

# *Alaska Libraries and Museums: A Review*

*Prepared for:  
The Foraker Group*



Research-Based Consulting

Juneau  
Anchorage  
Kodiak

*July 2007*

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# Introduction

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Numerous communities in Alaska face important infrastructure development projects in the next five to 10 years. In some cases, public buildings that were constructed in the late 1970s and 1980s, or even earlier, are reaching their useful lives after 20, 30 or more years of use. In other cases, cultural or historical assets have been identified that deserve a home, or residents desire a designated space for various community activities. In still others, communities are planning new infrastructure to support economic development. The result is significant activity planning for libraries, museums and other cultural and civic infrastructure in many Alaska communities.

In researching and planning for these kinds of projects, it can be valuable to consider comparable developments elsewhere in the state. Citizen and professional planners can gather important information about scale, costs, fundraising, lessons learned, and ongoing efforts to fund sustainable developments in communities similar to their own. A review of comparable facilities can help frame realistic expectations, and provide a basis for planning that ultimately can lead to a sustainable project.

This research was conducted by the McDowell Group, under contract with the Foraker Group. The Foraker Group's work is focused on strengthening Alaska's non-profit sector and providing support to grow highly competent and effective non-profit organizations. The organization's Pre-Development Program provides planning assistance for capital projects. This report is intended to serve as a reference document that will support the rational and sustainable planning of such projects. The research included interviews with facility directors, architects, and municipal staff as appropriate. Their willing participation is invaluable and greatly appreciated. To supplement interview data, the project team compiled secondary data on community population and visitor volume.

## How to Use this Research

The profiles in this document consider library and museum developments in Alaska. Some of these are found within larger cultural or civic edifices. Many of the facilities, particularly libraries, have been developed in the last five years. Other facilities are somewhat older, but have been selected because the information is relevant. The report explores development challenges and choices, ongoing facility operations, or organizational partnerships or synergies. The research team has collected available information on operational budgets, development costs, and key programmatic elements. Information is presented on the user profile for various facilities, the size of the population served by the facilities, and any non-resident user groups that have been identified. Revenue-producing components of these facilities are also identified and discussed.

Communities and organizations considering their own development projects can use the information presented here as a basis for estimates of operational costs, space needs, capital costs, and to learn about the challenges and lessons learned in the course of developing and operating these facilities. The document also can serve as an idea book, identifying solutions and considerations that can be brought into planning

processes. It can serve to highlight potential barriers or pitfalls that might not be evident in the planning stages. It is not intended to serve as a substitute for work by professional planners or architects.

It is well understood in Alaska that each community and region faces its own development challenges, and has its own particular assets and resources. The construction costs for a development on the Southcentral road system, for instance, will obviously have less direct comparative value with those in an Interior river community due to differences in transportation costs and climate. Likewise a region with a strong, natural resource-driven tax base may have different financial assets or structure than a community for which the primary economic driver is the tourism industry. Nevertheless, the comparables presented in this report provide a range of data points and information that will help project planners bracket and refine possibilities and realities that are relevant to any similar project.

## **Elements of the Profiles**

The facilities reviewed in this research are managed by numerous municipalities and non-profit organizations. Each has its own standards for tracking statistics, managing budgets, and presenting information about the facilities. Some organizations were able to present multiple years of data; others were able to present just one. Nevertheless, the picture that emerges from this research is comprehensive, and the data presented provides a valuable representation in each case.

Each profile presents most or all of the following information, as it was available:

- Capital costs
- Operational costs and revenues
- Sources for capital funding
- Sources for operational funding
- Facility design and amenities
- Program offerings
- Information on staffing
- Visitor statistics, including data from the 2006 Summer Alaska Visitors Statistics Program (AVSP)
- Lessons learned

## Homer Public Library

The Homer Public Library opened in September 2006. Located in Homer's downtown core, the new library is the culmination of many years' planning and fundraising by Friends of the Homer Library, community members and library/municipality staff. The 17,100-square-foot facility cost \$6.1 million to construct, with a total project budget of \$8.8 million. It serves an estimated regional resident population of 12,000 people, in addition to visitors to the Homer area. The Homer Public Library was designed to hold approximately 35,000 circulating volumes, as well as reference materials and other library resources.



Photo courtesy of the Homer Public Library.

### Homer Public Library at a Glance

Year opened	2006
Gross sq ft	17,100
Size of library replaced (approx.)	3,500
Estimated population served	12,000
Sq ft per 1,000 people	1,425
Staff per 1,000 people	0.54
Construction cost per sq ft	\$357
Total project cost per sq ft	\$515

Notes: Part-time staff are assumed to be 20 hours per week. Population is based on library director's estimates for area of service.

### Comparison for New and Old Libraries

	New Library	Old Library
Square footage	17,100 sq ft	3,500 sq ft*
Staff per 1,000 sq ft	0.38	1.00
Staffing costs	\$446,317	\$296,393
Staffing costs per sq ft	\$26	\$84
Total operational costs	\$755,688	\$362,720
Total operational costs per sq ft	\$45	\$103

\*Square footage for old library is best approximation.

Note: Cost information is FY2007 budget for new library, FY2005 actual for old library. Part-time staff are assumed to be 20 hours per week.

## Amenities

In addition to books, magazines and other print and archival works, the Homer Public Library offers several special amenities to users. The library has a designated children’s room, separated from the main library by a glass wall that provides noise buffering. The library offers a variety of study carrel and workspaces of varying sizes and degrees of privacy. It also has two main reading areas with comfortable seating, plus an additional area designed for (and by) teen readers. One main reading area is situated around a fireplace that is operational during cooler months.

The Homer Public Library has four small enclosed group meeting rooms available for study groups or other small gatherings. There is a larger meeting space intended for community or group meetings or larger library events such as film screenings. This meeting space is suitable for meetings of sixteen individuals around a meeting table, plus additional seating around the perimeter, or can be configured without seating or tables to accommodate a larger group of people for a film or similar event.

Other amenities include approximately 30 computers for internet, library catalog, and other research and use. The structure includes staff work space, entrance and lobby areas, circulation and reference areas, microform and copy areas, restrooms, and others.

### Square Footage of Facility Spaces

	Sq Ft
Gross sq ft	17,110
Assignable area	14,445
Books, periodicals, media, reference	4,865
Small meeting rooms (4)	640
Large meeting room	345
Staff work area	1,905
Reading areas	2,185
Entrance and lobby	985
Building services	2,005
Circulation, reserve, inter-library loan	375

The Homer Public Library participated in the 1 Percent for Art program. In total, 12 artists were selected to provide works from 45 artists who submitted proposals.

## Capital Costs and Funding Sources

The total project budget for the Homer Public Library was \$8.8 million, of which \$6.1 million was the cost of construction. Additional expenditures included architectural design services and Leadership in Energy and Environmental Design (LEED) certification (\$569,000), construction management (\$315,000), capital campaign expenses (\$122,000), furniture, art work, and other such items. ECIHyer, an Anchorage

architectural firm, provided the design services; construction and contracting was done by a local Homer company.

Funding for the Homer Public Library came from diverse sources. Fundraising was led by the Friends of the Library, and eventually included a paid manager for the capital campaign. Funders ranged from private foundations to the US Economic Development Administration (EDA) which provided grant funding to support the library’s role as a center for entrepreneurship. The cities of Homer and Kachemak both provided cash and grant matches. Leadership donations, a community fund drive, and fundraising events also supported the project, including contributions by businesses. The existing library facility and land were sold and those proceeds went to the project. Finally, USDA Rural Development provided a 30-year loan to the project.

### Capital Funding Breakdown

Funding Source	Contribution
<b>Total Project</b>	<b>\$9,657,000</b>
Government grants	3,813,000
USDA Rural Development 30-yr loan	2,200,000
Foundation grants	1,336,000
Value of old library/land (from sale)	575,000
Value of new land (from City of Homer)	960,000
Community fund drive	269,000
Leadership donations	194,000
Capital campaign expenses	122,000
Business/corporations	105,000
Fundraiser events	82,000

Note: Funds raised exceeded necessary project budget.  
Totals are as of June 15, 2005.

Among the foundations provided support to the project were the Homer Foundation (\$50,000), the Kresge Green Building Foundation (\$75,000 in funding was available because the building met LEED certification standards), the Rasmuson Foundation (\$1.2 million), the James Family Foundation (\$5,000) and the Skaggs Foundation (\$6,000).

Fundraising for the new library had been ongoing by the Friends of the Library since the mid-1980s. However, an official capital campaign was kicked off in May 2002. Ground was broken for the facility three years later.

### Library Usage

During the 18 months prior to the opening of the new facility, an average of 67 new library cards were issued per month. Following the opening of the new library, those numbers increased notably. In the first months following the September 2006 opening of the library, new card issues increased more than threefold, to 210

and 235 in September and October, respectively. Demand for new cards fell off slightly toward the end of 2006, to 126 and 132 individuals. In the first four months of 2007, new cardholders averaged 112 people per month. While the increase in new cardholders is likely due in part to buzz around the new facility, it is anticipated that some of the increase in the rate of issuance will be sustained. The director of the Homer Public Library noted that there was anecdotal evidence that some people had stopped using the former library because it was inadequate for their needs.

Circulation is also up in the months since the new library opened. Monthly average circulation went from 7,500 items in 2005 and 7,700 in the first eight months of 2006 to 8,500 per month average from October 2006 through April 2007.

Attendance also rose, from a monthly average of 7,400 in 2005 to 11,000 in the first four months of 2007. With visitation highest in summer months, final monthly averages for 2007 are anticipated to be even higher.

### **Homer Visitor Statistics**

Homer's location at the "end of the road" on the Kenai Peninsula makes it a tourism hotspot, with tourists accessing it by road in large numbers. The Alaska Visitor Statistics Program (AVSP) report shows that 153,000 visitors traveled to Homer during the 2006 summer season.<sup>1</sup> These numbers include out-of-state travelers only, and exclude significant numbers of Alaskans who travel to the community.

(Because several projects included in the Foraker Group pre-development program are considering multiple-use facilities that include libraries and museums, this report notes several additional statistics about visitors' behavior.) Of the visitors sampled in the AVSP project, 18 percent went to a museum while in Homer. The average stay in Homer was 3.3 nights.

### **Operational Finances**

The Homer Public Library is operated by the City of Homer. The budget for library operations has roughly doubled since the new facility opened. For example, in fiscal years 2004 and 2005, the non-personnel budget was approximately \$66,000. In 2007, the first full year of operation, the adopted budget for operations is \$134,300. Likewise, the budget for personnel increased from \$296,400 in FY2005 to \$446,300 in FY2007.

The largest increases in the budget are due to the addition of staff members. Following the opening of the new library, staff increased from 3 full-time and 3 part-time positions to 5 full-time and 3 part-time positions. (The new library facility has proved a boon for volunteerism, as well. The volunteer corps increased from one individual to more than 20 individuals following the opening of the new library.)

Other significant increases were in utilities, property insurance, and rent and leases. Additionally, the city pays debt service on the USDA loan. The following table presents a selection of the significant cost increases.

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<sup>1</sup> Alaska Visitor Statistics Program V, McDowell Group, 2007.

### Selected Operating Expenses, FY2005 and FY 2007

Expense	FY2005 (actual)	FY2007 (budgeted)
<b>Total</b>	<b>\$362,720</b>	<b>\$755,688</b>
Salaries and benefits	296,393	446,317
Utilities		
Fuel/Lube	1,286	27,500
Electricity	4,707	11,500
Water	713	1,500
Sewer	907	2,000
Insurance		
Property	2,772	9,671
Liability	3,809	5,517
Library materials		
Books	11,093	13,750
Periodicals	4,948	6,070
Debt Service	125,157	159,999

To meet the difference between the old operating budget and the new operating budget, as well as other municipal obligations, the residents of the City of Homer passed a 1 percent sales tax increase.

### Lessons Learned

After opening the library, library staff recognized that use of the facility had increased significantly. The library director sought funding from the city council for an additional staff person—from one additional person to two—beyond the increase that had been initially planned. While the statistics for usage warranted the additional staff person, this was an unforeseen cost.

