

GRANT FUNDING REQUEST FOR COMMUNITY SERVICE ORGANIZATIONS

2018 FUNDING REQUEST/CERTIFICATION FORM

ORGANIZATION NAME: Valdez Museum & Historical Archive Assn., Inc. PHONE: 907-835-2764
ADDRESS: PO Box 8, Valdez, AK ZIP: 99686
CONTACT PERSON: Patricia Relay PHONE: 907-835-2764
CONTACT PERSON E-MAIL: prelay@valdezmuseum.org
PROGRAM TITLE: Valdez Museum & Historical ARchive
FUNDING REQUEST FOR 2018: \$ 475,000

1. Non-Profit Corporation? Yes ☒ No ☐
Date of incorporation: 1996 Federal Tax ID #: 92-0159463
2. Organization's estimated TOTAL 2018 operating budget: \$ 606,768.34
3. Historical Funding and Membership Information

	Total CSO Budget	City Funding	City % of Total	# of Members
2015	755,525.00	425,000.00	56%	114
2016	698,780.00	455,000.00	65%	117
2017	657,175.00	455,000.00	69%	107
2018	653,122.62	475,000.00	72%	120

4. What was previous grant funding used for? Be specific.

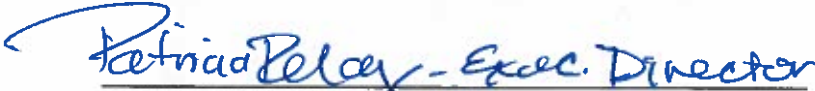



Previous grant funding was used for the management and operations of the Valdez Museum & Historical Archive's two locations: 217 Egan Drive and 436 Hazelet Street, Valdez, Alaska. Specifically, the funds were used for payroll expenses (wages/salaries, taxes, health insurance and benefits) and a portion of utilities (electric, heating oil, water & sewer)

ATTACHMENTS: (label as indicated)

- Copy of your organization's most recent fiscal year end financial statements including balance sheet and profit and loss, and sources and uses of revenues. These statements must also show all accumulated fund balances for all of the organization's assets. (label page 2)
- Copy of balance sheets from three prior fiscal years. (label page 3)
- Copy of your organization's estimated current operating budget, including revenues and expenditures. (label page 4)
- Copy of proposed 2018 budget, including revenues and expenditures. (label page 5)
- Copy of your organization's balance sheet and profit and loss as of 6/30/2017

CERTIFICATION: (must be signed by both individuals)

I certify that the information contained in this application, including all attachments and supporting materials, is true and correct to the best of my knowledge.

 EXECUTIVE DIRECTOR (or equivalent)	 DATE
 PRESIDENT, BOARD OF DIRECTORS (or equivalent)	 DATE



**MOST RECENT FISCAL YEAR END FINANCIAL
STATEMENT**

INCLUDING:

STATEMENT OF FINANCIAL POSITION

**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN
NET POSITION**

STATEMENT OF CASH FLOWS

VALDEZ MUSEUM & HISTORICAL ARCHIVE ASSOCIATION, INC.
Valdez, Alaska

Exhibit A-1

Statements of Financial Position

December 31, 2016 and 2015

	<u>2016</u>	<u>2015</u>
Assets		
Current Assets:		
Cash and cash equivalents:		
Unrestricted	\$ 135,674	172,808
Temporarily restricted	24,114	24,114
Accounts receivable	150	2,530
Prepaid insurance	-	20,929
Merchandise inventory	22,398	22,018
<i>Total Current Assets</i>	<u>182,336</u>	<u>242,399</u>
Noncurrent assets:		
Capital assets, net of accumulated depreciation	116,648	75,920
<i>Total noncurrent assets</i>	<u>116,648</u>	<u>75,920</u>
Total Assets	<u>\$ 298,984</u>	<u>318,319</u>
 Liabilities and Net Assets		
Current Liabilities:		
Accounts payable	\$ 13,229	14,570
Accrued leave	17,266	14,634
Payroll liabilities	11,384	11,039
Unearned revenue	24,114	24,114
<i>Total Current Liabilities</i>	<u>65,993</u>	<u>64,357</u>
Net Position:		
Net investment in capital assets	116,648	75,920
Restricted for projects and displays	48,547	94,569
Unrestricted	67,796	83,473
<i>Total Net position</i>	<u>232,991</u>	<u>253,962</u>
Total Liabilities and Net Assets	<u>\$ 298,984</u>	<u>318,319</u>

See accompanying notes to the financial statements

VALDEZ MUSEUM & HISTORICAL ARCHIVE ASSOCIATION, INC.
Valdez, Alaska

Statements of Revenues, Expenses and Changes in Net Position

Years Ended December 31, 2016 and 2015

	2016	2015
Operating revenues:		
City funds	\$ 455,000	425,000
Grants	17,900	15,000
Donations	41,258	106,009
Admissions	56,194	59,074
Merchandise sales	28,545	25,909
Fundraising	25,650	40,771
Memberships and fees	11,518	10,916
Miscellaneous	4,604	6,471
Total operating revenues	<u>640,669</u>	<u>689,150</u>
Operating expenses:		
Payroll and related expenses	395,346	389,706
Utilities	47,967	44,677
Professional fees	39,236	32,096
Fundraising expenses	32,557	27,256
Insurance	22,619	21,062
Merchandise for resale	15,394	13,974
Retirement plan contributions	12,783	11,908
Janitorial expenses	12,000	12,000
Collections and exhibits	11,967	81,742
Supplies	9,038	12,148
Telephone and fax	8,398	10,120
Depreciation	8,300	11,007
Advertising	7,870	9,944
Printing and reproduction	7,783	6,467
Education and public programs	6,834	9,869
Dues, subscriptions and memberships	6,930	6,666
Travel	6,191	11,960
Store discounts and fees	4,327	7,741
Postage and freight	4,246	2,637
Professional development	1,062	1,837
Rent	910	910
Vehicle expenses	337	655
Minor equipment	269	1,346
Board expenses	72	345
Miscellaneous expenses	-	1,387
Total operating expenses	<u>662,436</u>	<u>729,460</u>
Operating loss	(21,767)	(40,310)
Nonoperating revenues -		
Interest income	<u>796</u>	<u>2,103</u>
Change in net position	<u>(20,971)</u>	<u>(38,207)</u>
Net Position at the beginning of the year	<u>253,962</u>	<u>292,169</u>
Net Position at the end of the year	<u>\$ 232,991</u>	<u>253,962</u>

See accompanying notes to the financial statements

VALDEZ MUSEUM & HISTORICAL ARCHIVE ASSOCIATION, INC.
Valdez, Alaska

Exhibit C-1

Statements of Cash Flows

Years Ended December 31, 2016 and 2015

	<u>2016</u>	<u>2015</u>
Cash flows from operating activities:		
Cash received from customers and patrons	\$ 170,149	249,150
Cash received from City and grantors	472,900	467,715
Cash paid to employees	(392,369)	(403,612)
Cash paid to suppliers and vendors	(239,582)	(314,907)
<i>Net cash provided (used) by operating activities</i>	<u>11,098</u>	<u>(1,654)</u>
Cash flows from capital and related financing activities:		
Acquisition and construction of capital assets	(49,028)	(25,199)
<i>Total cash flows used by capital and related financing activities</i>	<u>(49,028)</u>	<u>(25,199)</u>
Cash flows from investing activities:		
Interest income received	796	2,103
<i>Net cash provided by investing activities</i>	<u>796</u>	<u>2,103</u>
Net decrease in cash	(37,134)	(24,750)
Cash at beginning of year	<u>196,922</u>	<u>221,672</u>
Cash at end of year	<u>\$ 159,788</u>	<u>196,922</u>
Reconciliation of operating income (loss) to net cash provided (used) by operating activities:		
Operating income (loss)	\$ (21,767)	(40,310)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:		
Depreciation expense	8,300	11,007
(Increase) decrease in assets and deferred outflows:		
Accounts receivable	2,380	27,715
Prepaid expenses	20,929	(1,092)
Inventory	(380)	2,220
Increase (decrease) in liabilities and deferred inflows:		
Accounts payable	(1,341)	4,002
Accrued payroll and taxes	345	(4,481)
Accrued leave	2,632	2,535
Unearned revenue	-	(3,250)
Net cash provided (used) by operating activities	<u>\$ 11,098</u>	<u>(1,654)</u>

See accompanying notes to the financial statements.



**BALANCE SHEETS FROM THREE PRIOR
FISCAL YEARS (2016, 2015, 2014)**

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Valdez Museum & Historical Archive

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Balance Sheet

Accrual Basis

As of December 31, 2016

	Dec 31, 16
ASSETS	
Current Assets	
Checking/Savings	
1023 · CD - 61243443 Reserve Acct	59,385.03
1020 · CD 61248942 Gen Ops	16,774.23
1021 · CD 61215021 -Phyllis Irish	66,121.79
1022 · 10950 Cash in Drawer	2,246.40
1001 · Cash In Bank-Operating-WFargo	6,436.76
1003 · Cash In Bank - CMC Savings	8,225.11
Total Checking/Savings	159,189.32
Accounts Receivable	
1501 · Accounts Receivable	-994.00
Total Accounts Receivable	-994.00
Other Current Assets	
1502 · Museum Endowment Fund	842,888.00
Cash on Hand	609.31
2002 · 1120 Inventory Asset	22,348.39
1017 · Undeposited Funds	-27.02
Total Other Current Assets	865,818.68
Total Current Assets	1,024,014.00
Fixed Assets	
4000 · Construction in Progress	74,227.00
4001 · Fixed Assets	42,420.61
Total Fixed Assets	116,647.61
Other Assets	
Merchandise Inventory	671.17
Total Other Assets	671.17
TOTAL ASSETS	1,141,332.78
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
5501 · 2000 Accounts Payable	10,973.10
Total Accounts Payable	10,973.10
Credit Cards	
5505 · Bank of America Business Card	2,165.71
Total Credit Cards	2,165.71
Other Current Liabilities	
5504 · 24700 Customer Deposits	34.00
6601 · Deferred Revenue	24,114.00
6002 · Leave Payable	17,265.61
6003 · 2100 Payroll Liabilities	11,384.22
Total Other Current Liabilities	52,797.83
Total Current Liabilities	65,936.64
Total Liabilities	65,936.64
Equity	
7503 · Museum Endowment Fund Equity	842,888.00
8079 · Contributed Capital	91,636.18
3000 · Opening Bal Equity	33.93
7502 · 3900 Retained Earnings	161,770.96

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Accrual Basis

Valdez Museum & Historical Archive

Balance Sheet

As of December 31, 2016

	Dec 31, 16
Net Income	-20,932.93
Total Equity	1,075,396.14
TOTAL LIABILITIES & EQUITY	1,141,332.78

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Valdez Museum & Historical Archive

