Our Mission
The Valdez Museum preserves, presents, and interprets the heritage and culture of Valdez, Copper River Basin, and Prince William Sound, Alaska.

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www.valdezmuseum.org

217 Egan Drive, PO Box 8
Valdez, AK 99686
907-835-2764
Another year of Pandemic challenges and unexpected changes. And another year of rising to the challenges for the Valdez Museum staff and board. The year has included new ways of doing things, austerity decisions, and extra efforts to involve the community.

A large amount of time, including many volunteer hours, was spent working with the architects to create a 35% conceptual design and estimated cost of the new museum. Fundraising ideas and an animated walk across the front patio, taking one into the Museum were created, tested and played to the Valdez community. A Capital Campaign Committee was formed to solicit donations from major benefactors.

Fundraising on a local level included the Annual Board Giving, Annual Appeal, Split the Pot Raffle and two online auctions. We are in the midst of planning a vibrant Roadhouse after a hiatus last year. Originally planned for October 2, but being aware of local Covid numbers, we are now planning it for November 6, with the possibility of changing it to something quite different if needed.

Efforts were made to strengthen our relations with the Valdez Native Tribe through staff attending VNT Board meetings. Andrew Goldstein, Valdez Museum Curator, researched and discovered the Sugpiaq name for Valdez, Suacit, “to rise into view/to surface.” This was gratefully used in the naming ceremony held this summer by the Valdez Native Tribe.

**New this year:** Tours of Valdez and environs carried tourists to sites around our town and shared our exciting boom and bust history. The long-standing Tuesday Nite History Talks moved gracefully to online. Lectures included Old Town model maker, Susan Heuer, discussing the construction of the model, and including fascinating unknown facts. Changing exhibits ranged from Alaska Suffrage Star, art from local collectors, and exceptional watercolors of Kennecott highlighting architecture in the landscape. Visitors to the annex were taken on small number personal tours gaining attention and much history. The budget did not allow hiring the usual summer interns so the annex could only be open by appointment. The resulting tours were very well received.

We are on the edge of new ideas and new ground. Please join us on this journey.

**Strengthening Relationships**

*I invite you to take these next steps with us.*

Donna Lane
Board President
Committee Reports

FINANCE COMMITTEE
Chairperson: Martha Barberio
In addition to developing this year’s organizational operating budget the Finance Committee met monthly to keep a close on watch on performance. With all the uncertainty caused by the global pandemic, the Committee wanted to be proactive. As such, the Museum’s financial forecast is stable.

BOARD DEVELOPMENT COMMITTEE
Chairperson: Gary Minish
While 2021 has been full of uncertainty, the good news is that the Board of Directors had a full compliment of members throughout the year. As such, the Committee worked closely with the Fundraising and the Building Committee to host a Capital Campaign training to better position the board to secure major donations for the new museum project.

COLLECTIONS COMMITTEE
Chairperson: Tom McAlister
As the Museum plans for a new museum facility, the Committee has worked closely with the Building Committee to assess scope and space needs in the new facility. Additionally, over the last year, staff kept the members apprised of facility issues regarding environmental control failures.

ADVOCACY COMMITTEE
Chairperson: Keenan Britt
Board and Staff actively engaged in efforts on all levels of government, local, state and federal by attending local council meetings and responding to call to action on the state and federal level. As the Museum plans for the future, the Committee worked closely with Staff to develop a Communications plan that engages our community, stakeholders and donors in publicizing and positioning the Museum.

BUILDING COMMITTEE
Chairperson: Martha Barberio
2021 was a very busy year for the Building Committee. Board and Staff worked closely with the architectural team of Wolf and Hennebery Eddy to create 35% conceptual design rendering, a cost estimate, fundraising materials and an animated walk through for a new museum facility. The Committee will continue to work closely with the Capital Campaign Cabinet to support major donor solicitations.

FUNDRAISING COMMITTEE
Chairperson: Amber Mehlberg
In these uncertain times the Fundraising Committee worked closely with the Finance Committee to make sure timing of strategies met budgetary assumptions. The Committee coordinated the following four strategies: Annual Board Giving, Split the Pot Raffle, Annual Appeal, and Annual Event (currently in progress). All efforts have been a success.

MEMBERSHIP COMMITTEE
Chairperson: Felicia White
The Committee focused on Membership retention by focusing on personal notes of thanks to members.