The paid capital campaign manager was also an asset to the process. She was able to focus her energies on fundraising, decreasing additional burden that may otherwise have fallen to the library director.

In reviewing the development process, the library director notes that it was very valuable for her to attend all the planning meetings related to new facility. She notes that the number of meetings exceeded 250, but that the knowledge she gained was invaluable. For example, she said as a result she knows how to read construction specification books and drawings to identify what is normal or aberrant in the building's functioning; and which contractors are responsible for working out any issues. She said the obligation it was time-consuming and at times exhausting, but that she can clearly see the benefit of her effort.

# Unalaska Public Library

Opened in 1999, the 9,200 square-foot Unalaska Public Library serves a community of 4,300 local residents and 2,000 to 6,000 factory and fisheries workers, depending on the time of year. The building was designed to serve an average population of 15,000 people. The library was constructed entirely with city funds, without the issuance of bonds, and had a total project budget of \$3.7 million.



All photos courtesy of the Unalaska Public Library

## Unalaska Public Library at a Glance

Year opened	1999
Estimated sq ft	9,200
Estimated population served	8,300
Sq ft per 1,000 people	1,108
Staff per 1,000 people	0.54
Total project cost per sq ft	\$402

Notes: Part-time staff are assumed to be 20 hours per week. The service population is based on library director estimates and fluctuates seasonally between roughly 6,300 and 10,300.

## Amenities

The Unalaska Public Library offers a variety of amenities to its users. These include 52 reader seats, 24 public access computers, and two meeting rooms (one that accommodates 20 people and the other, 45 people). The floor plan includes a separate space for Alaskan and Aleutian history collections, and an enclosed children’s room to control noise levels. Additional space is dedicated for a Friends of the Library store, a small office space for the Friends group, and two staff rooms (one workspace and one used for storage).



The library currently holds 24,000 circulating volumes, and was built to hold 40,000 volumes. Additionally, the original building was designed with the possibility of a future expansion in mind. The power and communications grid, which is located beneath the floor and contains power, telephone, and computer cords, continues up to the edge of one exterior wall, allowing the grid to be easily extended into future facility additions.

## Facility Programming

	Sq Ft
<b>Total facility</b>	<b>9,200</b>
Library space	8,250
Circulation area	300
Books, periodicals, media, reference	6,050
Meeting rooms	1,000
Children's area	600
Computer room (adults)	300
Staff offices and workspaces	300
Restrooms and utility areas	650

### Capital Costs and Funding Sources

The City of Unalaska was the sole capital project funding source for the Unalaska Public Library. Without an issuance of city bonds, \$3.7 million was allocated to the construction of the facility and the purchasing of all necessary equipment and furnishings. The City of Unalaska is in a unique fiscal situation because of resource landing taxes levied on the large volumes of Bering Sea fisheries products landed in Unalaska/Dutch Harbor.

### Changes in Library Usage

The new library facility in Unalaska allowed for a large increase in circulation items. In 1999, the first year in the new facility, the number of items in circulation doubled from 33,826 to 67,887. In recent years, this number has continued to increase and in 2006, the Unalaska Public Library had 107,079 items in circulation. Library visits have also increased since the opening of the new facility in 1999. The number of registered borrowers in 2006 was 9,629.

#### Circulation, 1998-2006

Year	Circulation	Library Visits
1998	33,826	26,839
1999	67,887	36,946
2000	71,542	38,635
2001	68,781	50,231
2002	70,083	52,967
2003	86,404	72,167
2004	73,546	86,097
2005	96,632	94,237
2006	107,079	81,008
<b>Percent change 1998-2006</b>	<b>217%</b>	<b>202%</b>

## Operational Finances

The Unalaska Public Library is open seven days per week (nine hours on weekdays and six hours on weekends) and has one full-time librarian, three full-time administrative assistants, and one part-time assistant. A slight increase in the operating budget between 1998 and 1999 is attributed to an additional full-time administrative assistant position that was created when the new facility opened in 1999. Despite the increase in building size, most non-personnel operational costs remained fairly consistent from the old library space to the new space.

**Selected Operating Expenses, FY1998, FY1999, FY2004-FY2006**

Expense	1998	1999	2004	2005	2006
<b>Total Budget</b>	<b>\$202,200</b>	<b>\$243,600</b>	<b>\$484,560</b>	<b>\$497,100</b>	<b>\$523,500</b>
Personnel	-	-	319,600	336,000	342,500
Utilities	-	-			
Heating oil	-	-	6,600	9,000	12,100
Electricity	-	-	26,200	29,300	25,800
Other	-	-	0	200	2,300
Telephone, internet and postal services	-	-	27,700	26,200	25,900
Maintenance and repairs	-	-	33,600	33,900	30,700
Books and periodicals	-	-	43,000	34,900	61,600
Supplies	-	-	25,500	22,900	16,400
Other	-	-	2,400	4,600	6,100

The major operational funding sources include city taxes, which provide 94 percent of annual funding, an annual \$15,000 Universal Service Fund Telecommunications grant, and the standard \$6,200 Alaska State Grant in Aid, which all Alaska public libraries receive yearly. The Friends of the Library store/office generates roughly \$10,000 per year in income (monetary gifts, long-term memorial funds, and sales) and volunteer services, depending on the needs of the library. Additionally, the library makes available two meeting rooms for various functions and events. Non-profit organizations can reserve the rooms free of charge and other businesses or groups can rent them for \$15 per hour. On average, the meeting rooms are used for revenue-generating events four times per year.



## **Lessons Learned**

Design suggestions (from former Library Services and Construction Act building consultant) include:

- Involve the community in the planning process.
- Include design provisions for first- and possibly second-phase facility expansions.
- Building design should enable visual control of the facility, including view of approaching patrons, by as few staff members as possible.
- Allow for plenty of parking space.

## Haines Public Library

Stemming from grassroots community fundraising that was started in 1996, the Haines Public Library’s new \$2.5 million facility opened in 2003. Support for the new library came from the Library Board, staff, Friends of the Library, community voters, local businesses, as well as major grants from government and private funding organizations. At 8,400 square feet, the new building has doubled the former library facility, which was built in 1958 and added on to in 1979 and 1987. The Haines Public Library serves a community population of roughly 2,300 (which reportedly doubles during summer months). It was designed to hold roughly 50,000 circulating volumes, in addition to reference materials, electronic media, and an array of other library amenities. In 2005, it was awarded the Gates Foundation and Library Journal’s “Best Small Library in America,” and in 2003, the Public Library Association’s “Excellence in Small and/or Rural Libraries.”



### Haines Public Library at a Glance

Year opened	2003
Estimated sq ft	8,400
Size of library replaced (approx.)	<4,000
Estimated population served	2,300
Sq ft per 1,000 people	3,652
Total project cost per sq ft	\$305

Note: Population is based on library director’s estimate of service population.

### Comparison for New and Old Libraries

	New Library	Old Library
Square footage	8,400 sq ft	<4,000 sq ft*
Staffing costs	\$364,970	\$200,620
Staffing costs per sq ft	\$43	\$50
Total operational costs	\$459,900	\$305,900
Total operational costs per sq ft	\$55	\$76

\*Square footage for old library is best approximation. Comparisons are therefore approximate, but not exact.

Note: Cost information is FY2007 budget for new library, FY2002 actual for old library.

## Amenities

The Haines Public Library has approximately 7,600 square feet of library space, including an 800 square feet soundproof children’s room. A teen corner is currently part of the general library space and there is consideration to make it a separate room in the future. The library currently holds 41,220 volumes, which include all types of materials.



In addition to books, reference materials, and periodicals, the Haines Public Library offers patrons a variety of electronic media and equipment, a typewriter, computer workstations and laptops, and wireless internet access. A copier and fax machine are also available for use, but require small fees.

There are four meeting rooms available for reservation or rent, depending on time of day and status of user group. Meeting rooms may be reserved at no cost during scheduled library hours for use by educational, civic, cultural, or governmental groups when no admission charge is made. For reservations during open hours by private individuals or groups, a \$100-\$200 facility fee is charged, plus an hourly rental fee. Meeting rooms are rented out approximately three to eight times per year, generating roughly \$1,200 in income for the library.

### Facility Programming

	Sq Ft
<b>Total Facility</b>	<b>8,400</b>
Library space	7,600
Books, periodicals, media, reference, and meeting rooms	6,800
Children’s area	800
Staff offices, kitchenette, and storage	550
Restrooms and utility rooms	250

## Programs

The library has an award-winning children’s reading program. It also hosts the Dragonfly Project, helping the Native community and general public learn how to use the technology resources available at the library, and the Voices Project, providing the equipment and training to produce radio diaries on the effects of subsistence participants’ lives.

## Capital Costs and Funding Sources

Project funds totaling \$2.6 million were raised for the Haines Public Library. Financial support for the project came from a variety of public and private sources. The US Department of Agriculture provided the largest grant, at \$1.1 million. Additional public-sector funders included the State of Alaska, the Haines Borough

(which provided cash and matching grants, and new land), and the Denali Commission Community Priorities Program. Private funding was provided by the Rasmuson Foundation, the MJ Murdock Charitable Trust, the Pollock Foundation, Friends of the Library, and community donations. An American Library Association Gale Group Award also went towards project funding.

### Capital Funding Sources

Funding Source	Contribution
<b>Total Project</b>	<b>\$2,565,400</b>
Government grants	1,197,800
Haines Borough Bond (USDA low-interest loan)	225,000
Denali Commission grant	167,800
Value of new land (Haines Borough)	140,000
Foundation grants	552,500
Community donations	276,300
Gale Group Award	2,500
Interest income	1,500
In-kind furniture	2,000

### Changes in Library Usage

Haines Public Library circulation increased by 56 percent between 2002 (the last full year in the old facility) and 2006 (the most recent full year in the new facility). Circulation in 2002 was 77,131 and 120,331 in 2006.



The increase in active card holders is difficult to estimate from the old to the new facility because a large system clean out was done in 2003 and hundreds of inactive card holders were deleted from the system. Before the 2003 clean out, there were 3,420 card holders and in 2006 there were 3,163. These numbers are misleading and it is known that during this time the number of active card holders increased despite the decrease in official statistics.

Library visitation estimates are less accurate than circulation and card holder statistics, but they show an increase since the move to the new facility. Visitation for 2002 is estimated at 48,000 and at 72,250 for 2006.

### Library Usage Statistics, 2002 and 2006

Year	Circulation	Registered Borrowers	Visits
2002	77,131	3,420	48,000
2006	120,331	3,163	72,250
<b>Percent change (2002-2006)</b>	<b>56%</b>	<b>-8%</b>	<b>51%</b>

## **Haines Visitor Statistics**

While the Haines Public Library does not track resident versus non-resident library patrons, staff report there is definitely a higher number of non-resident patrons during the summer months. Many of these are one-time visitors who are just passing through Haines, but there are a fair number of summer residents in Haines who use the library regularly during those months. The library charges \$20 for temporary visitor cards for users who are not residents, but will be in the area for at least one month.

According to 2006 AVSP, Haines had 124,000 visitors in the summer of 2006. Of the visitors, 15.3 percent visited a museum. The average overnight visitor stayed in Haines for 2.9 nights.

## **Operational Finances**

The library's annual expense budget has increased by roughly \$200,000 over the past five years. However, not all of the increase is due to increased operational costs at the new facility. The budgetary increases also reflect increased spending on grant-funded programs. Awards, such as the "Best Small Library in America" awarded to the Haines Library in 2005, have enabled the library to be very successful attracting grant funds, directly and indirectly increasing the library's budget.

Operational support for the Haines Public Library comes from a variety of sources, with the Haines Borough as the largest contributor. Other sources of operational funding include multiple grants from both public and private entities, Friends of the Library, an endowment legacy fund, library revenue (such as an annual used book sale), the local school district, and library awards.

In order to keep up with cost increases, the library is considering some sort of temporary visitor card requirement for internet use. Currently, the Haines Public Library only requires temporary visitor cards for not-resident users who would like to check-out items. Due to the large number of non-resident summer visitors, who use the library mainly, or solely, for internet services, a small internet fee could create a sizable funding source for the library.