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Balance Sheet

Accrual Basis

As of December 31, 2015

	Dec 31, 15
ASSETS	
Current Assets	
Checking/Savings	
1023 · CD - 61243443 Reserve Acct	59,018.12
1018 · 1st National Checking	0.00
1020 · CD 61248942 Gen Ops	16,754.13
1021 · CD 61215021 -Phyllis Irish	65,713.25
1022 · 10950 Cash in Drawer	715.69
1001 · Cash In Bank-Operating-WFargo	9,526.39
1003 · Cash In Bank - CMC Savings	38,785.79
1010 · Cash In Bank-WF-Gaming Account	6,062.55
Total Checking/Savings	196,575.92
Accounts Receivable	
1501 · Accounts Receivable	1,728.50
Total Accounts Receivable	1,728.50
Other Current Assets	
1502 · Museum Endowment Fund	784,132.00
Cash on Hand	719.05
2002 · 1120 Inventory Asset	21,993.65
2501 · Prepaid Insurance	20,929.00
1017 · Undeposited Funds	-427.02
Total Other Current Assets	827,346.68
Total Current Assets	1,025,651.10
Fixed Assets	
4000 · Construction in Progress	25,199.00
4001 · Fixed Assets	50,720.21
Total Fixed Assets	75,919.21
Other Assets	
Merchandise Inventory	671.17
Total Other Assets	671.17
TOTAL ASSETS	1,102,241.48
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
5501 · 2000 Accounts Payable	11,865.85
Total Accounts Payable	11,865.85
Credit Cards	
5505 · Bank of America Business Card	2,834.49
Total Credit Cards	2,834.49
Other Current Liabilities	
5503 · Loss on Disposal of Assets	-174.03
5504 · 24700 Customer Deposits	34.00
6601 · Deferred Revenue	24,114.00
6002 · Leave Payable	14,634.30
6003 · 2100 Payroll Liabilities	11,038.62
Total Other Current Liabilities	49,646.89
Total Current Liabilities	64,347.23
Total Liabilities	64,347.23

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Balance Sheet

Accrual Basis

As of December 31, 2015

	Dec 31, 15
Equity	
7503 · Museum Endowment Fund Equity	784,132.00
8079 · Contributed Capital	91,636.18
3000 · Opening Bal Equity	33.93
7502 · 3900 Retained Earnings	200,901.11
Net Income	-38,808.97
Total Equity	1,037,894.25
TOTAL LIABILITIES & EQUITY	1,102,241.48

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Balance Sheet

Accrual Basis

As of December 31, 2014

	Dec 31, 14
ASSETS	
Current Assets	
Checking/Savings	
1023 - CD - 61243443 Reserve Acct	58,654.46
1018 - 1st National Checking	0.00
1020 - CD 61248942 Gen Ops	31,191.12
1021 - CD 61215021 -Phyllis Irish	64,551.33
1022 - 10950 Cash in Drawer	248.10
1001 - Cash In Bank-Operating-WFargo	2,154.56
1003 - Cash In Bank - CMC Savings	60,227.12
1010 - Cash In Bank-WF-Gaming Account	4,252.55
Total Checking/Savings	221,279.24
Accounts Receivable	
1501 - Accounts Receivable	30,063.50
Total Accounts Receivable	30,063.50
Other Current Assets	
1502 - Museum Endowment Fund	776,538.17
Cash on Hand	757.70
2002 - 1120 Inventory Asset	24,237.72
2501 - Prepaid Insurance	19,837.00
1017 - Undeposited Funds	-427.02
Total Other Current Assets	820,943.57
Total Current Assets	1,072,286.31
Fixed Assets	
4001 - Fixed Assets	61,727.02
Total Fixed Assets	61,727.02
Other Assets	
Merchandise Inventory	646.17
Total Other Assets	646.17
TOTAL ASSETS	1,134,659.50
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
5501 - 2000 Accounts Payable	5,765.63
Total Accounts Payable	5,765.63
Credit Cards	
5502 - Wells Fargo Mastercard	-252.07
Total Credit Cards	-252.07
Other Current Liabilities	
5503 - Loss on Disposal of Assets	-174.03
5504 - 24700 Customer Deposits	34.00
6601 - Deferred Revenue	27,364.00
6002 - Leave Payable	9,718.81
6003 - 2100 Payroll Liabilities	11,037.38
Total Other Current Liabilities	47,980.16
Total Current Liabilities	53,493.72
Total Liabilities	53,493.72
Equity	

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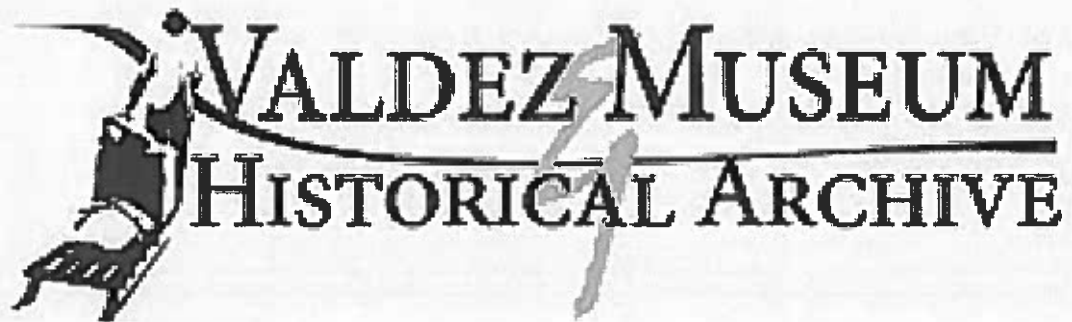
Accrual Basis

Valdez Museum & Historical Archive

Balance Sheet

As of December 31, 2014

	Dec 31, 14
7503 · Museum Endowment Fund Equity	776,538.17
8079 · Contributed Capital	91,636.18
3000 · Opening Bal Equity	33.93
7502 · 3900 Retained Earnings	282,808.40
Net Income	-69,850.90
Total Equity	1,081,165.78
TOTAL LIABILITIES & EQUITY	1,134,659.50



**CURRENT OPERATING BUDGET 2017
REVENUES OVER EXPENSES**

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Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2017

	Jan - Dec 17
Ordinary Income/Expense	
Income	
8003 · Fund Development	
8004 · Corporate Sponsorship	10,750.00
8060 · Roadhouse Dinner	23,000.00
8021 · Annual Appeal	5,000.00
8022 · Raffle	0.00
8061 · Membership	10,000.00
4030 · Donations Income	
8062 · 6145 In-Kind Income	20,000.00
In-Kind	0.00
8001 · Restricted	18,500.00
8002 · Unrestricted	11,500.00
Total 4030 · Donations Income	50,000.00
8152 · Fundraising	
8023 · Designated	250.00
8005 · Undesignated	0.00
Total 8152 · Fundraising	250.00
8003 · Fund Development - Other	0.00
Total 8003 · Fund Development	99,000.00
8024 · Earned Revenue	
8025 · Program Fees	
8025.1 · Enrollment Fees	2,500.00
Total 8025 · Program Fees	2,500.00
4120 · Museum Fees	
8026 · Admissions	55,000.00
8009 · Admission Fees	5,000.00
8010 · Archival Fees	2,000.00
8159 · Space Rental	1,500.00
Total 4120 · Museum Fees	63,500.00
8027 · Store Sales	
Print	100.00
Body & Bath Products	500.00
Playing cards	100.00
Yo-YOs	200.00
Seeds	50.00
Ornament	75.00
Patterns	75.00
Candy	400.00
Maps	50.00
Umbrella	80.00
Zipper Pulls	600.00
Gold Vials	375.00
Sackeye Salmon	500.00
Jewelry	2,500.00
8029 · Fundraising	0.00
Video/Audio	175.00
8063 · Copies/Fax	50.00
Mugs	20.00
8064 · Galley Sales	500.00
8164 · Miscellaneous	500.00
8165 · Audio/Video	1,500.00
8166 · Post Cards	200.00
8167 · Plush/Puppets	750.00
8012 · Cards	250.00
8013 · Books	7,500.00
8014 · Childrens Books	600.00

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Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2017

	Jan - Dec 17
8015 · Gallery Sales	500.00
8017 · Other Items	100.00
8027 · Store Sales - Other	11,000.00
Total 8027 · Store Sales	29,250.00
48600 · Service Sales	
486001 · Shipping	50.00
Total 48600 · Service Sales	50.00
Total 8024 · Earned Revenue	95,300.00
4200 · Grants	
8032 · 4110 City of Valdez	455,000.00
8006 · State of Alaska	6,900.00
8033 · Foundation	14,650.00
Total 4200 · Grants	476,550.00
8501 · 7015 Interest Income	
Reserve Acct. CD	370.00
Capital Equip CD	35.00
Phyllis Irish Memorial Fund CD	420.00
Total 8501 · 7015 Interest Income	825.00
8008 · Miscellaneous Income	0.00
8011 · Reimbursed Expenses	2,000.00
4320 · Funds Transfer Income	0.00
Total Income	673,675.00
Cost of Goods Sold	
8102 · Gallery Commission	1,500.00
8101 · Cost of Goods Sold	15,000.00
Total COGS	16,500.00
Gross Profit	657,175.00
Expense	
8036.3 · Facility Planning	0.00
760 · Passthrough Donations	0.00
8036.2 · Volunteer Expense	500.00
8036 · Fundraising Expenses	10,500.00
8036.1 · Membership	3,000.00
8037 · IT Services	17,000.00
8039 · Education	3,000.00
8040 · Collections	
8043.1 · Intern	6,700.00
8041 · Conservation	0.00
8042 · Collections Supplies	1,500.00
8043 · Acquisitions	2,150.00
Total 8040 · Collections	10,350.00
9000 · Reconciliation Discrepancies	0.00
9001 · POS Inventory Adjustments	100.00
9002 · Freight and Shipping Costs	1,250.00
8103 · Personnel Expenses	
8104 · Salaries & Wages	285,207.00
8105 · ESC Payroll Tax	3,900.00
8106 · FICA Payroll Tax	22,275.00
8107 · 403(b) - Employer	12,858.10
8108 · Health Insurance	96,000.00
Total 8103 · Personnel Expenses	420,240.10
8044 · Contract Labor	7,000.00
8110 · Professional Fees	

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Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2017

	Jan - Dec 17
8045 · Accounting	16,000.00
8065 · Legal Fees	1,000.00
Total 8110 · Professional Fees	17,000.00
8113 · Vehicle Expense	750.00
8047 · Janitorial Services	
8114 · General Janitorial	12,000.00
Total 8047 · Janitorial Services	12,000.00
8048 · Utilities	
8115 · Electric	25,000.00
8116 · Heating Oil	21,000.00
8117 · Water	280.00
Total 8048 · Utilities	46,280.00
8118 · Telephone	
8124 · Conference Line	100.00
8119 · Fax	500.00
8120 · Internet	4,250.00
8121 · Local Service	4,200.00
8122 · Long Distance	250.00
Total 8118 · Telephone	9,300.00
8123 · Postage and Delivery	2,000.00
8049 · Supplies	
8125 · Technology	1,500.00
8126 · Office Supplies	2,500.00
8127 · Operating	5,500.00
Total 8049 · Supplies	9,500.00
Exhibits	
8050 · Special Projects	0.00
8051 · Permanent Exhibits	1,500.00
8052 · Temporary Exhibits	3,494.90
Total Exhibits	4,994.90
8130 · Dues and Subscriptions	4,000.00
8131 · Printing and Reproduction	6,000.00
8053 · Advertising/Marketing	7,500.00
8133 · Board Expense	100.00
8134 · Rent	
8056.1 · Storage Rent	900.00
8055 · Building Lease	10.00
Total 8134 · Rent	910.00
6185 · Insurance	
8137 · Liability Insurance	23,500.00
Total 6185 · Insurance	23,500.00
8138 · Credit Card Fees	5,000.00
8139 · Bank Service Charges	50.00
8140 · Equipment	
8170 · Office Equipment	500.00
8141 · Operating Equipment	350.00
Total 8140 · Equipment	850.00
8056 · Travel	
8142 · Meals	1,000.00
8143 · Travel	6,500.00
Total 8056 · Travel	7,500.00
8144 · Training & Education	1,500.00

