

NEH Application Cover sheet (CLI-293579)

Climate Smart Humanities Organizations

PROJECT DIRECTOR

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Field of expertise: Natural Sciences

INSTITUTION

Anchorage Museum Association
Anchorage, AK 99501-3544

APPLICATION INFORMATION

Title: *Anchorage Museum Sustainability Strategic Plan*

Grant period: From 2023-10-01 to 2025-10-31

Project field(s): Arts, Other

Description of project: The Anchorage Museum Climate and Sustainability Working Group will create and implement a sustainability plan for the organization. The process to create the sustainability plan will include a review of the Museum's existing energy audit, undertaking a carbon audit, and working with national and international consultants who are sustainability experts in the cultural sector. The sustainability plan will be integrated into the Museum's existing strategic framework and long-term capital plan, providing clear goal and benchmarks and outlining actions and a timeline to achieve sustainability goals. The project will also include opportunities to share the process and findings with statewide cultural organizations, partners, and the general public so that we can work collectively toward a sustainable future in the North.

BUDGET

Outright request	0.00	Cost sharing	100,000.00
Matching request	100,000.00	Total budget	200,000.00
Total NEH request	100,000.00		

GRANT ADMINISTRATOR

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Narrative
Anchorage Museum
Climate Smart Humanities Organizations Application
Funding Opportunity Number: 20230117-CLI

Humanities significance and impact

Established by the Municipality of Anchorage, the Museum opened its doors in 1968 with an exhibition of 60 borrowed Alaska paintings and a collection of 2,500 objects loaned from the local historical society. In 1992, the Museum became home to the first regional office of the Smithsonian Institution's National Museum of Natural History Arctic Studies Center. The partnership now also includes the Smithsonian National Museum of the American Indian. The Museum today holds a collection of 27,000 art and material culture items, 750,000 historical photographs, 12,000 books, 800 maps, and hundreds of periodicals.

Today, the Museum is recognized as a leading center for scholarship, engagement, and investigation of Alaska and the North. The Museum facility is approximately 275,000 square feet, including the Arctic Studies Center; Art of the North galleries, with artwork from the collection; the Discovery Center, with more than 70 hands-on science exhibits; the Thomas Planetarium; and over 25,000 square feet of temporary gallery space for changing exhibitions. The Museum also hosts Seed Lab, a satellite location focusing on climate change and healthy, creative, sustainable communities. The Museum welcomes over 220,000 visitors annually and has robust virtual offerings for engaging people across the globe.

The Museum organizes hundreds of public programs annually, including artist residencies, public art installations, convenings, workshops, classes, concerts, performances, and conferences. It hosts an annual Design Week and North x North Festival and Summit. The Museum's emphasis on Indigenous voices, diverse communities, climate change, justice, social action, access, design thinking, and innovation provides a distinct set of activities that place the Museum at the center of communities and conversations around decolonization and social change. Examples of this work include:

SEED Lab: SEED Lab was a project winner of the Bloomberg Philanthropies' 2018 Public Art Challenge. At SEED Lab, creative practitioners, civic leaders, and community change-makers lead workshops, develop projects, and engage in social practices with communities to address climate change and sustainability and propose and envision positive futures.

Extra Tough: Women of the North: An exhibition with complementary programming on exhibit 11/6/2020 – 9/6/2021. Alaska and the Circumpolar North have been shaped for centuries by Indigenous women's creativity, labor, and love. With colonization and the arrival of Western cultures, the North became seen as a masculine testing ground, a place to be explored, exploited, and developed. *Extra Tough* dismantles this myth and upholds and celebrates the stories and perspectives of Northern women. In a North shaped by climate change and globalization, women's voices provide rich ground for imagining a future guided by principles of gender equity, sustainability, and strength.

North x North Summit: North x North is the Anchorage Museum's annual celebration of connection, creativity, imagination, and innovation across Alaska and the Northern regions. The program convenes people from across the globe through yearlong programs around creative practice and idea sharing, highlighted by a spring festival and fall summit to celebrate the North, possible futures, and the potential of place, people, and planet.

Climate smart planning offers an opportunity for the Anchorage Museum to advance our mission and work "in service of a sustainable and equitable North." The planning process provides space to evaluate existing operations, building functionality, and processes to determine where the most significant areas for improvement in sustainability lie, prioritize needed work and identify areas where we are succeeding

in limiting climatological impacts and expand on those efforts. In addition, climate smart planning benefits the staff of the Museum. We have heard from most of our colleagues that the climate crisis is something they think about daily, both in work roles and in their personal lives. They have expressed a desire to be engaged in efforts to mitigate the crisis. Participating in climate smart planning offers a way for staff to prepare for the future and positively impact the place they work, which will also help their community become more sustainable.

Reaching over 200,000 visitors a year, having a facility that operates sustainably, with low-carbon or zero-carbon output, offers a distinct way to share what is possible in a sustainable, climate-friendly work and lifestyle. Being transparent with the story of our organizational journey toward sustainability with visitors, community partners, and partners in the museum field can help others imagine the possibilities for their sustainable practices and provide tangible resources to support those efforts. As one of the larger community facilities in Anchorage and Alaska, by developing and acting on a sustainability plan the Museum can function as a platform to demonstrate that equitable, just, long-term sustainability is possible in the North.

Existing in a place that is warming at nearly twice the rate of other parts of the US, Alaska sees the impacts of climate change on a daily basis. In Anchorage, the average annual temperature is expected to increase by 4 to 5 degrees Fahrenheit by the 2040s. The increase is expected to be seen in all months, with the greatest change in the winter months, leading to more rain and ice than snow. 46% of greenhouse gas emissions in Anchorage come from buildings and industry, and the primary source of electricity is from natural gas.¹ Given the detailed specifications collections care requires, the large footprint to share exhibits and programming, and provide a comfortable experience for visitors, museums place a significant draw on energy resources. Planning that directs operations toward reduced energy use, use of renewable energy sources, reduced emissions at all levels from transportation to building operations, and sustainable material usage will positively impact the fragile environment in which the Anchorage Museum exists. It is part of our mission to be respectful stewards of the landscape where we work and which we are tasked with sharing with visitors from around the world—planning for climate change mitigation and adaptation to how we function as a museum meets our mission, caring for the land and inspiring visitors and like organizations to meet the needs of the future.

Museums are designed to exist for generations, informing audiences about what has passed, providing context for the present, and offering inspiration for the future. To be an organization that can continue to serve our community effectively, the Anchorage Museum recognizes the necessity and value of transitioning to more sustainable ways of operating and innovating new forms of museum practice. By making sustainable changes and incorporating them into our long-term capital plan, we are responsibly preparing for the future. In addition, the planning process offers opportunities for Museum staff to connect with other experts in their fields, such as collaborating with colleagues on innovations in collections care, architects and designers focused on green building practices, and even finance and development professionals to help consider ESG practices and messaging for donors. We will not only be learners in this process, but sharers and educators prepared to assist state and regional partners in their sustainability goals and efforts.

Strategic goals and institutional commitment

As an organization, we recognize that we are in a time of environmental and social change. The climate crisis exacerbates social change and challenges. For years we have been committed to sharing information about the climate crisis and highlighting ideas for positive change. Museums hold a trusted place in

¹ Anchorage, AK Climate Action Plan. (2019, May 21).
<https://www.muni.org/Departments/Mayor/AWARE/ResilientAnchorage/pages/climateactionplan.aspx>

communities, and the Anchorage Museum is responsible for engaging our community in ways that help us all understand the changes facing our Northern home. At the end of 2020, we completed a new strategic framework that centers these institutional commitments:

- Serving communities of Anchorage, throughout Alaska, and connecting the North to the globe
- Contributing to a better future for Northern people, communities, and the planet
- Placing communities at the heart of museum practice
- Fostering reciprocal trusting and long-term relationships
- Sharing the stewarding of the stories, cultures, voices, and place
- Addressing injustices, inequalities, and exclusionary practices
- Sustaining agile mindsets toward resilience

Because part of our mission is to connect the North to the rest of the world, we must also find ways to present the reality of climate change impacts on the North without contributing to the narrative that results in "end-times tourism,"² bringing visitors to see landscapes and wildlife that are disappearing, but instead to reflect a place that is vibrant, resilient, creative, and filled with possibility in the face of the climate crisis. Our efforts to decolonize museum practice live at the heart of our responsibility to share this place with others. The Anchorage Museum values Indigenous knowledge and values. We seek to work humbly with our Alaska Native partners and colleagues as learners, stepping back so their voices may be heard and offering a platform for Indigenous artists, culture bearers, and communities.

Our 275,000 sq ft facility has gone through several expansions, with the core of the building initially constructed in 1968. An aging building is more susceptible to extreme weather and temperature changes, and it has become more common to have unexpected expenses arise with older equipment failing. Because of the needs of the collection, the museum operates 24 hours a day, seven days a week. The interior climate must remain consistent, which adds to energy consumption when lights, heating, and cooling cannot be turned off or lowered during closed times to the public. Cooling is the most expensive utility the museum incurs. As Alaska continues to see increased temperatures in the summer, the expense, and energy used to cool the building and protect the collection will only increase. With more precipitation in the summer also comes the need to de-humidify the indoor climate. This process requires running both heating and cooling simultaneously. Museum leadership and staff make the most sustainable choices possible when addressing facility needs but are often limited by budget.

Our sustainability goals and planning align with the Anchorage Municipality's Climate Action Plan, US and UN goals, and the global museum community. The Municipality's Climate Action Plan is designed around a vision for Anchorage in 2050. "In 2050, Anchorage is a resilient, equitable, and inclusive community prepared for the impacts of a changing climate. Winter cities around the world look to Anchorage as a leader in stewardship and energy innovation. Anchorage is self-sufficient and the heart of our state's globally competitive economy." This plan will reduce greenhouse gasses by 80% from 2008 levels by 2050, with an interim goal of 40% by 2030.³

The current federal administration has established a goal of reducing US greenhouse gas emissions by 50-52% below 2005 levels by 2030 and achieving a net-zero emissions economy by 2050.⁴ As the Museum reviews our existing energy audit and establishes baselines for its sustainability goals, municipal and federal goals will play a part in the planning process. Additionally, we recognize that humanities organizations play a central role in meeting the UN Sustainable Development climate action target of

² End-times tourism in the land of glaciers. *New York Times*. Kizzia, T. (2022, Nov. 22). <https://www.nytimes.com/2022/11/22/opinion/glaciers-alaska-climate-change.html>

³ Anchorage, AK Climate Action Plan. (2019, May 21).

<https://www.muni.org/Departments/Mayor/AWARE/ResilientAnchorage/pages/climateactionplan.aspx>

⁴ <https://www.whitehouse.gov/climate/>

"improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning."⁵

Across the country and the world, museums are implementing changes to reduce their carbon emissions, function with more energy efficiency, address their use of materials through reuse, selecting products with a lower environmental impact, evaluate transportation, and helping their communities learn what they can do to help the planet in their own lives. Our membership with the American Alliance of Museums allows us to connect to museums with similar goals and values. As signatories of the Museum Exhibition Materials Pledge⁶, we are committed to working with other directors, curators, and designers to continue to learn and share as the field advances their knowledge and access to environmentally friendly materials. Our partnership with Ki Culture similarly provides support and structure to help us meet US and global-based emissions reduction goals. Ki Culture is a global organization dedicated to creating actionable steps to make cultural heritage a leader toward a sustainable future. The organization offers partnerships and guidance to individuals and institutions, helping to provide solutions and strategies⁷.

