts
- From International to Local – All important for furthering our mission



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## Direction 4... Work toward the purchase of our own facility—a permanent place to call home.

- ◆ Goal 1. Develop an operating budget for building ownership.
- ◆ Goal 2. Develop a building purchase plan.
- ◆ Goal 3. Implement a capital campaign.
- ◆ Goal 4. Update policies and procedures for building management.

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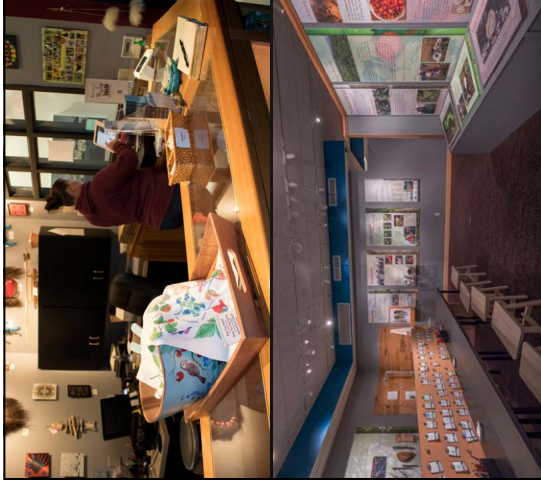
## 2019 Community Survey

For understanding community needs & opinions for use in planning.

Reveals strong community support, broad reach, and desire for increased programs & exhibits

Little variation exists in opinion between ethnicities, ages, and residence.

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## FACILITY PROJECT UPDATE

- ◊ Phase 1 with consultants Judi Andrijanoff & Sarah Barton is complete.
- ◊ May 2019 Facilitation, Staff & Community meetings
- ◊ July-Aug. Board Interviews, Survey
- ◊ Phase 1 Final Report to Board in late Sept.
- ◊ Phase 2 funding applied from Rasmuson Tier 1 program
- ◊ Decision by end of September for Phase 2

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## 2020 Preview...

- ◊ Alutiiq Museum's 25<sup>th</sup> Anniversary Celebration! (1995-2020)
- ◊ Community Archives photo project (BIA)
- ◊ Pinguat project village outreach: Museum Nights
- ◊ Potential partnership with City of Kodiak and Kodiak National Wildlife Refuge to create "Tamamta Park" near Library



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## Appendix C

AMAR 2019, Community Survey Summary

# ALUTIIQ MUSEUM COMMUNITY SURVEY 2019

## EXECUTIVE SUMMARY

In the summer of 2019, the Alutiiq Museum conducted a community survey to assist with program and facility planning. Over two months, 516 people took the survey—digitally and on paper.

### Who took the survey?

- 54% of survey takers were Native people (including Alutiiq). The rest were largely people of Caucasian descent (40%). Very small numbers of people represented other heritages (6%).
- 43% of survey takers were Alutiiq—from all Kodiak ANCSA corporations, and nine of the ten local tribal communities.
- Alutiiq survey takers were split between those living on island (51%) and those living off island (49%). Among Alutiiq people on island, 66% were from town and 34% from villages.
- Youth participation was low (11%). However, most youth survey takers were Alutiiq (89%).

### How do people interact with the museum?

- Patrons learn about programs most often through social media (60%) and word of mouth (51%).
- Following social media (56%), visiting exhibits (54%), and using educational resources (51%) were the most popular ways to connect. Interestingly, these are all self-guided activities.
- 95% of survey takers from the Kodiak region had visited at least once. 76% had visited several or many times, and 67% brought a companion.
- People under 40 were statistically more likely to visit the museum.

### How do people perceive the museum's work?

- The museum received high average ratings for the pursuit of its mission (4.5 out of 5) as well as for the importance and quality of its programs (> 4.0 [very good]). There were also many positive written comments. Collections care (4.6), research (4.6), and exhibits (4.5) got the top scores.
- People of all heritages, ages, and home communities agree that museum programs are important and good quality. The strong uniformity suggests patrons understand and value the museum's work.

### How do people perceive the museum's facilities?

- People like the museum's facilities and recognize them as quality space—overall average 3.75.
- Although people like the facilities, many commented that the size of the space was a limitation.
- Survey takers indicate workshop/event (67%), exhibit (64%), and museum store (51%) space are the most needed. The desire for expansion (78%) was stronger than the desire for improvements (22%).

### What does the survey say about support for the museum?

- A large majority of survey takers (80%) have history of supporting the museum or would consider future support. This is very encouraging from a development perspective.
- Alutiiq people living off island are very interested in the museum. This is an expanding audience, a direction for future programming, and a likely source of support.
- There is strong interest in an expanded retail outlet—both among buyers and artists who sell their work. This is a growth opportunity for the museum and the Alutiiq community.
- Written comments show patrons like the museum's programs and want more! More exhibits, programs, store products, etc. are potential avenues for connection and revenue generation.

# Alutiiq Museum Community Survey 2019 Summary

## 1. INTRODUCTION

### 1a. Purpose

In 2018, the Alutiiq Heritage Foundation adopted a new strategic plan for the Alutiiq Museum and Archaeological Repository. This document establishes four broad directions for the museum's work through 2023. The fourth direction calls for the museum to, "Work toward the purchase of our own facility—a permanent place to call home." This goal reflects the growth of the museum's programs since 1995, and the need for additional space to support key functions—collections care, exhibits, and educational programs.

To better understand the museum's facility needs, the board of directors requested a community survey at their May 2019 meeting. Their goal was to explore patron's perceptions of the museum and future needs to compliment board and staff ideas and support planning.

### 1b. Survey Development and Implementation

Staff members April Counciller and Amy Steffian worked together to develop a draft survey, designing questions to capture

- audience demographics,
- the ways people connect with the museum,
- responses to museum programs, and
- perceptions of current facilities and opinions on space needs.

They built the survey in Zoho, the museum's integrated suite of digital applications. This permitted the survey to be completed online or on paper and it compiled the data for analysis. Counciller and Steffian wrote questions with neutral language to avoid influencing responses and varied the format to support multiple types of answers. This included providing space for open-ended, written comments.

Counciller shared the survey with Judi Andrijanoff and Sarah Barton, consultants hired to help the museum with facilities planning. Their edits resulted in a three-page, twenty-three question survey that could be completed in about five minutes. A blank copy of the survey is attached to this report (Appendix A). None of the questions were required. Respondents could skip any question they choose. Moreover, a number of the questions permitted multiple selections, to allow broader responses. At the end, survey-takers had the option to leave a name and/or email, but again, this was not required. People could complete the survey anonymously and many did.

Not all the questions in the survey were applicable to all people. For example, patrons who live far from Kodiak who haven't visited the museum were instructed to skip questions that did not apply to their experiences. Additionally, the survey automatically added questions for people who identified themselves as Native, asking for the respondent's tribal and corporate affiliations. These questions were not available to non-Native survey takers.

## Alutiiq Museum Community Survey 2019 Summary

Before launching the survey publicly, Counciller shared it with the museum’s board and staff for testing and comment. Then Counciller set a goal of 400 responses and published the survey on June 12. It was active until August 11, a total of 62 days.

We did not limit the number of surveys that could be submitted from a single computer address, as we recognize that many families share devices. However, we asked respondents to only complete the survey once. Paper copies of the survey were entered into the online survey form by Gallery Attendant Kimberly Katelnikoff—a total of about 100 responses.

### 1c. Promotion

While the survey was available to the public, the entire museum staff worked to obtain responses. Special attention was given to the Alutiiq community to capture the thoughts of those closest to the Alutiiq Museum’s mission. Table 1 summarizes our promotional efforts.

Table 1. Survey Promotion Methods

METHOD	DESCRIPTION
Front Desk	Paper copies were made available at the museum's reception desk and we shared a QR code for visitors with mobile devices to scan and access the survey digitally
Website	Published as a link on main menu
	Advertised with a graphic and link on the home page
Social Media	Posted to museum’s Facebook, Twitter, Linked In, Instagram, and Google accounts 9 time each, and reposted by staff to related pages (see Fig. 1)
	Worked with supporting corporations to share link with their members – via social media and email (Figure 1)
Email	Link sent to all supporters of the Ancestors Memorial – ca. 380
	Link sent to all museum contacts in Zoho – ca. 1400
	Link sent by board members to colleagues, family, and friends
	Link sent by staff to committee members, colleagues, family, and friends
	Link sent by committee members to colleagues, family, and friends
Tribal Council Offices	Called village tribal councils to discuss, shared paper copies, worked with administrators to retrieve answers
Island Air	Left paper copies in the Island Air office and advertised their availability on social media
Events	Staff took paper surveys to gatherings, picnics, camps, educational events, and meetings

# Alutiiq Museum Community Survey 2019 Summary

Figure 1. Example Social Media Graphics



## 2. GENERAL RESULTS

### 2a. Data Screening Methods

To develop the summary presented here, Steffian downloaded the survey data into an Excel spreadsheet and worked with simple data screening tools. She also consulted diagrams and tables assembled by Zoho Survey and used an online Chi Square testing tool to examine the statistical veracity of perceived relationships. In assessing relationships between variables, she used .05 as the level of statistical significance. Where we refer to a trend as statistically significant, it meets this criterion.

It is important to note that the results presented here represents an initial screening. The responses are rich with information and could be analyzed further. The goal of this report is to provide baseline information—a general view of responses.

### 2b. Surveys Completed

Response to the survey was strong. The museum received a total of 516 responses, 129% of its target of 400. This included 410 complete surveys and 106 partial surveys.

Complete Survey = Respondent clicked the submit button to share their answers. This includes surveys where some questions were not answered.

Incomplete Survey = Respondent didn't click the submit button, regardless of how many questions they answered.

## Alutiiq Museum Community Survey 2019 Summary

A review of the partial responses shows that all 106 partial responders skipped all the questions on the third and final page (with questions on facilities and advertising, and a place for other comments). This suggests difficulty using the survey, or perhaps that people lost interest in answering after two pages. However, as many of the partial responses contained valuable information, particularly from members of the Alutiiq community, we include all 516 responses in the analysis below. Partial surveys were not excluded.

### 2c. Anonymity

Forty-two percent of survey takers (216 ) shared a name and/or email address, identifying themselves. The remainder did not (58%, 300 people). However, the option to provide personal information was on the third page of the survey, skipped/not accessed by 106 people. As such, of those that saw the option to share personal information, about half responded. Alutiiq people shared their identities with the same frequency as people of other heritages, as did both younger (less than 40) and older (40 or over) survey takers.

## 3. DEMOGRAPHICS

This set of basic questions helped us to learn about the survey takers so that we could compare responses across different audiences.

### 3b. Age

Of the 513 people who answered this question the majority were adults (over 19), 88.69%. Young Adults, Adults, and Elders are all well represented in the survey population (Table 2). Children and teens responded in much lower numbers, although they are represented at 5.07 and 6.24 % respectively (Table 4). To help assess the effect of age on respondent views, we recoded age into two categories—under 40, and 40 and over. We choose this division as it grouped people who grew up with the museum and its programs separately from those that have experienced the museum primarily as adults.