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Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
January through December 2017

	Jan - Dec 17
8145 · Licenses and Permits	500.00
8148 · Contributions	
8057 · In-Kind Expenses	20,000.00
Total 8148 · Contributions	20,000.00
8058 · Public Programs	5,000.00
Total Expense	657,175.00
Net Ordinary Income	0.00
Other Income/Expense	
Other Expense	
8149 · Other Expenses	0.00
Total Other Expense	0.00
Net Other Income	0.00
Net Income	0.00



**PROPOSED 2018 BUDGET INCLUDING
REVENUES OVER EXPENSES**

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Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2018

	Jan - Dec 18
Ordinary Income/Expense	
Income	
8003 · Fund Development	
8004 · Corporate Sponsorship	10,000.00
8060 · Roadhouse Dinner	23,000.00
8021 · Annual Appeal	3,000.00
8061 · Membership	10,000.00
4030 · Donations Income	
8062 · 6145 In-Kind Income	17,500.00
8001 · Restricted	1,620.00
8002 · Unrestricted	5,525.00
Total 4030 · Donations Income	24,645.00
8152 · Fundraising	
8023 · Designated	200.00
Total 8152 · Fundraising	200.00
Total 8003 · Fund Development	70,845.00
8024 · Earned Revenue	
8025 · Program Fees	
8025.1 · Enrollment Fees	1,800.00
Total 8025 · Program Fees	1,800.00
4120 · Museum Fees	
8026 · Admissions	55,000.00
8009 · Admission Fees	6,000.00
8010 · Archival Fees	2,000.00
8159 · Space Rental	1,000.00
Total 4120 · Museum Fees	64,000.00
8027 · Store Sales	
Towel	200.00
Snow To Go	200.00
Dog Toys & Treats	400.00
Art Supplies	700.00
Print	300.00
Body & Bath Products	161.00
Childrens Toys	75.00
Key Chain	170.00
Playing cards	100.00
Seeds	35.00
Ornament	30.00
Patterns	100.00
Candy	470.00
Maps	30.00
Umbrella	80.00
Zipper Pulls	323.00
Gold Vials	410.00
Sockeye Salmon	1,325.00
Jewelry	2,640.00
Video/Audio	70.00
8063 · Copies/Fax	23.00
8064 · Galley Sales	70.00
8164 · Miscellaneous	660.00
8165 · Audio/Video	1,470.00
8166 · Post Cards	70.00
8167 · Plush/Puppets	610.00
8012 · Cards	125.00
8013 · Books	7,665.00
8014 · Childrens Books	860.00
8015 · Gallery Sales	605.00

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08/18/17

Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2018

	Jan - Dec 18
8017 · Other Items	380.00
8027 · Store Sales - Other	11,525.00
Total 8027 · Store Sales	31,882.00
48600 · Service Sales	
486001 · Shipping	30.00
Total 48600 · Service Sales	30.00
Total 8024 · Earned Revenue	97,712.00
4200 · Grants	
8032 · 4110 City of Valdez	475,000.00
8006 · State of Alaska	3,000.00
8033 · Foundation	16,000.00
Total 4200 · Grants	494,000.00
8501 · 7015 Interest Income	
Reserve Acct. CD	370.00
Phyllis Irish Memorial Fund CD	415.62
Total 8501 · 7015 Interest Income	785.62
8011 · Reimbursed Expenses	4,565.00
Total Income	667,907.62
Cost of Goods Sold	
8102 · Gallery Commission	860.00
8101 · Cost of Goods Sold	13,925.00
Total COGS	14,785.00
Gross Profit	653,122.62
Expense	
8059 · Contingency	27,376.69
8036.2 · Volunteer Expense	350.00
8036 · Fundraising Expenses	9,000.00
8036.1 · Membership	2,575.00
8037 · IT Services	16,200.00
8039 · Education	2,000.00
8040 · Collections	
8043.1 · Intern	3,900.00
8042 · Collections Supplies	2,325.00
8043 · Acquisitions	500.00
Total 8040 · Collections	6,725.00
9002 · Freight and Shipping Costs	1,975.00
8103 · Personnel Expenses	
8104 · Salaries & Wages	267,125.00
8105 · ESC Payroll Tax	2,938.38
8106 · FICA Payroll Tax	25,243.31
8107 · 403(b) - Employer	13,040.08
8108 · Health Insurance	98,254.12
Total 8103 · Personnel Expenses	406,600.89
8044 · Contract Labor	5,500.00
8110 · Professional Fees	
8045 · Accounting	16,000.00
8046 · Consulting	400.00
Total 8110 · Professional Fees	16,400.00
8113 · Vehicle Expense	400.00
8047 · Janitorial Services	
8114 · General Janitorial	12,000.00

5:28 PM

08/18/17

Accrual Basis

Valdez Museum & Historical Archive
Profit & Loss Budget Overview
 January through December 2018

	Jan - Dec 18
Total 8047 · Janitorial Services	12,000.00
8048 · Utilities	
8115 · Electric	37,900.00
8116 · Heating Oil	21,000.00
8117 · Water	280.00
Total 8048 · Utilities	59,180.00
8118 · Telephone	
8124 · Conference Line	120.00
8119 · Fax	207.00
8120 · Internet	3,400.00
8121 · Local Service	4,800.00
8122 · Long Distance	100.00
Total 8118 · Telephone	8,627.00
8123 · Postage and Delivery	3,000.00
8049 · Supplies	
8125 · Technology	1,000.00
8126 · Office Supplies	3,000.00
8127 · Operating	5,000.00
Total 8049 · Supplies	9,000.00
Exhibits	
8051 · Permanent Exhibits	1,500.00
8052 · Temporary Exhibits	4,000.00
Total Exhibits	5,500.00
8130 · Dues and Subscriptions	3,000.00
8131 · Printing and Reproduction	5,275.00
8053 · Advertising/Marketing	4,500.00
8134 · Rent	
8056.1 · Storage Rent	900.00
8055 · Building Lease	10.00
Total 8134 · Rent	910.00
6185 · Insurance	
8137 · Liability Insurance	21,721.00
Total 6185 · Insurance	21,721.00
8138 · Credit Card Fees	4,100.00
8139 · Bank Service Charges	222.00
8145 · Licenses and Permits	485.00
8148 · Contributions	
8057 · In-Kind Expenses	17,500.04
Total 8148 · Contributions	17,500.04
8058 · Public Programs	3,000.00
Total Expense	653,122.62
Net Ordinary Income	0.00
Net Income	0.00

PROGRAM INFORMATION

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.

Program Title: Valdez Museum & Historical Archive

Complete section below. Limit comments to this page.

1. Summarize the program you are proposing. (You will provide the details in the scope of services form.)

The mission of the VMHA is to safeguard our community's valuable heritage materials; foster broad public understanding and appreciation of our unique heritage; celebrate our community's past and provide context for its future; and enhance the quality of life by fostering and supporting cultural artistic programs for the purpose of heritage preservation, education and economic development.

2. Briefly, but specifically, describe why the program to be funded under this proposal is needed and how it will benefit the Valdez community. Is this a new or existing program? How have you determined the need for your program?

The VMHA is not a new program. The VMHA serves a vital role in the economic development of the City of Valdez, acting as a conduit for the information of local knowledge, historic knowledge and common interests with the local community and visitors. The VMHA is an institution that is relied upon to present the heritage and culture of the community to the general public. The need is determined by consistent visitation and community feedback.

3. Is this program year-round, seasonal, or a one-time event? year-around
Schedule: Beginning date: January 1, 2018 Ending date: December 31, 2018

4. Estimated number of people to be served by this program? 20,000
Provide formula for estimate:

Admissions, including public programs and school groups as of 8/7/2017;
12,440 + remaining year 5,755+ education & public programs 1,805 = 20,000

5. Target population served: (ie: youth, adult, Senior Citizens, disadvantaged, etc.)

Made up of both locals and tourists, we are multi-generational. No one population served.

6. Is membership in your organization required for participation: Yes _____ No X

7. Fee to participant: Member \$ FREE Non-Member \$ VARIABLE

8. Number of paid program staff: Full-time 4 Part-time 3 Temporary 4

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.

Program Information (continued)

9. Volunteer Services Information:

Number of volunteers:	Actual 2015	57
	Actual 2016	98
	Anticipated 2017	63
	Estimated 2018	65

Source of volunteers (parents, members, professionals, others):

We have a wide range of people who volunteer at the VMHA: parents, teens, teachers, business owner, Coast Guard missionaries, fireman, and retired individuals.

Types of services provided by volunteers:

Volunteers provide assistance as education aides, event coordination, planning and set up; collections management, mailings, winter readiness, and Board Service.

10. Where will you operate this program? What facilities?

In addition to the VMHA's two primary locations, 217 Egan Drive and 436 S. hazelet, the Museum conducts programs at Valdez City Schools, the Valdez Civic Center, Old Town Valdez, PWSC, and the Visitor Center to name a few.

11. What is the specific impact on your program if City funding is available at the following percentages of your request?

75%	Elimination of 1FTE Comm/Marketing Mng; .5FTE Curatorial Asst; .5FTE Year around Attendant; 2.5FTE Summer Staff with reduction in operations at the Annex to 5 days a week. Volunteers needed for counter
50%	Elimination of Curator of ED & PP; 1FTE Comm/Marketing Mng; .5FTE Curatorial Asst; .5FTE Year around Attendant; 2.5FTE Summer Staff with reduction in operations at the Annex to 5 days a week. Volunteers needed for counter
25%	All professional staff would be eliminated. Paid positions would include the Museum Services Manager at 1FTE, supported by 2.5FTE Summer Staff and programmatic volunteers. Reduced operations
0%	The Museum would need to be staffed by all volunteers. All earned revenue would need to support general operations (i.e. utilities, phone, supplies). Year around operations would not be possible.

12. The City is prohibited from contracting with businesses or persons that violate the Americans with Disabilities Act (ADA). What methods does your organization employ to comply with the requirements of ADA?

Museum staff responsible for exhibit installation are versed in ADA requirement and make accessibility a priority when setting up exhibitions. Exhibits are designed to be compliant with ADA needs, including wheelchair accessibility and general public egress. Museum attendants are available to assist visitors with special needs, including reading labels for the visually impaired, turning on the closed caption for the hearing impaired, and pushing wheelchairs and describing exhibits.