The Anchorage Museum leadership and staff are committed to climate smart planning efforts and to making our facility and operations as sustainable as possible. We annually present exhibitions and programming to help our community engage with climate change issues and improve the energy efficiency of the building. Senior leadership and the board of directors have ratified a guiding strategic framework that centers equity and sustainability and keeps this focus centered in all decision-making, even the gift acceptance policy. Climate smart planning efforts will grow from a newly formed staff-led climate and sustainability working group. We invested in an energy audit in early 2022, with support from the Frankenthaler Foundation, which has already started guiding efficiency upgrades to the facility and will serve as a foundation for a carbon audit. In 2022, a position was created to help coordinate and integrate sustainability efforts throughout the organization. Erin Marbarger now serves as our Director of Education for Climate and Environment and is a primary participant in this climate-smart planning project. Our organizational commitment to climate action and sustainability is steadfast. We will continue to invest in and carry out the necessary work of creating an equitable and livable future for our Anchorage community and helping state, regional, national, and global neighbors to do the same.

Project outline and methodology

The Anchorage Museum's climate-smart planning will result in three primary outcomes – 1.) a comprehensive sustainability plan, 2.) a dedicated place on the Museum's website to share sustainability efforts with the public, and 3.) convenings with other states and regional museum colleagues to share learnings from the planning process and share ideas and expertise for mutual support in sustainability efforts.

Sustainability planning will be spearheaded by the Museum's recently formed climate and sustainability working group. This group comprises staff from each department, supported by the Museum CEO and other leadership, and is designed to bridge the common siloing of departments to facilitate communication, idea sharing, and grassroots organizational efforts. The working group will be supported by consultants with years of experience helping cultural organizations set and meet sustainability goals. Joyce Lee is a LEED Fellow and president of IndigoJLD. IndigoJLD provides green health, design, and planning services. She was one of the first LEED-accredited professionals in New York City and served under Mayors Giuliani and Bloomberg as Chief Architect at the New York City OMB. Her work in New

⁵ <https://www.un.org/sustainabledevelopment/climate-change/>

⁶ Museum Exhibition Materials Pledge. (2022, July). <https://www.mindfulmaterials.com/museum-pledge>

⁷ <https://www.kiculture.org/>

York helped identify green design and development opportunities. Joyce has worked with museums across the country to help them achieve energy efficiency goals. KI Culture is a global organization that brings together resources and actions to empower cultural institutions and individuals to bring about sector-wide change.

The climate working group team will assess the Museum's existing 2022 energy audit and work with partners to develop a carbon audit, allowing us to identify our Baseline Scopes 1, 2, and 3 emissions. With these audits in place at the time of the grant cycle, the team will work with consultants from Ki Cultures and Indigo JLD to prioritize findings from the audits. Building on baselines established in energy and carbon audits, the Museum team expects to explore and put into place strategies to related to energy efficiency, waste management, collection care, exhibition design materials, and visitor experience and education. Actional items will be integrated into the Museum's Strategic Framework to advance stewardship initiatives such as:

- Combining material re-use, low energy, and a smaller ecological footprint with local knowledge and work towards a sustained co-dependence of culture, economy, and local ecosystems
- Imagining how the museum best cohabitates in and with its surroundings
- Serving as a collaborator to support the sustainable and resilient planning of tomorrow's North by, with, and for the communities, centered on local assets and perspectives
- Upholding stewardship responsibilities for the institution, the people who work here, and the collections and buildings

Part of the Museum's sustainability planning effort will evaluate the existing long-term capital plan and make any necessary alterations to meet lowered energy emissions and energy efficiency goals.

The methodology for arriving at a sustainability plan will be collaborative and iterative. The working group will proceed through a series of reflective and evaluative cycles, incorporating input from independent reviewers and consultants. We will build on what we learn from each process, knowledge of baseline information, setting new benchmarks, and scaling from short-term, small, achievable actions toward long-term, larger activities. We will reference such tools as historical utility information for the facility that has been uploaded to the Energy Star platform⁸ and guides such as the [Gallery Climate Coalition's Decarbonization Action Plan](#) that offers examples and ideas for how arts organizations can reach 50 and 70% reductions in their greenhouse gas emissions by 2030.⁹ Throughout the planning process, we will also make space to learn from Alaska Native partners and colleagues, ensuring that our plan for climate action is respectful and reflective of the knowledge they carry about the land we seek to heal, wholistic in its approach to community practice, with a recognition that all things are interconnected.

Work Plan and Budget

Within the parameters of the Climate Smart funding opportunity, the strategic planning process and implementation of action items and deliverables will take place over 24 months. Work within this timeline will expand on efforts already underway at the Anchorage Museum. We will continue to engage with our climate and sustainability working group, building upon established departmental roles and learning from working group team members what they see as priorities in our sustainability efforts. Over the first six months of the project timeline, the working group will develop a sustainability statement that aligns with the museum's mission and will guide our planning efforts. We will engage the expertise of consulting partners at Ki Culture and the connections we have to like-minded museums through the partnership to guide our discussions as we craft our statement. In the first six months of the project

⁸ <https://portfoliomanager.energystar.gov/pm/login.html>

⁹ Decarbonization Action Plan. Chivers, D, Fannin, A., and Lowndes, H. (2021, November).

https://galleryclimatecoalition.org/usr/library/documents/main/gcc_decarbonisation-action-plan_2021_final.pdf

timeline, we will review our existing energy audit and work with consulting expert Joyce Lee to identify and prioritize recommended changes to how the Museum consumes energy.

Once we have developed a thorough understanding of our energy audit, we will begin the carbon audit process, working with Joyce Lee to identify Scope 1, 2, and 3 emissions and with Ki Culture partners to draw on strategies other museum clients have used to complete a carbon audit. Using the framework of the sustainability statement adopted in the first six months of the planning project and the results of the carbon audit, the working group will then be able to craft the Museum's sustainability plan. The plan will rely on the departmental knowledge and expertise that each working group member brings to the team – collections care, exhibition design, facilities management, development and fundraising, public programming and education, and communications. Additionally, we would like to bring on a materials advisor to consult on best practices and trends related to materials with low carbon footprints that are durable, reusable, and meet the standards for maintaining the integrity of artworks and objects displayed in exhibits. A materials advisor has not yet been identified, so an early element of the work plan will include research and outreach to potential consultants. As the sustainability plan develops, we will seek review and input from our primary consulting partners and share findings with the Museum's board of directors.

We will begin implementing the sustainability plan in the last 18 to 24 months of the project timeline. We will work with CEO Julie Decker to integrate the plan into our strategic framework, which is the Museum's guiding document through 2026, and with Director of Facilities Brian Steele to adapt our long-term capital plan to meet sustainability goals. We will publicly share the sustainability plan with state and regional museum colleagues. Part of this process will include hosting a virtual convening of collections staff from across the state, not only to share what our team learned through the carbon audit and sustainability planning process but to hear from others what they are doing in their work and share ideas, building a culture of climate care across the state. We will also work with internal staff and consulting partners to identify a regional museum that would find mutual benefit as a sister organization to either establish its sustainability plan or support each other in implementing existing strategies. A partnership would offer knowledge and resource sharing and scale up climate action for a larger, positive impact on the Northern geography.

As we begin to implement the sustainability action plan, we expect there will be a need to expand staff capacity for this work. We plan to offer sustainability internships for young people seeking to impact the community positively. These internships will build on existing work within the Museum's education department with Teen Climate Communicators and support our mission of providing opportunities for our community to create a sustainable and equitable future. We will create a sustainability page on our website to reach more of the general public. Our sustainability plan will be available for anyone who may be looking for advice on how to create their own. We will also be able to share information about exhibits, programs, and other past and upcoming activities to highlight climate-related efforts.

Award funds will help support staff time and capacity for planning. Key participants in the project will spend approximately five hours a week advancing the plan for the duration of the project. Other participants will spend more focused time on the project at specific junctures, such as at the beginning when reviewing our existing energy audit and toward the end of the project timeline when hosting convenings with state colleagues. Award funds from NEH and third-party funders will provide for consultants, offering expanded expertise and capacity. Thanks to the financial support from NEH and third-party supporters, it will be possible for us to share our sustainability plan and what we have learned with other organizations and with the Anchorage community, increasing the positive impact of sustainable actions on the future of the North.

Fundraising Plan

The fiscal health of the Museum is stable and well-positioned for the future, including responding to continued economic uncertainties. The past few years held significant challenges in response to the COVID-19 pandemic. Still, through a reduced budget early on, a significant effort for support, and grant relief, the Museum was able to weather the challenges and remain financially sound. Annual budgets are created to stay agile, respond to additional support and earned income challenges, and align expenditures as appropriate. The Museum also has net assets without restrictions set aside to meet operational needs in an emergency.

The Museum is also supported by an endowment valued at just over \$35 million. This endowment provides a foundation for long-term sustainability. The endowment grows annually thanks to investment oversight by the Foundation board and support from annual donors. In addition, \$15 million is currently promised to the endowment through several bequests, ensuring the continued future growth of the endowment. Annual fundraising efforts for the Museum are carried out by five development professionals focusing on major donors, individual and corporate donors, membership, and public and private grants. The Museum's dedicated annual donor base continues to grow through strategic planning and outreach. In addition, we have a history of successful public and private grant applications.

Potential sources for third-party funding to support sustainability planning efforts include two private foundations, Frankenthaler Climate Initiative and Murdock Charitable Trust, from which we have received funding for climate work and capital improvements in the past. Both funders will have opportunities available during the NEH Climate Smart Funding cycle. Frankenthaler Climate Initiative provides awards to "support the planning or implementation of capital projects that reduce emissions by improving efficiency in building energy use." They funded our first energy audit, from which we can expand our efforts to this complete sustainability planning. Awards range from \$25,000 to \$100,000. Murdock Charitable Trust supports capital improvements, equipment and technology, and program and staff capacity. We are currently considering requesting support for technology improvements that would allow us to expand our ability to host virtual convenings, such as those planned in our sustainability plan deliverables.

In addition to third-party funding from private foundations, we are beginning the scoping process for establishing a climate-giving circle made up of individual donors. This group of donors would be engaged in the Museum's sustainability efforts and climate programming and provide financial support for this work. Long-time donors with known interests in the Museum's ongoing climate work have been identified. Early conversations about the giving circle concept will begin in early 2023 with the goal of establishing the circle by the end of the calendar year. For the first two years of the circle, we have a target collective annual gift goal of \$10,000.

Fundraising efforts will be carried out for the duration of the project timeline. Both private foundation opportunities we are considering have annual application periods, and awards can extend for two or more years. The longevity of these awards will support the planning period as well as the early implementation and assessment of the plan. Members of the climate giving circle will be kept engaged with the climate smart planning process, and annual gifts for the 2024 and 2025 years will be directed toward this project.

Project and Fundraising Teams

The Museum is committed to climate smart planning efforts. Museum leadership has already supported time for staff to participate in the climate and sustainability working group, adjusting job descriptions and individual work plans to make it a priority for working group members to engage and not just add to their workload. All departments are actively addressing sustainability practices in their daily work, researching

to find new information and trends, and including sustainability concerns and possibilities in decision-making. Funds have already been committed to working with consulting partner Ki Culture for the 2023 calendar year. This partnership will provide access to resources and experts in sustainability planning.