### 3c. Gender

As with many museum programs, woman participated in our survey in substantially larger number than men. About 70% of the respondents were female, and 28% male. About 2% of people declined to answer or selected the non-binary option (Table 2).

Table 2. Age and Gender of Survey Takers

Age Group	Female	Male	Other/Blank	Total
Child (1-12)	11	12	3	26
Teen (13-19)	20	12	0	32
Young Adult (20-39)	113	23	5	141
Adult (40-60)	113	57	4	174
Elder (60+)	99	40	1	140
<b>Total</b>	<b>356 (70%)</b>	<b>144 (28%)</b>	<b>13 (2%)</b>	<b>513</b>



## Alutiiq Museum Community Survey 2019 Summary

### 3d. Heritage

512 people answered this question. Of those, 26 people typed in a response rather than picking one of the suggested categories. Many of these people shared multiple ancestral ties or provided a more specific affiliation, e.g., Choctaw, Irish. Where possible, we recoded this data to include it in one of our more general categories—Choctaw became Native American, Irish became Caucasian. Similarly, anyone who shared multiple heritages that included Alutiiq or Sugpiaq ancestry was added to the Alutiiq category.

Alutiiq people were the most common survey respondents at 43%, following by Caucasian people (40%) and Alaska Native/Native American people (11%). The remaining ethnicities were represented by 2% or less of respondents (Table 3). Accordingly, 53% of all survey takers, more than half, were people of Native ancestry.

Table 3. Heritage and Gender of Survey Takers

Heritage	Female	Male	Other	Total (%)
Alaska Native / Native American	44	10	0	54 (11%)
Alutiiq	148	66	8	222 (43%)
Asian / Pacific Islander	5	1	1	7 (1%)
Black / African	1	3	0	4 (1%)
Caucasian	145	54	4	203 (40%)
Hispanic / Latino	5	6	0	11 (2%)
Other	7	4	0	11 (2%)
<b>Grand Total</b>	<b>356</b>	<b>144</b>	<b>13</b>	<b>513 (100%)</b>

Table 4. Age and Heritage of Survey Takers

Heritage	Child (1-12)	Teen (13-19)	Young Adult (20-39)	Adult (40-60)	Elder (60+)	Total
Alaska Native / Native American	3	5	17	15	14	54
Alutiiq	23	19	52	76	52	222
Asian / Pacific Islander	0	0	5	2	0	7
Black / African	0	0	3	0	1	4
Caucasian	0	5	59	72	67	203
Hispanic / Latino	0	1	3	3	4	11
Other	0	2	2	6	2	12
<b>Grand Total</b>	<b>26</b>	<b>32</b>	<b>141</b>	<b>174</b>	<b>140</b>	<b>513</b>

If you consider the demographics of the Kodiak Island Borough today and compare them to the ethnic distribution of survey takers who identified themselves as currently living in the Kodiak region, differences are evident. Caucasian people are represented in the survey at a slightly lower rate than their current proportion of the Kodiak region population. In contrast, Native

## Alutiiq Museum Community Survey 2019 Summary

American people (of all tribes – including Alutiiq) are represented at a much large rate than their proportion in the current Kodiak population. Native people make up 13% of the archipelago’s population, but they are 51% of Kodiak region survey takers (Table 5). Conversely people of African, Hispanic, and Asian heritage are under-represented. They took the survey in lower numbers than their representation in the Kodiak region population. This shows that the survey best captured responses from the heritage populations closest to the museum’s mission.

Table 5. Heritage of Kodiak Survey Takers vs. Kodiak Island Demographics

Row Labels	Survey #	Survey %	2019 Estimate KIB Population %
All Alaska Native / Native American	140	51%	13%
Asian / Pacific Islander	6	2%	22%
Black / African	0	0%	1%
Caucasian	115	42%	49%
Hispanic / Latino	6	2%	8%
Other	7	3%	7%
<b>Grand Total</b>	<b>274</b>	<b>100%</b>	<b>100%</b>

Note: Demographic estimates for the Kodiak Island Borough from the US Census:  
<https://www.census.gov/quickfacts/fact/table/kodiakislandboroughalaska/INC110217>

Of the people who identified as Alutiiq 206 provided tribal enrollment information and 205 shared an affiliation with one or more Alutiiq corporations (Tables 6 and 7). Because people were allowed to provide multiple responses to each question, the number of answers is larger than the number of individual respondents.

Table 6. Tribal Affiliations of Survey Takers

Heritage	Responses
Native Village of Afognak	42
Native Village of Ahkiok	7
Kaguyak Village	4
Native Village of Karluk	0
Native Village of Larsen Bay	20
Alutiiq Tribe of Old Harbor	28
Native Village of Ouzinkie	15
Native Village of Port Lions	16
Sun’aq Tribe of Kodiak	60
Tangirnaq Native Village	21
Other	29
<b>TOTAL</b>	<b>242</b>

## Alutiiq Museum Community Survey 2019 Summary

Table 7. ANCSA Corporation Affiliations of Survey Takers

Heritage	Number
Afognak Native Corporation	51
Akhiok-Kaguyak, Inc.	21
Leisnoi, Inc.	22
Natives of Kodiak, Inc.	43
Old Harbor Native Corporation	29
Ouzinkie Native Corporation	21
Koniag, Inc.	141
Other	32
<b>TOTAL</b>	<b>360</b>

Survey takers represent nine of the ten tribal entities in the region, all but the village of Karluk.<sup>1</sup> In addition to Kodiak tribes, a handful of people identified affiliation with tribal communities in neighboring regions. Others listed a corporate affiliation instead of a tribal membership. Similarly, survey takers represented all of the seven major ANCSA corporations of the Kodiak region. The 32 people who selected “other” noted regional affiliations with the 13<sup>th</sup> Corporation, Aleut Corporation, BBNC, Chugach, CIRI, Doyon, and a few village corporations. As such, the majority of Alutiiq survey takers are affiliated with the Kodiak region, with a small number of respondents affiliated with neighboring regions.

### 3e. Home

This category was designed to help us characterize people’s access to the museum, based on their home town. Over half of the surveys were completed by people living in the Kodiak Archipelago (54%)—in Kodiak (231) and the surrounding villages (44) (Tables 8 and 9). Although the number of village residents surveyed appears small (9% of respondents), when compared with the total village population (ca. 730 people in 6 communities), they are about 6% of residents. In contrast, the percentage of survey takers from the Kodiak road system (population ca. 11,000 people) is much lower, about 2%. In short, Kodiak’s rural communities are well represented in the survey relative to their population.

Table 8. Distribution of Responses by Home Region

Home Town	Alutiiq People	All Responses
<b>Kodiak City, including road system</b>	75 (34%)	231 (45%)
<b>Kodiak Region Village</b>	39 (17%)	44 (9%)
<b>Alaska (beyond Kodiak)</b>	48 (22%)	105 (20%)
<b>United States (beyond Alaska)</b>	57 (26%)	123 (24%)
<b>Outside the United States</b>	3 (1%)	10 (2%)
<b>Total</b>	<b>222 (100%)</b>	<b>513</b>

<sup>1</sup> One person listed Karluk as a corporate affiliation but did not identify as a tribal member or a village resident.

# Alutiiq Museum Community Survey 2019 Summary

Table 9. Distribution of Responses from Kodiak Area Villages

Village	Responses
Akhiok	5
Larsen Bay	7
Karluk	0
Old Harbor	14
Ouzinkie	7
Port Lions	8
<b>Total</b>	<b>41</b>

Responses from people living outside of the Kodiak region were unexpectedly strong—46% of all surveys. Over half of the 46% were from people living in U.S. communities beyond Alaska. This included 49% of all Alutiiq survey takers. Moreover, over a quarter of all the responses from Alutiiq people came from those living outside Alaska (26%). After people living in Kodiak this was the largest group of survey takers. This is an important find. It suggests there is a strong audience for the museum beyond our home region and that the museum provides cultural connection to those living outside the Alutiiq homeland. A close look at this population shows that they are largely adults age 40 and over.

### 3f. Summary of Demographics

- 516 people took the survey—just over half were Native people and 43% Alutiiq.
- Women took the survey at much greater rates than men.
- Adults took the survey much more than youth, but the youth that participated were largely of Alutiiq descent.
- Survey takers came from all but one Kodiak Alutiiq tribe/community, and from all of the museum’s supporting ANCSA Corporations.
- Many people who lived beyond Kodiak took the survey, including people living outside of Alaska. This included a large number of the Alutiiq survey takers.
- Survey takers did not include many people of African, Asian, or Hispanic heritage.

## 4. CONNECTION

This set of questions looked at how people interact with the museum, to help us better understand the ways people use museum services.

### 4a. Visits to the Museum

More than a quarter of all survey takers skipped the question “Have you ever visited the museum?” Just 373 (72%) of survey takers answered it, although the question was one of the first on the survey. A close look at the data shows that people who lived off island left this question blank at a much higher rate than those who live on Island (10 % of on island respondents vs. 43% of off island respondents). We suspect people living off island skipped the question, thinking it did not apply to them, and that many have not visited the museum. Of those

## Alutiiq Museum Community Survey 2019 Summary

that answered, the great majority (89%) have visited the museum (Tables 10 and 11). Considering just those who live in the Kodiak region, 95% have visited, and 76% had visited several or many times.

Table 10. Frequency of Museum Visitation by Home Region

Visits	Kodiak	Village	Off Island	All Responses
Never	6	5	30	41 (11%)
Once	37	11	47	95 (25%)
Several Times	118	17	51	183 (49%)
Many Times	43	3	8	54 (15%)
<b>Total</b>	<b>204</b>	<b>36</b>	<b>136</b>	<b>373 (100%)</b>

At first glance, the data seemed to indicate that Alutiiq people have never visited the museum than those of other heritages (Table 11). However, cross tabulation of heritage (Alutiiq/Other) with visitation (Yes/No) shows that this is not a statistically significant relationship. Moreover, 17 of the Alutiiq people who reported never visiting live outside the Kodiak region. Thus, at least some of the data reflect people's access to the museum and its programs based on where they live rather than their interest in visiting. Similarly, people under 40 have visited the museum with greater than expected frequency, likely reflecting the fact that many in the child, teen, and young adult categories have visited the museum as part of a school group.

Table 11. Frequency of Museum Visitation by Heritage

Heritage	Never	Once	Several	Many	All Responses
<b>Alutiiq</b>	23	45	72	24	164 (44%)
<b>Other</b>	17	49	111	30	207 (56%)
<b>Grand Total</b>	<b>40</b>	<b>94</b>	<b>183</b>	<b>54</b>	<b>371</b>

Many survey takers, about 67% , indicated that they brought friends and family members with them on visits to the museum (Table 12). This variable was not influenced by heritage. Statistically speaking, Alutiiq people were as likely to bring a companion to the museum as people of other heritages.