### Selected Operational Expenditures, FY2002-FY2007

Expense	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
<b>Total budget</b>	<b>\$305,900</b>	<b>\$307,800</b>	<b>\$309,200</b>	<b>\$416,900</b>	<b>\$531,000</b>	<b>\$459,900</b>
Personnel	200,620	215,810	231,600	290,520	390,100	364,970
Utilities						
Fuel	1,900	2,240	4,460	4,800	8,500	11,400
Electricity	5,200	6,000	9,600	12,000	12,000	12,300
Other	1,330	1,220	1,300	1,640	1,640	1,400
Communications (telephone and internet)	10,250	5,140	5,140	6,680	6,300	6,850
Postage	3,560	3,560	3,200	3,200	3,200	2,800
Maintenance	2,450	2,450	2,550	5,870	4,600	7,200
Insurance	4,310	8,740	10,540	18,260	8,110	8,920
Library books and materials	25,230	28,500	24,210	29,400	26,510	22,020
Programs	2,340	2,370	4,370	5,580	4,390	4,890
Supplies and general expenses	50,070	31,760	12,260	38,960	65,650	53,120

### Lessons Learned

After four years of operation, the Haines library staff have noted a number of important lessons learned regarding construction of the facility and local support:

- The impact a new facility has on the morale of the community, staff, and patrons is greater than any expectations.
- Design the facility and parking lot to include future growth, including technological advancements.
- As the new building attracts some non-library users, put the restrooms near the front doors.
- Be aware of the effect various surfaces and materials will have on acoustics.
- Make sure there are local knowledge and skills to support the facility, particularly complex HVAC/heating systems.
- Do not use tile on concrete outdoors, especially in Alaska.

## Delta Junction Public Library

The Delta Junction Public Library opened in 2004, replacing an older, less sophisticated facility. The construction of the new library was prompted by the re-opening of Fort Greely in 2002, as part of the Department of Defense National Missile Program. Serving roughly 5,000 regional residents, the \$1.6 million facility is 5,000 square feet and holds 12,000 circulating volumes, as well as reference materials, electronic media, and other library amenities.



All photos courtesy of the Delta Junction Public Library

### Delta Junction Public Library at a Glance

Year opened	2004
Estimated sq ft	5,000
Estimated population served	5,000
Sq ft per 1,000 people	1,000
Staff per 1,000 people	0.50
Construction cost per sq ft	\$260
Total project cost per sq ft	\$312

Notes: Part-time staff are assumed to be 20 hours per week. Population is based on head librarian's estimate of service population.

### Comparison for New and Old Libraries

	New Library	Old Library
Staffing costs	\$119,025	\$64,869
Staffing costs per sq ft	\$24	NA
Total operational costs	\$165,064	\$88,736
Total operational costs per sq ft	\$33	NA

\*Square footage for old library was unavailable.

Note: Cost information is FY2008 budget for new library, FY2004 actual for old library.

### Amenities

The Delta Junction Public Library does not have any separate enclosed rooms for meetings or other community needs. Library staff created a children's area using shelving placement and décor, as well as a comfortable reading area situated around a gas fireplace. They offer wireless internet access, in addition to six public computers, and ask users to donate a small amount to help cover costs. The library also offers copier and fax services for a small fee.

The facility has a multi-purpose room with a small kitchenette, workspace, and storage space, two staff offices, and two small restrooms. Due to additional storage need, the library will have an outdoor storage unit built during the summer of 2008 by students from the local vocational school.

### Facility Programming

	Sq Ft
<b>Total Facility</b>	<b>5,000</b>
Library space	2,500
Kitchenette/workroom/storage (approx.)	800
Other (offices, restrooms, furnace room) (approx.)	1,700
<b>Outdoor Storage Space (to be built summer 2007)</b>	<b>240</b>

### Programs

Organized library programs are an important part of the Delta Junction Public Library. There is a summer reading program for school-age children which attracts roughly 60 to 85 kids over a six-week period, a preschool library program, and "Lap-Time for Babies," which provides a space for parents to read to their infants. The library also hosts post-church socials from time to time, which attract many local seniors.

### Capital Costs and Funding Sources

Capital project funding for the new library totaled \$1.6 million. The Department of Defense National Missile Program at Fort Greely, located five miles south of Delta Junction, gave \$1.3 million for building construction. The Fort Greely project produced a "list of impacts" associated with the base re-opening and a new library was third on the list. A \$130,000 matching grant from the Rasmuson Foundation allowed for new furniture, shelving, computers and other electronics, among other needed items. To help raise their matching funds, the library invited Delta Junction residents to sponsor bookshelves, which were made by inmates at the state prison in Seward and had sponsors' names engraved on the shelves. Not all funds associated with the matching grant had been spent as of May 2007.

The lot on which the new library was built had been owned by the city, thus no land purchase was necessary. The lot was valued at \$3,500 in 2004.

### Capital Funding Sources

Funding Source	Contribution
<b>Total Project</b>	<b>\$1,560,000</b>
Government grants (DOD National Missile Program)	1,300,000
Foundation grants (Rasmuson Foundation - matching)	130,000
Community fund drive (matching funds)	130,000

Note: Funds raised exceeded necessary project budget.

## Library Usage

The Delta Junction Library receives about 200 visits per day. Many of these visits come from school children during their lunch break or after school, senior citizens, residents (particularly those without electricity in their home), and tourists. The library director estimates that three-quarters of the summer visitors and nearly all of their September to May visitors are regional residents. Unfortunately, detailed visitor statistics for Delta Junction were not available from the 2006 AVSP statistics.



Usage of the library has increased over the past few years. At the end of the 2006 fiscal year the Delta Junction Public Library had a circulation of 21,872, a 15 percent increase from the previous fiscal year, and an annual attendance of 34,129, a 36 percent increase from the previous year.

**Library Usage Statistics, FY 2004-FY2006**

	Total Patrons	New Patrons	Circulation	Internet Usage
FY2004	17,084	-	23,005	5,460
FY2005	25,037	568	19,027*	8,197
FY2006	34,129	657	21,872	11,940
<b>Percent change FY2005 to 2006</b>	<b>36%</b>	<b>16%</b>	<b>15%</b>	<b>46%</b>

\* The decrease in circulation after FY 2004 was due to large clear-out of library items before moving to the new facility.

## Operational Finances

The Delta Junction Public Library is operated by the City of Delta Junction and had a budget of \$153,100 for the 2006-2007 fiscal year. The proposed FY 2007-2008 budget has a 7 percent increase, to a total of \$165,100. The library is open seven days per week and employs one full-time director and three part-time staff (one works 28 hours per week and two work roughly 12 hours per week).

Operational costs in the new library building have increased considerably. Although the new facility is roughly the same square footage as the old facility, the new library now stands alone as separate structure whereas the old library shared a building, and some costs, with the Delta Junction City Hall. The cost of utilities increased in the new space because they are no longer shared with the city. Telephone and internet service has also increased in the new space, but this parallels and increase in technological capabilities and services. For example, internet service was upgraded from dial-up in the old facility to a DSL connection in the new facility. Operational costs are outlined below.

### Selected Operational Expenses, FY2004 and FY2007-FY2008

Expense	FY 2004 (actual)	FY 2007 (budgeted)	FY 2008 (budgeted)
<b>Total</b>	<b>\$88,736</b>	<b>\$153,110</b>	<b>\$165,064</b>
Salaries and benefits	64,869	109,222	119,025
Contracted services*	3,593	2,315	2,316
Repairs and maintenance		2,000	2,000
Utilities**	1,023		
Fuel oil		6,419	6,908
Electricity		5,188	6,084
Telephone, internet and postage		6,776	5,216
Library Materials			
Reference***	10,701	8,000	8,000
Book leases		590	590
Periodicals	260	350	525
Supplies	1,612	1,500	1,800
Insurance	3,900	8,127	9,984
Advertising		125	125
Travel and per diem	2,777	2,500	2,500

\* FY 2004 contracted services expenditure figure includes repairs and maintenance, telephone, internet, postage and advertising costs.

\*\* FY 2004 utility expenditure figure for fuel oil includes electricity as well.

\*\*\* FY 2004 library materials expenditure figures combines reference materials and book leases.

The Delta Junction Public Library received most of its operating funds from the city. Additionally, it receives a \$7,000 annual grant from State Library and roughly \$5,000 annually from the Library Board, which organizes several small fundraisers throughout the year. A fundraising example is the annual book baskets silent auction during National Library week. Additional revenue is gained from copier and fax user fees, used books sales, and user donations for internet use.

### Lessons Learned

The planning process surrounding the new library in Delta Junction was quite stressful for those involved. According to the library director, strict regulations tied to the spending process of federal funds made it challenging to hire an architect with necessary experience in library design. Throughout the design process, there was a clash of design priorities and end-vision between the architect and library staff. The library director believes that the project would have been more successful had the architect had direct library design experience, or at least more experience designing public facilities. (She noted that choice of the design contractor was dictated by federal purchasing standards, which favored the lowest bidder.) Some changes to the original design were implemented by the building contractor during construction.

Suggestions for other communities building new libraries are as follows:

- Record or keep detailed notes of all meetings to avoid confusion and to provide evidence should conflicting issues arise.
- It is very important to have a strong and supportive board and city liaison to work within the community on fundraising efforts.

## Girdwood Library

The community of Girdwood recently broke ground on a new facility which will house the Girdwood library and community center. The new facility will be attached to the community fire station, and is planned to open in the spring of 2008.



Photo courtesy of the Municipality of Anchorage

Girdwood, which is within the Municipality of Anchorage, has been seeking funding for the facility for a number of years. After multiple attempts to secure public funding from Girdwood residents through municipality-wide bond issues, a local committee was formed in 2003 to secure funding for the new facility. The Girdwood Library and Community Center Building Committee has since secured \$6.9 million from a variety of public and private sources. This is the estimated funding necessary to complete the project.

The Girdwood Library and Community Center will replace the current Wesley Gerrish Branch Library, which was built in 1981. The new library will be nearly 4,000 square feet, more than twice the size of the current library. It will continue to be a part of the Anchorage Municipal Library System. The total facility is designed to be 9,100 square feet, including a community room that will host library programs and community meetings. It will serve the residents of Girdwood, Portage, and Bird Creek, a total population of about 2,200.

Before moving into the new facility, the Girdwood library plans to conduct a major clean-out of its collection materials. The existing library now holds 23,565 circulating volumes, including reference materials and electronic media.

### Girdwood Library at a Glance

Year opened (expected)	2008
Estimated sq ft	4,000
Size of library replaced (approx.)	1,500
Estimated population served	2,200
Sq ft per 1,000 people (library only)	1,818
Total project cost per sq ft (total building)	\$758

Note: Population is based on branch librarian's estimate of service area.

### Amenities

The new library and community center structure will have an open floor plan for the library space, a 2,500 square foot community room, an office space for the Girdwood Board of Supervisors, utility and storage areas, and a large lobby. The children's area of the library will be larger than that of the current facility. It will also have separate areas for reading and using computer workstations. The reading area will have 12 comfortable easy chairs and the computer workstations will be increased to nine, with an additional computer in the children's area. Wireless internet access will be available throughout the facility.

## Facility Programming

	New Library (sq ft)	Current Library (sq ft)
<b>Total Facility</b>	<b>9,100</b>	<b>1,500</b>
Stacks	1,472	**
Lounge/reading area	950	**
Children’s area	*	180
Staff area	910	**
Community meeting rooms	2,090	-
Girdwood Board of Supervisors	290	-
Circulation/lobby, restrooms, and utility space	3,388	**

\* Included in lounge/reading area.

\*\* Square footage estimates not available.

### Programs

The Girdwood Library’s popular story time program for children and parents will be continued at the new the facility. Additionally, the increased space may allow for new programs and activities, but they have not yet been determined.