The climate and sustainability working group comprises seventeen Anchorage Museum staff members. While the whole working group will take part in the sustainability planning process, the following members will serve as key participants at certain times throughout the grant cycle:

Erin Marbarger – Project lead and working group co-lead; Erin serves as the Director of Education for Climate and Environment. In her role, she helps lead and coordinate climate and sustainability initiatives and develops related curriculum and programs for the education department. Erin serves as the primary contact for the Museum's partnership with Ki Culture and will serve as a co-lead on the research and development of the Museum's sustainability plan. Her longevity with the Museum, scientific background and program development experience will successfully guide the working group through the planning process.

Brooke Wood – Project lead and working group co-lead; Brooke serves as the Director of Strategic Philanthropy. In her role, she focuses on fundraising efforts for the Museum's climate and sustainability work, as well as helping to support programs and initiatives. Brooke will oversee the fundraising process for the third-party match and assist with the sustainability planning process throughout the grant cycle.

Julie Decker – Organizational leadership support; As the CEO and Executive Director of the Museum, Julie oversees the organization's strategic direction and ensures operational and programmatic alignment with the mission. Julie has championed the focus on climate change and the role of cultural organizations in helping communities envision and build a sustainable and equitable future. As it develops, Julie will be an instrumental reviewer of the sustainability plan and will lead conversations with the Board of Directors as we move toward ratifying and adopting the plan. She will also participate in fundraising efforts, including crafting grant narratives and conversations with individual funders as needed.

Brian Steele – Facilities expertise and energy audit lead; Brian is the Director of Facilities for the Museum. He oversaw the 2022 energy audit and is an expert on the needs of the building, utility usage, and past and ongoing sustainability efforts. Brian will provide input on benchmark goals for the sustainability plan and lead the planned energy audit in 2024 to help assess our efforts through the first year of the grant cycle.

Kailee Van Zile – Collections care needs and statewide museum staff convenings coordinator; Kailee works in the collections department caring for the objects and artifacts the Museum houses. As a member of the climate working group, she shares the issues and ideas the collections team addresses regarding sustainability. When the sustainability plan is ready for sharing with museum colleagues across the state, Kailee will, with her team, coordinate virtual meetings and panels.

Jonny Hayes – Materials usage, sourcing, and research; Jonny leads the Museum's design department and is a member of the climate working group. Jonny and his team are innovative about how we reuse existing materials from previous exhibits and displays. They stay abreast of new materials and ideas that can help museums make more sustainable choices in design. Jonny will research and identify a materials advisor to consult on this element of the sustainability plan.

We have identified external consultants that can add capacity to planning efforts and provide input and feedback based on their expertise to ensure we are developing a comprehensive sustainability plan that is set up for successful implementation. The museum entered a partnership with Ki Culture in late 2022. Ki Culture staff, particularly Doug Worts, serves as a coach for Ki clients and has years of experience as a museum professional and in sustainable planning efforts for cultural organizations. Doug will provide feedback and guidance as the working group develops a sustainability statement, undertakes a carbon audit, and outlines a sustainability plan. Through Ki Cultures, we can also connect with other organizations to learn how they carried out similar efforts. Joyce Lee has agreed to serve as a reviewer of our existing energy audit and to help identify our Scope 1, 2, and 3 emissions. She will apply her

sustainable building and design expertise to elements of our plan that relate to energy efficiency and help us craft messaging for donors and facilitate conversations with the Board of Directors as we reach those stages of the project. We would also like to hire a materials advisor to provide information and input into adapting the materials we use and the amount we use to be more sustainable. We would look to bring on the consultant early in the project period.

Deliverables, dissemination, and next steps

The Anchorage Museum's climate smart strategic plan will encompass all aspects of the museum's work. It will address facilities management and energy efficiencies, with particular attention to the needs of the collection. The plan will include exhibition development aspects from how to transport to Alaska artworks on loan to the make-up of materials used in layout, display, and design, as well as how those materials will be reused in the future. The Museum's gift acceptance policy already includes elements of climate change and sustainability on which fundraising and development have an impact. The climate smart strategic plan will consider this and also include plans to fund sustainability efforts throughout the length of the plan and beyond.

The strategic planning document will include a timeline for implementing climate friendly changes and highlight time periods for assessment and review to allow for adjustments as challenges arise and to celebrate successes. Actions for climate smart planning will be integrated into the Museum's existing strategic framework document, and larger and potentially more costly building retrofits will be added to our long-term capital plan.

Benchmarks for this project and the Museum's sustainability plan over the next seven years. The NEH grant cycle period of performance for this project will be 24 months, starting on October 1, 2023, and ending on October 31, 2025. The Museum's current strategic framework exists through 2026, and the Municipality of Anchorage and the current U.S. federal administration have emissions reduction targets set for 2030. The Museum's sustainability plan will set its own evaluation periods to correspond with these dates. We will continue using the Energy Star platform to record utility usage and track trends. We will also schedule revised energy and carbon audits to assess further how implementing changes is positively impacting our carbon footprint. Another way that we will assess the effectiveness of our sustainability plan is through the strength of partnerships with other cultural organizations with similar sustainability goals. Through robust dialogue and information sharing, if other institutions in the state and region are also finding success in their climate change efforts, then we will all be helping our communities build a sustainable future.

As the climate smart sustainability plan is developed, it will be shared internally with the working group and with other museum staff members for input and feedback. We will schedule conversations with the Board of Directors when the plan has an outline and as it nears its final draft. In its complete form, the sustainability plan will be available on a newly designed section of the Museum's website that shares information about our climate efforts, links to resources, and details of upcoming programming and exhibits. Museum staff will host virtual convenings with colleagues from across the state and region, and we will share the final product and what we have learned in the process with Ki Culture members on the Ki platform in both written report format and on virtual calls. We will also explore ways to highlight our sustainability efforts with museum members and visitors through signage in exhibits, articles, and updates on our blog, member newsletters, and public programming.

Work plan
Anchorage Museum
Climate Smart Humanities Organizations Application
Funding Opportunity Number: 20230117-CLI

Summary:

The Anchorage Museum's climate smart planning project will span two years. It will result in three primary outcomes – a comprehensive sustainability plan, a dedicated place on the Museum's website to share sustainability efforts with the public, and convenings with other state and regional museum colleagues to share learnings from the planning process and share ideas and expertise for mutual support in sustainability efforts. The development of the sustainability plan will include a review and prioritization of findings from a 2022 energy audit, the completion of a carbon audit, input from all departments of the Museum, and the guidance of national and international consultants.

Project dates:

October 1, 2023 – October 31, 2025

Climate Smart Planning Timeline:

First six months:

1. Craft a sustainability statement
2. Review 2022 Energy Audit and rank priorities
3. Begin scoping project for climate giving circle
4. Application process for matching grant from Frankenthaler Climate Initiative

6-12 Months:

1. Carry out a carbon audit, including Scopes 1, 2, and 3 emissions
2. Develop sustainability plan
3. Formalize climate giving circle parameters
4. Application process for matching grant from M.J. Murdock Charitable Trust

12-18 Months:

1. Host conversations with board members and the working group as the plan is developed
2. Integrate sustainability plan into the strategic framework and long-term capital plan

18-24 months:

1. Complete a new energy audit to assess early implementation of the sustainability plan
2. Create a sustainability page on the Museum website
3. Host a virtual statewide convening of collections staff to share sustainability plans and actions
4. Identify a regional museum as a partner in sustainability efforts
5. Host conversations with climate giving circle

In the first six months of the climate smart planning project, the Museum's sustainability working group will craft a sustainability statement. This statement will guide climate smart planning efforts. During this time, the working group, Director of Facilities Brian Steele, and consultant Joyce Lee will establish priorities from the 2022 energy audit. Fundraising initiatives during this

time will include research on giving circles and conversations with Museum's supporters who may be interested in supporting our climate work and being a part of such a group.

As the project enters the middle of its first year, we will use findings from the review of the energy audit to begin the carbon audit process. We will also identify our Scope 1, 2, and 3 emissions during this process. Consulting partners Ki Culture and Joyce Lee will guide this process. The Museum's Chief Design Office, Jonny Hayes, will also use this time to identify a materials advisor to provide expertise on this element of a carbon audit. After the carbon audit, we will develop a multi-year sustainability plan. Fundraising efforts will include formalizing the climate giving circle and preparing applications for the Frankenthaler Climate Initiative and Murdoch Charitable Trust grant cycles.

At the end of the project's first year, the working group will host discussions with the Museum Board of Directors for their input and feedback on the developing sustainability plan. We will hold two or three of these conversations as the plan progresses to its final form.

In the project's second year, we will work with the Museum's CEO, Julie Decker, Brian Steele, and consulting partners to integrate the final version of the sustainability plan into the existing strategic framework and begin sharing the plan with partners and the general public. Collections Manager, Kailee Van Zile, will coordinate with the working group and the rest of the Museum collections team to host a virtual series of conversations and colloquia with colleagues across the state. At these events, participants will share sustainability efforts, successes, and challenges, generate ideas and strengthen partnerships. Fundraising plans for the project's second year include deepening the climate giving circle's engagement in the Museum's climate actions and researching opportunities with other private foundations to support sustainability efforts.

ANCHORAGE MUSEUM

Organizational Profile

www.anchagemuseum.org

- A. Mission:** To be a museum for people, place, planet, and potential, in service of a sustainable and equitable North, with creativity and imagination for what is possible.
- B. Vision:** A place of ideas and transformation, narratives and perspectives, resilient and relevant communities, responsive to a rapidly changing world toward a better future for all.
- C. Governance and Administration:** The Anchorage Museum Association (AMA) (d.b.a Anchorage Museum) is a private nonprofit that has sole authority to operate the museum, maintain the facility, raise funds and deliver programs in accordance with the mission. The Museum's collection of art, artifacts and archival materials are under the care of the AMA but are assets of the Municipality of Anchorage. As outlined in the current strategic framework, the AMA board of directors and staff are committed to: Contributing to a better future for Northern people, communities, and the planet; Placing communities at the heart of museum practice; Fostering reciprocal trusting and long-term relationships; Sharing the stewarding of the stories, cultures, voices, and place; Addressing injustices, inequalities, and exclusionary practices; Sustaining agile mindsets toward resilience; and Serving communities of Anchorage, throughout Alaska, and connecting the North to the globe.
- D. Physical facilities (including whether the applicant institution owns or leases structures):**
The museum facility is owned by the Municipality of Anchorage and the AMA operates the Anchorage Museum. The Museum facility is approximately 275,000 square feet, including the Arctic Studies Center; Art of the North, with artwork from the collection; the Discovery Center, with more than 70 hands-on science exhibits; the Thomas Planetarium; and more than 25,000 square feet of temporary gallery space for changing exhibitions, curated and designed by the Museum or brought in from around the world. The Museum also hosts Seed Lab, a satellite location focusing on climate change and healthy, creative, sustainable communities.
- E. Humanities staff size and composition (including the percentage of all staff who are in the humanities):**
The Anchorage Museum is encyclopedic in its content, featuring the art, history, science, ecology, design, and anthropology of the region. Staff is made up for administrative staff (including HR, finance, and IT) as well as the departments of curatorial, collections, visitor services, programs, development, marketing, design, education, and exhibitions. Each of those departments crosses into the humanities. Of the full staff, 23 are humanities-focused and trained, out of 55, for approximately a percentage of 42%. We also house Smithsonian staff, adding to the Humanities expertise in the building.
- F. Humanities collections (including the percentage of all collections that are in the humanities):**
The Anchorage Museum collection highlights the environment, people, and cultures of the Circumpolar North, connecting people, building relationships and common understanding. The collection has grown since the museum's founding in 1968 to span over 26,000 objects and over 700,000 photographs and archives. The collection honors the stories and legacies of these works now and for future generations. The museum's collections are divided into four areas: historical photographs; art; cultural and historical heritage items; and library resources. Historical photographs include images from the late 19th century through the recent past. The art collection represents a survey of visual arts in Alaska from the 18th century to the present, with important work by Alaska artists and a strong collection of contemporary Alaska Native art. The largest component of the material culture collections are objects of daily life of Athabascan, Inupiaq, Yup'ik, St. Lawrence Island Yupik, Sugpiaq, Unangan, Tlingit, Tsimshian, and Haida peoples. The museum's historical objects collection represents a survey of state and local history from the Russian-American period to

the present. Library resources include books, maps, auction catalogs, periodicals, Alaska artist files, and subject vertical files that include a variety of ephemera related to Alaska. The collections are maintained for public exhibition, scholarly research, preservation for future generations and to support educational programming. At all times, a significant portion of the collection is on public display.