Table 12. Frequency of Museum Visitors who Report Bringing Friends or Family

Heritage	No	Yes	All Response
<b>Alutiiq</b>	60	104	164
<b>Other</b>	61	144	205
<b>Total</b>	<b>121</b>	<b>248</b>	<b>369</b>

### 4b. Membership

Of the survey takers, 117 reported being current museum members (Table 13). This includes 44 people of Alutiiq heritage—30% of identified members and 20% of all survey takers. This statistic

## Alutiiq Museum Community Survey 2019 Summary

is hard to interpret because the membership question was broad. It did not differentiate between people who are members by affiliation with the museum's supporting corporations vs. those that purchase individual memberships. Many of Alutiiq people who responded may not recognize that they are museum members as shareholders or descendants of supporting corporations. This suggests that there is a need to let people know about this benefit.

Table 13. Membership Status by Heritage

Membership Status	Alutiiq	Other	Total
I am a current museum member / donor	44	73	117
I am a past museum member / donor	18	20	38
I am not a current member or donor, but I would consider supporting the museum	73	86	159
I am not interested in being a member or donor	32	45	77
<b>Total</b>	<b>137</b>	<b>224</b>	<b>391</b>

On the other hand, this question highlighted that many of the people who are not currently supporting the museum would consider providing support. This is an important finding, and consistent with a previous survey that asked this same question. Only 20% of the 391 people who answered said they were not interested in supporting the museum. The remaining 80% have a history of support or would consider supporting. This suggest good potential for successful development work.

### 4c. Connections

People reported connecting with the museum in many ways. The most popular was through social media (Facebook, Instagram, Twitter, LinkedIn, and Google), with 56% of respondents saying they viewed the museum's sites at least occasionally (a score of 3 or higher) (Figure 2). This was followed by visiting exhibits (54%) and using museum resources like publications or educational boxes (51%). The least common method of connection was through volunteering. Just 7.6% of survey takers said they volunteered with some regularity (a score of 3 or higher). This is not surprising. Although the museum has a dedicated set of volunteers, it is small with room for growth. Importantly, the responses from Alutiiq community members matched those of the broader survey population.

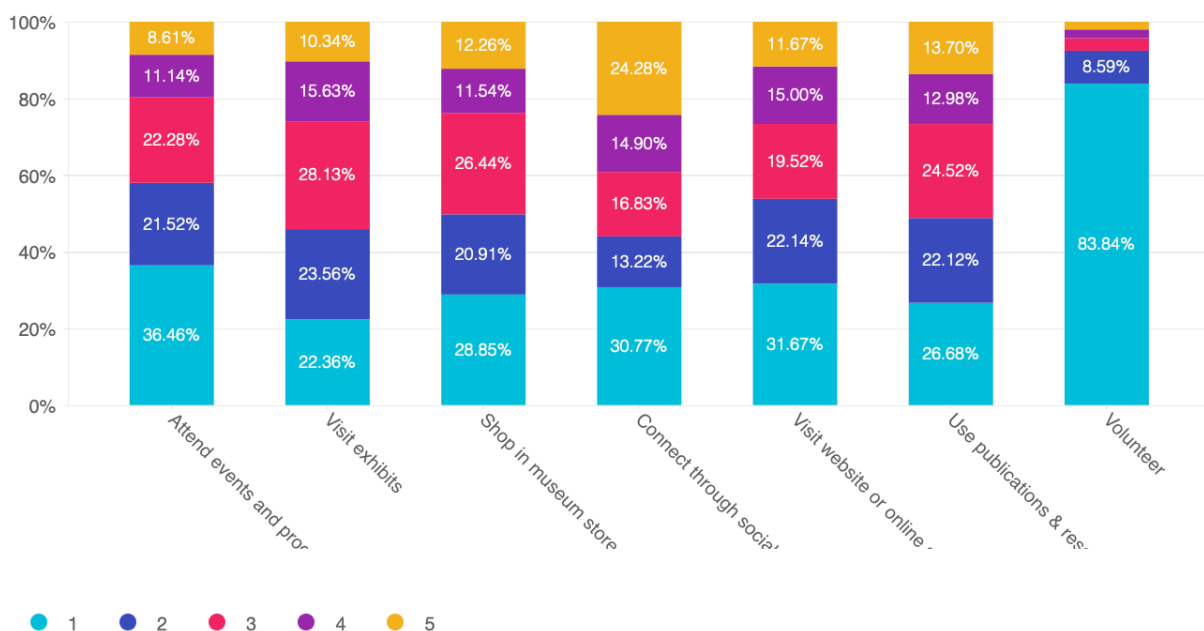
Another find is that the most popular methods of connection were the most self-directed, those that allowed people to participate independently and on their own schedules—enjoying social media, visiting exhibits, and using educational materials. Such activities are the easiest to access.

Interestingly, although many people requested additional outreach opportunities in their written comments (see below), 58% said they never or rarely attend events. This contradiction has appeared in previous evaluations. People are hungry for programs and events, but at times, they choose not to participate or have difficulty participating. This likely reflects a host of factors—from appropriate advertising to program accessibility and personal preference. Of the 229

## Alutiiq Museum Community Survey 2019 Summary

people who reported not participating in events or programs, 132 (58%) live off island and thus had very limited access. The same is true for other activities that take place in the museum building. If we consider responses from only those that live on the island, participation rises across in these activities to ca. 75% of respondents.

Figure 2. Summary of the Ways People Connect to the Museum  
[1 = Never (light blue) to 5=Very Often (yellow)]



### 4d. Advertising

People reported learning about the museum's programs for all the sources suggested (Table 14). The most popular source is social media (60%) followed by friends and family (51%), and the museum's website (44%). Fliers posted around town (19%) and the radio (13%) were cited the least. This is not surprising, given the popularity of the museum's Facebook and Instagram pages, and the fact that social media is available freely to both local and distant audiences at any time.

Table 14. Ways People Learn about Museum Activities

Source	Count	Percent
Social Media	231	60.31%
Friends and Family	195	50.91%
Website	168	43.86%
Visits to the Museum	151	39.43%
Email	126	32.90%
Newspaper	91	23.76%
Radio	71	18.54%
Fliers around town	50	13.05%

## Alutiiq Museum Community Survey 2019 Summary

The popularity of sources is similar across all heritages but varies by age. The younger the respondent the more like they are to connect through social media.

### 4e. Summary of Connection

- Most of the survey takers who live in Kodiak or the villages have been to the museum at least once and are familiar with our exhibits and facilities.
- About two thirds of those people brought a companion with them.
- People learned about the museum’s activities most often from social media, word of mouth, and visits to the website.
- Youth were particularly likely to connect to the museum through social media.
- Patrons engaged most commonly in self-directed activities—exhibit viewing, social medial viewing, and use of publication and resources.
- Although the number of members was small, a large majority of people had either supported the museum at some time or expressed a willingness to consider supporting.

## 5. ACTIVITIES

This set of questions examined patron’s perceptions of the museum’s services.

### 5a. Mission

Survey takers ranked how well the museum meets its mission—preserving and sharing the heritage and living culture of the Alutiiq people. We provided the mission statement with the question, to insure people knew the museum’s expressed purpose. A total of 422 people answered this question (Table 15). The results were very positive, on a scale of 1 (poor) to 5 (excellent), the museum received an average score of 4.49. This suggests that people understand the museum’s mission and its ties to the public work of the organization.

Table 15. Mission Ratings for Entire Survey Population

Rating	Count	Percent
1 - Poor	1	0.24%
2 - Fair	3	0.71%
3 - Good	47	11.14%
4 - Very Good	106	25.12%
5 - Excellent	265	62.80%

Although the average rating among Alutiiq people was slightly lower than that of other people (4.46 vs. 4.51, Table 16), the difference was not statistically significant. The distribution of ratings among Alutiiq people closely mirrored the distribution of ratings among people of other heritages.



## Alutiiq Museum Community Survey 2019 Summary

Table 16. Mission Rating by Heritage

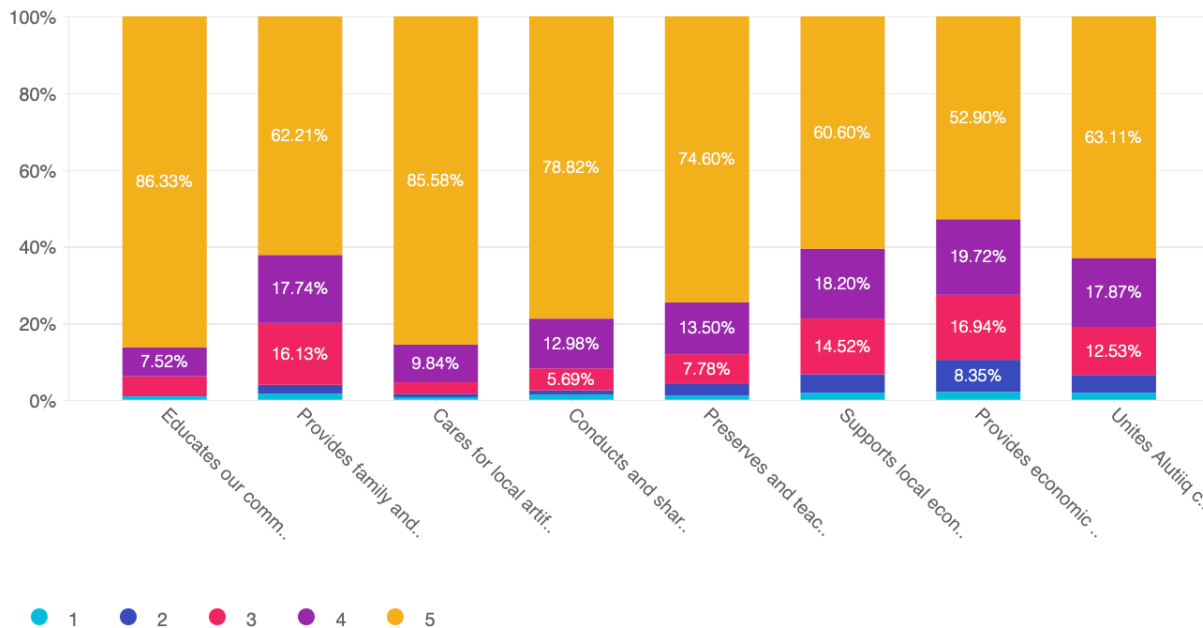
Heritage	Low (1 or 2)	Medium (3)	High (4 or 5)	Average Rating
Alutiiq	2	21	160	4.46
Other	1	26	209	4.51
<b>Total</b>	<b>3</b>	<b>47</b>	<b>370</b>	<b>4.49</b>

### 5b. Importance

Patrons were asked to rate the importance of major museum functions from 1 (unimportant) to 5 (essential). Collectively, all of the shared functions received an average combined score of 4.5. Additionally, each individual function received an average score of over 4.0 (range 4.13 to 4.79). The highest scoring area was “Cares for local artifacts” followed by “Conducts and shares cultural research & archaeology.” The lowest scoring item (average of 4.13) was “Provides economic opportunity and jobs”. Overall, the data indicate a strongly positive response to the museum’s core functions.