### Capital Costs and Funding Sources for New Library

In 2003 the Girdwood Library and Community Center Building Committee was formed to secure funding for a new facility to co-house the library and community center. A total of \$6.9 million was raised, including \$3 million in grants from the Alaska state government, \$1,000,000 from the Denali Commission, and a \$514,000 matching grant from the Rasmuson Foundation. The Girdwood community will contribute \$1 million through a special Girdwood property levy over a 5-year period in addition to \$100,000 raised through a community fund drive as a matching contribution to the Rasmuson grant. The land that the new facility will be build on belongs to the Anchorage Municipality so no transfer of funds or land was needed.

#### Capital Funding Sources

Funding Source	Contribution
<b>Total project</b>	<b>\$6,900,000</b>
State government grants	3,000,000
Denali Commission	1,000,000
Rasmuson Foundation (matching)	514,000
Community fund drive (matching funds)	100,000
Community funds (taxes)	1,000,000

### Library Usage

The current Girdwood Library makes an effort to track users at the current library and has found that roughly three-fourths of library users are adults who come in to browse and/or check out books. During the summer

months, the library has about 30 non-resident regular visitors and usually one or two non-resident visitors per day who are just passing through the community. According to data from AVSP, Girdwood had 135,000 visitors in the summer of 2006. The average overnight visitor stayed in Girdwood for 1.9 nights. Expenditures averaged \$109.

In general, library usage in Girdwood has increased steadily over the past three years. Details on circulation, registered borrowers, visitation, and collection materials are outlined below.

### Library Usage Statistics

Year	Circulation	Registered Borrowers	Visits	Collection Materials
2004	36,675	1,445	13,683	20,432
2005	38,914	1,452	15,864	21,878
2006	39,487	1,695	15,381	23,179
<b>Percent change (2004-2006)</b>	<b>8%</b>	<b>17%</b>	<b>12%</b>	<b>13%</b>

### Operational Finances

As part of the Anchorage Municipal Library System, the Girdwood Library receives all of its funding from the Anchorage Municipality. It does not directly receive a State Library Aid grant and does not submit an annual report to the State Library. There is one full-time librarian at the Girdwood library, as well as 3 part-time staff.

In 2006 the Anchorage Municipal Library allocated roughly \$2 million to five branch libraries around the municipality. (The primary municipal library is the Z.J. Loussac Public Library.) Municipal staff do not track individual budget information for the small branch libraries, so budget information for the Girdwood library is not available. However, it is anticipated to be no more than one-fifth this total amount.

However, staff did provide some estimates as to the future financial impact of the new library. The library's collections and electronic materials are anticipated to increase by about 20 to 25 percent, with concurrent cost increases. The new facility will also have increased utility costs. In the current facility, utility costs are paid by the primary building occupant, the elementary school. Utility costs in the new facility will be borne by the municipality.

### Lessons Learned

Securing funding for new community projects is often challenging and the new Girdwood Library and Community Center facility was no different. A member of the Girdwood Library and Community Center Building Committee notes the importance of creativity and persistence in the process of securing funding for new projects. She also highlighted a key force in this process is the involvement of community residents.

## Tuzzy Consortium Library and Inupiat Heritage Center

In 1997 a new facility was constructed in Barrow to house the Tuzzy Consortium Library and the newly created Inupiat Heritage Center (IHC). The Tuzzy Consortium Library opened its doors in 1998. It includes the main library facility in Barrow as well as seven smaller branch libraries serving residents and local schools in the surrounding villages. The main library serves roughly 7,000 area residents and is the library of Ilisagvik College, a two-year community college.

The Inupiat Heritage Center also opened in 1998 and was officially dedicated in 1999. It is affiliated with the New Bedford Whaling National Historical Park in New Bedford, Massachusetts and celebrates the culture of the Inupiat people and their contributions to the history of whaling. Included in the IHC are a museum, a multi-purpose community room, a traditional room, an administrative area, and facility support spaces.

The total facility is 29,000 square feet, with 6,900 square feet dedicated to the library and 22,100 square feet to the Inupiat Heritage Center. The total capital project cost was \$11 million, and was funded by the North Slope Borough. The estimated cost for the library area alone is \$2.4 million.

The Tuzzy Consortium Library in Barrow replaced an old facility that was 3,000 square feet and co-located with a community center and bingo hall. According to staff, the old space was loud, smoky, and could hold only two-thirds of the library's collections. Creation of the Inupiat Heritage Center, which is funded and managed by the North Slope Borough, was the motivating force for construction of the 1997 facility. The museum collections in the facility were acquired from numerous sources and locations.

### Tuzzy Consortium Library and Inupiat Heritage Center at a Glance

Year opened	1998
Gross sq ft	29,000
Library sq ft (net)	6,900
Museum sq ft (net)	22,100
Size of library replaced (approx.)	3,000
Estimated population served	7,000
Sq ft per 1,000 people	4,143
Staff per 1,000 people (library, Barrow location only)	1.3
Construction cost per sq ft	\$379
Total project cost per sq ft	\$559

Note: Population is based on library director's estimate of service area, including surrounding villages.

## Amenities

### Library

The Tuzzy Consortium Library offers a variety of amenities to library patrons. There is a rare book room accessible to the public on a limited basis, a reading area with study carrels, and a separate children's room that can be closed off to control noise levels. There are seven computers with internet access for adult use, three for use by children, and one computer that is designated for catalog searches. There is also wireless internet access available to all with personal laptops.

A meeting room was included in the original facility design, but soon after opening that space was allocated for staff use. While there is a common work area and two staff offices, staff said that staff-only spaces were significantly underestimated in the original design. There were originally seven staff members when the facility was built in 1997 and there are now nine. Small groups needing a separate meeting area use a conference table located in the librarian's office. Staff said this does not commonly occur.

The stacks take up two-thirds of the total library space. Other space allocations are outlined below.

<b>Facility Programming</b>	
	<b>Sq Ft</b>
<b>Library Space</b>	<b>6,900</b>
Books, periodicals, media, reference, children's area	4,600
Staff offices/storage	2,300

The Tuzzy Consortium Library has a large collection of VHS tapes and DVDs. In 2004 videos and DVDs made up roughly 70 percent of the library's total circulation is not likely to have changed significantly. E-audio books are new and also very popular items, along with e-databases, which are often used by the Ilisagvik College students.

### Museum

The Inupiat Heritage Center contains an array of museum exhibits, a multi-purpose community room, a preparation work space for traditional activities such as skinning animals and sewing hides/skins, a gift shop, a room for translation work, as well as a number of offices, a large lobby, storage space, and utility rooms. It also houses the Anaktuvuk Pass Museum, which is a separate museum but functions as part of the IHC. Other museum exhibits include whaling and the people of whaling, arctic birds, and villages of the North Slope. They are spread across a number of rooms as well as open floor space. The size of the space dedicated to these functions is 22,100 square feet.

Admission fees to the museum are \$5 for adults, \$2 for high school and college students, and free for elders.

The multi-purpose community room, which includes a small kitchenette, is used for borough meetings, educational programs, and other community gatherings and functions. With the exception of the North Slope Borough meetings, there is an hourly charge for use of the room; \$37.50 per hour, \$125 per half day

(up to 4 hours), or \$250 per day (up to 8 hours). The Borough is not charged for meetings because it funds the center. The preparation work space is available for traditional activities free of charge.

There are currently six full-time staff members and a number of part time volunteers. Space allocations within the Inupiat Heritage Center were unavailable for this report.

## Programs

### Library

The Tuzzy Library offers three summer reading programs: one for babies and parents, one for youth, and one for teens. The youth program is located at the library but administered through city government. There is also a book group for adults facilitated by the library, and a movie program coordinated with the local university, which shows films at the Inupiat Heritage Center.

### Museum

The museum offers a number of programs focusing on traditional Inupiat culture. There is an annual art show displaying works from regional Inupiat artists, a variety of community and family programs, performing and fine arts programs, teaching of traditional Inupiat games, and Elders-in-Residence and Artists-in-Residence programs. The in-residence programs allow elders and artists to work at the museum, sharing their knowledge and skills with IHC visitors.

## Capital Costs and Funding Sources

Funded almost entirely by the North Slope Borough, the total capital project cost was \$16.2 million. General obligation bonds provided \$11.2 million, \$4.8 million came from Borough operating reserves, and \$200,000 from a state grant. Construction costs totaled \$11 million for the entire facility and an estimated \$2.4 million of those costs were associated with the library portion of the facility. Now, ten years after the original construction, the North Slope Borough is planning to expand the library by 2,400 square feet for an estimated cost of \$3.6 million in 2009 dollars. (This estimate was calculated in 2006 and may be low because there are predictions of a substantial increase in construction costs in the next 12 months.)

### Capital Funding Breakdown

Funding Source	Contribution
<b>Total Project</b>	<b>\$16,200,000</b>
North Slope Borough	
General obligation bonds	11,200,000
Operating reserves	4,800,000
State of Alaska grant	200,000

## Changes in Usage

### Library

After the grand opening of the new facility 1998, library visitation counts increased dramatically from between 13,000 and 15,000 to over 20,000 visits in 1999. Since then, visitation has steadily increased every year with over 72,000 visits in 2007. This is a 369 percent increase from 1996, which was the last full year in the old library space. Circulation numbers have fluctuated more than visitation, but they too have generally increased since the opening of the new library.

A majority of library patrons are adults, although school age children are common in the afternoons. The library is within walking distance of the local middle school, which has increased students' use of the facility significantly compared to the old location. During the summer months, the Tuzzy Consortium Library receives a few non-resident library users per day.

Currently, the main facility of the Tuzzy Consortium Library holds roughly 50,000 volumes and is at capacity with regards to collection materials. A 2,400 square foot expansion is planned for the near future and is awaiting funding. One of the uses planned for the expansion is a space dedicated for teen library users. It has been determined by the librarian that this group is not served very well by the general adult services and spaces, nor by the children's area and would benefit greatly by having a teen space.

**Library Usage Statistics, FY1996 to FY2007**

Fiscal Year	Circulation	Library Visits
1996*	17,509	15,475
1997	16,145	15,082
1998	15,559	13,486
1999	15,030	20,507
2000	13,571	21,595
2001	17,269	29,144
2002	27,323	38,714
2003	35,147	45,265
2004	33,159	62,591
2005	34,284	69,768
2006	26,588	68,959
2007	23,881	72,516
<b>Percent change 1996-2007</b>	<b>36%</b>	<b>369%</b>

\* 1996 was the last full year in the old library space.

## Museum

Attendance at the Inupiat Heritage Center has been steadily increasing since its opening in 1998. First of its kind in the region, the Center is viewed as a great success by the North Slope Borough, local residents, and visitors. Although historical visitation statistics for the IHC were not as readily available as those for the Tuzzy Library, data for recent years was obtainable. In 2005 the IHC had 17,225 visitors and in 2006, 17,352. During the summer months, approximately 90 percent of patrons are tourists, visiting from around the globe. During the off-season, most visitors are regional residents and come for conferences, educational programs, or meetings.

## Operational Costs and Revenues

### Library

Operation of the Tuzzy Consortium Library is funded by Ilisagvik College, which in turn is funded by the North Slope Borough. In addition, the library receives roughly five annual grants that are used to fund and operate the public hours of the seven branch libraries in the region. Despite the improved facility, the library did not assume major increases to its operation costs with its move to the current facility in 1997.

#### Selected Operating Expenses, FY2006

Library Expense	FY2006
<b>Total</b>	<b>\$748,500</b>
Personnel	653,900
Utilities, services, supplies, and travel	46,300

### Museum

The Inupiat Heritage Center is directly funded and operated by the Borough, which also owns and manages the total facility. While the IHC does not current receive significant funding though program-oriented grants, it is planning to apply for relative grants in the near future. IHC staff hope to increase the number and variety of programs in upcoming years.

#### Selected Operating Expenses, FY2006

Museum Expense	FY2006
<b>Total</b>	<b>\$823,500</b>
Personnel	627,900
Utilities	62,600
Contractual services	102,800
Supplies	26,400
Equipment and replacement funds	3,800

## **Lessons Learned**

The Tuzzy Consortium librarian said that it is natural for a library facility to be expanded and/or renovated every 10 years, depending on collection and usage growth. He recommends designing the facility with expansion in mind. He also noted the importance of a separate space for teens within libraries.