- G. Accreditation or affiliation, if applicable:** The Anchorage Museum is accredited by the American Alliance of Museums.

Data on recent humanities activities, including:

- A. Types and numbers of enrollments, programs, exhibitions, courses, and degrees awarded in the past two years:** The Museum organizes hundreds of public programs (for both in-person and virtual participation) each year, including artist residencies, public art installations, convenings, workshops, classes, concerts, performances, talks, tours, and conferences. The Museum also hosts community events such as the annual Design Week – an annual forum that gathers creative minds to promote design and imagine the future of our city and the North – and the North x North Festival and Summit – an annual program that celebrates creativity, connection, creativity and innovation across Alaska and the North.
- B. Percentage of total offerings that are in the humanities:** Approximately 85 percent of our offerings are in the humanities, including arts as part of humanities. The Museum is interested in the humanities as social practice, drawing on interdisciplinary arenas of inquiry that have direct impact on contemporary issues facing communities, with the capacity to move between the academy that nurtures them as fields of study and the communities, local and global, they both seek to serve and must be accountable to. Our humanities practice is collaborative and cross-disciplinary, drawing on a range of methodologies—from history, literature, music, philosophy, and Indigenous studies and more—and seeks to recognize academic knowledge-making beyond the walls of the academia.
- C. Size and nature of audience or population served, including annual visitor numbers and the metrics used to determine them:** Based on typical museum admissions and visitation data, the Museum welcomes over 220,000 visitors annually. While the pandemic impacted visitor numbers, we estimated 2022 visitation to be approximately 120,000 visitors and 3,000 students served. During the pandemic, virtual offerings expanded significantly as the primary way of growing public participation and engaging people across the globe. During 2021, the Anchorage Museum Education Department offered 127 virtual school group experiences serving 2,703 students and teachers.
- D. Cost to participants (if any):** The Anchorage Museum offers a wide range of public programs, classes, talks, tours and workshops that are offered for free to virtual and in-person participants. Artist talks, exhibition tours and lectures are typically offered at no cost to participants. Attendees may be asked to pre-register in advance to help manage participation numbers. In some circumstances, studio art classes and craft workshops may be offered with a modest participant cost to help cover expenses for supplies and/or materials. The Anchorage Museum is committed to providing broad public access to all programs and routinely offers scholarships to assist with participation for all community members.
- E. Evidence for the success of these humanities activities:** The museum's eNewsletter, online advertising and social media campaigns have steadily increased program participation and increased visitation. Total social media audience grew by 4% in 2021 with over 6.2 million impressions, 200,000 engagements and over 16,000 post link clicks. The Museum's bi-weekly eNewsletter reaches 29,000 subscribers and visitation to the Museum's website included more than 350,000 visits by over 260,000 visitors.

Link: [Anchorage Museum 2021 Annual Gratitude Report](#)

Erin R. Marbarger

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E: emarbarger@anchoragemuseum.org

Summary of Qualifications

- Nine years' experience overseeing content and programs of a public-facing creative collaboration laboratory
- Leader in multi-year educational soundscape ecology research project
- Experienced facilitator of long-term community partnerships around science and climate change programming
- Curriculum developer of climate change focused programming for all ages
- Skilled in research and development of label text for public science-based exhibits
- Knowledgeable manager with experience overseeing staff, volunteers, and budgets

Selected Presentations and Accomplishments

- Presenter at 2022 Artic Circle Conference – Reykjavik Iceland – Listen Up Northern Soundscapes
- Presenter at 2021 Arctic Research Consortium of the United States Conference Community and Citizen Science in the Far North - Presentation: Listen Up! Discovering and Researching Alaska's Soundscapes Through Community and K – 12 Outreach
- National Informal STEM Education Network Sustainability Fellowship 2021 - 2022
- Presenter at 2020 Alaska Quiet Rights Coalition presentation on Soundscapes and Sounds in Nature – Presentation: Cultivating a Sound Practice
- Presenter at 2019 Association of Science at Technology Centers Annual Conference- Poster Presentation: Discovering Alaska's Soundscapes Through K-12 Outreach
- Alaska Master Naturalist Certification: University of Alaska Cooperative Extension Services - 2016

Relevant Positions

Director of Education for Climate and Environment – Anchorage Museum, May 2022 – Current Leads Change and sustainability curriculum and program development and helps lead the museums climate and sustainability planning and initiatives

Science and Innovation Education Manager - Anchorage Museum, May 2019 – May 2022 Project lead on soundscape ecology program development and outreach partnerships, develops and delivers Climate Change programming for public and 1st - 12th grade audience

Curator of Science and Innovation – Anchorage Museum, May 2016 – May 2019 Created science and innovation programming and concepts that incorporate engaging content, sound scholarship, and strategies for visitor engagement

Museum Experience and Volunteer Manager – Anchorage Museum, May 2014 – May 2016 Designed and implemented adult and teen volunteer program to support museum staff and public engagement goals

Museum Studies Intern – Anchorage Museum, January 2014 – May 2014 Developed and implemented educational tools and programs for Gyre Exhibit

Environmental Education Intern - The Harris Center for Conservation, May 2013 – August 2013 Facilitated school groups that ranged from 1st grade to 8th grade in schools and at The Harris Center for Conservation Education in lessons on pond ecology, tree ecology, predator/prey, and renewable resources

Ski Patrol - Aspen Skiing Company, December 2008 – April 2012 Created and lead programs for local schools at the Snowmass Ski Area that focused on ski safety, snow science, and local ecology

Board of Directors, Environmental Foundation Aspen Skiing Company, February 2012 – August 2012 Awarded foundation funds for projects that aligned with foundations goal to support environmental educational opportunities, seek to reduce the impacts of climate change, foster responsible stewardship of natural resources, protect mountain ecosystems, or preserve and create unique opportunities for outdoor recreation

Education

M.S - Environmental Science: Environmental Education - Antioch University New England, Keene NH – May 2014

B.S - Environmental Studies: Natural Resource Management- University of Colorado, Boulder CO – December 2008

Education

Texas Tech University

- Ph.D. Fine Arts conferred 2021
 - o Dissertation: *Lighting the Way: Theatre as a Tool to Motivate Climate Change Action*
 - o Course work included: charitable financial planning, managerial and cost accounting for non-profit and government organizations, arts advocacy, arts management, marketing the arts, management of non-profit organizations
- M.M Music Education conferred 2012
 - o Thesis: *Staying in the Profession: A Study of Five Public School Orchestra Directors*

University of Tennessee, Knoxville

- B.M. Music Education conferred 2007

Professional Experience:

Anchorage Museum, Anchorage, AK

Feb. 2021-present

- Director of Strategic Philanthropy

Cultivate and steward relationships with major donors, Qualify new donors for Association and Foundation, Grow and steward Legacy Society, Cultivate fundraising support of climate and sustainability efforts, Assist with fundraising and member events, Assist with development of donor communications

The Nature Conservancy, Anchorage, AK

Oct. 2014-Dec. 2020

- Trustee and Philanthropy Relations Manager

Primary point of contact for board of trustees, Coordinate trustee communications, Organize board meetings and events, Cultivate and steward Alaska based donors, Grow and steward Legacy Club (planned giving), Develop prospect pipeline, Manage donor stewardship, Coordinate donor trips and events, Manage Corporate Council on the Environment, Track revenue and projections

Texas Tech University School of Music, Lubbock, TX

Aug. 2011 -Sept. 2014

- Graduate Studies Coordinator

Assisted graduate students with degree plan and registration, coordinated applications and auditions, assisted international students with arrival and orientation

- Administrator of String Project

Coordinated activities of lab school for pre-service teachers and elementary students

Professional Experience (continued)

Ballet Lubbock, Lubbock, TX Aug. 2013-Feb. 2014

- Administrative Assistant
- Development Intern

Managed donor database, assisted with grant writing, frontline contact for parents and students, managed tuition payments, assisted with productions

Lewisville Independent School District, Lewisville, TX Aug. 2009-2011

- Director of Orchestras – Huffines Middle School

Provided stringed instrument/orchestra instruction to 6th, 7th and 8th grade students

Weslaco Independent School District, Weslaco, TX Dec. 2007-2009

- Director of Orchestras, Weslaco East High School, Cuellar and Mary Hoge Middle Schools

Provided stringed instrument/orchestra instruction to 6th – 12th grade students, assisted with marching band

Honors and Organizations:

Irish Club of Alaska, board member	2022- present
Association of Fundraising Professionals, member	2021-present
Rising Arts Leaders of Lubbock, founding member	2014
American String Teacher’s Association, member	2009-2014
Texas Music Educator’s Association, member	2008 – 2014
Texas Orchestra Director’s Association, member	2008 - 2014

Volunteer and Service Experience:

Gold Nugget Triathlon	2017-2019
Youth Orchestras of Lubbock	2012-2014
Lubbock Arts Alliance	2013-2014

JULIE M. DECKER, Ph.D.