Figure 3. Program Importance Ratings

[1 = Never (light blue) to 5=Very Often (yellow)]



Within this data, Alutiiq people put less emphasis on collections care, research, and language programming. In these categories, Alutiiq survey takers were statistically more likely to give a rating of 3 (indicating valued but not of greatest importance), as compared with survey takers of other heritages. These finds are a little misleading given the strong overall ranking for these functions. For example, the majority of Alutiiq survey takers ranked language programming as

## Alutiiq Museum Community Survey 2019 Summary

very important or essential (160 people or 83%). The results simply show that Alutiiq people were statistically more likely to rank these programs as of a little less importance than people of other heritages. In all other categories, heritage did not influence answers.

Similarly, people who live in the Kodiak region are statistically more likely to rate “Educates our community,” “Supports local economy,” and “Provides Economic Development” as of low or moderate importance. Again, it is important to understand this result in the context of all answers. The great majority of people rank the museum’s educational and economic functions as very important or essential. Statistically speaking, there are just a few more local people who rated these as less important.

Similarly, age (under 40 vs. 40 and over) influenced how people ranked the importance of the museum’s cultural education functions. Younger people were statistically more likely to rate cultural education as a less important museum function (with a score of 1, 2 or 3) when compared with older survey takers. This find may reflect the fact that younger people are accessing cultural education from a variety of other sources. Again, this find has to be considered in context. Cultural education was ranked a very important or essential by 90% of younger people. Age was not a factor in rating the importance of other museum functions.

Seventy-five people also added written comments to this question, sharing anecdotes, compliments, additional views of why the museum is important to them, and suggestions. Alutiiq people were statistically less apt to leave a comment than people of other heritages. This is the only written question where that is true.

Most of the comments people left were very:

- *You are a jewel in the community. Love the new gardens and all the efforts and dedication to enlighten, support and enrich all who experience your programs and museum.*
- *I feel like the museum is a real meeting ground between the different tribal organizations, the community, tourists and the military families. I wish it were able to offer more large community events.*
- *I sell through the museum shop and am grateful for this opportunity.*
- *loved my tour and spent hours reading and looking at all the history*
- *The museum is doing important work, Not just in preserving our culture, but by sharing it with others.*
- *The museum has a profound impact on Kodiak Island and the world beyond. Specifically, the impact on our young, youth, and families is stunning. I am grateful beyond words. To have saved the language, increased awareness of the genocide of first peoples in the US, and to call into question "business as usual" in which white male privilege flattens the earth, cultures, wisdom, and women....I salute you. Thank you from my heart.*

They also included observations and requests for support :

- *I visit every time I visit Kodiak. I live in State but get discouraged when I see the wonderful things you do thru your website —I feel left out because I don't live in Kodiak and can only visit occasionally.*
- *I wish Alutiiq language was taught more*
- *I would love to see more about museum exhibits and pictures of exhibits, online. Please give us a larger selection of store goods, online.*
- *I've gone twice and thought the admission price was not worth the exhibits.*

## Alutiiq Museum Community Survey 2019 Summary

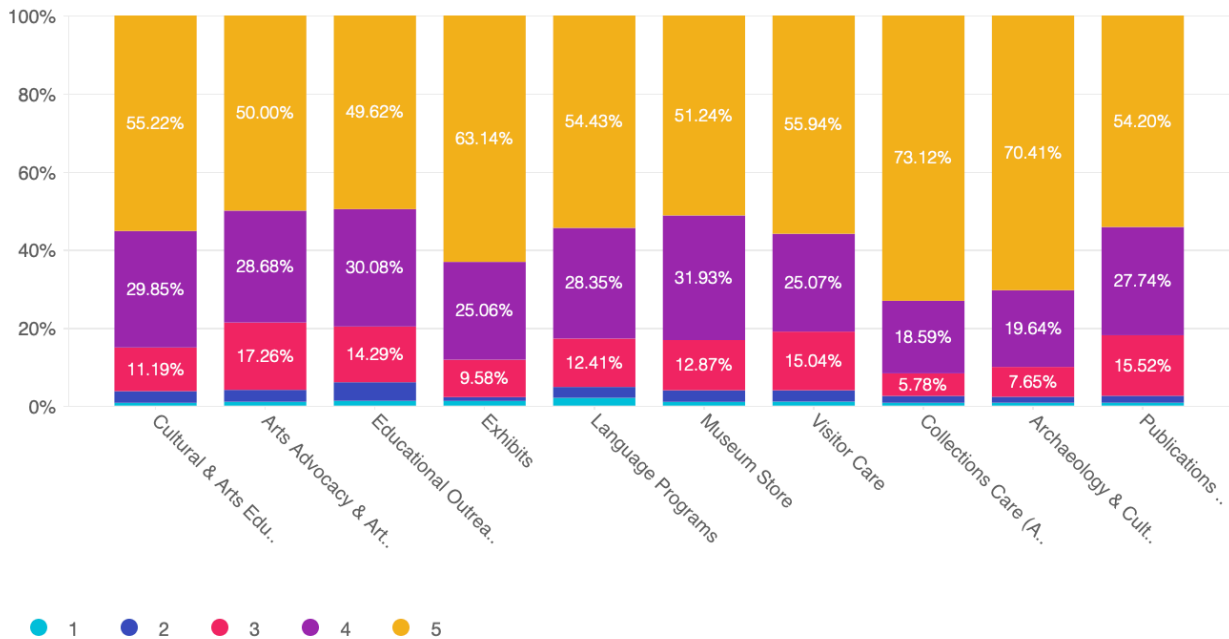
- *The museum provides a range of valuable resources and programs for the community. It seems like it has outgrown the current space and could use more room for gallery, artifact storage, and programming. I'd love to see a larger space for community events and programming within the museum so it can comfortably accommodate larger groups.*

### 5c. Program Evaluation

Patrons were asked to rate the museum programs from 1 (poor) to 5 (excellent) (Figure 4). Four hundred twenty-five responded. As a group, the combined set of programs received an average score of 4.37, and every individual program received a score of over 4. Collections care (4.62) and research (4.57) received the top scores, followed by exhibits (4.48). Educational outreach scored the lowest but still had an average of 4.22. These results match the strongly positive rating for the museum's overall work toward achieving its mission. Moreover, the programs that scored highest are similar to the museum functions patrons ranked as most important.

Within this data, there was no statistically significant difference between program ranking by heritage, home town (off island vs. on island), or age (under 40 vs. 40 or over). The rankings were very consistent across these segments of the museum's audience.

Figure 4. Program Evaluation Ratings  
[1 = Never (light blue) to 5=Very Often (yellow)]



### 5d. Activities Summary

- Survey takers of all heritages believe that the museum is doing a very good job of working to achieve its mission.

## Alutiiq Museum Community Survey 2019 Summary

- There is broad concurrence that the museum’s core functions are very important, with only small differences in which programs are most important by heritage, age, and home.
- There is broad concurrence that the museum’s programs are valuable, across patrons of different heritages, ages, and home communities.

### 6. FACILITIES

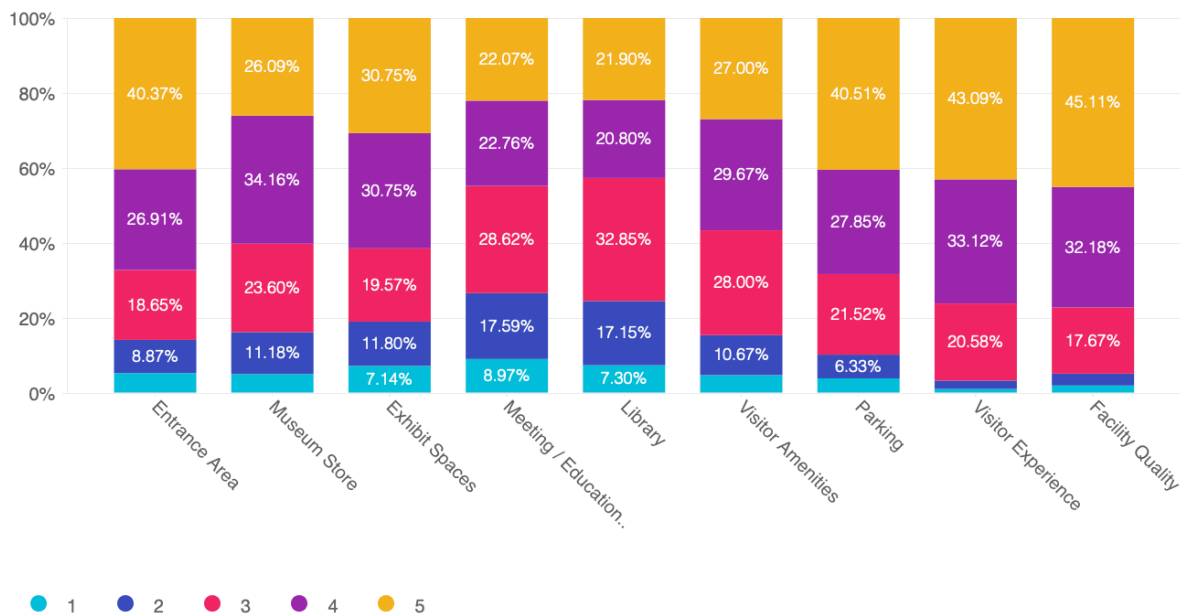
Two questions asked patrons to share their thoughts on the museum’s facilities. One focused on current facilities. The other asked people to consider what museum related facilities the community might need.

#### 6a. Current Facilities

Patrons were asked to rate the museum’s public facilities on a scale of 1 (poor) to 5 (excellent), assessing whether they met community needs. People unfamiliar with the museum’s facilities were instructed to skip this question.

Generally speaking, survey takers reported that the facilities are good to very good (Figure 5 and Table 17). The average rating for all facilities was 3.75 and the average scores were similar across spaces. The overall quality of the facility and the experience visitors have in the facility rated highest with average scores of 4.15. This suggests that people like the museum’s clean, modern spaces, find them user friendly, and recognize them as quality spaces. Meeting and education spaces rated the lowest with an average score of 3.31.

Figure 5. Summary of Ratings for Museum Spaces  
[1 = Never (light blue) to 5=Very Often (yellow)]



## Alutiiq Museum Community Survey 2019 Summary

Table 17. Rating for Museum Spaces

Space	1	2	3	4	5	Average Score
Meeting / Education Space	26	51	83	66	64	3.31
Library	20	47	90	57	60	3.33
Visitor Amenities	14	32	84	89	81	3.64
Museum Store	16	36	76	110	84	3.65
Exhibit Spaces	23	38	63	99	99	3.66
Entrance Area	17	29	61	88	132	3.88
Parking	12	20	68	88	128	3.95
Visitor Experience	3	7	64	103	134	4.15
Facility Quality	6	10	56	102	143	4.15

Within this data we found no statistically meaningful relationships between facility rankings and age or heritage, with one exception. Alutiiq people were statistically more likely to rank visitor amenities as excellent and people of other heritages more likely to rank them as good (e.g., bathrooms, seating, infant changing / nursing support, disabilities support, etc.). Otherwise, the rankings were broadly similar across these variables.