# Museums and Cultural Facilities

## Nolan Center

Wrangell's Nolan Center was opened in July of 2004 as a combination museum, visitors center and civic/conference center. Located on Wrangell's waterfront, the multi-purpose facility serves residents and visitors alike and combines cultural and economic development activities under one roof.

The Nolan Center was a \$9 million project, including furnishings, exhibits and design costs.



### Nolan Center at a Glance

Year opened	2004
Gross sq ft	20,300
Estimated resident population served	1,900
Sq ft per 1,000 people	10,684
Total construction cost	\$9,042,000
Total project cost per sq ft	\$445

Note: Part-time staff are assumed to be 20 hours per week. Population is Wrangell resident.

### Amenities and Space Usage

The Nolan Center totals 20,300 square feet, with 8,500 square feet designated for the museum, 8,856 square feet to the civic center, and 1,000 square feet to the visitors center.

The civic center includes a conference hall (nearly 4,000 square feet) that seats up to 275 people; a smaller meeting room (860 square feet) that seats 42 to 45 people, and which can be separated into two smaller rooms; and a small theater that seats 25 people. The Nolan Center also has a warming kitchen that can be used for serving food prepared off site.

The visitors center has fixed exhibits and promotional displays. It is jointly staffed by employees of the civic center and employees of the US Forest Service, under a cooperative agreement.

The museum space includes a gallery, a conservation lab, offices for museum staff, and storage for museum supplies and artifacts. The museum has permanent exhibits and installs a new changing exhibit about once a year.

An additional storage building was constructed after the Nolan Center was completed, as staff determined storage space in the civic center was inadequate. The single-story storage building is 2,200 square feet, and is used for portable seating, tables and chairs, risers, and other equipment and furniture.

In addition to hosting conferences and other commercial events, the civic center is also used for community activities. One of the unique usages is as the local movie theater. (Wrangell does not have a commercial movie theater.) On weekends when no events are scheduled, the center is configured for movie viewings, using the regular conference chairs and equipment. The space is set up to accommodate 190 movie viewers, and has sold out in the past. All proceeds from the movies go to support school activities, including travel for sports teams.

<b>Facility Programming</b>	
	<b>Sq Ft</b>
<b>Total facility</b>	<b>20,323</b>
Civic Center	8,856
Large conference hall	4,000
Small conference room (convertible into 2 rooms)	860
Kitchen	285
Storage building	2,200
Museum	8,505
Museum gift shop	1,074
Conservation lab	594

Note: Programming details are not comprehensive of all spaces.

### **Facility Admissions**

Admissions to the museum and the civic center are treated separately. Admissions to the museum were 6,448 in 2006. For January to June of 2007 they were 1,083. The relatively low numbers reflected an interruption in weekly cruise ship port calls. The resumption of its schedule is expected to buoy visitor numbers. Admission fees to the museum are \$5 for adults, \$3 for children 6 and over and people over age 60, free for children under age 6, and \$12 for a family.

Admissions information for the Civic Center was not available. However, the facility hosts at least 9 events of varying size per month.

### **Wrangell Visitor Statistics**

According to statistics from AVSP research, Wrangell had 34,000 visitors in the summer of 2006. The average overnight visitor stayed 3.8 nights in Wrangell. Thirty-six percent of the visitors to Wrangell participated in cultural activities while in the community, including 27 percent who visited a museum. Average expenditures per person while in Wrangell were \$115. Approximately one-third of Wrangell’s visitors traveled to Alaska via cruise ship.

## Capital Costs and Funding Sources

The Nolan Center was a \$9 million project. Cost estimates are comprehensive of all elements of the project, from design to construction, museum displays, equipment and furnishings, landscaping, and the additional storage building. The largest sources of funding for the Nolan Center were the City of Wrangell, the Nolan Trust and the Rasmuson Foundation.

### Capital Funding Sources

Funding Source	Contribution
<b>Total Funding</b>	<b>\$9,042,000</b>
City of Wrangell	3,188,000
Denali Commission	675,000
Friends of the Museum	50,000
MJ Murdock Charitable Trust	250,000
Nolan Trust	3,000,000
Rasmuson Foundation	1,250,000
USDA Rural Development	629,000

The City of Wrangell's contribution included land valued at \$213,000 and Congressional timber relief funds received by the community a decade earlier.

## Operational Finances

The Nolan Center is operated as four separate accounts—one for the museum, one for the civic center, one for the theater operations, and one for the building itself. Responsibility for building expenses is distributed across the three operations departments, and is reflected in their individual budgets. Personnel obligations are also distributed between the three departments.

## Costs

In total, the Nolan Center has an operations budget of approximately \$447,000 for the 2007-2008 fiscal year. Personnel-related expenses, such as salaries and wages and employer expenses account for more than 46 percent of this total (this includes personnel associated with building operations, which are not noted as a separate line item in the following table).

### Operational Costs

Expense Category	05-06 Actual	06-07 Estimate	07-08 Approved
<b>Total expenditures</b>	<b>\$409,268</b>	<b>\$405,555</b>	<b>\$446,674</b>
<b>Museum</b>	<b>\$227,560</b>	<b>\$232,315</b>	<b>\$197,004</b>
Wages and salaries	48,909	50,105	53,090
Casual labor	21,257	13,670	15,550
Employer expenses	16,496	19,010	22,634
Gift store inventory	47,711	55,000	20,000
Travel and training	7,218	5,500	5,000
Materials and supplies	8,325	4,300	4,500
Allocated building expense	65,751	69,530	65,580
Other	11,893	15,200	10,650
<b>Civic Center</b>	<b>\$142,832</b>	<b>\$173,240</b>	<b>\$175,680</b>
Wages and salaries	26,614	37,380	37,190
Overtime	4,332	6,000	2,000
Casual labor	3,887	4,000	5,000
Employer expenses	21,766	28,330	30,110
Travel and training	5,115	6,000	7,000
Materials and supplies	3,763	4,000	7,000
Advertising and publishing expense	10,587	16,000	20,000
Allocated building expense	65,811	69,530	65,580
Other	957	2,000	1,800
<b>Theater Department</b>	<b>\$38,875</b>	<b>\$76,675</b>	<b>\$68,070</b>
Wages and salaries	6,827	15,800	15,900
Overtime	256	100	250
Casual labor	-	175	1,600
Employer tax expense	611	1,500	1,600
Travel and training expense	-	-	1,000
Film expense	20,649	28,000	26,000
Concessions expense	9,047	15,000	13,500
Allocated building expense	-	5,000	5,920
Other	1,485	11,100	2,300
<i>Summary of building operation costs (from departments above; this includes personnel costs associated with building operations)</i>			
	\$131,561	\$139,060	\$137,080
<i>Summary of personnel costs (from departments above; this excludes personnel costs associated with building operations)</i>			
	\$150,955	\$176,070	\$184,924

## Revenues

The most significant sources of operational revenues for the Nolan Center come from the Nolan Endowment, with additional significant contribution by the City of Wrangell. Other funding sources include the Friends of the Museum and another small memorial fund.

Additionally, all three departments operating in the Nolan Center—the museum, the civic center, and the theater—generate some form of revenue. In the case of the museum, this includes admissions and gift store sales. The civic center generates fees for conference use. The theater also generates admissions fees.

However, both the museum and the civic center operate with a funding gap—the difference between the cost to run them and the revenues generated. (The theater department budget for 2007-2008 anticipates a small operating profit.)

For the 2006-2007 fiscal year, revenues generated at the museum totaled \$79,500, including gift store sales, admissions, donations, and other miscellaneous proceeds. The operating budget, including building expenditures, was \$232,300. The operating gap was \$152,800. For the civic center, revenues totaled \$75,240. The operating budget was \$173,240, for an operating gap of \$98,000.

Data on the earnings of each department are presented below.

<b>Earned Income</b>			
	<b>05-06</b>	<b>06-07</b>	<b>07-08</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Approved</b>
<b>Museum</b>			
Admissions	\$22,500	\$19,000	\$15,800
Gift shop*	79,200	59,000	44,000
<i>Costs of goods sold</i>	<i>(47,700)</i>	<i>(55,000)</i>	<i>(20,000)</i>
<b>Civic Center</b>			
Equipment rentals	4,900	3,800	3,000
Rental fees	20,200	35,000	31,500
<b>Theater</b>			
Admissions	35,600	55,000	47,000
Concessions*	17,100	30,000	25,000
<i>Cost of goods sold</i>	<i>9,000</i>	<i>15,000</i>	<i>13,500</i>

\*Before cost of goods sold.

## Planning for Long-term Financial Sustainability

The Nolan Center enjoys a unique financial position, as it benefits from a trust established by the Nolan Family to support the operation of the facility. The trust is presently worth approximately \$3 million, and it has contributed \$165,000 to \$170,000 toward the operation of the facility in recent years. The existence of the trust fund has made the facility financially feasible.

## Lessons Learned

The original design of the Nolan Center had several oversights. In addition to the lack of storage space (addressed above), the kitchen was designed for warming food, but is not suitable for preparation or catering. The director of the civic center noted that this was a significant oversight, and that she would certainly construct a more full-service kitchen if she had the opportunity to do it over. At present, food must be prepared off-site and brought to the center, and working in the kitchen space is cramped.

The capacity of the conference center exceeds 300 people. However, there are only 101 beds available in all the lodging establishments in Wrangell. In the past, they have been able to make arrangements to accommodate larger groups. For example, during a recent meeting of the group Southeast Conference, event planners were able to arrange with the Alaska Marine Highway System to have a ferry serve as a floating hotel. While this does represent a unique solution, generally the lodging in Wrangell is inadequate to utilize the full conference space.

The director of the museum noted that, immediately following the facility's opening, he would change exhibits twice yearly. However, he found that museum attendance is very low in the winter. Because responsibilities for organizing new exhibits fall to him, as the primary museum staff, he has since reduced the changing exhibit schedule to once yearly.

The museum, as built, includes a conservation laboratory, for working on the conservation of collections. The museum director feels that this was an unnecessary use of space and budget. He believes the original planning for the facility included expectations that the conservation lab might be available for lease to other agencies and organizations, such as the US Forest Service or the Alaska State Museum. Instead, the lab has been largely unused. He recommends that new, small museums not include conservation labs unless they expect to have a large staff with a permanent conservator. Otherwise, he feels it is more reasonable to send items out for conservation work. He hopes to sell some of the specialized equipment and renovate that area for additional collections storage.

The museum director also highly recommended that museums work with professional exhibit designers when developing a new museum. He worked with a professional team from Arizona, and notes that they have had consistent positive feedback from museum visitors since the facility was opened. He feels that this is an important budgetary provision for any new development.

Finally, the museum director is pleased that his budget includes professional travel to allow him to attend museum conferences. He said the opportunities to interact with other museum professionals are very valuable.

## Kenai Visitors and Cultural Center

The Kenai Visitors and Cultural Center (KVCC) serves as a museum and cultural facility, and a visitor center. It is owned by the City of Kenai and managed and operated by the Kenai Convention and Visitors Bureau. Built in the early 1990s, this facility continues to serve the needs of Kenai residents and visitors alike, providing a meeting space and display space for art, cultural events, historical exhibits, and community gatherings.

The facility was built with grant funds from US Department of Agriculture Rural Development and matching monies from the City of Kenai. It houses the permanent collections of the City of Kenai, though the facility was not constructed to meet museum standards for collection preservation (e.g. climate control systems; the center's director notes this was an intentional choice at the time of construction). Items displayed at the facility include copies of first and second editions of Captain Cook's journals, Aleut cultural artifacts, and natural history displays. Primary use of the facility alternates seasonally, with use and programming focused on residents during the winter season and visitors as the primary summertime users.

### Kenai Visitors and Cultural Center at a Glance

Year opened	1992
Estimated sq ft	9,866
Estimated resident population served	28,250
Kenai population	6,900
Staffing costs	191,000
Staffing costs per sq ft	\$19
Total operational costs	\$362,600
Total operational costs per sq ft	\$37

Note: The estimated resident population includes residents of Kenai, Soldotna, Sterling, Nikiski, Kalifornsky, Kasilof, and Salamatof.