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jdecker@anchagemuseum.org

EDUCATION

- Ph.D.** Interdisciplinary Studies (Contemporary Art History, Criticism and Management), Union Institute & University, Cincinnati, OH, 2002
- M.A.** Arts Administration, Golden Gate University, San Francisco, CA, 1993
- B.S.** Journalism, University of Oregon, 1991
- B.S.** Fine Art/Visual Design, University of Oregon, 1991

WORK EXPERIENCE

Museum Administration, 2011-present

Positions

- Director/CEO, November 2013-present
- Interim Director, July – November 2013
- Chief Curator, 2011-November 2013
- Exhibits Administrator/Head of Exhibitions, 2011-November 2013

Major Exhibitions

Curator, designer and project manager for several large-scale exhibitions in multiple disciplines, including history, science and art, including:

- Curator, *Gyre: The Plastic Ocean*, Anchorage Museum, 2014
- Curator, *This Is Not A Silent Movie*, Los Angeles Museum of Craft and Folk Art, Portland Museum of Contemporary Craft, and Montana Museum of Art and Culture, 2013-2014
- Curator, Designer, and Project Director: *Arctic Flight: A Century of Alaska Aviation*, Anchorage Museum, 2013
- Curator and Project Director: *True North: Contemporary Art of the Circumpolar North*, Anchorage Museum, 2012
- Curator: *Art of the North*, Anchorage Museum, 2013
- Curator: *Re/Marks: Contemporary Alaska Native Art*, Anchorage Museum, 2013
- Project Director: *Arctic Ambitions: Captain Cook and the Northwest Passage*, 2011-2015
- Curator: *Andy Warhol: Manufactured*, toured to Art Gallery of Alberta, Edmonton, 2008-2011

Business & Consulting, 1993-2011

Organizational Management

- Project Director, Trailer Art Center, 2010-2011
- Director, International Gallery of Contemporary Art, 1996-2011
- Owner, Decker/Morris Gallery, 1994-2005
- Owner, SHED Alaska and Decker Art Services, consulting services, 1993-2011

Curatorial & Education

- Project Director, *FREEZE*, Alaska Design Forum, International Gallery of Contemporary Art and Anchorage Museum, 2009
- Curator, *Quonset: Metal Living for a Modern Age*, Anchorage Museum, 2004-2006
- Curator, *From Canvas to Steel: The Architecture of Ed Crittenden*, Anchorage Museum, 2006
- Curator, *John Hoover: Art & Life*, Anchorage Museum; Heard Museum, Phoenix, Arizona, 2001-2003
- Curator, contemporary art exhibition series for family gallery, Anchorage Museum, 1994-2009
- Art in Education Director, Alaska State Council on the Arts, 1997-2001
- Public Art Associate, Municipality of Anchorage Public Art Program, 1993-1997

Freelance contributor: *Anchorage Press* and *Art Matters*, 2001 – 2004; *American Indian Art Journal*, 2007 and 2002; *Anchorage Daily News*, 1996-2002; *New York Newsday*, October 2002
Museum catalogues: *From Canvas to Steel: The Architecture of Ed Crittenden and Alaska*, Anchorage Museum, 2006; *Into the Fray: The Eiteljorg Fellowship for Native American Fine Art*, 2005; Anchorage Museum children's exhibition catalogues, 1996-2008
Graphic design awards: *Colossal Design: 379 Inspiring Designs with Stories Behind the Concepts*, 2003; *How Book Design*: Best in Page Design for *Found & Assembled in Alaska* publication, 2002; *How Magazine*, winner of editorial content award for *Found & Assembled in Alaska* publication, 2002; honorable mentions for educational museum catalogues *Squish: The Art of Printmaking* and *The Mystery of the Magic Box*, developed for the Anchorage Museum, American Association of Museums, 2001 and 1993

Coordinator for Alaska Design Forum lecture series, publication and installation projects, 2003-present
Christo and Jeanne-Claude statewide lecture tour, Anchorage, Fairbanks and Juneau, 2001

Alaska Design Forum, 2001- present
Anchorage Historic Properties, 2009-present
Anchorage Museum Building Committee, 2002-2011
International Gallery of Contemporary Art, 1994-present
Anchorage International Film Festival, 2008-2010
Alaska Native Arts Foundation, 2006-2010
Mayor's Economic Development Council, 2005-2008
Alaska State Council on the Arts Visual Arts Committee, 2001–2008
Anchorage Cultural Council, 2001-2002

University of Alaska, adjunct faculty, Honors Program and Department of Art, 2003 – 2010
Golden Gate University, Instructor, 2003 – 2006

Gyre: The Plastic Ocean, 2014
Alaska and the Airplane, Braun Publishing, 2013
Wandering Ecologies: The Landscape Architecture of Charles Anderson, 2013
Modern North: Architecture on the Frozen Edge, Princeton Architectural Press 2010
Expanded View: Anchorage Museum, Princeton Architectural Press, 2010
True North: Contemporary Architecture of Alaska, Braun Publishing, 2010
Quonset: Metal Living for a Modern Age, Princeton Architectural Press, 2005
John Hoover: Art and Life, University of Washington Press, 2002
Found & Assembled in Alaska, International Gallery of Contemporary Art and the Alaska State Museum, distributed by Todd Communications, 2001
Icebreakers: Alaska's Most Innovative Artists, distributed by the University of Washington Press, first edition 1999; second edition 2000
David Chipperfield and the Expansion of the Anchorage Museum, contributing writer/essayist, publication edited by Brian Carter, Buffalo: State University of New York, 2006

Brian J Steele

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Telephone (b) (6)

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Deputy Director

Facilities and Operation, Anchorage Museum

10/09 - Present

In my role as Deputy Director, I oversee all building operations and maintenance of the Anchorage Museum. The Anchorage Museum is a 240,000 sq. ft. 180-million-dollar class A commercial facility in the heart of downtown Anchorage. The Anchorage Museum is one of the most Iconic facilities in the State of Alaska and is recognized Internationally as one of the most exemplary run facilities in the world. I report directly to the CEO/President and fill-in during absences. My role as Deputy Director encompasses a myriad of responsibilities including but not limited to: Serving as primary point of contact for all facility issues and capital improvements; Overseeing building security; Capital construction and improvements; Establishing RFPs; Contract management; Maintenance and repair; Facility rental, Restaurant and retail operations; Leases and warehousing; Fleet management; Housekeeping; Landscaping; and Building Safety; As a member of Executive Leadership, I am directly responsible for supervision of employees and assignment of work priorities. Routinely work with other members of leadership and board members to develop long term strategic plans. Provide 24/7 response to all critical facility problems when needed.

Director of Facilities

Anchorage Museum Assoc.

4/06 – 10/09

Current ongoing responsibilities include: Serve as Facility Director and primary point of contact for the Anchorage Museum's 116-million-dollar expansion. Coordinate and monitor construction activities, daily interaction and coordination of architects, designers, contractors and vendors. Oversee and facilitate the transition of all maintenance activities from Municipal operated to private or "in house" operations. Develop and establish maintenance operational procedures and standards. Plan, develop, and administer operational, capital, and deferred maintenance budgets. Solicit bids, develop contract specifications, and ensure procurement policies are followed and cost benefit analyses are completed; contractor oversight and quality management; monitoring timelines and ensure deadlines are met. Responsible for all operational maintenance and capital improvements to the Museum

Facilities Manager

Anchorage Community Mental Health Services, Inc., Anchorage AK

2/94 – 4/06

Position responsibilities included: Supervise, oversee and direct all facility maintenance, renovation and repair of 22 agencies owned and leased buildings and vehicle fleet of 44. Responsible for various operational aspects of all ACMHS operated facilities including: supervision and direction of facilities staff and sub-contractors; establishing job standards and tracking productivity; construction design and contractor oversight, drafting contract specifications and RFP's; procurement and implementation of maintenance and renovation contracts; coordination and oversight of contracted services, capital improvements, bid requests and analysis; power usage and management; courteous and professional tenant relations, including commercial lease negotiations and tenant improvements; project management; compliance with ADA and OSHA regulations; capital and operational budgeting; security and safety of work place and vehicles.

Cont...

Owner

New Image Contracting, Anchorage
1994 - 2011 (seasonal – part time)

Licensed and bonded in 1994 as a General Contractor; oversee all construction activities and contracts. Worked as superintendent on remodeling projects. Work included supervision of work crew, project management and cost control, procurement of supplies, and interaction with clients. Worked in all phases of construction and remodeling projects. Worked hands-on constructing walls, installing electrical and plumbing systems, cabinetry, flooring, painting, roofing, and finish work.

Maintenance Technician III

Anchorage Community Mental Health Services, Inc., Anchorage
5/89 – 2/94

Responsibilities included: Provide daily hands-on building maintenance and repair work on all 24 agency owned facilities. Completed a multitude of remodeling and renovation projects. Provided oversight of contractors and vendors. Served as supervisory back-up when necessary. Established standards for planned service contracts. Worked extensively with janitorial contractors to raise standards and established improved procedures to increase the longevity of all commercial carpeting. Worked closely with HVAC mechanical contractors to establish optimal levels of preventive maintenance, which result in lower maintenance costs and less down time. Involved hands-on in all phases of agency construction and renovation projects. Provided cost analysis and recommendations for Capital improvements. Provide effective and courteous client interaction and customer service.

Maintenance Technician

Scotts Building Maintenance, Anchorage, AK
1988-1989

Completed repairs to residential rental units and commercial properties. Responsible for completing renovations after tenants moved out. Work included repairing plumbing, replacing outlets, painting, carpet installation, and cabinetry. Commercial work included general repairs to facilities; painting, plumbing, electrical, drywall, roofing, and siding.

Maintenance Worker

Jack -N-Box, Walnut Creek, CA
1985-1986

Sole contact for facility repairs and maintenance. Completed building and grounds maintenance for Jack-N-Box restaurants. Repaired and maintained fryers and related equipment. Solely responsible for the maintenance and upkeep of the restaurant. Installed tile flooring, painted, sheet rock repairs, and completed minor facility repairs as needed. First employee to ever receive 123% on evaluation score.

EDUCATION

University of Alaska, Anchorage AK.
*Bachelor of Business Administration (Pending)
Major Real Estate Minor Psychology

*Currently one class away from receiving Bachelor of Business Administration Degree with an emphasis in Real Estate - core work included; Real Estate Management; Real Estate Investment Analysis; Property Appraisal, and Real Estate Law

Seminars/training attended relevant to position applying for:

120 hours of building inspection and code compliance training (ITA)	
Accident Prevention and OSHA Compliance	Proper Disposal of Blood borne Pathogens
Managing Multiple Projects and Objectives	How to Build a Better Team
Facilities Management	Lessons in Leadership
Basics of Facilities Compliance Under the ADA	Legal Issues for Managers and Supervisors
How to Discipline Employees and Develop Performers	How to Deal with Difficult Employees

KAILEE VAN ZILE

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EDUCATION

MASTER OF ART HISTORY

Trinity College Dublin, Ireland 2017

Thesis: "Tourists, Art, Scholarship, and Architecture: A Study of the Interactions Between Tourism and the Art World as Observed Through Dublin Churches"

Advisor: Dr. Peter Cherry

BACHELORS OF ARTS - ART HISTORY

MINOR MUSEUM STUDIES, GPA 3.8

State University of New York at Fredonia 2015

Dr. Daniel D. Reiff Scholarship

Magna Cum Laude

EXPERIENCE

COLLECTIONS MANAGER, ANCHORAGE MUSEUM

Anchorage, Alaska

August 2021 - Present

Support and implement stewardship and care of art, objects and cultural materials through preservation procedures that are in compliance with the American Association of Museums, and through database management, exhibition development, and installation/deinstallation. Another integral part of my position involves sustaining and creating relationships with individuals and community members and to provide access to the art, objects, cultural belongings, and collections spaces.

COLLECTIONS TECHNICIAN, ANCHORAGE MUSEUM

Anchorage, Alaska

March 2019 - August 2021

Assisted with care of museum collections in collaboration with and under the guidance of Collections Manager, Registrar, Conservationist and Archivist; including object handling, storage mount-making, art installation and deinstallation, condition report composition, new object accession, database maintenance through correcting and creating entries in The Museum System, clean objects, receive and pack shipments. My public facing role included fulfilling image use requests, assisting researchers and documenting library lending.

VISITOR SERVICES ASSISTANT, ANCHORAGE MUSEUM

Anchorage, Alaska

April 2018 - Present

Inform patrons on the ever-changing happenings/inner workings of the museum, events, and programs while selling tickets, memberships, and merchandise. Give group tours in multiple galleries, design flyers, signs, pamphlets, and a coloring book, handle complaints and general clerical work

GALLERY ASSISTANT, MARION ART GALLERY

Fredonia, New York

September 2014-December 2014

General art installation and exhibition practices. Recorded and organized inventory and data, communicated with artists to construct and deconstruct shows and exhibits, handled artwork and artifacts of various kinds. Including packing and unpacking exhibits for travel. Experience with: Organizing and collaborating to create gallery events with catering, advertisements, entertainment, etc.