A total of 75 people also offered written comments to this question. Of these, 28 were anecdotes (e.g., *I'm looking forward to coming in June, 2020 to see your museum and share it with my grandchildren.*) and 5 were compliments (e.g., *Everything was EXTREMELY clean and well-maintained. I was very impressed with the staff as well.*). When these answers are removed from consideration, the remaining 42 responses fall into two groups. Nine share ideas for improvement and thirty-three note that the museum needs more space. Examples of these comments include:

### Improvements (9)

- *recommend incorporating non traditional / living museum aspect.*
- *There isn't much for visitors, but maybe that doesn't matter if the emphasis is on the repository.*
- *Entrance is hard to see from down the street.*
- *Your entry is tricky and sometimes could be missed. The sign out front helps but I think long term planning could include a better flowing entry*

### Need for Space (33)

- *beautiful exhibits and displays, however the space seems restricted regarding movement, and space is limited when multiple visitors are present. Also, outside doesnt look like museum, isnt necessarily inviting (looks like an office building)*
- *Additional space is needed for the exhibits, artifact repository, offices, and the store. The store is really the only art gallery in Kodiak now and could be doubled in size to meet the needs of and demand for quality local art. Marlise is doing an amazing job with the tiny space she has.*
- *A bigger space could provide bigger experiences, more activities, and a better value for patrons!*
- *Exhibitions, collections, and programs are constrained by the lack of space. Staff has the capacity to deliver beyond the space available.*

## Alutiiq Museum Community Survey 2019 Summary

- *I love attending the artist classes/workshops/events. I think there is an interest and need in our community for more events like this. The current collection lab space seems a bit crowded to accommodate the interest. It would be great to expand on this program and the space.*
- *I would like to see the museum expand to include more of the collection art and artifacts. I would like to see more information (a story) on the discovery of Alutiiq sites and the excavation of the sites.*
- *You need space to grow!*

The overarching theme in these comments is that people would like more exhibits, a larger store, and more space for educational activities. While patrons like the museum’s facilities, and recognize them as quality spaces, they feel they place limitations on programming.

- *The Museum does a great job with limited space. It would do an even greater job with expanded space. It offers a fantastic cultural experience.*

### 6b. Facilities Needed

When asked to rank what facilities would be useful to the community, there were two areas that stood out—arts workshop space and exhibit space (Table 18). Both of these answers were selected by about two thirds of respondents. After these answers, a large group of possible facilities fell in the middle—receiving endorsement from about half of survey takers. The remaining two options—meeting space and a sound recording booth—were rated much lower than the rest, with a third of less of respondents favoring them. In this data, there were no statistically significant relationships between heritage, age, or home and desired facilities. The expressed desire for additional facilities was similar across all these variables.

These finds support the written comments about spaces, which note a need for more space generally and for expanded exhibit, activity, and store spaces specifically (sections 6a and 7b).

Table 18. Ratings of Potential Facilities

Facility	Count	Percent
Sound Recording Booth	99	28.29%
Meeting Space	131	37.43%
Alutiiq Cultural Library with Computers	158	45.14%
Outdoor Gathering Area	159	45.43%
Children's Gallery / Playground	170	48.57%
Outdoor Displays & Trails	176	50.29%
Expanded Museum Store	178	50.86%
Event / Performance Space	199	56.86%
Expanded Exhibit Gallery	223	63.71%
Arts Workshop Space	236	67.43%

## Alutiiq Museum Community Survey 2019 Summary

### 6c. Summary of Facilities

- People like the museum’s facilities and recognize them as quality space.
- Although people like the facilities, they advise that they are small and limit programming.
- Patrons highlight workshop, exhibit, and museum store space as the most needed.

## 7. WRITTEN REPONSES

To allow survey takers to share their thought in an open-ended way, we asked three questions that invited written responses. These responses are particularly valuable, as they represent the topics about which people felt strongly enough write a note. It should also be noted that Alutiiq people comments with the same expected frequency as people of other heritages.

To analyze the results, we did two things. First, we uploaded the remarks into WordClouds, a free, online word cloud generator (<https://www.wordclouds.com>). WordClouds reviewed the comments and identified the major words represented and their frequency (omitting words like and, the, I, etc.). Then, we reviewed the resulting list and standardized the terms to ensure concepts were accurately captured and weighted (e.g., preserve/preservation/preserving were lumped into preservation). The word clouds presented below shows all words that appeared at least three times. The words used in these graphics, and their associated frequencies, appear in the appendix to this report. Importantly, the word Alutiiq ranked at the top of each list but was not included in the clouds as it is a descriptor that applies to most of the other words. Second, in a number of cases, we categorized responses, grouping them to see how topics clustered.

Throughout this section we provide example answers from respondents. These were selected to illustrate they variety of comments received and have not been edited in any way. They appear as submitted by survey takers.

### 7a. What is the one thing you value most about the museum?

A total of 312 people wrote responses to this question, or 60% of all survey takers. Their answers ranged from a single word (e.g., artifacts, culture, language, history, etc.) to sentences like:

- *It honors our culture with a reputable and trusted system of care of artifacts and education for the community.*
- *Modern, well cared for place to illustrate our Native history...a place that exhibits pride.*
- *That people are there to share from the heart and connect objects and language to experience and community life and challenges to preserve.*

The word cloud suggests that patrons value the museum’s educational functions and the way those programs contribute to cultural preservation (Figure 6). This is in keeping with the high ratings survey takers gave on advancing the museum’s mission. There is strong alignment between the organization’s mission and work, and community support for both.

## Alutiiq Museum Community Survey 2019 Summary

Figure 6. Word Cloud Summarizing What People Value about the Museum



### 7b. What is the one thing you would most like the museum to improve?

A total of 245 people, 47% of all survey takers, answered this question. However, a number of people gave answers like “NA”, “I don’t know”, “?” or offered a compliment like, “Nothing, great work”. All non-responsive comments were removed, leaving 190 answers for review. This represents 37% of survey takers. Many fewer people offered suggestions for improvements than commented on what they valued about the museum, and many of the suggestions for improvements were positive.

Answers to this question ranged from one word to several sentences, and question and from general requests like “advertising” to very specific requests like:

- *If possible, come to Seattle during our various Corporation functions with the traveling museum. Help with sponsoring additional Culture Camps down here.*
- *Teaching non-natives his best to understand and show respect and value for Alutiiq culture.*
- *Even more goodies to buy from the giftshop online, so I can support the museum and help spread awareness of Alutiiq culture from outside Alaska!*
- *You're parking lot, it's at a weird angle to the street and I think poses a danger to traffic on Erskine.*

The word cloud suggests that exhibits, outreach/programs (including things like language education, events, and activities), facilities, and the store are all areas where people saw the most room for improvement (Figure 7).



## Alutiiq Museum Community Survey 2019 Summary

Figure 8. Word Cloud Summarizing Museum Improvements Recommended



The responses fell into two groups—those that requested specific improvements to the museum’s services and those that wanted more of a service. To capture this trend, we grouped the responses by area of service (e.g., exhibits, store) and by type of change—improve or expand. In 27 cases, we were not able to tell whether a comment was for improvement or expansion, so we placed it in a general category (Table 19).

Table 19. Summary of Other Written Recommendations

AREA	IMPROVE	EXPAND	GENERAL	TOTAL
General	6	4	0	10
Advertising	8	2	3	13
Collections	0	3	0	3
Exhibits	1	26	1	28
Facility	6	18	6	30
Outreach	10	66	11	87
Research	1	2	0	3
Store	3	5	6	14
<b>Total</b>	<b>35</b>	<b>126</b>	<b>27</b>	<b>188</b>

## Alutiiq Museum Community Survey 2019 Summary

Overall, the review shows that the desire for expanded services was stronger than the desire for improvements. There were 126 comments (78%) requesting expanded or additional services and 35 (22%) with requests for improvements to existing services. Expanded outreach, exhibits, and facilities were the most common requests. Among the comments about exhibits and facilities, people commonly noted the need for additional space:

- *have more space to display more artifacts.*
- *Bigger exhibits*
- *More space for a larger gallery, a community gathering/performance space, and more on-site programming instead of workshops happening off-site.*

Exhibits featured prominently in both word clouds, illustrating that people both value the museum's exhibits and want more. This is in keeping with answers to earlier questions where people ranked exhibit viewing as one of their most favored ways to connect with the museum. It is also in keeping with comments about facilities, where people noted a need for exhibit space.

### 7c. Other

A total of 74 people (14% of survey takers) offered additional thoughts at the end of the survey. In these responses, 8 people said only “no” (meaning they had no other comments). These answers were eliminated, leaving 66 responses. Because the responses were extremely varied, and many words appeared only once, we choose not to summarize them with a word cloud. Instead we grouped the responses into three categories—compliments (33), suggestions (23), and personal anecdotes not relevant to the survey (10).

Compliments: Most of the compliments were general. People thanked the museum for its work:

- *I have nothing but positive comments regarding the Museum and what they are doing.*
- *Its cool they're preserving the culture.*
- *Thank you so much for the wonderful visit. I had a fantastically educational time in your museum.*
- *So proud of what you have accomplished in our community.*

A few mentioned specific staff members or resources they enjoyed:

- *Great social media outreach, I love the Alutiiq Word of the Week.*
- *Enjoy the newsletter and special project reports, such as Patrick reporting on projects, Wonderful publication of books, book signing, etc.*

The suggestions were more specific, and fell into two clear groups, those related to programming (16, Table 20) and those about facilities (7).

- *More affordable items in the store.*
- *Please modernize exhibit. Would like some discussion of modern natives.*
- *There should be an explanation or exhibit display of the mass burial remains and its history.*
- *Give more notice about events! Oftentimes, I only see on facebook about an event a day or two in advance. I like to plan ahead :)*
- *Please, please, please set up a platform for genealogy sharing.*

## Alutiiq Museum Community Survey 2019 Summary

Table 20. Programming Suggestions

Area	Responses
Update / add to exhibits	3
Expand store inventory	2
Develop genealogy resources	2
Collaborate with other museums	2
Improve advertising	2
Create programs for people off island	1
Do more of what you're doing	1
Continue social media presence	1
Host workshops	1
Support Teachers	1
Host lectures	1

Six of the seven people who commented on facilities recommended additional space for museum programs. The seventh requested a playground.