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.
Program Information (continued)

13. Any other comments you would like to make about your program?

Over the last year the Museum Board of Directors and Staff continue to work hard to not only expand our reach to summer visitors, but deepen our relationship with the local community. 2017 has not only been a year that the Valdez Museum continued to sustain and grow our mission driven program of work, but also Board and Staff are getting together to update our Strategic Plan and reaffirm goals.

Hitting the ground running, the year started off with exhibit changeovers, workshops, presentation, preparing for non-City grant, and coordination of upcoming programs & exhibits. Here are a few highlights of what we have been up to at the Valdez Museum:

***Revenue Generation - We are delighted to report we have had a 7.9% increase in Store Sales, 49% increase in Tour Bus revenue, 254% increase in Corporate Sponsorships, and 299% in Archival Fees to date.

***Archives - The Archives of the VMHA is an active place. VMHA staff receive requests for information from around the world for personal, educational, and commercial reasons.

***Collections & Exhibitions - Increasing accessibility, the museum continues to digitize the collection by continuing to upload new collection records to PastPerfect Online <http://valdezmuseum.pastperfectonline.com/> Everything the museum does flows from our collections. Minor upgrades have been completed in permanent exhibits, Temporary exhibits featured both local and regional artists.

***Education & Public Programs - In 2017 the VMHA brought local and regional heritage and culture to life for students of all ages through classroom teaching and museum field trips coupled with public programs, guided tours and workshops.

***Advocacy, Communication & Fundraising - In 2017 the VMHA continued its commitment to promoting the Museum's program of work through a variety of vehicles including action based strategies that transmit ideas, information to increase public participation and engagement. Through advocacy and communication efforts, Board and Staff introduced several new fundraising efforts that brought in new unrestricted donations.

This is just a small sample of what we have been up to at the Valdez Museum in the past year. The Board of Directors and Staff look forward to sharing more at our Annual Meeting the City Council on Tuesday, October 17, 2017 at 7:00 p.m.

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.

OPERATING EXPENSES OF PROPOSED PROGRAM

(Budget Form #1)

<u>Program Expenses:</u>	<u>Budget</u>	<u>Breakdown</u>
PERSONAL SERVICES:	\$ 406,600.89	
Salaries/wages		\$ 267,125.00
Employee benefits		\$ 126,435.81
Other: <u>403(B) Retirement Plan Employer</u>		\$ 13,040.08
CONTRACTUAL SERVICES:	\$ 66,877.00	
Reproduction/copying		\$ 5,275.00
Equipment rental		\$ 0.00
Data processing		\$ 0.00
Dues/subscriptions		\$ 3,000.00
Contractual services		\$ 37,600.00
Professional fees & services		\$ 16,400.00
Other: <u>Cred/DebitFees/BankFees/H2O</u>		\$ 4,602.00
OTHER SERVICES:	\$ 88,927.00	
Volunteer services		\$ 350.00
Communications/postage		\$ 13,602.00
Printing		\$ 0.00
Advertising/promotion		\$ 4,500.00
Electricity		\$ 37,900.00
Heating		\$ 21,000.00
Travel/transportation		\$ 0.00
Other: <u>Fundraising & Membership Expenses</u>		\$ 11,575.00
COMMODITIES:	\$ 18,725.00	
Clothing		\$ 0.00
Office supplies		\$ 3,000.00
Building maintenance		\$ 0.00
Operating supplies		\$ 15,725.00
Parts & supplies - equipment		\$ 0.00
OTHER CHARGES/EXPENSES:	\$ 68,992.73	
Insurance		\$ 21,721.00
Contingencies		\$ 27,376.69
Training		\$ 0.00
Rent		\$ 910.00
Capital equipment		\$ 1,000.00
Office equipment		\$ 0.00
Other expenses: <u>In-Kind Contributions/Licenses&Permits</u>		\$ 17,985.04
TOTAL COST FOR OPERATION OF THIS PROGRAM:	\$ 653,122.62	

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.

FUNDING SOURCES FOR PROPOSED PROGRAM
(Budget Form #2)

This program budget covers the period of January 1, 2018 to December 31, 2018

<u>SOURCES OF PROGRAM FUNDING</u>	<u>GOAL AMOUNT</u>	<u>%</u>	<u>COMMITTED (Y/N)</u>
Parent Organization	<u>\$ 0.00</u>	<u> </u>	<u>N/A</u>
Gifts and Contributions	<u>\$ 34,645.00</u>	<u>5%</u>	<u>N</u>
Membership Dues	<u>\$ 10,000.00</u>	<u>2%</u>	<u>N</u>
Fees & charges to participants	<u>\$ 65,800.00</u>	<u>10%</u>	<u>N</u>
Private sector grants (specify source and date of award)			
<u>AK State Council on the Arts</u>	<u>\$ 3,000.00</u>	<u>.5%</u>	<u>N</u>
<u>Museums AK Collection Mngt Fund</u>	<u>\$ 5,000.00</u>	<u>1%</u>	<u>N</u>
<u>United Way Valdez</u>	<u>\$ 11,000.00</u>	<u>2%</u>	<u>N</u>
Fundraisers (specify major fundraising events/programs)			
<u>Roadhouse Dinner & Fund-raiser</u>	<u>\$ 23,000.00</u>	<u>4%</u>	<u>N</u>
<u>Appeals & Designated Fund-raising</u>	<u>\$ 3,200.00</u>	<u>.5%</u>	<u>N</u>
<u>Store Sales & Misc Income</u>	<u>\$ 22,477.62</u>	<u>3%</u>	<u>N</u>
Subtotal of Financial Support for this program:	<u>\$ 178,122.62</u>	<u>28%</u>	
Supplemental Funding Requested from City of Valdez:	<u>\$ 475,000.00</u>	<u>72%</u>	
<u>TOTAL FUNDING FOR OPERATION OF THIS PROGRAM:</u>	<u>\$ 653,122.62</u>	100%	

NOTE: Projected program financial support should meet or exceed projected program expenditures. If not, you must provide an explanation. If the financial support is projected to exceed the expenditures by a substantial amount, please provide an explanation as to why grant funds are being requested for this program.

ORGANIZATION NAME: Valdez Museum & Historical Archive Association, Inc.

SCOPE OF SERVICES

Timeline OUTCOMES for 2018 (What do you plan to accomplish in 2018 - be specific)

Through a vibrant collections stewardship, exhibitions, and multi-generational education programs, the Valdez Museum & Historical Archive (VMHA) preserves, presents, and interprets the City of Valdez's historical and art collections. The community-owned collections consist of approximately 75,000+ items ranging from large artifacts, photographs, contemporary works of art, multi-media, maps, small artifacts and paper archives covering the entire time line of Valdez from Pre-Russian contact to present day all of which are cared for by the Valdez Museum & Historical Archive Association, Inc. staff and volunteers.

The mission of the VMHA is to safeguard our community's valuable heritage materials; foster broad public understanding and appreciation of our unique heritage; celebrate our community's past and provide context for its future; encourage a sense of community pride; and enhance the quality of life by fostering and supporting cultural and artistic programs for the purposes of heritage preservation, education and economic development.

The VMHA Board and Staff work year round in the following areas on behalf of the City of Valdez:

- Preservation, conservation and development of Collections
- Installation of Permanent and Temporary Exhibits
- Collect oral histories and conduct Research for public
- Development of history programming for the general public and supplemental history curriculum for public, private, and home school children
- Provide Multi-generational Public Programming
- Publish manuscripts from archives for public use.

The museum serves a vital role in the economic development of the City of Valdez. Acting as a conduit for information of local knowledge, historic knowledge and common interests with the local community and visitors, the museum is an institution that is relied upon to present the heritage and culture of the community to the general public.

The Valdez Museum & Historical Archive strives to reach national standards for museums and has an overall desire to increase its educational programming, collections and exhibits. The VMHA continues to strive to fulfill its mission and in addition to the day-to-day operations of managing a year-round facility serving over 20,000 - 25,000 visitors.

Aligned with the Valdez Museum's Strategic Plan, the museum Board and Staff will concentrate on the following scope of work in 2018 (See attached additional pages.) Strategic Plan included.

Attach additional pages if necessary

Definition: Outcome - End product or result accomplished.

ORGANIZATION NAME: **Valdez Museum & Historical Archive Association, Inc.**

SCOPE OF SERVICES

Timeline: Outcomes for 2018 (What do you plan to accomplish in 2018 – be specific).

GOALS FOR 2018

1. **Fundraising Plan** - To accomplish the proposed Scope of Work for 2018 and generate the proposed 28% of non-City funds, the VMHA Board and Staff will work closely to develop a dynamic Fundraising Plan. The Plan will include diverse and strategic methods that will address the changing demographic trends in how individuals, corporations and private sector granting agencies give. In addition to our annual Roadhouse Dinner: we will employ an annual appeal letter; we will find creative fundraising activities such as a “Hurry for History” 5K run walk, Yoga & Wine in Gallery, and a Garage Sale; we will strengthen relationships with major donors by hosting an intimate cultivation event in the Pinzon Bar, as well as obtain project centered grants for education programs, collections, exhibits, and capital improvements. A detailed plan will be submitted with our Annual Report and presented to the City Council on Tuesday, October 17, 2017.
2. **Strategic Plan Update** – Looking to the future, the VMHA board members and staff embarked on a two year strategic planning process that came to completion in summer of 2012. The result of this effort was a five year plan. As a working document, the plan has been periodically updated, first in 2014 and in 2015. Given that the plan is due to expire at the end of 2017, we began updating the plan. Although the update is not completed, Board and Staff have reaffirmed the following four goals:
 - Goal 1: The Valdez Museum & Historical Archive will be a sustainable organization.
 - Goal 2: The Valdez Museum & Historical Archive will have a diverse program.
 - Goal 3: The Valdez Museum & Historical Archive will have a dynamic communication program.
 - Goal 4: The Valdez Museum & Historical Archive will have a consolidated infrastructure.

In the fall of 2017, Board and Staff continued working on Objectives and Action items. In the first quarter of 2018 an updated Strategic Plan will be completed.

3. **Collections & Archives** - “Museums exist to preserve, document and research the material evidence of our world, and make accessible to the public through programs of interpretation, education and exhibition. Everything that museums do flow from their collections.” The Manual of Museum Planning Gail Dexter Lord and Barry Lord. At the VMHA, Board and Staff will continue to place a high priority on collections management.
 - **Cataloging Project** – With the continued help of volunteers and interns, the VMHA Curator of Collections & Exhibits will continue work on organizing the 75,000+ collection for accuracy both on the physical shelves and in the collections database. In 2018, the Valdez Museum will continue to target some of the larger bulk collections within the archive backlog. In continuing the museum’s ongoing project of cataloguing and inventory for items on display, inventories are planned for the Gold Rush and Pinzon Bar exhibit areas.

The Valdez Museum intends to apply for funding from the Alaska State Museums, for the employment of a summer intern who will contribute to the majority of cataloguing efforts for 2018. Given the uncertainty of the timeline for moving the museum collection as determined through new facility planning, the cataloguing intern may focus his or her collection management activities on preparing for this transition.