ONLINE EXHIBITION DESIGN

Fredonia, New York

September 2014-December 2014

Collected and analyzed data to create a working online exhibition using tools such as Omeka, Wordpress, Photoshop, Adobe Illustrator, InDesign and other tools.

TEACHING ASSISTANT, NEW YORK STATE UNIVERSITY

Fredonia, New York

January 2015-June 2015

Under the supervision of Dr. Leesa Rittelmann for, "Art in Culture: 1400 to Present"

Duties included: teaching, proctoring exams, organizing Powerpoints, holding review sessions, creating exam questions, grading, monitoring attendance and participation, and corresponding with students.

INTERN CURATOR, DUNKIRK HISTORICAL SOCIETY

Dunkirk, New York

May 2014-MAY 2015

Based upon educational performance, selected to process, store and manage collection of artist George William Eggers (1883-1958). Created system for recording, organizing and storing artwork. Educated and directed volunteers on proper reference and care. Drafted biographical manuscript following extensive research and interviews with the artists remaining family. Organized public fundraiser, introducing the collection. Spoke publicly promoting the artist.

MANAGER, FREDONIA FOOD MART

Fredonia, New York

February 2014- January 2017

On floor manager responsible for/supervised a small team of employees, closing procedures, and inventory.

SKILLS

Adobe Illustrator

Photoshop

InDesign

Omeka and Word Press

Microsoft (Powerpoint, Excel, Word, etc)

The Museum System (TMS)

Art/Object Handling

IT Support

Jonny Hayes

Professional Landscape Architect
Alaska License #12890

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jhayes@anchagemuseum.org (e)

experience

Feb 2017 - Present

Chief Design Officer
Anchorage Museum

Apr 2010 - Feb 2017

Landscape Architect | Project Manager
Bettisworth North Architects & Planners

Oct 2005 - Apr 2010

Designer | Landscape Architect
Land Design North

education

Aug 2007 - Dec 2007

Northern Design
University of Alaska Anchorage

Aug 2000 - Dec 2004

Bachelor of Landscape Architecture
State University of New York
College of Environmental Science and Forestry

certifications

Construction Document Technologist (CDT)

Construction Specifications Institute (CSI)

PSMJ Project Manager

PSMJ Project Management Bootcamp

Certified Playground Safety Inspector

National Recreation & Parks Association
(Lapsed 2019)

training

Skilled Facilitation Training

Roger Schwarz & Associates

Streambank Habitat Restoration

U.S. Army Corps of Engineers

affiliations

American Society of Landscape Architects

Alaska Chapter Trustee (2021 – present)

Alaska Chapter President (2013 – 2015)

World Design Weeks

Executive Board Member, North America

Shared Resources Committee

(2021 – present)

Membership

AIGA Alaska

Society for Experiential Graphic Design [SEGD]

American Alliance of Museums

Professional Ski Instructors of America

ANCHORAGE MUSEUM

Sustainability Internship Opportunity

The Anchorage Museum Mission is to be a museum for people, place, planet, and potential, in service of a sustainable and equitable North, with creativity and imagination for what is possible.

WHEN: Fall or Spring Semester: start and end dates are flexible. Work schedule will be approximately 10-15 hours a week, Monday – Friday.

WHERE: This internship will work the Anchorage Museum's Climate and Sustainability Working Group and will direct report to the Director of Education for Climate and Environment the Anchorage Museum, Anchorage, Alaska.

WHAT: The Anchorage Museum is seeking enthusiastic applicants for the Fall or Spring semester for our Sustainability Internship.

The sustainability intern will work directly with museum staff to support and assist in the development of the museum's ongoing sustainability plan. The internship will focus on assisting with museum's climate and sustainability working group to establish a waste and recycling program. The intern will additionally receive an introduction to the museum's overarching sustainability work and programs. The position includes mentorship in sustainability planning, program planning, time management strategies, and evaluation of informal learning environments. No previous experience is necessary, but a strong interest in sustainability and museums is preferred.

Interns will be expected to share their work in public presentations at the end of the internship.

Internship recipients will receive a stipend of \$2,500 per semester. Housing, benefits and transportation are not provided.

WHO: Applicants must be at least 18, and should have interest and basic understanding of sustainability principles.

HOW TO APPLY:

Applications may be found on our website at (<https://www.anchoragemuseum.org/about-us/employment>). Please include a cover letter describing your interest in this opportunity and your resume'. Please note a background check will be required for successful applicants. **All resumes must be accompanied by a completed application.**

DEADLINE:

Joyce S. Lee, LEED Fellow, FAIA, WELL AP

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jlee@indigoJLD.com · <https://www.linkedin.com/in/joyce-s-lee-3027bb6/>

Leadership in Real Estate - Sustainability Wellness ESG

Triple-bottom-line operations experience with a commitment to growing business through progressive management and communication

Experienced sustainability and corporate social responsibility professional; driven by integrity and strong ethical principles. A confident leader with a passion for smart business improvement and operations management. A consistent commitment to integrating environmental and social impacts for growth and profitability. Clearly communicates and reframes complex issues. Effective in orchestrating change using systems thinking while focusing on improving user experience. Strong team player and leader; inspires and challenges others to achieve their potential.

- Sustainability
 - Project & Risk Management
 - Stakeholder Engagement
 - Multilingual – Cantonese, Mandarin
 - Corporate Social Responsibility
 - WELL Accredited Professional
 - Budget Management
 - Strategic Planning
 - Health Assessment
-

Selected Honors/Awards

- American Alliance of Museums – Sustainability Excellence Award Jury Chair -2020
 - Federal Health and Human Services, Wellness Room – Good Neighbor Award 2018
 - US Green Building Council, LEED Fellow – Career achievement 2014
 - American Institute of Architects National, College of Fellow - Career achievement 2012
 - Robert Wood Johnson Foundation – Active Design Guidelines 2011
-

Professional Experience

IndigoJLD - Green + Health

President, 2014-Present

Delivered green health services to clients through exemplary projects and programs reaching 80% of counties in Michigan and support of the governor's office, impacting over \$200M of projects. Subject matter expert and consultant in WELL Community Standards and Urban Land Institute's Building Healthy Places.

- Developed Energy Intensity portfolio knowledge for Cultural/Museum sector
- Consulted with COVID IWBI task force leading to upgrade of international wellness building standards
- Created UN Climate Week focused program for US cultural institutions
- Developed Green Stormwater Infrastructure guide showcasing mid-Atlantic best practices.
- Introduced Wellness Room Best Practice for companies and communities.
- Consulted with Denver communities improving health through the Colorado Health Foundation.
- Built early stage data visualization for 2030 Districts in Denver, Dallas, Toronto and Grand Rapids.

University of Pennsylvania

Adjunct Faculty, 2017- 2021

- Developed graduate/undergrad interdisciplinary courses on Health Sustainability and Built Environment.
- Produced peer reviewed papers in international publications and received national awards.

**National Leadership Academy for Public's Health,
Fellow, 2012-2014**

Developed built environment improvements leading to healthy behavioral changes. Increased accessibility to physical activity and nutrition selections. Created a model for cities/communities large and small.

- Managed Earth Week release highlighting USGBC's new pilot credit available in 150 countries.
- Led statewide Stair Week partnering with professional organizations, governor's office and United Way

**New York City Department of Design and Construction,
Director of Active Design, 2011- 2012**

Oversaw the operations of capital construction projects and performed technical design and construction-related services for a broad range of project sizes and complexity. Provided guidance for design consultants, contractors and multiple user and community groups. Reviewed construction documents for compliance.

- Implemented the Active Design Guidelines. Received numerous professional awards from industry groups.
- Led the development of LEED Innovation Credit for global green health and physical activity.
- Enhanced over \$750M in pipeline projects.

**New York City Mayor's Office of Management and Budget,
Chief Architect, 1992-2011**

Managed 2.8k assets and 200M sq. ft including libraries, schools, courthouses, firehouses, office buildings, hospitals, museum, and waterfront facilities. Negotiated contracts and provided leadership to in-house staff and consultants. Expanded reporting portfolio by 30% by identifying green development opportunities within the Mayor's Office. Implemented PlaNYC as a partner.

- Queens Botanical Gardens - The first institutional building reaching platinum in NYC and serves as a sustainable and cultural model throughout the region.
- Riverside Health Center - Developed design strategies to foster physical activities leading to a successful LEED innovation credit focusing on fighting chronic diseases and reducing carbon footprint.
- NYC High Performance Building Guidelines - Developed visionary guidelines preceding LEED v.1, with technical strategies, process recommendations and case studies to mainstream green practices.

Education | Credentials

Master of Science, Real Estate,

Massachusetts Institute of Technology

Master of Architecture,

Massachusetts Institute of Technology

Bachelor of Science, Architectural Design,

Massachusetts Institute of Technology

Real Estate Law, Mayor's Scholarship, New York Law School

Certificate of Distinction – Classical Piano, London Royal School of Music

Leadership Experience

Board of Trustees, Grand Rapids Art Museum; **Board Member**, American Institute of Architects, New York; Urban Land Institute, New York District Council; **Executive Education Advisory**, Harvard Chan School of Public Health; **Chair**, American Alliance of Museums Environment Climate Network

CAITLIN CHRISTENA SOUTHWICK

ADDRESS (b) (6)

PHONE NL: (b) (6)
USA: (b) (6)

EMAIL (b) (6)

SEX Female

DATE OF BIRTH (b) (6)

NATIONALITY American



PERSONAL OVERVIEW

I am a trained stone conservator who has always been passionate about the environment. During my conservation career, I began to recognize the duality of sustainability and culture. I founded Sustainability in Conservation (SiC) in 2016 to promote environmental awareness and practices in the field of art conservation. In 2018, I was personally invited to join the International Council of Museum's (ICOM) Working Group on Sustainability and connected the social and environmental impact with culture across the sector and across the world. I saw a need for breaking the status quo and finding actionable and universally implementable solutions that could empower cultural professionals and position cultural institutions as future-oriented thought leaders. I believe that culture offers a unique opportunity in the transition to a sustainable future: leading by example and utilizing collections and art to educate and engage the public. In 2019, I founded international non-profit organization Ki Culture to realize these goals. I excel at making sustainability achievable and relevant for cultural professionals and am an inspirational communicator and team leader. I give workshops and speaking engagements around the world on sustainability and culture.