- *Alutiiq Museum and Repository is so valuable to our community and is respected. We have filled up our space with artifacts (rocks) and need additional space. The A.M. preserves and shares heritage and living culture of the Alutiiq people.*
- *Lovely little museum-should be expanded- for a good thing here.*
- *Need expanded facility to preserve all you have and do which is a community treasure.*
- *This is a worldclass facility and a jewel for the town of Kodiak. You have an amazing staff, unrivaled expertise and a larger space would take you into the future.*
- *This is a valuable and amazing resource for the community and it feels like it is time for the museum to increase it's physical footprint (through a larger facility) so that it can continue to accommodate the growth and development of programming in all of it's departments. Small communities like Kodiak really benefit from cultural spaces like the Alutiiq Musuem and it is important for people (community members, visitors, etc.) to stay connected to the history of the Alutiiq people.*



## ALUTIIQ MUSEUM COMMUNITY SURVEY 2019



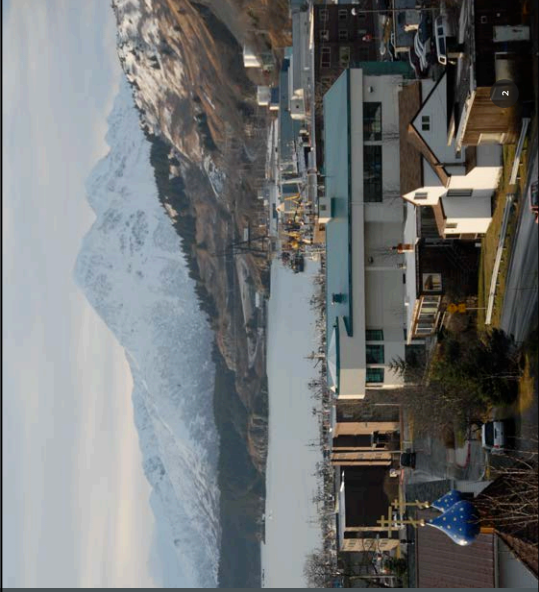
1



### DESIGN

- By April and Amy in Zoho Survey
- Shared with board, staff, and consultants for review
- 23 questions on 3 pages
- ca. 5 minutes to complete
- Available online or on paper
- No questions required, can be taken anonymously

3



### WHY SURVEY?

- To learn community views of programs and facilities
- To consider community needs
- To aid in planning for the museum's facility needs.

2

## What do you like?




take the  
**Alutiiq Museum Survey**

### PROMOTION

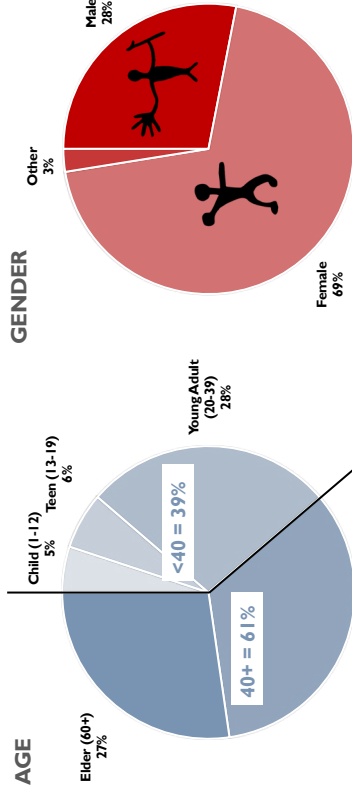
Widely promoted to museum audiences, with focus on reaching Alutiiq people.

- Gallery
- Website
- Social Media Pages
- Email
- Community Contacts / Events

4

## WHO TOOK THE SURVEY?

516 PEOPLE TOOK THE SURVEY, 410 COMPLETED IT



For all survey takers

5

## ALUTIIQ SURVEY TAKERS

- 360 shareholders representing all supporting ANCSA Corporations (many belonging to two or more)
- 213 tribal members representing 9 of Kodiak's 10 tribal communities
- 32 people affiliated with the 13<sup>th</sup> Regional Corporation, Aleut Corporation, BBNC, Chugach, CIRI, Doyon, and off-island village corporations



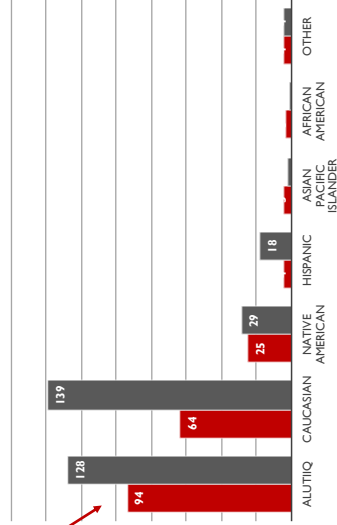
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## WHO TOOK THE SURVEY?

Note large number of younger Alutiiq people

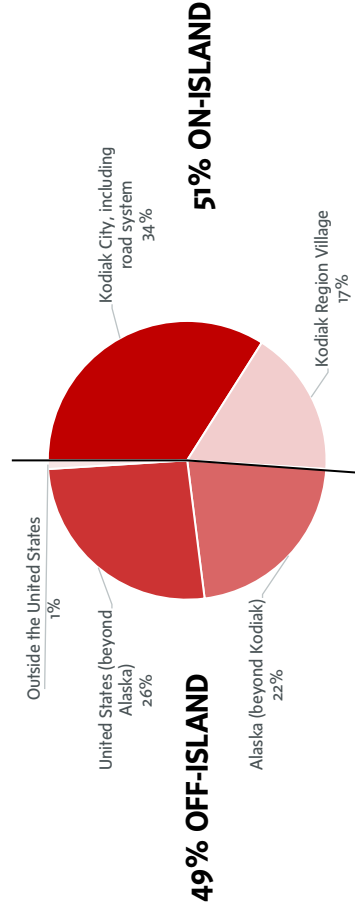
### Heritage & Age

■ Younger (<40) ■ Older (≥40)



6

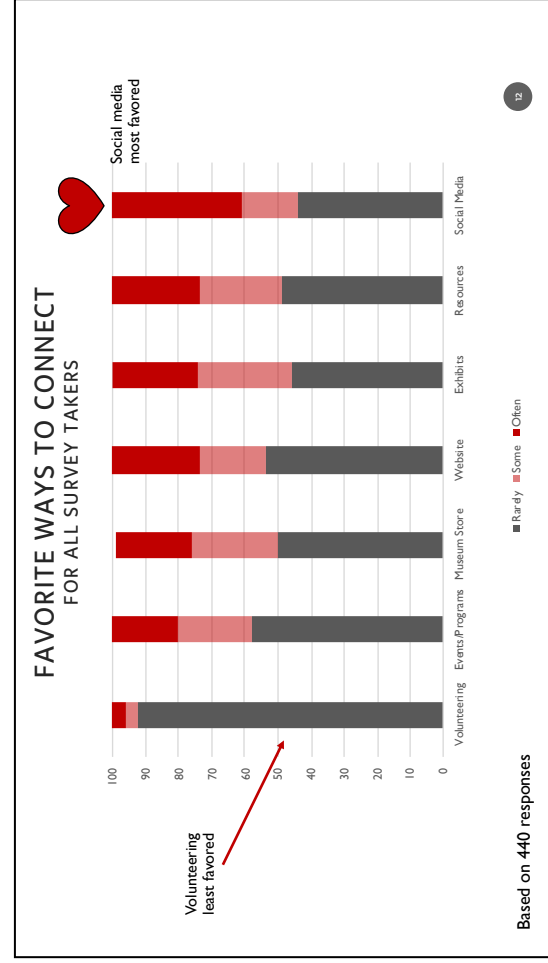
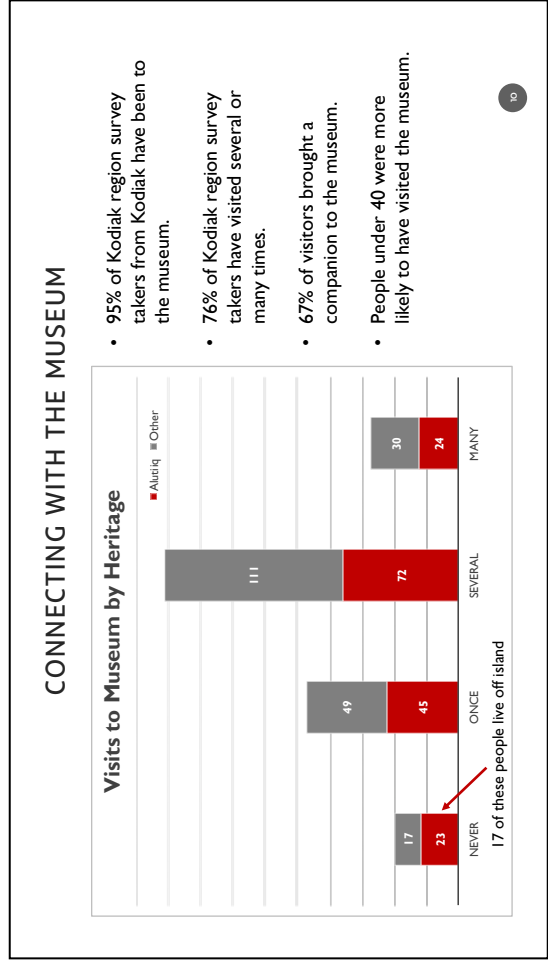
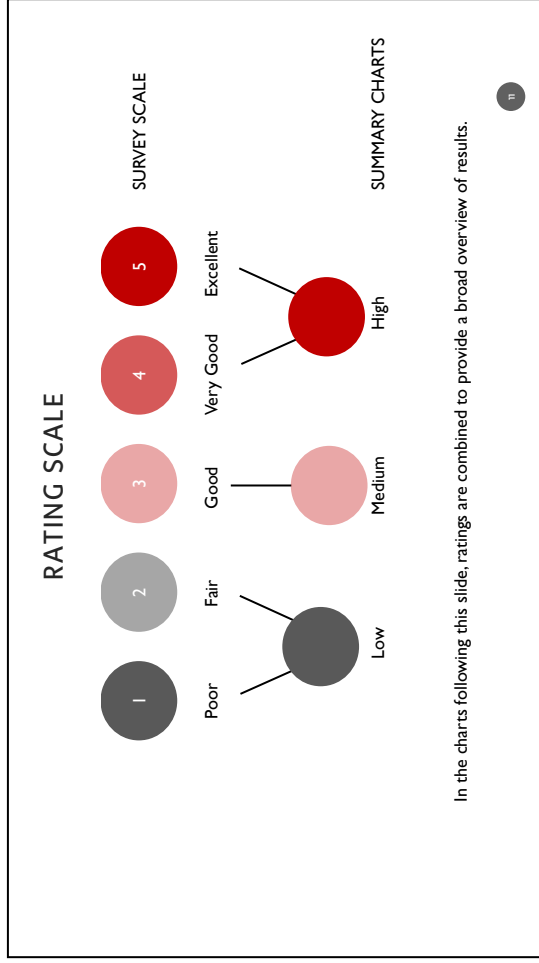
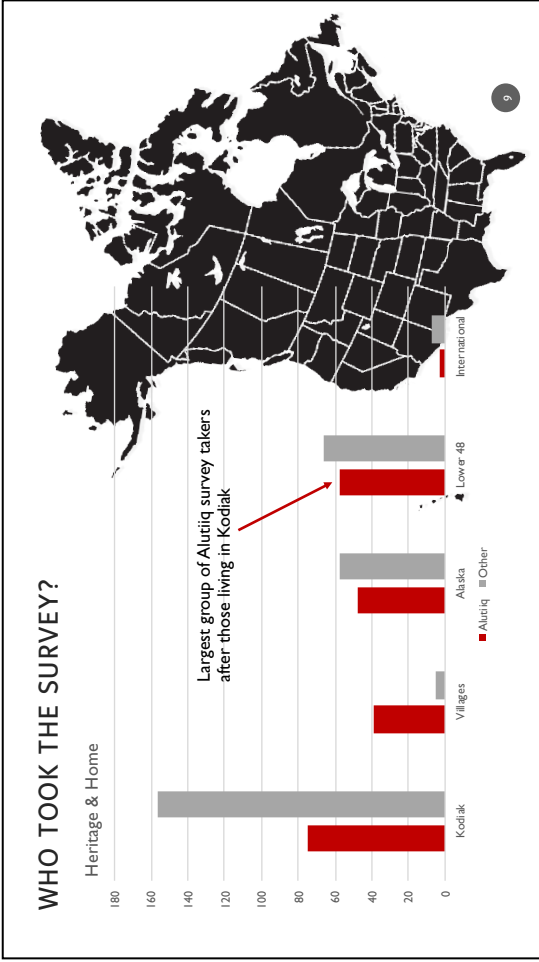
## ALUTIIQ SURVEY TAKERS