- **Digitization of Collections** - Since early 2017, the museum has been making a concerted effort towards the digitization of its collections. This project will continue through 2018 and beyond, particularly with regard to increasing accessibility to the photograph collections and select newspaper titles. VMHA will also increase accessibility by continuing to upload new collection records to PastPerfect Online, along with finding aids for the more popular and significant collections.
- **Outstanding Loans and Found in Collection Objects** – With data entry completed for all loan records, 2018 focus will be on maintaining records for the museum's outstanding loans, both outgoing and incoming. Status remains to be reconciled for a handful of loan items from other institutions, a project which will be completed by the conclusion of 4th Quarter of 2018.

As per State of Alaska statutes, Abandoned Loans and objects Found in Collection are subject to a legal procedure in order for the museum to acquire title. Found in Collection items are defined as objects in the collection for which no ownership verification has been found. State Law requires that a public notice, followed by a public appeal period, be completed before the museum can acquire title. At the conclusion of appeal period, objects that the museum wishes to keep for the collection will be accessioned, and the remaining objects will be disposed as determined appropriate and dictated in the museum's collection policies. The public notice for Abandoned Loans and items Found in Collection during 2016 and 2017 will be posted in the spring of 2018.

- **Research & the Archives** - The Archives of the VMHA is an active place. VMHA staff receive requests for information from around the world for personal, educational, and commercial reasons. The Curator of Collections & Exhibits will continue to field inquiries from researchers. As an aid to publicizing the collection and assistance to researchers, the museum's goal is to continue updating its online collections database two to four times per year. VMHA curatorial staff have observed an increase in interest in the museum's collection of moving images, reproduction of which is expected to be a contributor to archive-generated revenue in 2017.
- **Acquisitions and Donations** – Due to space considerations, expansion of the collection is anticipated to continue slowly and with careful consideration of available remaining storage space. As interpretive planning moves forward, VMHA staff will identify needed areas for expansion as defined through the interpretive goals within a forthcoming Exhibits Plan dovetailing with the Master Interpretive Plan.

4. Exhibits – As interpretive planning continues, the VMHA has decided to suspend any further large-scale exhibit upgrades.

- **Permanent Exhibits** –A minor upgrade has been planned for the Alaska Native exhibits consisting of added interpretation for items currently on display and refreshing the exhibit cases. The museum will continue to maintain and monitor the condition and functionality of all exhibitions.
- **Remembering Old Valdez Exhibit** – No major upgrades or changes to ROVE. Interpretive activity will focus on continuing to tie the displays in with the development of Old Town buildings walking tours and the Old Town waterfront site.
- **Temporary Exhibit Programs** - With supplemental funding from the Alaska State Council on the Arts we have planned four temporary art exhibits for the 2018-28 exhibit cycle.
 - **Inspired: A Rasmuson Foundation Art Acquisition Initiative Retrospective**
Sept. 22, 2018 - December 31, 2018
Opening reception Sept. 22, 5 – 7 PM

In 2003, Alaska's Rasmuson Foundation launched its Art Acquisition Fund to provide grants to museums that collect current work by Alaska artists. Since the fund's inception, the Valdez Museum has benefitted from the foundation's award of funds to purchase 28 individual works by 19 artists over the past 14 years. Expansion of the fine art collection has allowed VMHA to showcase works by its regional artisans and mission-related fine arts by established artists from throughout the State. These works will all be paired with relevant fine art and historical items from the VMHA collection, highlighting the museum's geographic region and culture as a source of inspiration for the works.

- **Stitched: Quilts by Maria Shell**
January 12 – March 11, 2018
Opening reception January 12, 5 – 7 PM

Maria Shell is a textile artist from Valdez, now residing in Anchorage. Shell's artworks provide a twist on traditional quilting through her playful use of color, pattern and repetition. Visitors will be exposed to the breadth and depth of Shell's works, most notably her contemporary take on a traditional art form.

- **Spring into Art 2018**
Annual exhibition of student artwork
March 23 –May 3, 2018

This show has been exhibited annually for the past fifteen years. The show has grown each year, and in 2018 displayed over 350 creations submitted from students at all grade levels and skill levels. All media are accepted and the show is not juried. Featuring artwork from students from preschool through college, the show has grown so that the display is incorporated into both the Valdez Museum, and the Valdez Consortium Library. Typically, the exhibition displays the work of junior high school and high school students at the museum, while the work of the younger students is shown at the library. The aim of the show is to cultivate an appreciation of the arts within the youth of Valdez's community.

- **David Rosenthal, Art and Science on the Katmai Coast**

May 11, 2018 – September (date TBD), 2018
Opening reception May 18, 5 – 7 PM

Featuring artwork by David Rosenthal, a Cordova-based artist who held a residency at Katmai Park in 2015. This artist traveled with ten researchers along the coast of Katmai for ten days, creating an exhibit of artwork that resulted from the trip, which includes information about the near shore ecological research the scientists were doing, and how his experience working with them played a role in creation of the paintings. Through this exhibition, the artist aims to tie together his fine art with the science that has always played a role in its creation. The trip provides an example of how science can enhance the work of artists. Working with the scientists added their knowledge to the artist's understanding of the landscape, and contributed to the success of the work.

- 5. Education**—In 2018, the VMHA's education department will continue to play a vital role in interpreting and teaching about the region's unique heritage to Valdez community members, visitors from afar and students of history and culture.

The VMHA will offer classroom teaching and museum field trips to students and their mentors at little or no charge. These will be paired with mission-driven public programs, guided tours of Old Town and New Valdez and artist-led workshops—all bringing culture and practice to life.

Students of all ages will be given the rare opportunity to learn from original documents, exceptional photographs and unusual artifacts that signal and convey the important stories of the region. The VMHA educator's role to provide access to museum originals will prompt meaningful exchanges and a better understanding of local history for those who experience these authentic items. The VMHA educator will teach using primary sources collections at the museum proper and transport collections when needed to local classrooms and the VHS library where many students can congregate and learn over a short period of time.

Throughout 2018 the VMHA will offer a range of lessons on a variety of subjects, oftentimes featuring those that dovetail and support public school and homeschool curriculum. The wonderful teaching collaboration with elementary school teachers and their students who are learning social studies regional history will flourish in 2018. Newly formed 3rd grade curriculum created by VMHA educator Revell and teacher K Cranor, will be tested and taught in 2018.

High school history classes will benefit from museum partnerships and primary source lessons as well as Visual Thinking Strategies sessions. Middle school 7th graders will kayak to Old Town and spend a morning learning about gold rush history and the establishment of the original town site from VMHA educators. When invited, museum staff will join teachers and students on field trips throughout the region offering historical support to the planned lessons and enriching the experience.

Because of the vibrant ongoing partnership between Chugachmiut, Inc. and the museum, Valdez teachers and students in elementary grades through high school will have access to heritage kits that teach about the culture and practice of the Sugpiaq people. These storied displays developed from Alaska Native curriculum are exhibited at the museum and shared with the general public. Kit components go on loan to teachers in local classrooms where students actively engage in planned activities and learn the importance of preserving the culture and language of those Native Alaskans who reside in Prince William Sound and Lower Cook Inlet communities.

New programs geared to homeschool educators and their families can be expected in 2018. Home school families affirm regularly that the museum is a great resource for learning about a variety of interesting things.

Guided Old Town walking tours and Historic Homes walking tours will be offered again in 2018, with expanded history resources and associated activities in an effort to create an informed citizenry.

Education staff will employ a combination of formative, remedial and summative evaluation tools to measure the visitor experience and learning outcomes at the museum, then improve upon what and how we engage with the public.

6. Public Programs – The museum offers year-round programs featuring content experts, regional authors, historians, artists and naturalists.

2018 Program Samples:

Tuesday Nite History Talks will continue to bring regional history to life throughout 2018. These popular and well-attended talks will feature topics that resonate with the Valdez community and introduce history makers and events of note in Alaska.

“Hands-on history and art camp” will return with a new theme that dovetails with the summer exhibition. Adaptations to camp that allow for improved access to information and a flexible schedule of enrollment will be introduced. Staff will lead campers in multi-faceted experiences located both, indoors and out, at the museum and in the community. These in tandem grow students' knowledge of the surrounding environment and museum collections.

Guided walking tours will be offered during the spring, summer and fall at Old Town, in coordination with low tides when evidence of the original site is visible. Tours have grown increasingly popular in 2016 due in part to a growing interest in the topic, ready access to printed guides by the public and the new easy to use QR code prompts for virtual viewing.

12 Free Days of Christmas, an art and craft making series that has brought out more than 250 people during December to gather, socialize and create at the museum will return with a flourish. During these twelve days the museum is open to the public at no cost to the visitor. In 2018, we hope to be able to offer all activities again at no cost or low cost to participants.

Artists' talks and workshops link with changing exhibits at the museum. Alaskan painter David Rosenbaum and quilter Maria Shell will visit Valdez in 2018, give gallery talks, and offer a workshop that could prompt thinking outside the box for attendees.

7. Community Collaborations -A resurgence of long-standing collaborations between the museum and community stakeholders will occur in 2018. These include:

- *Spring into Art: 2018 Annual Student Art Show* collaboration with Valdez Consortium Library
- Gold Rush Days, historic homes and Old Town walking tours and free admission to the museum

- Annual Christmas Tree Lighting Ceremony with City Parks and Rec
- Valdez High School Library Programs
- Hurry for History Run/Walk at Old Town in collaboration with Parks and Rec

8. Outreach - Education staff will travel to communities in Prince William Sound and Copper River Basin to meet with teachers, scholars and elders that can inform new museum programs and vital regional collaborations. In addition, VMHA educators will share their knowledge of best practices in museums on panel presentations at state and regional conferences.

- The museum educator will travel and teach at Tatitlek for Peksulineq, heritage week, in May of 2108. Museum staff will grow its collaboration with Chugachmiut, Inc. to provide new resources and hands-on interactives that teach Native culture and practice to students and teachers in Valdez who don't have ready access to this enriching curriculum nor the time to develop lessons on their own.

9. Communication, Advocacy & Marketing - The Valdez Museum Board and Staff are committed to promoting the Museum's program of work through a variety of vehicles including action based strategies that extend beyond conventional methods to reach a wider audience. In 2014 the Museum laid the foundation for this effort. First, a new full time paid Communication and Marketing Manager was created. Secondly, the Board of Directors created an Advocacy Committee to support staff in efforts. The goal of the following area is to convey to stakeholders the true nature of the Valdez Museum, the issues that we deal with, and our accomplishment to the community. In 2018 we will sustain efforts to communicate effectively to our stakeholders, community and elected officials about the important role the Valdez Museum plays in preserving our heritage and culture for future generations.

- **Communications:** Communication is the process of transmitting ideas and information. In 2018, Board and Staff will utilize the following methods to disseminate information to the community:
 - i. Word of mouth
 - ii. News stories in both print and broadcast media
 - iii. Press releases
 - iv. Posters, brochures and fliers
 - v. Outreach and presentations to community groups and organizations
 - vi. Special events and free public offerings.
- **Advocacy:** Advocacy occurs when you make the case for museums & cultural centers broadly. Advocacy is something we do every day. The US Internal Revenue Service explicitly preserves your right to advocate on behalf of your museum and its mission. In 2018 the Museum Board and Staff will continue to work collaboratively to educate government officials at every level about the good work that the Valdez Museum is doing and to share what our needs are. To accomplish this goal, first, the Board of Directors Advocacy Committee will convene to develop a strategic Advocacy Plan. In 2014, the Executive Director created an Advocacy Inventory of the Museum. This document will serve to develop the Plan. Secondly, the Executive Director will continue to serve on the state-wide Museums Advocacy committee; coordinate, attend and participate in the annual "Culture Humanities, Arts, and Museums Partners" Advocacy Day in Juneau - January; and attend Museum Advocacy Day in Washington DC - February.