EDUCATION

University of Amsterdam Professional Doctorate, Conservation and Restoration of Cultural Heritage, Stone	October 2017 – September 2019 Amsterdam, The Netherlands
University of Amsterdam Master of Science, Conservation and Restoration of Cultural Heritage, Glass, Ceramic and Stone	August 2015 – September 2017 Amsterdam, The Netherlands
Cardiff University Graduate Diploma Conservation Practice, Objects Conservation	September 2014 – June 2015 Cardiff, UK
L'Accademia di Belle Arti di Carrara <i>Triennio</i> Conservation and Restoration, Stone Materials	October 2012 – July 2014 Carrara, Italy
Lorenzo de' Medici Italian International Institute Certificate in Conservation and Restoration, Fresco, Polychrome and Paintings	September 2011 – May 2012 Florence, Italy
Boston University BA Classical Civilization, Minor in Archaeology	September 2004 – January 2008 Boston, USA
Harvard University Summer School	June – August 2003 Cambridge, USA

EXPERIENCE

Stichting Ki Culture Founder and Executive Director Trainer, Professional Development Workshops	2019 – Present Amsterdam, The Netherlands
Sustainability in Conservation Founder and Executive Director	2016 – Present Amsterdam, The Netherlands
University of California, Los Angeles Guest Lecturer, Sustainability for Conservators	August 2020 Digital
University of Applied Arts, Vienna Guest Lecturer, Sustaining Cultural Heritage through Preventive Conservation and Collection Care	September 2020 Digital
University of Applied Arts, Vienna Guest Lecturer, Sustainability in Conservation	May 2020 Digital
SRAL - Stichting Restauratie Atelier Limburg Guest Lecturer, Sustainability in Conservation	15 November, 2019 Maastricht, The Netherlands
AIC General Meeting Workshop Coordinator and Presenter, Sustainability Tool Kit	13 – 17 May 2019 Connecticut, USA

EXPERIENCE – CONSERVATION

The Vatican Museums Department of Restoration – Laboratory of Marble and Gesso	April – September 2019 Vatican City State
The Getty Conservation Institute Science Department – Built Heritage Research Initiative	January – March 2019 Los Angeles, USA
Boerhaave Museum Independent conservation and restoration of the ceramic Albarello collection	June – August 2015 Leiden, The Netherlands
Associazione Bastioni Working with accredited conservators on stone, fresco, gesso, and terracotta objects. Studio projects and on site work at Palazzo Vecchio	May – October 2012 Florence, Italy
The Uffizi Gallery Working with accredited conservators on stone, fresco, gesso, and terracotta objects	July – September 2012 Florence, Italy
• • • • • • • • • • Part of the first team of conservators to work on the restoration of the Moai statues	May 2012 • • • • • • • • • • Chile

PUBLICATIONS AND PRESENTATIONS

Publication: <i>Museums and Climate Change</i> (working title). Museum Management Series: ICOM Museum Practice. Eds. Catherine C. Cole and Darko Babić	2022
Publication: <i>Sustainability in Conservation 101</i> . The Picture Restorer	Autumn 2022
ICOM-CC Graphic Documents Working Group Interim Meeting Keynote Speaker	10 – 12 February 2022 Online
British Association of Picture Restorers Summer Talk Lecture: Sustainability in Paintings Conservation Lecturer	7 October 2021 Online

January 16, 2023

To Whom it May Concern,

The Anchorage Museum executive leadership and Board of Directors are pleased to support this proposal for the National Endowment for the Humanities' Climate Smart Humanities Organizations award. Anchorage Museum leadership is committed to contributing to a better future for Northern people, communities, and the planet, placing our communities at the heart of our practice serving as a place to vision and build sustainable, resilient, equitable futures.

The Museum has a history of highlighting the climate crisis and presenting ideas and solutions through exhibitions and programming. Through our work we reflect a place that is vibrant, resilient, creative, and filled with possibility. In our exhibition and program design, as well as our operations sustainability is built into our decision-making process. Senior leadership and the Board of Directors have ratified a guiding strategic framework that centers equity and sustainability. Executive leadership and staff have worked together to form a staff-lead climate and sustainability working group and we are financially committed to continuing climate focused efforts such as through the creation of a climate focused position, investment in an energy audit and implementing recommendations from this audit. We contribute to global conversations with museum colleagues to advance the collective efforts of the field in communicating climate change, sharing ideas for the future, and moving toward more sustainable practices.

Museum leadership recognizes that we are at an important moment within our organization, ready to advance our climate work with a comprehensive sustainability plan. Staff want to take action on climate change and are excited to engage in this work knowing that it will make a positive impact not only on our organization, but also serve our communities. We are committed to continuing to support sustainability work financially and are already preparing for third-party fundraising efforts as a part of this application. The Museum's executive leadership and Board of Directors will be engaged in the planning process throughout the two year project timeline and in the long-term implementation of the plan.

Museum leadership is confident that our staff have the passion, expertise, and support of partners to craft a sustainability plan that will allow us to achieve our sustainability goals. We are pleased to support them in this process as co-planners, fundraisers, and in implementation.

Sincerely,



Julie Decker
Anchorage Museum Director/CEO

December 28, 2022

Julie Decker, President
Anchorage Museum
625 C St.
Anchorage, AK 99501

Dear Julie,

I am writing in strong support of the Anchorage Museum's proposal to the National Endowment for the Humanities' Climate Smart Humanities Organizations award. Situated in Alaska, museum staff, patrons, and partners experience the impacts of climate change on a daily basis. The Anchorage Museum's focus on the stories of the place, people, challenges, and potential of the North provides a place for communities to explore ideas for a North that is sustainable and equitable and build connections to augment action.

Museum staff recognize that it is essential to support this vision through leading by example - implementing sustainable operating practices and policies, reducing their environmental impact, sharing what they learn in the process, and supporting other Northern organizations in their own sustainability efforts. This year, IndigoJLD also helped a small museum go Net Zero which is a first for the US community.

As Chair of the American Alliance of Museums Environment climate Network, I have provided ground-breaking education sessions, led energy benchmarking, and took on thought leadership for the sector. As our firm has helped cultural organizations, communities and companies go green, I will support the Museum's sustainability planning and efforts through below.

- Serve as an independent reviewer to help prioritize goals and actions arising from energy and carbon audit
- Provide feedback on development of Baseline Scopes 1,2,3 emissions
- Assist in articulating sustainability plan to incorporate into messaging for donors and the general public

I am confident that the Anchorage Museum can achieve their sustainability goals and look forward to partnering with them on these efforts.

Sincerely,

Joyce Lee
President, IndigoJLD Green + Health





Stichting Ki Culture
Kloveniersburgwal 72
1012 CZ Amsterdam
The Netherlands

11 January 2023

To Whom It May Concern,

I am writing in support of the Anchorage Museum's proposal to the National Endowment for the Humanities' Climate Smart Humanities Organizations award. Situated in Alaska, Museum staff, patrons, and partners experience the impacts of climate change on a daily basis. The Anchorage Museum's focus on the stories of the place, people, challenges, and potential of the North provides a place for communities to explore ideas for a North that is sustainable and equitable and build connections to augment action.

Museum staff recognize that it is essential to support this vision through leading by example - implementing sustainable operating practices and policies, reducing their environmental impact, sharing what they learn in the process, and supporting other Northern organizations in their own sustainability efforts.

Through the Ki Futures program, the Anchorage Museum will be able to get support in developing and executing their sustainability ambitions. The Ki Futures program provides training and coaching to all staff members, as well as connecting the museum with organizations around the globe to ensure holistic and international inputs. The program has a focus on the inside-outside model, and positions Champions as leaders to influence their communities by effectively advocating for sustainability and leading by example. As the Executive Director of Ki Culture, I will support the Museum's sustainability planning and efforts by:

- Offering weekly trainings and workshops to the entire Anchorage Museum team, providing foundational critical thinking skills and knowledge on all sustainability topics
- Connecting the Anchorage Museums with other leading museums around the world to streamline sharing best practice and participate in peer-to-peer knowledge exchange



Stichting Ki Culture
Kloveniersburgwal 72
1012 CZ Amsterdam
The Netherlands

- Providing a Coach to mentor and support the team during their sustainability journey
- Supplying tools and resources to execute actions, including measuring the museums energy baseline and calculating the carbon footprint, reducing their energy and carbon footprint by addressing and changing their climate control conditions and loan agreements, writing/updating and adapting various policies (ie. a sustainability policy, a DEAI-Ethics and Gender Equality policy, an energy efficiency plan, etc.), conducting a waste audit, integrating circular economy principles into exhibitions and materials management
- Positioning the museum as leaders for sustainability in their communities through educational opportunities and outreach programs for their audiences and the public on topics of sustainability

I am confident that the Anchorage Museum can achieve their sustainability goals and look forward to partnering with them on these efforts.

Sincerely,

Caitlin Southwick
Founder & Executive Director
Stichting Ki Culture
caitlin.southwick@kiculture.org

Supporting Documentation
Anchorage Museum
Climate Smart Humanities Organizations Application
Funding Opportunity Number: 20230117-CLI

[Strategic Framework](#): At the end of 2020, the Anchorage Museum completed a new strategic framework that centers on these institutional commitments:

- Serving communities of Anchorage throughout Alaska and connecting the North to the globe
- Contributing to a better future for Northern people, communities, and the planet
- Placing communities at the heart of museum practice
- Fostering reciprocal trusting and long-term relationships
- Sharing the stewarding of the stories, cultures, voices, and place
- Addressing injustices, inequalities, and exclusionary practices
- Sustaining agile mindsets toward resilience

[2022 Energy Audit](#): Summary of the Comprehensive Level 2 Energy Audit completed in March 2022. This audit was a Level 2 audit as defined by ASHRAE. The scope of this report is a comprehensive energy study, which includes an analysis of the building shell, interior and exterior lighting systems, HVAC systems, process, and plug loads. This audit will form the basis for our carbon audit, and recommended actions will be included in the sustainability plan.

[Anchorage Municipality Climate Action Plan](#): Adopted on May 21, 2019, the municipality's climate action plan is a guiding document toward the vision that "in 2050, Anchorage is a resilient, equitable, and inclusive community prepared for the impacts of a changing climate. Winter cities worldwide look to Anchorage as a leader in stewardship and energy innovation. Anchorage is self-sufficient and the heart of our state's globally competitive economy." The development of the action plan was a community-wide effort. The Anchorage Museum was a contributor. The goals of the Action Plan will inform the Museum's sustainability plan.

[Chattermarks Issue 5, Winter 2022](#): *Chattermarks* is a journal of the Anchorage Museum, dedicated to creative and critical thinking and ideas of past, present, and futures for the Circumpolar North and the planet. This issue focuses on the future of museums, particularly on their role in addressing the climate crisis. Joyce Lee, a consulting partner for our climate smart planning project, contributed an article to this issue.

RESEARCH & RELATED BUDGET - Budget Period 1

OMB Number: 4040-0001
Expiration Date: 12/31/2022

UEI: (b) (4)

Enter name of Organization: Anchorage Museum Association

Budget Type: Project Subaward/Consortium

Budget Period: 1 Start Date: 10/01/2023 End Date: 10/31/2025

A. Senior/Key Person

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
						Cal.	Acad.	Sum.			
	Erin		Marbarger		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: PD/PI											
	Brooke		Wood		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Co-PI/Co-Lead											
	Julie		Decker		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Museum Director/CEO											
	Brian		Steele		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Deputy Director of Facilities and Operations											
	Kailee		Van Zile		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Collections Manager											
	Jonny		Hayes		(b) (6)	24.00			(b) (6)	(b) (6)	(b) (6)
Project Role: Chief Design Officer											

Additional Senior Key Persons:

Total Funds requested for all Senior Key Persons in the attached file

Total Senior/Key Person 78,950.00

B. Other Personnel

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
		Cal.	Acad.	Sum.			
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	Total Number Other Personnel					Total Other Personnel	<input type="text"/>
						Total Salary, Wages and Fringe Benefits (A+B)	<input type="text" value="78,950.00"/>

C. Equipment Description

List items and dollar amount for each item exceeding \$5,000

Equipment item	Funds Requested (\$)
<input type="text"/>	<input type="text"/>
Additional Equipment: <input type="text"/>	<input type="text"/>
<input type="button" value="Add Attachment"/> <input type="button" value="Delete Attachment"/> <input type="button" value="View Attachment"/>	
Total funds requested for all equipment listed in the attached file	
Total Equipment	

D. Travel

	Funds Requested (\$)
1. Domestic Travel Costs (Incl. Canada, Mexico and U.S. Possessions)	<input type="text"/>
2. Foreign Travel Costs	<input type="text"/>
Total Travel Cost	<input type="text"/>

E. Participant/Trainee Support Costs

	Funds Requested (\$)
1. Tuition/Fees/Health Insurance	<input type="text"/>
2. Stipends	<input type="text"/>
3. Travel	<input type="text"/>
4. Subsistence	<input type="text"/>
5. Other <input type="text"/>	<input type="text"/>
<input type="text"/> Number of Participants/Trainees	Total Participant/Trainee Support Costs

F. Other Direct Costs

Funds Requested (\$)

1. Materials and Supplies	
2. Publication Costs	
3. Consultant Services	22,850.00
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. Energy Audit - Planned for 2025 to assess changes and implementation of sustainability plan	43,000.00
9. Sustainability Webpage - Consolidation of Museum's sustainability plan, climate work, resources for public access	30,818.00
10. Statewide Virtual Convenings - Honoraria for participants	1,200.00
11. Sustainability Interns - Support for implementing sustainability plan and community engagement	5,000.00
12.	
13.	
14.	
15.	
16.	
17.	
Total Other Direct Costs	102,868.00

G. Direct Costs

Funds Requested (\$)

Total Direct Costs (A thru F) 181,818.00

H. Indirect Costs

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)
10% de minimis	10.00	181,818.00	18,182.00
Total Indirect Costs			18,182.00

Cognizant Federal Agency
(Agency Name, POC Name, and POC Phone Number)

I. Total Direct and Indirect Costs

Funds Requested (\$)

Total Direct and Indirect Institutional Costs (G + H) 200,000.00

J. Fee

Funds Requested (\$)

K. Total Costs and Fee

Funds Requested (\$)

Total Costs and Fee (I + J) 200,000.00

L. Budget Justification

(Only attach one file.)