### Amenities and Space Usage

The facility is just under 10,000 square feet. Most of the building is devoted to exhibit space, which doubles as meeting space. There are offices and a small conference room, as well. The small conference room seats 15 people comfortably, and larger events in the building have accommodated 600 people. Staff noted that the facility was designed with large restrooms, which are beneficial in attracting motorcoach tours. There is a prep kitchen that is an asset to meeting or event organizers. Staff noted that there is a need for additional space, particularly office space and laboratory space for working with exhibits.

### Facility Programming

	Sq Ft*
<b>Total</b>	<b>9,866</b>
Cultural exhibition area	3,298
Central exhibition hall	1,100
Video/viewing room	1,100
Arctic Entry	120
Reception/gift shop area	430
Visitor information	256
Director's office	196
Staff office	196
Conference room	336
Artifact storage/preparation	360
Additional museum exhibit area	500
Prep kitchen	400
Restrooms	400
Other	616

\*Programming estimates are based on facility planning documents

The KVCC offers wireless internet from its building. The wireless is accessible 24-hours a day, and can therefore be accessed by visitors nearby the building during closed hours. The facility also has film screening equipment, and movies are shown there throughout the year.

### Facility Admissions

The Kenai Visitors and Cultural Center hosts a summer art show each year, and charges admission to the facility during that time. The facility director notes that local residents are sometimes upset about the charge; as a result, they have implemented a system in which people receive a disposable lapel tab upon payment, and are able to retain it and gain admission free of charge for the remainder of the season.

### Visits to the Facility

Year	Number of Visitors
2004	51,600
2005	53,800
2006	61,900

### Kenai/Soldotna Visitor Statistics

As a major sportfishing destination, Kenai receives a significant number of Alaska resident and non-resident visitors. According to AVSP data, the Kenai/Soldotna area had 173,000 non-resident visitors in summer 2006. The average stay for overnight visitors in the area was 5.2 nights, and average expenditures were \$341. Four percent of visitors went to a museum while in Kenai/Soldotna.

## Capital Costs and Funding Sources

The primary funding sources for construction of the Kenai Visitors and Cultural Center were USDA Rural Development and a matching grant from the City of Kenai. Because the facility was built more than 15 years ago, this research does not delve significantly into the capital costs for this project, as the information is likely too outdated to be of significant value. However, it can be noted that pre-project estimates for costs were \$1.6 million for construction only.

## Operational Finances

### Costs

The maintenance and building costs of the KVCC building itself, including utilities, are paid for by the City of Kenai, which owns the building. For FY2008, this is budgeted at \$116,800. The Kenai Convention and Visitors Bureau (KCVB) oversees the operations and programs run from the building. The KCVB had a budget in fiscal year 2006 of \$363,000. (In addition to paying for these costs, the City of Kenai also has an annual contract with the Patrons of the KVCC for management.)

The most significant component of the patrons group's organization each year is salaries and wages. In 2006, this totaled an estimated \$191,000. Other expenses range from professional fees to membership dues to postage and telephone. A sampling of these expenses is presented below.

### Selected Operating Expenses, Excluding Facilities Costs FY 2006

	FY2006
<b>Total</b>	<b>\$362,600</b>
Salaries, wages and benefits	191,000
Professional fees	4,600
Memberships/dues/subscriptions	2,600
Insurance	3,700
Advertising	23,000
Postage	5,800
Trade shows	10,300
Professional development	8,900
Printing	14,500
Supplies	16,300
Computers/technology	1,600
Collection care and restoration	13,200

The Kenai Visitors and Cultural Center has operated below budget in each of the last three years, ranging from \$7,300 in 2005 to \$28,300 in 2004. This money is applied toward the future year's budget.

## Revenues

Retail sales at the KVCC generate \$30,000-40,000 in revenue annually, after costs of goods sold. Admissions generated approximately \$11,500 in 2006. Rentals of spaces for meetings generate some revenue for the facility, ranging from \$6,800 to \$8,000 in the last three years. The center has hosted Saturday Markets since 2005 from late May to early September. Fees generated by Saturday Market retailers contributed \$3,900 in 2005 and \$6,200 in 2006.

### Revenues Generated at the Kenai Visitors and Cultural Center

	2004 Actual	2005 Actual	2006 Estimate
Rentals/meetings	\$7,970	\$7,480	\$6,819
Retail sales	\$39,887	\$33,796	\$35,716
Saturday Market	-	\$3,940	\$6,194
Admissions*	\$13,154	\$10,227	\$11,461

\*Admission is only charged when the summer art show is in place.

In addition to the facility costs, the City of Kenai contributes \$65,000 annually as a facility management contract with the Kenai Convention and Visitors Bureau. This is approximately one-fifth of operating budget. The convention and visitors bureau also has a bingo gaming concession, which provides half of the operating budget (\$165,000 in 2006). KCVB membership fees were \$29,000 in 2006, which was consistent with previous years.

### Facility Rental Schedule

Rental Specifications	Rate
Board room	
4 hours or less	\$50
More than 4 hours or after 5pm	\$100
Conference room	
4 hours or less	\$100
More than 4 hours or after 5pm	\$200
Conference and board rooms	
4 hours or less	\$150
More than 4 hours or after 5pm	\$300
Entire building (any length of time)	\$400
Weekends	
5pm Friday to 11pm Saturday	\$500
8am Saturday to 10pm Sunday	\$800
5pm Friday to 10pm Sunday	\$1,000
Before/after hours surcharge, per hour, one hour minimum	\$50

Local organizations rent the facility for meetings. It is also rented for weddings, art openings, or other events.

## **Planning for Long-term Financial Sustainability**

The City of Kenai owns the Kenai Visitors and Cultural Center. The facility director noted that the facility is currently very dependant on gaming revenues, which are not typically considered to be a sustainable funding source. She also noted that Kenai does not have a bed tax, which typically supports the operations of many of Alaska's convention and visitor bureaus. She commented that the facility, at its current size, is manageable. A long-term plan for facility sustainability has not been developed to date.

## Pratt Museum

The exhibits and programs of the Pratt Museum, in Homer, explore the “art, science and culture of Kachemak Bay, Alaska.” The museum was established in 1968 by the Homer Society of Natural History, on the homestead of the Pratt family. The museum facilities have had several renovations since that time. In 2004 they undertook a major exhibition renovation. The museum is currently considering a modest expansion.

Homer is a community of 5,500, but acts as a commercial and cultural center to a population of approximately 12,000 from the surrounding area and smaller communities.

### Pratt Museum at a Glance

Year opened	1968
Estimated sq ft (interior spaces)	13,350
Estimated population served	12,000
Staffing costs	\$378,800
Staffing costs per interior sq ft	\$28
Staff per 1,000 interior sq ft	.90
Total operational costs	\$750,400
Total operational costs per interior sq ft	\$56

Notes: Costs per square foot are based on interior spaces. However, exterior components of the museum also exist, and are maintained by Pratt Museum staff members. As a result, estimates may inflate the cost-to-square-foot ratio.

Population is based on the estimated service area for the Homer Public Library.

### Amenities and Space Usage

The Pratt Museum includes several buildings and more than 9 acres of outdoor space. The major buildings are the main exhibit and administrative building, a historical homestead cabin, a shop, and a storage shed. Additionally, the museum owns a home at the site, which provides some rental income. The museum facilities include exhibition halls, aquaria for marine life displays, a museum store, visitors’ services spaces, office and administrative spaces, a library and a room that is used for public school programs.

### Facility Programming

	Sq Ft
<b>Total Facility (interior space)</b>	<b>13,350</b>
Exhibition Hall	4,900
Collections storage	740
Public school program	5,370
Visitor services	740
Office/administration	1,140
Library	230
Mechanical	350

The Pratt Museum hosts numerous programs in the museum facility, both indoors and outdoors. There is an education work space; programs are also hosted in the main exhibition galleries, which are reconfigured depending on the program offering and attendance. The space in the museum is used for many purposes. For example, staff refer to a corner of the Stewardship Gallery that is configured with a video screen as the “video theater room,” although there are no walls separating this space from the rest of the gallery.

### Museum Admissions

In 2006, the Pratt Museum had 35,000 visitors to the museum, and an additional 36,000 hits on the museum web site. Of the museum visitors, approximately 80 percent are visitors, and the other 20 percent are residents of the lower Kenai Peninsula. The cost of admission to the Pratt Museum is \$6 for adults, \$5.50 for seniors, \$3 for youth, and \$20 for a family of two adults plus their children. Admission is free for children under age 6 and for museum members.

**Museum Admission, 2005 and 2006**

	2005	2006
<b>Total</b>	<b>28,191</b>	<b>33,994</b>
Paying visitors	11,786	13,234
Non-paying visitors	3,569	3,880
Members	1,184	1,636
Fish feedings	466	565
Outdoor visitors (cabin, forest, garden)	5,365	7,815
Education Programs*	3,630	3,018
Interns	120	370
Special Events**	1,201	2,813
Meetings	280	143
Volunteers	655	520

\* On- and off-site programs. These include adults and students doing on-the-job training.

\*\* On-site events only. In 2006, numbers include facility use/rental.

### Capital Costs and Funding Sources

The Pratt Museum was constructed in the 1960s, with the most recent major capital campaign and renovation in 1986. This research does not delve significantly into these capital costs. However, the main exhibit gallery underwent a \$650,000 renovation in 2003/04. Funds for this renovation came from a federal grant, the Rasmuson Foundation, and targeted major donors in Homer. The fundraising was concurrent with the capital campaign for Homer’s new library facility, and the museum director notes that fundraising was intentionally targeted at specific donors to avoid detracting from the library’s effort.

## Homer Visitor Statistics

Homer's location at the "end of the road" on the Kenai Peninsula makes it a tourism hotspot, with tourists accessing it by road in large numbers. In 2006, AVSP data show that 153,000 visitors traveled to Homer during the summer season. These numbers include out-of-state travelers only, and exclude significant numbers of Alaskans who travel to the community.

Of the visitors sampled in the AVSP project, 18 percent went to a museum while in Homer. The average stay for overnight visitors in Homer was 3.3 nights.

## Operational Finances

### Costs

The operating budget for the Pratt Museum is was \$750,000 in FY2007. The operating budget fluctuates annually, depending on projects and grant funding.

#### Operating Expenses FY2002-2007

Year	Operating Expenses
2002	\$760,800
2003	\$861,400
2004	\$723,400
2005	\$563,000
2006	\$625,300
2007	\$750,400

There are approximately twelve year-round staff positions plus numerous seasonal positions. These include six full-time staff, three staff at four-fifths time, and two half-time staff, as well as half-time gallery host positions funded through an Alaska Department of Labor and Workforce Development program. In the summer the employment rosters expand to include six to eight high school interns, as well as additional seasonal employees.

The following table outlines some of the expenses of the Pratt Museum from the FY2006 budget year. It should be noted that this is a partial list.

**Selected Operating Expenses  
FY 2006**

Expense	FY2006
Total Operating Expenses	\$606,420
Salaries and benefits	378,800
Utilities and facility	
Electric, water, oil	29,000
Plowing, maintenance	5,900
Real estate taxes	1,300
Administration (printing, copying, telecommunications, subscriptions, etc.)	33,800
Computer services and software	4,700
Membership dues	1,900
Fundraising and events	11,800
Advertising/marketing	4,600
General liability	9,900
Travel	15,800
Professional services	6,300

Note: Only select expenses are detailed in this table.

**Revenues**

The Pratt Museum gets an exceptionally high percentage of its operating budget through earned income. The director noted that the typical goal for earned income for a museum facility is 30 percent. The Pratt Museum operates with as much as 55 percent in earned income. Sources for this income include admissions, sales at the museum store, memberships, and events.

**Admission Fees**

Type	Admission
General	\$6.00
Senior	\$5.50
Youth	\$3.00
Family (2 adults plus children)	\$20.00
Member	Free

Individual and business memberships are available. Individual memberships include a \$25 rate for seniors, students and artists or a family membership for \$50. Business memberships start at \$100 and range up to \$2,500 for "Bald Eagle Club" members. Membership includes a variety of benefits, depending on the level of the gift. The museum has more than 650 individual members.