- **Marketing:** In setting out to increase public participation in the museum's activities a series of motivational and strategically tactical dissemination methods will be employed. Socio-cultural, socio-demographic and socio-economic factors will be applied to determine which strategies will increase participation. Taking a close look at our two primary segmented audiences, summer visitors and local residents, publicity will not only utilize the traditional forms of media distribution, but will also apply creative and cost-effective strategies.
 - ✓ To reach the summer visitor segment, strategic partnerships with professional associations and the local convention and visitor's bureau will be strengthened. Cooperative advertising, the Internet, e-news, blogs, and social media will be utilized. This will be the most cost-effective method to reach the broadest market.
 - ✓ The local resident segment, which encompasses a diverse mix of families (both transitory and long term), requires a more personal touch to deepen their relationship with the museum. This audience has already had some interaction with the museum. They may have visited as part of a school group or brought out-of-town guests with them to the museum. The goal is to get this segment to keep coming back. Local residents need constant relationship building. Publicity for this audience will not only include traditional forms of media such as print advertisements, posters, handbills, radio spots, e-news, social media, and word of mouth, but making connections through collaborations with other community organizations and public and private schools and celebrating significant anniversaries and community events together. Outreach to local Alaskan Natives requires a very thoughtful and diverse strategy. Convincing Native community members to come to the museum and participate in programs and activities has been difficult in the past. The plan for this segment is to reach out through educational programming about Native life and traditions and make the museum more accessible, tangible and relevant.

10. Development Planning ~ In 2016 the Valdez Museum Board & Staff completed the pre-planning phase for a museum capital project. The result of this work is a Master Interpretive Plan. On August 4, 2016 the Museum presented a draft of the Master Interpretive Plan to the Valdez City Council. Pending approval to proceed by the Valdez City Council, the next phase of Development will include the following steps:

- a) With City Council and City Administration, Board and Staff will continue a discussion that could include coming to a decision on whether or not a new museum is the direction we take. If so, we will need a commitment from the City to proceed with a museum project; select a site for a museum project, acquire funding to begin the concept design and fund raising support material, and finally design and proceed.
- b) If a new museum project is the direction, the first step is to compile a Case Statement: A fundraising tool, the Case Statement is the expression of the cause and all the reasons why prospective donors might want to contribute to advance the cause. The Case describes the Museum's goals and objective; covers the programs and services provided; and explains the role of philanthropy in achieving the Museum's goals. This conversation is not about the Building. It is about the program of work inside the building that will make the greatest impact for the community.

- c) In conjunction with the Case Statement a Plan of Finance will be developed: The plan outlines the various categories of revenue, how much will be raised from each, and which entities in each category will be approached to secure support. The Plan is all about leveraging dollars. Raising funds for a capital project is one of the biggest tasks an organization will undertake. It's never been easy, especially now with the change in Alaska's funding climate. The old way of securing national, state and large grants from a single private source is over.
 - a. The following funding options will be vetted for optimal potential:
 - i. Charitable Support: foundations, corporations, individuals
 - ii. Debt: low interest loans, tax credits, conventional loans, etc.
 - iii. Reserves
 - iv. Government funds
 - v. Bonds, taxes etc.
 - vi. Sale of existing capital
- d) Procure project management and design team services: Teamwork is essential to realize a museum capital project and effective teamwork is critical to a successful project. The Museum Board and Staff will work with City Administration to identify the roles and responsibilities for a Museum Capital Project Team. The Project Coordination Team will consist of the Museum Director, City Project Manager, Chairs of the Museum and Building Teams. In a Museum Capital Project there are two sub groups, Museum Functional Task Groups and the Building Design Team.



Strategic Plan

~~2012 – 2017~~
2018 – 2022

Adopted on the 16th day of August in the year 2012 by the VMHA Board of Directors. Revised: 17th
day of April, 2014 by the VMHA Board of Directors
Revised: 16th day of April, 2015 by the VMHA Board of Directors
Revised: day of 20 by the VMHA Board of Directors

Organizational Profile: The Valdez Museum & Historical Archive's mission is to "preserve, present, and interpret, the heritage and culture of Valdez, the Copper River Basin, and Prince William Sound, Alaska."

Valdez's first museum was established in 1901 by prospector Joseph Bourke, who put together a small exhibit of curios that was displayed in various Valdez buildings until 1964. These objects are part of the Valdez Museum's core collection, now numbering approximately 75,000 objects, photographs, and historical documents related to Valdez's regional history.

In 1976, the Valdez Heritage Board formed, hired a curator, and opened the Valdez Museum. Initially, the Museum functioned as a City of Valdez department with an advisory board providing input on operations.

Formed in 1996, the Valdez Museum & Historical Archive (VMHA) is a private 501c(3) Non-Profit organization. Its purpose is to contract with the city to manage and operate the museum with the goals of decreasing dependence on city funding, increasing the museum's ability to care for and manage the community's heritage materials, and to continue to serve the community of Valdez. The VMHA Board of Directors governs the corporation and is accountable to the voting membership, made up of the members of the City Council. The membership, in turn, represents the residents of Valdez. The collection remains the property of the city. A non-voting associate membership program that was merged with the Friends of the Museum in 1999 consists of 300 individuals and businesses.

The VMHA is governed by an 11 member volunteer board of directors and staffed with 4 permanent full time professionals, 1 permanent part-time employee, 9 temporary part-time employees and numerous volunteers. Board & staff work closely to develop fund-raising efforts, museum activities, and community relationships that strengthen the museum's mission to share local and regional history. The museum mounts at least four temporary exhibitions each year. It balances preservation of collections with interpretation by rotating newly acquired artifacts and existing collections in and out of exhibits in a timely manner. This in turn provides access to the remaining collections by researchers and scholars.

Located in the heart of Valdez, AK, the VMHA exhibits are located in two buildings that are four blocks apart. The main building on Egan Drive offers an overview of the region's history with stories about the 1898 gold rush, Native culture, aviation, tourism, transportation, the oil industry, and a selection of temporary exhibits. At its second location, the annex, the museum provides a broader interpretation of the 1964 Good Friday Earthquake.

Each year, the VMHA serves approximately ~~45,000~~ 20,000 visitors. Of that more than 1000 are local and regional school children, ~~500~~ 2,000 participate in multi-generation programs and presentations, and 200 are researchers who access the collections and archives.

Looking to the future, the VMHA board members and staff embarked on a two year strategic planning process that ~~recently~~ came to completion in summer of 2012. In 2017 board and staff reconvened to review, update and re affirm the Museums strategic direction.

<<Do we want to include results from the visioning exercise and the SWOT discussion?>>

The ~~new~~ updated Strategic Plan is a five year road map that articulates the following four goals and associated objectives:

Goal 1: The Valdez Museum & Historical Archive will be a sustainable organization.

Goal 2: The Valdez Museum & Historical Archive will have a diverse program.

Goal 3: The Valdez Museum & Historical Archive will have a dynamic communication program.

Goal 4: The Valdez Museum & Historical Archive will have a consolidated infrastructure.

Embedded within each of the strategic goals are objectives, milestones and action items which will guide board and staff for years to come.

Goal 1: The Valdez Museum & Historical Archive will be a sustainable organization.

A. Expand and develop new sources of revenue.

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Write a <u>5 year</u> business plan to focus on earned revenue sources	Research best practices in developing a business plan	Executive Director, Museum Services Manager, & Communication & Marketing Manager <u>All</u>	Fall 2014 <u>Summer/Fall 2017</u>	
II.	Write and implement a Fund Development Plan	Increase endowment through strategic planned giving	Endowment Committee & Executive Director	Fall 2012 <u>Summer/Fall 2017</u>	Appeal mounted in Summer of 2013
		Implement an annual appeal letter	Executive Director & Board President	Ongoing	
		Implement 2-membership drives a year: Spring and Fall	Membership Committee & Staff	Ongoing <u>Spring 2017</u>	
		Host 4 <u>2</u> cultivation events a year (small scale): 2 member and 2 donor parties	Board & Membership Committee	Ongoing	Two Events held in 2013
		Increase non-city grants	Staff	Ongoing	
		Plan 2 Raffles a year. 1 in the summer and 1 for Roadhouse <u>Increase Unrestricted Donations</u>	Board & Staff	Ongoing	
III.	Develop mission driven products to sell in the store	Two new products a year (striving for Alaskan made, or made in USA)	Museum Services Manager, Communication & Marketing Manager, & Staff	Ongoing	custom printed scarves, & aviator jackets

IV.	Develop fee based public programs	Offer 4 <u>year around</u> workshops annually	Curator of Education & Public Programs	Ongoing	
V.	<u>Increase Facility Rentals</u>	<u>Minimum of 3 per year</u>	<u>Museum Services Manager, Communication & Marketing Manager, & Staff</u>		
VI.	<u>Increase Archive Revenue</u>	<u>Find 1 new advertising source.</u> <u>Create a catalog of photos available for print</u>	<u>Museum Staff</u>		

B. Strengthen human capacity (*board and staff*)

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Develop the Board for maximum participation	Create <u>active</u> Board Development Committee <u>that meets quarterly</u>	Bylaws Committee <u>Board President</u>	Completed Spring 2013 <u>Quarterly meetings</u>	
		Develop Annual Calendar for Board Meetings/Events	Communications & Marketing Manager	Annually at the beginning of the year	Up on Museum website
		Review/Amend Policies and Procedures for clarity and relevancy	Board Development Committee & Executive Director	Ongoing	
		Update Board Manual	Board Development Committee & Executive Director	1st Quarter 2015	
		Develop <u>Review & update</u> job descriptions for officers and committees	Bylaws Committee <u>Board Development Committee & Executive Director</u>	Completed Spring 2013	
II.	Enhance <u>Maintain</u> volunteer program	Create a volunteer needs assessment	Staff	Fall 2012 <u>quarterly</u>	Updated 2013
		Designate a volunteer manager	Executive Director	Winter of 2013	Andrea was designated

					<u>Completed 2013</u>
I.		Create a volunteer recruitment plan. Design corresponding marketing materials.	Museum Services Manager, & Communication & Marketing Manager	Ongoing	
		Create annual event calendar for which volunteers are needed. Schedule volunteers.	Museum Services Manager, Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Ongoing	
		Create monthly volunteer tracking system	Museum Services Manager	Ongoing	Updated Regularly
III.	Provide professional development opportunities for paid staff	Budget for Professional Staff to attend a minimum of 1 conference a year	Finance Committee & Executive Director	Annually	AAM & MA
IV.	Provide enhanced training for summer staff	Develop training materials to include museum history and interpretation. Set training schedule.	Staff	Ongoing	
V.	Build more active relationship with members	Offer 2 Behind the Scenes and 2 Special Tours/Events a year of Museum Collections	Curator of Collections & Exhibitions, & Communication & Marketing Manager	Annually	2 Offered, Only 1 Completed
		<u>Engage actively with members: ie phone calls</u>	<u>Board President, Membership Chair, and Executive Director</u>	<u>Ongoing</u>	

C. Improve efficiency of existing infrastructure

	Milestone	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Implement energy efficient improvements	Upgrade lighting to LED lights; Replace halogen lights in Egan Commons	Curator of Collections & Exhibitions	Summer 2014	

II.	Reduce electric energy consumption	Turn on display lighting when first patron of day arrives, turn off display lighting when patrons leave	Staff	Ongoing	
		Investigate replacing old lighting tracks with more energy-efficient ones	Curator of Collections & Exhibitions	Completed	
		Renovate front entrance and office area	Executive Director & City Maintenance	Spring 2014	Planned by the City

Goal 2: The Valdez Museum & Historical Archive will have a diverse program.