Add Attachment

Delete Attachment

View Attachment

		78,950.00
Total Number Other Personnel		
		78,950.00
Domestic		
Foreign		
Tuition/Fees/Health Insurance		
Stipends		
Travel		
Subsistence		
Other		
Number of Participants/Trainees		
		102,868.00
Materials and Supplies		
Publication Costs		
Consultant Services	22,850.00	
ADP/Computer Services		
Subawards/Consortium/Contractual Costs		
Equipment or Facility Rental/User Fees		
Alterations and Renovations		
Other 1	43,000.00	
Other 2	30,818.00	
Other 3	1,200.00	
Other 4	5,000.00	
Other 5		
Other 6		
Other 7		
Other 8		
Other 9		
Other 10		

181,818.00
18,182.00
200,000.00
200,000.00

Budget Justification
Anchorage Museum
Climate Smart Humanities Organizations Application
Funding Opportunity Number: 20300117-CLI

Direct Costs

1. Senior/Key Personnel: Salaries and Wages - \$78,950

Brooke Wood: Co-lead the day-to-day work, monitor progress and support collaboration with consultants, support third party match fundraising efforts. Budgeted at 3.5 hours per week for duration of project. Salary (b) (6) and Fringe (b) (6)

Erin Marbarger: Co-lead the day-to-day work, monitor progress and support collaboration with consultants, lead creation of sustainability website, oversee sustainability interns. Budgeted 4.5 hours per week for duration of project. Salary (b) (6) and Fringe (b) (6)

Julie Decker: Oversee implementation and support project management Budgeted at 2.5 hours per month for duration of project. Salary (b) (6) and Fringe (b) (6)

Brian Steele: Review energy audit and rank priorities, oversee second energy audit Budgeted at 9.5 hours per month for the first 6 and last 6 months of the project. Salary (b) (6) and Fringe (b) (6)

Kailee Van Zile: Help the lead the creation of a statewide convenings with museum collections staff. Budgeted at 5 hours per week for the last 12 months of the project Salary (b) (6) and Fringe (b) (6)

Jonny Hayes: Research and find a material advisor for design and exhibitions. Budgeted at 5.5 hours per month for duration of project Salary (b) (6) and Fringe (b) (6)

2. Consultant Services - \$22,850

Joyce Lee: As a LEED accredited professional who specializes in green health, design, and planning services, Joyce will provide guidance and feedback on the review of our existing energy audit, converting that audit to a carbon audit, determining Baseline Scopes 1,2, and 3 emissions. She will also assist with the integration of the sustainability plan into our strategic framework and the crafting of messaging for our fundraising plan. Throughout the duration of the project, Joyce's services are budgeted for \$14,850.

Ki Culture: With expertise from cultural organizations across the globe, members of Ki Culture will provide direction and tools for crafting a sustainability statement, conducting a carbon audit, and developing our sustainability plan. The annual cost for Ki's consulting services are budgeted for \$3,000.

Materials advisor: A materials advisor will work with our design and exhibitions teams to assess the materials currently used and our practices in reuse and repurposing. They will add capacity to the team to research new, low carbon materials that are safe for artworks and assist

with including how we acquire and use these materials in the sustainability plan. A materials advisor has not yet been identified, but services are estimated at \$5,000.

3. Assessments

Energy Audit: To assess how early changes and implementation of sustainable practices are impacting our energy consumption, we will complete an energy audit in 2025 after the first year of the project. Information gathered in the audit will assist with final development of the sustainability plan. Based on the cost of previous energy audits we have budgeted \$43,000 for a new audit.

4. Dissemination and Implementation

Sustainability webpage: A primary method for sharing our sustainability plan with the general public and other audiences will be through our website. This specific page will also include information about all of the Museum's climate work and links to resources. Based on experience working with a webmaster to design a page we have budgeted this portion of the project at \$30,818.

Statewide virtual convenings: To stay aligned with sustainability goals, we plan to host convenings virtually. Primary costs for these events will be honoraria for participants who will be presenting information or facilitating discussions. The Anchorage Museum has a standard of offering \$200 per participant for events like these. We have budgeted for 6 participants for a total of \$1,200.

Sustainability interns: We will hire sustainability interns to increase capacity for implementing the sustainability plan and broaden community engagement. Interns may help with things such as a completing a waste audit and developing a more comprehensive recycling program, assisting with virtual event coordination, and public programming around the climate action plan. The Museum provides \$2,500 per semester for interns. We have budgeted for two interns in the last year of the project for a total of \$5,000.

Total Direct Costs: \$181,818

Indirect Costs: \$18,182

The Anchorage Museum requests a 10% calculation of modified total direct costs (the 'de minimis' approach).

Total Costs: 200,000

IndigoJLD Green + Health Review SME

Using best US best practices as a guide and focus on US available funding sources and standards. Will complement Ki Culture having a stronger international conservation approach.

	USD \$
6. Review our energy audit and rank priorities	2,000
7. Convert our energy audit to a carbon audit	2,000
8. Baseline Scopes 1,2,3 emissions for the organization as meeting the Paris Agreement goals	2,000
9. Review museum's long term capital plan and create messaging for museum audience	2,000
10. Integrate Sustainability and Climate Action into museum's strategic plan action items	2,000
14. Build dialogue and messaging for current/potential donors to create a climate fund	2,000
One trip to Anchorage Museum	1,500
Contingency 10%	1,350
TOTAL	14,850



Ki Futures Participation Offer Letter

.....2022.....

Dear Erin,

Thank you so much for your interest in Ki Futures. We are thrilled to extend an invitation to you to join the international network of future-oriented thought leaders committed to sustainability.

Ki Futures contains everything that you need to transition to be a sustainable professional. Under Ki Futures, Ki Culture uses its best endeavors to provide a package of services and tools, that may include:

1. Ki Futures Projects
2. Ki Futures Workshops
3. Ki Futures Training Program
4. Ki Futures Port
5. Ki Futures Toolkit
6. Ki Coaches and One-on-One sessions
7. Ki Networks
8. Additional Information, Tools, and Resources

Sustainability is a journey, and Ki Futures is here to help you with yours every step of the way. The Ki Futures program provides continuous support and therefore there is no end to the program.

Your participation in the Ki Futures program will begin on2022.....

Subscriptions are annual and renew automatically. This subscription can be canceled at any time, as outlined in the Terms and Conditions.

Prices are based on the carbon footprint of the participant. However, we understand that many participants have not yet calculated their carbon emissions. Don't worry - we will be working on this together during the program. In the meantime, we want to make sure that you can still get started. We have made an estimate based on your museum's size and location and your price for participation will be \$ 250 USD per month, or \$ 3000 USD per year. You can choose to pay with monthly installments or annually.

To confirm your participation in Ki Futures, please complete this form. By submitting this

form, you accept this offer, which then becomes the Subscription Agreement and you will become an official Ki Futures Participant.

- I accept the Ki Futures Participation Offer and agree to pay the subscription fee
- I accept the Terms and Conditions
- I acknowledge that I agree to the Code of Conduct and understand that any violation will result in termination of my subscription
- I acknowledge that I am authorized to enter into this agreement on behalf of my organization

SIGNATURE: *Erin Marbarger*

PLACE: Anchorage, Alaska

DATE: 10/24/2022

Payment

- I select to pay monthly installments of \$ 250 USD
- I select to pay \$ 3000 USD annually
- I would like to sponsor a scholarship for a participant in a developing country:
 - I would like to sponsor an organization for \$ 148 per month
 - I would like to sponsor an organization for \$ 1685 per year
 - I would like to sponsor an individual for \$ 36 per month
 - I would like to sponsor an individual for \$613 per year

Name: Erin R Marbarger

Institution/Company (if applicable): Anchorage Museum

Address (country, place, address): 625 C Street

Billing Email Address: emarbarger@anchagemuseum.org

Billing phone number: 9079299259

VAT number (if applicable): na

Payment can be made by **bank transfer, international transfer through Wise** or by **credit card/PayPal**. Invoices will be administered for all payments.

For payments, please fill out the following information and indicate below your choice for method of payment:

- I will pay via bank transfer
- I will pay via Wise
- I will pay with PayPal

To make a payment by bank transfer

Please transfer your payment to the following account:

Name: Stichting Ki Culture

Address: (b) (6)

IBAN: (b) (6)

Bic/Swift: (b) (6)

VAT: (b) (6)

For payment reference, please indicate your company's name and the number of the invoice that we will send to you as soon as we receive your signed participation offer.

To make a payment by Wise

Login to wise.com and choose 'send money' or 'send' and enter the exact amount Ki Culture receives and the above banking details. See [here](#) for further instructions about this method.

To make a payment with a Credit Card or PayPal

You can pay using a PayPal account or a credit card. Login to [PayPal.com](https://paypal.com) and choose 'make a payment', 'pay' or 'send', enter the exact amount to be sent to **info@kiculture.com**. See [here](#) for further instructions about this method.

If you need additional information for payments, please contact us at kifutures@kiculture.org.

By submitting payment and signing this form, I acknowledge that I am agreeing to this Offer Letter, thereby the Subscription Agreement comes into force, as outlined in the Terms and Conditions.

Please note that to all our services, the Ki Futures [Terms and Conditions](#) are applicable. By subscribing to our program, you declare to have received, read, understood and agreed with its contents and agree to pay the subscription fee. The precise content of the Program may vary depending on the delivery and availability of appropriate content and the size and character of Ki Futures network. Ki Culture may change or discontinue any or all of the elements listed above. Ki Culture will notify you of any material change to or discontinuation of an element of Ki Futures, however, this does not entitle you to terminate the Subscription Agreement.






Anchorage Museum - Ki Futures participation offer

Final Audit Report

2022-10-25

Created:	2022-10-17
By:	Ki Futures (kifutures@kiculture.org)
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"Anchorage Museum - Ki Futures participation offer" History

-  Document created by Ki Futures (kifutures@kiculture.org)
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