The facility can be rented for events. Costs for facility rental are \$20 during business hours and \$40 after business hours. Examples of the kinds of uses include artists' workshops or plays.

The museum operates a gift shop. The net revenues for the gift shop are typically \$20,000-\$25,000 per year.

The City of Homer provides funding to support the Museum's operations. In recent years funding has been approximately \$80,000 from the municipality. In the most recent fiscal year that amount was increased to \$90,000.

### **Planning for Long-term Financial Sustainability**

The Pratt Museum recently hired a development director as part of their long-term plan to assure the museum's financial sustainability. The museum plans to launch an endowment campaign in conjunction with their planned capital campaign. There is an existing endowment of approximately \$30,000.

## Museum of the Aleutians

The Museum of the Aleutians is located in the community of Unalaska/Dutch Harbor. It was opened in 1999, and houses archaeological, ethnographic, and historical collections. Elements of particular focus include the history of indigenous people of the region and the World War II history.



The facility was constructed through a partnership by the City of Unalaska, the Ounalashka Corporation (the village corporation for Unalaska), the Aleut Corporation, and the Qawalangin Tribe of Unalaska. Primary funders were the City of Unalaska, which paid for the construction of the building and retains ownership of it, and the Ounalashka Corporation, which owns the land on which the museum is sited.

Residents of Unalaska/Dutch Harbor are the primary museum visitors. The Aleutian Islands community is extremely isolated, and tourism to the community is minimally developed. A handful of adventure-oriented cruise ships visit the port annually, and a small number of people make the trip to Unalaska on the Alaska Marine Highway System, but in general the museum serves a resident population.

### Museum of the Aleutians at a Glance

Year opened	1999
Gross sq ft	9,276
Assigned sq ft	7,774
Estimated population served	3,940
Staffing costs	\$293,520
Staffing costs per sq ft	\$32
Total operational costs	\$661,750
Total operational costs per sq ft	\$71
Construction cost per sq ft	\$360
Total project cost per sq ft	\$414

Note: Population is resident Dutch Harbor/Unalaska.

### Amenities and Space Usage

The facility houses the museum exclusively. The space in the museum includes two permanent galleries, one changing gallery, a gift shop/lobby area, and restrooms. It also includes a laboratory for working on collections and exhibits, and a storage space. The museum director noted that the storage and lab spaces are both well-designed, and that the storage space is twice the size of the exhibit area.

## Facility Programming

	Sq Ft
<b>Total Space</b>	<b>9,276</b>
Total assigned sq ft	7,774
Reception/admissions	304
Lobby	520
Gift shop/gift shop office/storage	460
Permanent exhibit gallery	1,280
Changing exhibit gallery	1,000
Collections/artifacts storage/registrar's area	1,680
Laboratory/work area/gallery prep	720
Administrative offices	260
Restrooms	486
Building support areas	1,288
Boiler, fan, electrical rooms and janitorial	752
Exit vestibule, entrance canopy, receiving canopy, loading dock	536

The museum space is not available for lease. The museum does hold meetings and gatherings around its own programs and activities. The changing gallery can be set up to accommodate people for these events. The lobby of the facility can be used for food service, allowing the exhibit spaces and other sensitive areas to be isolated from food.

### Museum Admissions

Museum admissions total about 5,000 people annually. Of this total, 4,000 admissions are local residents, and another 1,000 are visitors. The entire population of Unalaska/Dutch Harbor is fewer than 4,000 individuals, so the museum is achieving a high per capita visitor rate.

Admission to the museum is \$5. Museum members, including all World War II veterans stationed in the Aleutians, are admitted free of charge. There are approximately 250 paying members, including business and corporate members. In FY 2007 approximately 2,000 visitors paid admission to the museum, producing approximately \$10,000 in revenues.

The museum offers numerous community-oriented programs, which draw residents into the facility. Among these are programs on biology and fisheries, workshops, and rotating exhibits.

### Capital Costs and Funding Sources

The construction of the museum was financed by the City of Unalaska/Dutch Harbor, with land contributed by the Ounalashka Corporation. Unalaska/Dutch Harbor has a fiscal position that is unique among small rural communities, as it is the main port serving the tremendous fisheries of the Bering Sea. The municipality levies

a 2 percent raw fish tax on seafood resources landed in the port. As a result, Unalaska/Dutch Harbor enjoys significant municipal revenues.

The total cost for the construction of the Museum of the Aleutians was \$3.84 million. The total included \$300,000 in design costs and \$200,000 in furnishings.

### Capital Funding Sources

Funding Source	Contribution
City of Unalaska	\$3.84 million

## Operational Finances

### Costs

The Museum of the Aleutians has a \$662,000 operating budget for FY2008. About 44 percent of their total budget goes to salaries and benefits. Other important expenses include facility rent, received as an in-kind contribution from the City of Unalaska, which owns the building. Utilities total more than \$55,000, and program costs approach \$54,000.

Of the total budget, only 7 percent, or \$45,000, is expected to be funded through grants. This includes nearly \$44,000 in program and exhibit costs. Another 35 percent will come from the City of Unalaska, 8 percent from gaming, 24 percent from cash sources, and 27 percent from in-kind contributions, again primarily from the municipality. Other in-kind contributions support fundraising activities.

### Operating Expenses

Expense	FY2008 (budgeted)
<b>Total Operating Budget</b>	<b>\$661,750</b>
Salaries and benefits	293,520
Utilities	
Heating fuel	16,300
Electricity	37,180
Trash disposal	1,560
Insurance/Audit/Advertising	21,500
Programs/Exhibits/Newsletters	53,920
Travel	6,500
Fundraiser overhead	52,000
Supplies	3,000
Rent	158,970
Telephone	7,500
Other	9,800

## **Revenues**

The budget for the museum is largely funded by the City of Unalaska. However, additional revenue sources contribute to the total financial picture of the Museum of the Aleutians. Estimated revenues for FY2008 include \$10,000 in admissions and donations, \$25,000 in memberships, and \$32,350 from the museum store. Gaming proceeds also will contribute an estimated \$50,200, and auctions and fundraising are expected to generate \$30,000. The museum also anticipates contracts totaling \$7,000 in the fiscal year.

## **Planning for Long-term Financial Sustainability**

The museum's strategic plan calls for the establishment of an endowment to help sustain the museum in the future. The museum director anticipates that the timeline to establish a healthy endowment likely extends beyond 2010.

## Ilanka Cultural Center

The Ilanka Cultural Center is constructed and owned by the Native Village of Eyak (NVE). NVE is the traditional tribal government for the village of Eyak, which is located immediately proximate to present-day Cordova. The Ilanka Cultural Center was constructed from 2001 to 2003, as a major remodel to an existing facility purchased by the tribe, and opened in May 2004. Also included in the building is a health clinic. The building is on the waterfront, adjacent to the city harbor.



The project was born as the result of a community development plan undertaken in the mid-1990s by NVE. Through public meetings and surveys, tribal members documented various development goals. These included such elements as supporting traditional arts and culture, creating a cultural center, and working to repatriate cultural items and artifacts that had been removed from the region. The development of a cultural center was another goal identified in the process, and was seen to support many of the other goals. It combines many functions, ranging from a museum to artists' workspace to a small library. Remodeling of a portion of the building for administrative offices for NVE will be complete by the end of 2007, further increasing the consolidation of numerous services in the tribal building.

### Ilanka Cultural Center at a Glance

Year opened	2005
Gross sq ft, Cultural Center	2,545
Total facility, including health and administrative offices	9,000
Estimated population served	2,300
Staffing costs	\$100,680
Staffing costs per sq ft	\$40
Total operational costs*	\$266,620
Total operational costs per sq ft	\$105

Note: Estimated population is for Cordova and Eyak. Funding is budgeted, FY2008.

### Amenities and Space Usage

The Ilanka Cultural Center is a multi-purpose facility, housing various functions of the Native Village of Eyak, as well as a health clinic that is leased to the State of Alaska as a public health facility. The total building is approximately 9,000 square feet. The portion of the building dedicated to the actual cultural activities, including the museum, demonstration workspace, and gallery, is 2,545 square feet. A collections storage space is also included, and the two-story entry/reception area is graced by a hanging rearticulated orca skeleton.

The museum portion of the building is equipped with climate monitoring systems, climate-controlled exhibit cases, and is windowless for the preservation of the collection.

The first floor of the building also includes a tribal health clinic. The building also houses a tribal meeting room, complete with a 1,500-volume reference library of rare books and books relevant to the cultural history of the region. The renovations on office space for NVE administration will take nearly the entire second floor.

### Facility Programming

	Sq Ft
<b>Total*</b>	<b>2545</b>
Reception area	155
Gift shop	356
Gift shop storage	70
Artist workspace	256
Museum exhibits	390
Offices and storage	195
Collections storage	180

\* Cultural Center only

The museum began with only three items in its collection. It now has 120 items, and has hundreds more on loan.

### Museum Admissions

No admission is charged for visitors to the Ilanka Cultural Center, though there is a donation box. However, the cultural center does have a contract with Cruise West, which makes calls to Cordova once each week during the cruise season (roughly late May to late August). The cultural center hosts tours and cultural exhibitions for cruise passengers. In typical years these activities are all conducted within the cultural center building. However, due to the remodeling of the administrative offices in summer 2007, the cultural exhibitions are conducted on board the ship.

The museum has a guest book that is signed by some visitors. Tallies from 2006 show 2,074 people signed the guest book. The director estimates that about one-half the total visitors sign the guest book. She also estimates that summer visitor volumes are approximately one-third tribal members and members of the general Cordova public, and two-thirds visitors. During the rest of the year, visitation is three-quarters tribal/local and one-quarter visitor. During that time there are visits by school groups. The US Forest Service and Prince William Sound Science Center both bring groups to the museum, such as summer camp participants or tour groups. The science center also organizes craft education and programs in conjunction with the museum.

A lot of the winter usage is driven by the crafts programs, which include raven's tail weaving, skin sewing, carving, beading and other traditional arts. The local community college has also incorporated classes with the crafts program.

The Ilanka Cultural Center has 60 individual members and fewer than one-half dozen corporate members. Membership support levels for individuals start at \$20 a year and range upward to \$1,000.

### **Cordova Visitor Statistics**

Visitor counts for summer travel to Cordova are not available through AVSP, as the survey sample of people who visited Cordova was too small to allow for statistically sound estimates. However, the Alaska Marine Highway System reports that 11,600 people disembarked in Cordova in 2006. These figures do not differentiate between Cordova residents and non-residents. Cordova is also accessible by air, and receives regular service from one major domestic carrier, Alaska Airlines. Additionally, 1,080 cruise passengers visited Cordova in the summer of 2006.

### **Capital Costs and Funding Sources**

Numerous funders contributed to the \$3.62 million purchase and remodel of the Ilanka Cultural Center building. Total costs included those for remodeling the second-floor administrative office and the clinic remodel. It is not possible to separate costs for the various portions of the project. Funders included the Exxon Valdez Oil Spill (EVOS) Trust and Chugachmiut, which provided seed money for the project. A gift shop grant from the Administration for Native Americans supported the development of the gallery. The Denali Commission partnered with the First Alaskans Institute to support building renovations to meet Americans with Disabilities Act (ADA) standards. The Denali Commission also provided funding under its multi-use facility program. The Paul G. Allen Family Foundation provided funding. The Indian Health Service provided funding, as did Housing and Urban Development (HUD). The Alaska Native Tribal Health Consortium also committed to funding for the remodel, but following the relocation of the tribal clinic to another site, renegotiations are in place for that funding. The State of Alaska also provided funding due to the presence of the health clinic in the building. Finally, the Rasmuson Foundation provided a Tier 2 grant to help finalize the remodel of the facility.