A. Evaluate the Museum Program

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Develop Visitation Tracking System	Create monthly visitation reports	Communication & Marketing Manager	Ongoing	
II.	Evaluate the visitor experience	Identify evaluation manager(s)	Executive Director	Completed	Faith has been identified as the evaluation manager
		Create an assortment of evaluation tools including surveys, tracking forms, exit interviews, etc.	Curator of Education & Public Programs & Education Assistant	Ongoing	Now using survey monkey to track
		Conduct surveys	Curator of Education & Public Programs, Education Assistant, Curator of Collections & Exhibitions, & Seasonal Staff	Ongoing	
		Map galleries and track visitors.	Education Assistant & Seasonal Staff	2014	

		Compile evaluation data in accessible retrievable electronic system and share with staff regularly	Curator of Education & Public Programs, Education Assistant, Curator of Collections & Exhibitions, & Seasonal Staff	Ongoing	
		Identify actions needed to improve visitor experience from compiled data	Curator of Education & Public Programs, Museum Services Manager, & Staff	Ongoing	
		Evaluate hours of operation for maximum visitation	Museum Services Manager, Curator of Education & Public Programs, & Curator of Collections & Exhibitions	Fall 2014	
III.	Determine best locations to provide Museum public programs	Meet with community individuals and organizations to determine programmatic needs.	Curator of Education & Public Programs	Ongoing	

B. Expand programming for maximum mission impact

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Focus on 50 year Anniversary of the Good Friday Earthquake	Complete the earthquake exhibit: A Moving Experience	Curator of Collections & Exhibitions	Scheduled Completion by March 27 th 2014	Complete
		Implement Communities, Disasters, & Change, traveling exhibit	Curator of Collections & Exhibitions	May 2014 – January 2016	Q4 2015
		Update earthquake education curriculum	Curator of Education & Public Programs	Develop in Spring and launch in summer of 2014	Ongoing
		Enhance Old Town walking tours	Curator of Education & Public Programs	Develop in Spring and launch in summer of 2014	Ongoing
II.	Improve Native Culture Programs	Work with Native Organizations	Native Gallery Committee Chair, Curator of Collections &	Ongoing	Have worked to strengthen partnerships with

			Exhibitions, & Curator of Education & Public Programs		Chugachmiut and Tatitlek
III.	Revitalize Native Gallery Committee	Update Native Gallery Exhibits	Native Gallery Committee Chair, Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Pending Facility Planning	
		Identify native heritage knowledge keepers in varying communities.	Curator of Education & Public Programs & Curator of Collections & Exhibitions	Ongoing	
		Create a database of potential native program presenters, artists, educators, etc.	Curator of Education & Public Programs & Curator of Collections & Exhibitions	Ongoing	
		Travel to native communities and meet with stakeholders. Consult and collaborate with them on museum programs.	Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Annually	
		Add hands-on education elements that expand the interpretation of Native Gallery	Staff	Ongoing	Healing Plants Kit
		Offer programs based upon established Native curriculum in Gallery	Staff	Ongoing	
IV.	Develop Publishing Plan	Evaluate cost and feasibility Evaluate and assess list of potential publishing options Assess the best delivery process	Executive Director, Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Summer 2013	Evaluated – Not Feasible

C. Enhance Community Engagement

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Increase Visitors	Increase number of visitors to the Museum by 10%	Executive Director, Museum Services Manager, & Communication & Marketing Manager	Pending Visitation Tracking System	2014 Success
		Broaden & strengthen collaborations between organizations in the region by 2 per year	Board & Staff	Ongoing	KCHU & CDC
II.	Establish Programmatic Advisory Groups	Identify advisors from educational institutions, seniors, students and community members.	Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Ongoing	Building Committee
		Define advisor's role and draft a schedule when their input will be needed.	Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Ongoing	Earthquake Advisory Committee, & Building Committee
		Involve students in museum life in a variety of capacities. Work with schools, institutions and agencies to identify matches and opportunities.	Curator of Education & Public Programs	Ongoing	High School Docents

D. Increase accessibility

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Increase Virtual Accessibility	Budget for software/hardware improvements	Finance committee & Executive director	Completed Summer 2013	Past Perfect Online
		CDC Blog	Curator of Collections & Exhibitions, Archival Curator's	2014	Done!

			Assistant, & Communications & Marketing Manager		
		Put collections online	Curator of Collections & Exhibitions & Communications & Marketing Manager	Pending Priority	Done!
		Upgrade and develop an interactive online version of the Gold Rush Name Database	Curator of Collections & Exhibitions, Communications & Marketing Manager, & Web Designer	Phase 2 2015	Phase 1 completed Summer 2013
		Install technology and furnishings into Gold Rush gallery	Curator of Collections & Exhibitions	Completed Spring 2012	
II.	Increase Physical Accessibility	Work with the city to have a new handicap accessible front door installed.	Executive director, & City Maintenance	Spring 2014	

E. Maintain and Improve Professional levels of Collections Care & Management

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Evaluate human resources needed to maintain Collections Management	Assess need for intern and volunteers	Curator of Collections & Exhibitions & Executive director	May of 2013	Hired Curatorial Assistant
II.	Improve mezzanine storage	Organize mezzanine artifacts and move small artifacts into compacting shelving,	Curator of Collections & Exhibitions	Began Fall 2012	Partially Completed
		replace wooden shelving on mezzanine,	Curator of Collections & Exhibitions		Pending New Facility Plan
		construct storage for large signage,	Curator of Collections & Exhibitions		Pending New Facility Plan

III.	Develop plan to address acceptable storage of items currently off-site	Assess items in storage, move and re-house smaller items	Curator of Collections & Exhibitions & Curatorial Assistant		Accessed still needs to be rehomed
		Update storage options	Staff		Pending New Facility Plan
IV.	Plan for Stabilization of exterior artifact displays	Conduct Condition Survey by Boatwright for Perry	Curator of Collections & Exhibitions, Collections Committee, & Consultant	2015	Done
		budget for exterior redevelopment (Main Museum)	Finance Committee		Pending New Facility Plan

F. Maintain & Improve Permanent & Temporary Exhibits

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Upgrade 1 long-standing exhibit per year	Establish priorities	Curator of Collections & Exhibitions		The Earthquake Exhibit was updated this year
II.	Mount 4-5 temporary exhibits annually	Coordinate temporary exhibit selection with educator and dovetail exhibit and program budgets strategically	Curator of Collections & Exhibitions	Ongoing	
III.	Procure better display cases: more secure, better lighting, fresher appearance and energy-efficient	Research options	Curator of Collections & Exhibitions		Pending New Facility Plan

G. Maintain & Improve Education Programs

	Milestones	Action Items	Responsible Party	Timeline/ Status	Status
I.	Evaluate human resources to maintain and grow education programs	Solicit paid and volunteer help for summer programs	Curator of Education & Public Programs & Executive Director	Begin Fall 2012	Education Assistant was hired
II.	Schedule a minimum of 5 3 visits throughout the year to schools and organizations with shared programmatic goals	Visit schools in Kenny Lake, Tatitlek, Copper Center, Glennallen and others	Curator of Education & Public Programs	Ongoing	Visited Tatitlek & Chugachmu it in 2013
II.	Evaluate criteria for an education collection.	Designate storage space for existing education collection in archives	Curator of Education & Public Programs	Ongoing	
		Purchase and borrow items for an education collection	Curator of Education & Public Programs	Ongoing	
III	Create an organized, accessible, easily retrievable storage system for education.	Share system with stakeholders. Clean and organize storage closet.	Curator of Education & Public Programs	Ongoing	
		Purchase standardized storage bins. Label.	Curator of Education & Public Programs	Ongoing	
IV.	Present new museum educational program to public, schools and educators	Publish list of new and existing programs	Curator of Education & Public Programs, & Communication & Marketing Manager	Ongoing	
		Identify curriculum matches	Curator of Education & Public Programs & School Admin	2014	Working with Beverly Colapietro
		Access feasibility of annual teacher in-service programs at the museum	Curator of Education & Public Programs	Annual	Began in 2012
		Revise existing education narrative on VMHA Website	Curator of Education & Public Programs,	Begin 2013	Completed with the launch of

			Communication & Marketing Manager, & Web designer		the new website
IV	Develop new educational programs	Research, develop and launch Visual Thinking Strategies in classrooms and at the museum	Curator of Education & Public Programs	Ongoing	Launched in 2013

H. Maintain & Improve Public Programs

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Expand summer programming	Solicit paid and volunteer help for summer programs	Curator of Collections & Exhibitions, & Curator of Education & Public Programs	Ongoing	
		Review community calendars and events. Collaborate. Schedule programs in smart niches.	Staff	Ongoing	Summer Camp & CDC

Goal 3: The Valdez Museum & Historical Archive will have a dynamic communication program.

A. Increase Public Awareness

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Identify a Communication & Marketing Manager	Budget for Position	Executive Director & Finance Committee	4 th Quarter 2013	Brittany was appointed the Position
II. I	Analyze our market (Does this go into our business Plan)	Develop a marketing Audit (1 st step in a marketing plan that researches demographics stakeholders, potential partners, assets and liabilities)	Executive Director, Communication & Marketing Manager, & Board	June 2014-2018	
III. II	Implement a marketing plan	Define best way to advertise with locals	Communication & Marketing Manager & Executive Director		Pending Marketing Audit
		Develop marketing plan that implements best practices for the largest impact	Communication & Marketing Manager & Executive Director		Pending Marketing Audit
		Expand and upgrade technological resources	Communication & Marketing Manager & Executive Director	Ongoing	
		Create a plan to increase the Museum's off site presence at Fairs, trade shows and festivals	Communication & Marketing Manager, Executive Director, & Staff		Pending Marketing Audit & Budget

IV. III	Create Maintain a unified VMHA Brand	Redesign printed materials to align with new website aesthetic	Communication & Marketing Manager & Executive Director	Spring 2013 Ongoing	Completed Stationary & Business cards
		Redevelop regional & national ads to align with unified branding	Communication & Marketing Manager & Executive Director	Summer 2014	
		Update Chenega/Egan Museum sign	Executive Director	Spring 2015	
V. IV	Develop advocacy plan (board & staff)	Create an Advocacy Inventory	Executive Director	Completed	
		Write a case statement	All Board & All Staff Advocacy Committee	Summer 2014 2017-2018	
		Create a dynamic communications plan	All Board & All Staff Advocacy Committee	Summer 2014 2017	

B. Expand & Enhance Technological Resources

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Upgrade website for easier navigation; interactive for education; exhibition and fund development Maintain up to date website for ease of navigation and interaction	Budget for new & improved website Work with Sound Web Solutions to optimize website	Finance Committee & Executive Director, Communications and Marketing Manager	Complete Ongoing	
		Provide staff training for maintenance and upgrade	Communication & Marketing Manager & Staff	Winter 2014	
		Update educational and programmatic section	Communication & Marketing Manager & Staff	Winter 2014	
		Expand offerings for research and interaction	Communication & Marketing Manager & Staff	Spring 2014	

II.	Develop a technology plan for hardware & software	Work with Arctic IT to develop a course of action	Executive Director	Ongoing	
		<u>Submit Rasmuson Technology Grant for financial support</u>			

Goal 4: The Valdez Museum & Historical Archive will have a consolidated infrastructure.