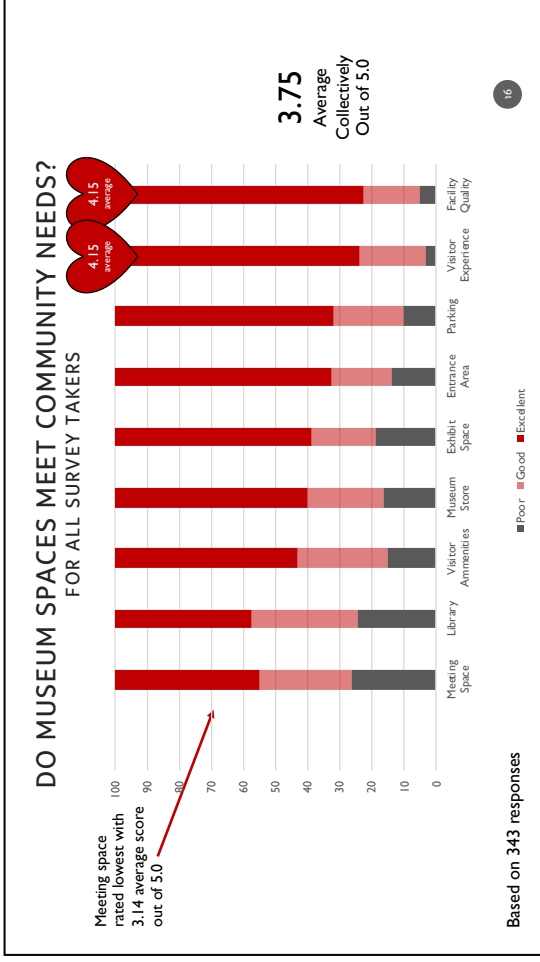
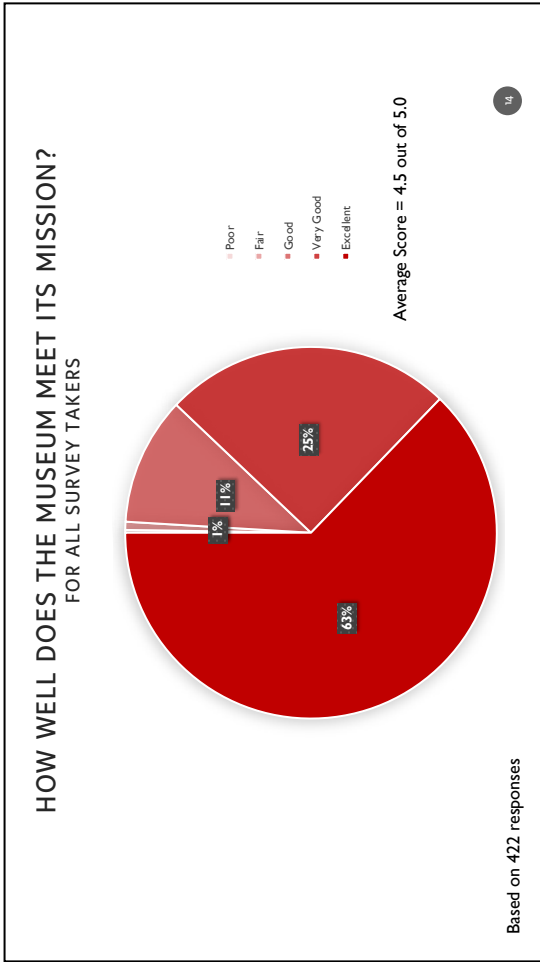
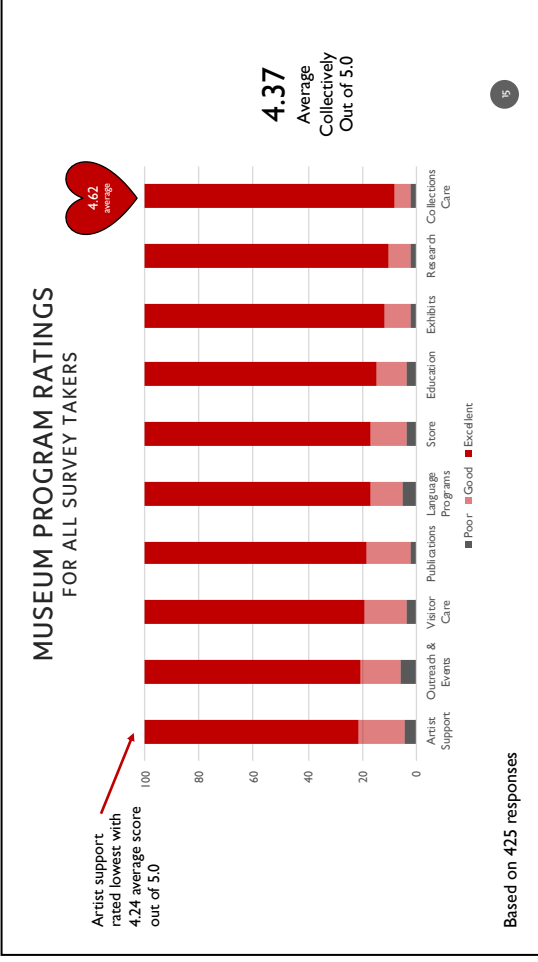
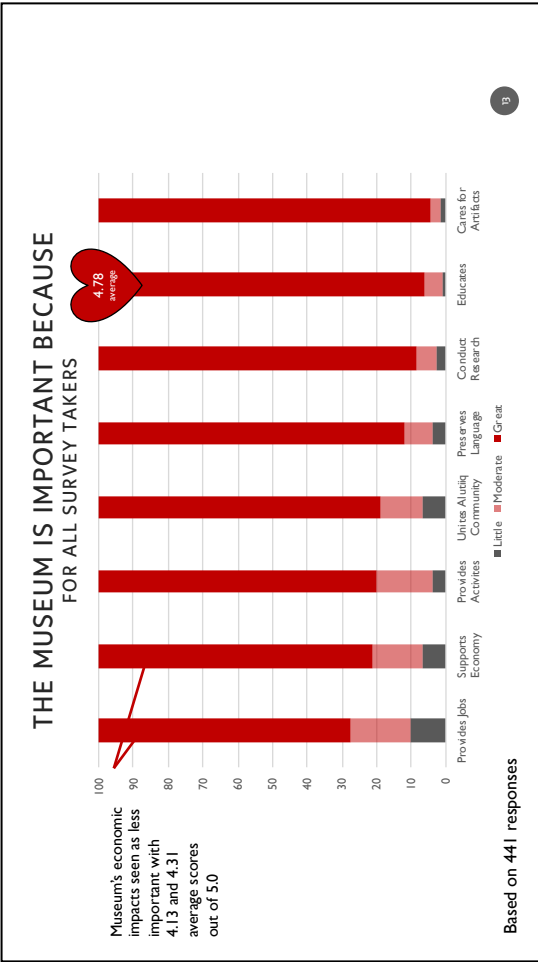


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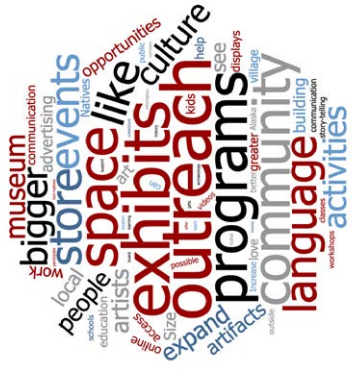
## WHICH POTENTIAL FACILITIES WOULD BE OF VALUE TO THE COMMUNITY?



Based on 350 responses

17

## WHICH POTENTIAL FACILITIES WOULD BE OF VALUE TO THE COMMUNITY?



- 22% requested improvements to existing services
- 78% requested expanded or additional services – especially more outreach programs and space for exhibits:

“Have more space to display more artifacts.”

“More space for a larger gallery, a community gathering/performance space, and more on-site programming instead of workshops happening off-site.”

Based on 190 responses – 37% of survey takers.

19

## WHAT IS THE ONE THING YOU VALUE MOST ABOUT THE MUSEUM?



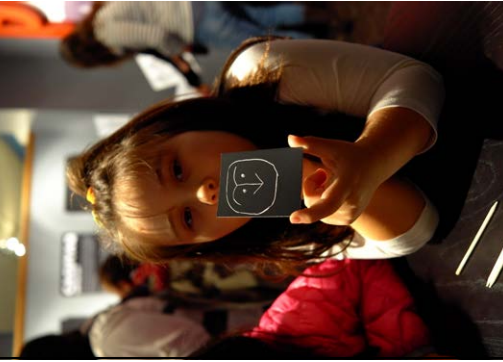
“It honors our culture with a reputable and trusted system of care of artifacts and education for the community.”

“It’s preserving my culture that was almost lost and returning it to the people.”

“The pride we feel directly from the museum’s promoting our culture.”

Based on 312 responses – 60% of all survey takers.