### Capital Funding Sources

Funding Source	Contribution
<b>Total Funding</b>	<b>\$3,620,000</b>
Denali Commission	
Multi-use facility	1,000,000
ADA upgrade	128,000
Clinic renovation	130,000
First Alaskans Foundation	25,000
Chugachmiut	70,000
Commercial loan	245,000
EVOS Trust	175,000
Paul G. Allen Family Foundation	50,000
Rasmuson Foundation	225,500
HUD/Indian Community Development Block Grant	499,800
Association for Native Americans	182,731
Indian Health Service	220,000
Alaska Native Tribal Health Consortium*	118,478
State of Alaska Community Priorities	500,000

\*Funding from the Alaska Native Tribal Health Consortium is currently in renegotiation, following the relocation of the tribal health clinic from the facility.

Note: Funding line items are incomplete and do not sum to the project total.

## Operational Finances

### Costs

#### Selected Operational Expenses

	FY 2008 (budgeted)
<b>Total Budget</b>	<b>\$266,260</b>
Total Direct Expenses	236,940
Salaries and benefits	100,680
Travel	3,700
Utilities	
Electricity	15,550
Water/sewer/garbage	2,800
Heating fuel	17,360
Supplies	3,500
Advertising	250
Retail cost of goods sold	66,600
Property tax	12,320
Insurance	8,750
Snow removal	3,670
Dues and licenses	100
Freight	250
Miscellaneous	1,410
<b>Total Indirect Expenses</b>	<b>29,320</b>

### Revenues

The cultural center is largely supported by the Native Village of Eyak, through grant funds and other revenue streams, with additional contributions from Native corporations in the region and the tribal organization for the village of Tatitlek. However, there are several components of the operation that produce revenue.

The gallery has developed into a primary sales point for fine art and crafts in Cordova. The cultural center director credits one of the center's staff and an additional NVE employee for developing excellent personal relationships with Native artists around Alaska and bringing high-quality works to the gallery. The budget for FY2008 anticipates sales in the gift store at \$100,000. However, at the time of writing, the finance director said gift store revenues would likely be closer to \$75,000 for the fiscal year. (He also said that the cost of goods sold, reflected in the budget numbers above, would be correspondingly lower.)

Additionally, the contract with Cruise West provides a steady source of revenue to the facility. The budget for FY2008 anticipates \$5,000 from this revenue stream. Other revenue streams are relatively modest, including memberships.

In total, the executive director of NVE said the organization is subsidizing about \$125,000 of the operating costs of the Ilanka Cultural Center annually.

### **Planning for Long-term Financial Sustainability**

The Ilanka Cultural Center is supported by the Native Village of Eyak, and is funded in large part through grants. Grants are received from the Institute of Museum and Library Services, the National Park Service, the State of Alaska, the Council for the Arts, and from other sources depending on project needs.

The Ilanka Cultural Center recently received a management assistance grant from the Rasmuson Foundation. The funding will be used for strategic planning purposes for the facility. The center's director anticipates that long-term financial sustainability will be addressed within the context of the planning activities.

### **Lessons Learned**

The director of the Ilanka Cultural Center noted that the center grew very quickly and that she and the one other staff member had additional job responsibilities beyond those at the cultural center during that time. She said that was very taxing at times.

The director felt that it was invaluable for her to work with mentors through the design and startup of the facility. She worked with a museum specialist, Bob Banghart, in the initial conceptual design of the facility. MRV Architects in Juneau then handled the architectural rendering of those ideas. She also said that mentors at other, comparable facilities around the state, such as the Alutiiq Museum in Kodiak, provided an important support network. She also was able to attend training through the Foraker Group that helped her develop skills in everything from grant management to running office systems.

The director noted that startup costs for a building independent from the administrative offices of the Native Village of Eyak were significant, as it was necessary to purchase everything ranging from printers to furniture to pencils. Her startup budget was approximately \$41,000, though this also included the building's security service and camera system. She believes it is important in the start-up phase to avoid becoming enamored with pretty, matching office sets, and to focus more on finding reasonably priced equipment that can get the job done without creating unnecessary budgetary strain.

For the gallery/shop, the director also noted that the development of personal connections with artists can be a great benefit. She believes that the efforts of the staff of the cultural center and NVE to meet and develop direct relationships with artists around the state, through events such as Alaska Federation of Natives, have resulted in excellent quality offerings in the gallery/shop.

Finally, she noted that, as a tribal entity dealing with cultural resources and artifacts, the Ilanka Cultural Center is seen as a place to bring historical and cultural items. While this is a benefit for the facility, it also can be very time-consuming, and not all items that come across her desk are directly related to the mission of the center. She noted that this can take time from other, direct responsibilities.

## Alutiiq Museum

The Alutiiq Museum and Archaeological Repository, in the city of Kodiak, is focused on the history and culture of the Alutiiq people of Kodiak Island and Southwestern Alaska. The facility is located in downtown Kodiak, and is co-located with the offices of Afognak Native Corporation. The building was built as a joint tenancy museum and office space, it has been open since 1995. When built, the total project cost \$3.3 million; \$1.5 million was the cost of constructing the museum portion.

The Kodiak Area Native Association (KANA), the health corporation for the Kodiak region, co-owns the building with Natives of Kodiak, the Alaska Native urban corporation for the Kodiak community. KANA owns the museum space and part of the basement and leases it to the Alutiiq Museum. Natives of Kodiak owns the second floor, and leases part of it to the Afognak Native Corporation. The total building project cost

### Alutiiq Museum at a Glance

Year opened	1995
Estimated sq ft	3,906
Estimated population served	13,500
Staffing costs	\$528,600
Staffing costs per sq ft	\$135
Total operational costs	\$957,000
Total operational costs per sq ft	\$245
Construction cost per sq ft (museum only)	\$384

Note: Population is for the Kodiak Island Borough, including communities of Kodiak, Chiniak, Womens Bay, Old Harbor, Akhiok, Karluk, Larsen Bay, Port Lions and Ouzinkie as well as other borough residents.

### Amenities and Space Usage

The Alutiiq Museum is approximately 5,000 total square feet. The museum includes a gallery space with permanent and changing exhibitions, a gallery store, administrative offices, laboratory space for collections management and research, and archival storage space, as well as restrooms, mechanical areas, and other basic infrastructure. The building is equipped with a humidity climate control (HVAC) system. (At the time of design and construction the entire building was equipped with climate control systems appropriate to a museum, to allow for potential sole occupancy by the Alutiiq Museum.) The gallery space is one large room that has been partitioned with display walls and other objects to guide visitors through the exhibits. The exhibit space includes a television and seating for viewing films.

### Facility Programming

	Sq Ft
<b>Total museum</b>	<b>3,906</b>
Collections storage	1,145
Laboratory	819
Gallery	1,400
Store	70
Bathrooms	185
Offices	287
Climate control system*	920

\*The climate control system is located in the shared building

The museum has extensive program offerings. Because of its role as a regional hub for Alutiiq cultural and historical resources and knowledge, the museum does extensive outreach to the six predominantly Alaska Native villages on Kodiak Island, with staff members frequently traveling to communities as part of the Traveling Traditions program to facilitate traditional cultural activities such as carving. Museum staff also lead and participate in archaeological excavations, work to preserve the Alutiiq language, and work with artists and craftspeople, among other activities.

### Museum Admissions

Admissions to the museum have averaged 5,700 in the last three years. Of that total number, the museum director estimated that 2,000 of are local residents coming one or many times (including residents of the village communities around Kodiak Island). The others are visitors to the island.

The museum has numerous members. All members of founding Native corporations were granted lifetime membership. The director estimates the number of annual paying members at 150 to 250 individuals. Membership rates are \$10 for students and elders, \$25 for individuals, and \$45 for families.

Admission to the museum is \$3 per person. The director does not foresee a rate increase in the near future; he reports that some visitors are resistant at paying even the \$3 fee.

### Capital Costs and Funding Sources

Capital support for the Alutiiq Museum came from the Exxon Valdez Oil Spill Trust. Total capital cost for the museum was \$1.2 million.

### Capital Funding Sources

Funding Source	Contribution
Exxon Valdez Oil Spill Trust	\$1.2 million

## Operational Finances

### Costs

Operating costs for the Alutiiq Museum were approximately \$957,000 in FY2006, including \$528,600 in personnel costs (salaries and benefits). Other significant expenditures included facility costs (condominium fee, utilities and maintenance, \$114,500) and supply costs (\$31,500). Dedicated project costs, which include expenditures on such items as the Alutiiq language preservation program or the archaeological site stewardship program, totaled \$87,300. This category of expenditure varies greatly from year to year, depending in part on active projects and funding for them.

The museum has six full-time staff members and three part-time staff members. The director noted that there is no seasonal variation in this staffing core. These positions include the director, deputy director, museum manager, gallery manager, reception, curator, laboratory manager, Alutiiq language manager and the registrar. As funding and needs proscribe, an additional part-time administrative assistant position is sometimes filled. Total expenditures on salaries are \$428,000. The museum also has numerous seasonal interns associated with field work projects, including the Community Archaeology program.

Other significant recurring annual expenses include maintenance and repair of the climate control system and utility costs associated with operating this system and other basic facility systems.

#### Selected Operating Expenses, Alutiiq Museum

Expense	FY2004	FY2005	FY2006
<b>Total</b>	<b>\$731,200</b>	<b>\$818,700</b>	<b>\$957,000</b>
Personnel			
Salaries/wages	\$338,318	\$420,147	\$428,089
Fringe benefits	60,836	67,203	100,514
Facility			
Condo fees	63,104	58,026	61,350
Utilities	29,958	29,267	35,952
Maintenance	5,782	14,742	17,208
Travel	17,225	15,798	20,474
Commodities			
Supplies	24,760	21,261	31,505
COGS	42,998	39,275	60,512
Projects	98,281	111,994	87,326
Equipment	6,294	-	67,189
Other			
Accounting	9,630	9,028	10,230
Professional fees	3,688	4,049	-
Insurance	5,609	5,058	7,561
Advertising	9,483	7,810	8,923
Newsletter	5,058	4,399	4,733
Misc. other	\$10,150	\$10,666	\$15,468

## **Revenues**

Operating budget for the Alutiiq Museum comes primarily through gaming revenues and grant, corporate and foundation support. Gaming (pull-tabs) is the most significant revenue stream for the museum, though the museum's strategic plan calls for a decrease in reliance on gaming and an increase in reliance on corporate and other contributions. The museum also has a modest endowment.

Museum admissions in 2006 produced \$11,300 in revenues. This was up approximately \$2,000 from the preceding two years. Sales from the museum store, after the cost of goods purchased, contributed approximately \$38,000 in income in FY 2006. This was also up from the preceding years.

Gaming contributed approximately \$220,000 in income to the museum in FY2006. This number fluctuated significantly over the three-year period.

## **Kodiak Visitor Statistics**

Kodiak had approximately 20,000 visitors in the summer of 2006. Visitors arrive primarily by air and ferry, with limited cruise ship calls, as well. In 2007, for example, seven cruise ship port calls are scheduled, with a total of 5,900 passengers. Expenditure data were not available for Kodiak, due to the size of the statistical sample. The average length of stay for overnight visitors was 6.9 nights.

## **Planning for Long-term Financial Sustainability**

The Alutiiq Museum is working to decrease its reliance on gaming revenues and replace that income with annual support from the Native corporations in the Kodiak region. (Present corporation support includes only some of the corporations from the Kodiak Island area.)

## **Lessons Learned**

The director of the Alutiiq Museum noted numerous lessons that have been learned in the development and operation of the museum. Chief among these is the need to have a comprehensive vision, in advance of facility construction, of the long-term funding sources for operation of the organization. He believes that museum boosters did not anticipate the financial resources that would be necessary to run the museum.

Additionally, several expenses associated with the regular maintenance and upkeep of a museum facility are easily underestimated. For example, costs for lighting the facility exceed \$40,000 annually. The specialized climate control system is also very costly to run and maintain, and is not an optional expense as it is critical to the maintenance of the museum's collections.

An oversight in the design of the facility was around the issue of food. The museum believes it is inappropriate to have food in the facility. As a result the use of the building for cultural and social events is restricted. This limits the kinds of events and gatherings that can occur at the museum, and effectively eliminates any opportunities to lease the museum for outside activities.