A. Evaluate existing Museum facility

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Predevelopment Evaluation	Submit Foraker Predevelopment Application	Executive Director, Board President, & City Manager	2 nd Quarter 2014	Application Denied
II.	Building Committee	Form Committee	Board, Executive Director, & City administration	1 st Quarter 2015	Done
		Stakeholder Analysis	Building Committee, Executive Director, & City administration	1 st Quarter 2015	Done
		Recruit Master Interpretive Planner	Building Committee, Executive Director, & City administration	2 nd Quarter 2015	
		Attain City Approval to move forward	Board & Executive Director	3 rd Quarter 2015	

B. Develop a Facility/ Master Interpretative Plan

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
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I.	Develop a Planning Team	Hire a Project Manager	Building Committee, Executive Director, & City administration	3 rd Quarter 2015	
		Hire an Architect	Building Committee, Executive Director, & City administration	3 rd Quarter 2015	
		Hire and Environmental Engineer	Building Committee, Executive Director, & City administration	3 rd Quarter 2015	
II.	Develop a design plan	Work with planning team to design a facility that fits the museums needs	Board, Staff, & City Administration	2016	

C. Implement a Funding Plan

	Milestones	Action Items	Responsible Party	Timeline/ Status	Comments
I.	Create a Capitol Campaign Committee	Identify a committee chair & members from the Board	Board Development Committee & Executive Director	1 st Quarter 2016	
		Select a Co-Chair from the community		1 st Quarter 2016	
		Develop Funding Plan	Capital Campaign Committee & Executive Director	1 st Quarter 2016	
II.	Mount Capitol Campaign	Solicit diverse donors & funders	Capital Campaign Committee & executive Director	2 nd Quarter 2016	

D. Build Facility



**BALANCE SHEET AND PROFIT & LOSS
AS OF 06/30/2017**

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Valdez Museum & Historical Archive

08/11/17

Balance Sheet

Accrual Basis

As of June 30, 2017

	Jun 30, 17
ASSETS	
Current Assets	
Checking/Savings	
1025 · 1st National Operating	21,672.41
1023 · CD - 61243443 Reserve Acct	59,753.22
1021 · CD 61215021 -Phyllis Irish	66,531.75
1022 · 10950 Cash in Drawer	2,228.18
1001 · Cash In Bank-Operating-WFargo	101,586.06
1003 · Cash In Bank - CMC Savings	9,777.07
Total Checking/Savings	261,548.69
Accounts Receivable	
1501 · Accounts Receivable	-392.00
Total Accounts Receivable	-392.00
Other Current Assets	
1502 · Museum Endowment Fund	875,205.00
Cash on Hand	609.31
2002 · 1120 Inventory Asset	31,979.28
1017 · Undeposited Funds	-150.13
Total Other Current Assets	907,643.46
Total Current Assets	1,168,800.15
Fixed Assets	
4000 · Construction in Progress	74,227.00
4001 · Fixed Assets	42,420.61
Total Fixed Assets	116,647.61
Other Assets	
Merchandise Inventory	671.17
Total Other Assets	671.17
TOTAL ASSETS	1,286,118.93
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
5501 · 2000 Accounts Payable	11,399.14
Total Accounts Payable	11,399.14
Credit Cards	
5505 · Bank of America Business Card	2,253.35
Total Credit Cards	2,253.35
Other Current Liabilities	
5504 · 24700 Customer Deposits	34.00
6601 · Deferred Revenue	24,114.00
6002 · Leave Payable	17,265.61
6003 · 2100 Payroll Liabilities	11,564.27
Total Other Current Liabilities	52,977.88
Total Current Liabilities	66,630.37
Total Liabilities	66,630.37
Equity	
7503 · Museum Endowment Fund Equity	875,205.00
8079 · Contributed Capital	91,636.18
3000 · Opening Bal Equity	33.93
7502 · 3900 Retained Earnings	140,838.03

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08/11/17

Accrual Basis

Valdez Museum & Historical Archive

Balance Sheet

As of June 30, 2017

	Jun 30, 17
Net Income	111,775.42
Total Equity	1,219,488.56
TOTAL LIABILITIES & EQUITY	1,286,118.93

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Valdez Museum & Historical Archive

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Profit & Loss

Accrual Basis

January through June 2017

	Jan - Jun 17
Ordinary Income/Expense	
Income	
8003 · Fund Development	
8004 · Corporate Sponsorship	1,200.00
8021 · Annual Appeal	860.00
8061 · Membership	4,617.58
4030 · Donations Income	
8062 · 6145 In-Kind Income	1,023.37
8001 · Restricted	50.00
8002 · Unrestricted	3,064.13
Total 4030 · Donations Income	4,137.50
8152 · Fundraising	
8023 · Designated	75.00
Total 8152 · Fundraising	75.00
Total 8003 · Fund Development	10,890.08
8024 · Earned Revenue	
8025 · Program Fees	
8025.1 · Enrollment Fees	470.00
8025 · Program Fees - Other	350.00
Total 8025 · Program Fees	820.00
4120 · Museum Fees	
8026 · Admissions	15,405.70
8009 · Admission Fees	1,947.00
8010 · Archival Fees	990.00
8159 · Space Rental	625.00
Total 4120 · Museum Fees	18,967.70
8027 · Store Sales	
Towel	30.00
Food	24.00
Snow To Go	57.45
Dog Toys& Treats	39.60
Art Supplies	283.00
Print	130.00
Body & Bath Products	97.50
Childrens Toys	39.00
Key Chain	47.51
Playing cards	35.00
Seeds	132.00
Candy	85.35
Maps	9.94
Umbrella	20.00
Zipper Pulls	64.60
Gold Vials	89.55
Sackeye Salmon	294.00
Jewelry	721.80
8029 · Fundraising	0.00
8018 · Donations	0.00
Video/Audio	89.70
Admissions	10.00
8164 · Miscellaneous	1,186.43
8165 · Audio/Video	496.45
8166 · Post Cards	18.50
8167 · Plush/Puppets	159.00
8012 · Cards	30.30
8013 · Books	2,832.77
8014 · Childrens Books	422.03
8015 · Gallery Sales	
Gallery Commissions	103.97
8015 · Gallery Sales - Other	40.00

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Profit & Loss

Accrual Basis

January through June 2017

	Jan - Jun 17
Total 8015 · Gallery Sales	143.97
8017 · Other Items	116.50
8027 · Store Sales - Other	4,172.18
Total 8027 · Store Sales	11,878.13
48600 · Service Sales	
486001 · Shipping	7.15
Admissions	0.00
Total 48600 · Service Sales	7.15
8024 · Earned Revenue - Other	80.00
Total 8024 · Earned Revenue	31,752.98
4200 · Grants	
8032 · 4110 City of Valdez	341,250.00
8033 · Foundation	12,650.00
Total 4200 · Grants	353,900.00
8501 · 7015 Interest Income	
Reserve Acct. CD	368.19
Capital Equip CD	20.13
Phyllis Irish Memorial Fund CD	409.96
Total 8501 · 7015 Interest Income	798.28
8011 · Reimbursed Expenses	2,098.72
Total Income	399,440.06
Cost of Goods Sold	
8102 · Gallery Commission	61.85
8101 · Cost of Goods Sold	5,567.85
Total COGS	5,629.70
Gross Profit	393,810.36
Expense	
8036.2 · Volunteer Expense	372.24
8036 · Fundraising Expenses	986.24
8036.1 · Membership	592.39
8037 · IT Services	7,187.85
8039 · Education	562.12
8040 · Collections	
8043.1 · Intern	2,950.00
8042 · Collections Supplies	1,039.41
8043 · Acquisitions	1,816.00
Total 8040 · Collections	5,805.41
9000 · Reconciliation Discrepancies	12.88
9003 · Cash Drawer Payouts	35.00
9001 · POS Inventory Adjustments	-6,731.54
9002 · Freight and Shipping Costs	1,249.81
8103 · Personnel Expenses	
8104 · Salaries & Wages	129,857.09
8105 · ESC Payroll Tax	1,182.75
8106 · FICA Payroll Tax	9,934.10
8107 · 403(b) - Employer	6,389.85
8108 · Health Insurance	47,384.76
Total 8103 · Personnel Expenses	194,748.55
8044 · Contract Labor	130.00
8113 · Vehicle Expense	352.88
8047 · Janitorial Services	

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Profit & Loss

Accrual Basis

January through June 2017

	Jan - Jun 17
8114 · General Janitorial	5,000.00
Total 8047 · Janitorial Services	5,000.00
8048 · Utilities	
8115 · Electric	20,723.64
8116 · Heating Oil	8,421.86
8117 · Water	138.72
Total 8048 · Utilities	29,284.22
8118 · Telephone	
8124 · Conference Line	34.29
8120 · Internet	1,547.48
8121 · Local Service	2,279.85
Total 8118 · Telephone	3,861.62
8123 · Postage and Delivery	1,420.30
8049 · Supplies	
8125 · Technology	5.00
8126 · Office Supplies	849.84
8127 · Operating	124.83
Total 8049 · Supplies	979.67
Exhibits	
8051 · Permanent Exhibits	902.25
8052 · Temporary Exhibits	1,055.07
Total Exhibits	1,957.32
8130 · Dues and Subscriptions	2,427.00
8131 · Printing and Reproduction	2,087.87
8053 · Advertising/Marketing	4,361.86
8133 · Board Expense	140.65
6185 · Insurance	
8137 · Liability Insurance	20,320.00
Total 6185 · Insurance	20,320.00
8138 · Credit Card Fees	2,094.94
8139 · Bank Service Charges	2.26
8056 · Travel	
8142 · Meals	140.00
8143 · Travel	520.70
Total 8056 · Travel	660.70
8144 · Training & Education	250.00
8145 · Licenses and Permits	110.00
8148 · Contributions	
8057 · In-Kind Expenses	1,023.37
Total 8148 · Contributions	1,023.37
8058 · Public Programs	749.33
Total Expense	282,034.94
Net Ordinary Income	111,775.42
Net Income	111,775.42