18

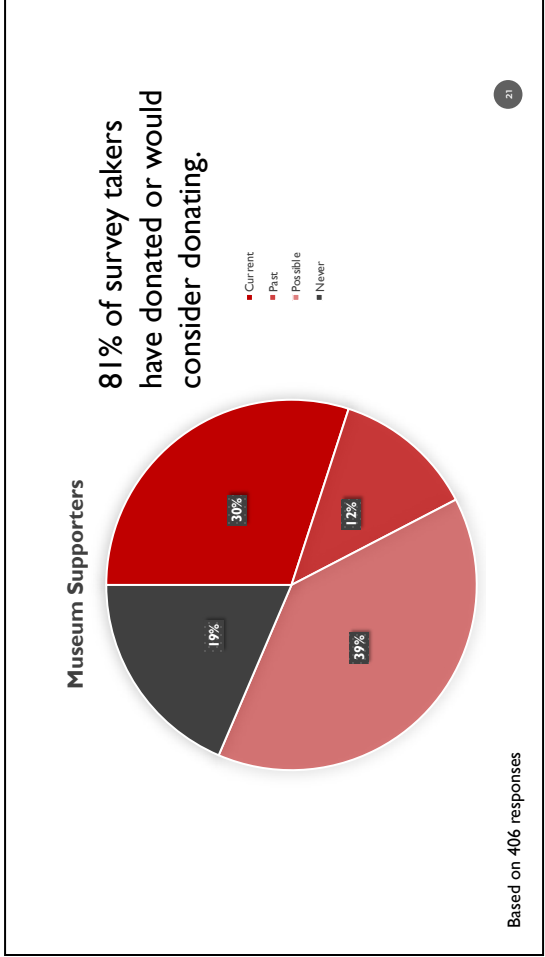


## WHAT DID WE LEARN?

- The Museum received high marks for its work—both in quality and in importance—from all people.
- There is a hunger for more programming—both locally and by Alutiq people living off island.
- People want more events/workshops, but report using self guided resources like exhibits, social media, and publications the most.
- People recognize the museum’s facilities as quality spaces, but see limitations to the space, in education spaces, exhibits, and the store.
- Space for arts programs and more exhibits are the most desired.
- There is strong potential for revenue generation through
  - Store sales
  - Program revenues
  - Donor development

20

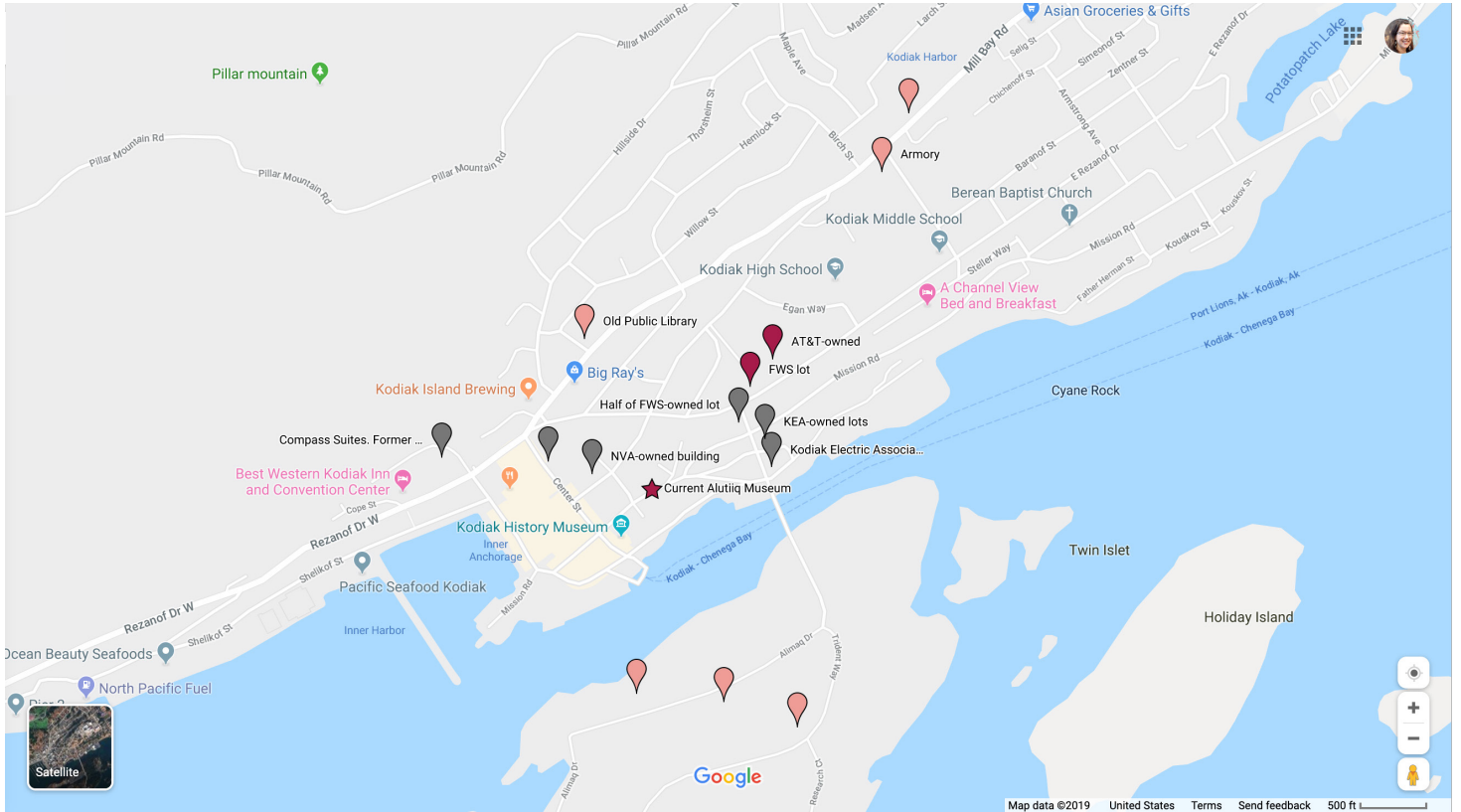






## Appendix D

AMAR Kodiak Site Research



## AMAR Kodiak Site Research Map

- Highest potential locations
- Other possible locations
- Less promising but evaluated locations

## Appendix E

AT&T Potential Site Graphic



## Appendix F

AMAR 2019, AT&T Site Observations Report

## MEMORANDUM

**To:** April Counciller, Alutiiq Museum

**From:** Roe Sturgulewski, Ascent PGM

**Reference:** ATT Property Site Visit Observations

**Date:** 6/23/19

This presents thoughts and observations related to our 5/21/19 site visit to the ATT property adjacent to Erskine Drive.

**Viewshed.** The site has stunning views of the waterfront towards St. Paul Harbor and beyond. Pole mounted medium voltage and other electrical lines are present in the field of view to the south and west. Some of them appear to be three phase medium voltage distribution lines which would be expensive to modify to improve the view. Siting of the building and design consideration can maximize the views. Building siting and design should also consider sightlines of adjoining properties.

Other utilities. A full review of above ground water, sewer, electrical and communication lines was not performed. Water, sewer and storm drain surface improvements were noted in the portion of the property adjacent to and below the library. These utility lines are shown are shown in the site documentation exchanged with ATT.

**Topography/Site Development.** Grades on the middle part of the site are relatively flat and slope up gently towards the library and drop more steeply down towards Rezanof Drive. The proposed general building location doesn't appear to create any major grade related design or construction building challenges. Grades off Erskine Avenue on the west side of the property are relatively flat and appear adequate for access. Potential access off Rezanof Drive appears more challenging given Kodiak's typical winter conditions, the volume of traffic and grade variations between the proposed Erskine Avenue access and Rezanof Drive.

**Parking/Access.** ATT currently accesses their property through what is believed to be private access and named Bucksin Road. The former FWS/Forest Service housing used this route, reportedly through an easement agreement with ATT. ATT's current land sale discussion proposal is for a flag shaped lot with access to Erskine Avenue. Given ATT's subdivision and fencing plans, it's envisioned a similar accommodation with FWS may be required. Alutiiq has requested additional property on the narrow part of the lot be included in the property sale which would assist with bus drop off and exiting as well as providing additional parking. Bus turning radius adequacy should be confirmed. The depth and bury of utilities along the Erskine Avenue right of way are not known but it appears access could be accommodated even with ATT's initial proposal. Bus accommodation would be less than ideal with this option. The gravel extension of Bucksin Road which originally continued higher up the hill to the Barn on the adjoining library site was observed on the proposed museum site. Library project landscaping removed the defined access path above the museum site.

**Spruce trees.** Public sentiment associated with the existing spruce trees was an issue of concern in development of the Kodiak Library. Early in the design phase an arborist, with an understanding of Sitka



spruce, looked at the trees and determined many of them were less than fully healthy. Some had been damaged by pitch removal many year ago, which created rot, and others had unhealthy growth shoots. Public concern on the library site clearing was mitigated to some extent by reuse of some of the timber in different architectural elements of the library. Local artists integrated the spruce into certain of the library building elements. The Sitka spruce trunks that were architecturally integrated into the design as decorative column covers were seasoned and sawed in half at the sawmill off Fort Abercrombie. The tree density of large mature spruce trees in the proposed location of the building is generally low to moderate and may contribute to the final siting decision.

**Existing infrastructure.** ATT has a large dish that is anticipated as being removed in conjunction with the land purchase. ATT has previously stated the dish plays a minor part of their operations but has not given clear signals on removal costs and replacement requirements. The dish is reported to be 10 meters in diameter, and if retained, would likely limit harbor views from a portion of the proposed new museum in the currently contemplated location. Dish removal and associated costs should be clarified in next step negotiations. The property has a large 100' high Rohn tower antenna, with three guy wires, in the proposed building site. ATT documentation indicates the antenna had a grounding system extending radially out in all directions. The tower and portions of the grounding will need to be removed prior to building construction. There is also an 8' by 8' State communications building shown on a site map.

**Joint use.** The Federal Fish and Wildlife Service (FWS) owns the property to the south and is interested in collaboration opportunities. This property previously had a tri-plex which was removed. Moderately sized storage sheds that were on both ends of the housing units remain, with a third smaller storage unit next to the west one. Mike Brady, Refuge Manager for the Kodiak National Wildlife Refuge (KNWR), whom we met on site, is interested in design collaboration with the Alutiiq Museum. He wants to install a viewing and interpretive platform on the FWS property. Their initial thinking would be to install the platform on the flat area of property, near the proposed Alutiiq property line, in the area of their old triplex. While concrete plans and consensus were not developed, discussions did occur on development modifications that could provide joint use benefits. The FWS view platform view shed could be enhanced by moving the platform location further down the hill to the south at a lower elevation than the old triplex. This would move the powerlines out of the direct level view to the waterfront and be less noticeable. This would also allow for potential joint use parking for both FWS and Alutiiq Museum visitors on the FWS property. Discussion also occurred about moving all the storage units to one location to provide more site option flexibility to FWS, while also improving future sightlines of the museum facility.

**Preliminary due diligence.** The site was used for agricultural purposes in the late 19th century and early part of the 20th century where it transitioned into a Federal and then private sector communications facility. Standard practice to mitigate environmental contamination related risks, would be to have a Phase 1 Environmental Assessment done to investigate any known contamination sources. It would also be good to confirm the prospective museum is consistent with the current zoning requirements and if not, what is required to be done to allow that type of use.

Please contact me if you have any questions on this report.

– Roe Sturgulewski