NATIVE GALLERY COMMITTEE
Chairperson: Anna Bateman
The focus over the last year has been about strengthening the relationship between the two organizations with Museum leadership attending VNT meetings.

STRATEGIC PLANNING COMMITTEE
Chairperson: Gary Minish
The current plan expires in 2022 at which time Board and Staff will convene to update.
With the ongoing challenges related to the COVID-19 global pandemic, the Museum team has remained steadfast in maintaining a program of work that is meaningful and relevant to our community and stakeholders. Over the last year, the team has managed uncertainty by welcoming visitors safely, without hesitation, remained calm and kept moving on.

Museum leadership have been navigating the twists and turns of operating in a pandemic by staying informed, staying connected, and embracing the unknown. Assessing the path forward, the unknown is full of possibilities. Employing scenario planning, the Museum team has closely monitored operational finances; assessing willingness of contributors and consumer confidence; as well as attempting to understand shifts in population given the long-term effects of the global pandemic. The goal has been to be nimble enough to pivot as needed.

Wow, what a wild ride it has been! Given that the forecast for 2021 was not going to set any pre-pandemic records, the Museum team adapted once again and figured out how best to increase operations without bringing back front end and seasonal staff. Based on funding and available staffing, the Museum operated at two thirds capacity, whereby the main location was open six days a week and the annex was only open for guided tours three days a week. Without the front-line staff everyone pitched in where needed. It was all hands-on deck. Although there were few tour groups, individual travelers made up the majority of guests coming to the Museum. Without fail, visitors really appreciated what the Museum had to offer.

“Great exhibits--I loved it all and your friendly sta ff too!”
Vince Brehr, Fairbanks, AK

Summer 2021 did not break any record and visitation is only 30% of 2019. The Museum was able to be an important stop on a visit to Valdez. Given a limited advertising and marketing budget, we partnered with both local and statewide destination marketing organizations to get our name out. Staying connected

In between navigating the twists and turns of the COVID-19 pandemic and figuring out how to operate the Museum in an adapted and reduced way, new museum planning increased over the last year. The Museum Team, along with the consultants, have been working on three parallel tracts: Design & Development; Community Outreach and Public Awareness; and Fundraising & Prospect Research (see page 13 of this report for more detail.)

For me. I am not sure where the path will lead, however, I am certain the Valdez Museum will continue to “step into the unknown” by staying connected and informed; by methodically and systematically assessing trends; and by adapting and pivoting as needed. Similar to the Gold Rushers who ascended the Valdez Glacier, in search of the Klondike Gold Fields, the Museum board and staff will put one foot in front of the other and strive to make measurable change in the community condition.

Through it all, the Museum has kept going. My mantra has been, and still is today, to put one foot in front of the other and embrace the uncertainty. Please join me in “stepping into the unknown.”

Patricia Relay
Executive Director
Collections
Preserving the Human Story

This past year, the Valdez Museum did not employ a summer intern for its collection management program. Nonetheless, Museum collections staff continued the work of collections management, cataloguing an impressive 873 items between October 1, 2020 and September 1, 2021. Museum staff updated 483 existing records during this time period. The focus this past year has been on incoming and recent acquisitions.

Addition collection management projects this past year include records maintenance for the museum’s pamphlet collection, eliminating many duplicate records. The Museum also digitized its collection of Valdez yearbooks from the 1950s through 1980s, plus one 1913 yearbook. This was accomplished at no charge through a digitization program offered by the Oklahoma Correctional Institute, providing incarcerated persons with technical training under supervised conditions. The yearbooks were scanned in a searchable format. Making the scans available to the public in an online format is a project identified for 2022.

Archives

The Museum’s archives are a valuable resource for researchers. Approximately 85 reference questions were fielded between September 31, 2020 and September 20, 2021. Questions were received via email, telephone, and in person. Typical research questions involve genealogical research, fact checking for reporters on historical topics, and research assistance for professional historians seeking to publish books or papers. Significant research projects this past year include NAGPRA inventory requests, BLM research on Marshall Pass, student interviews about the effects on Valdez of the Exxon Valdez Oil Spill, and a number of inquiries on Valdez mining history.

Acquisitions Highlights

Judith Cronk Sutherland, Maple Plain, MN: Ephemera collected by Ed Cronk, Sr., a Valdez at the time of the 1964 Good Friday Earthquake. Particularly notable for the collection’s photographs of bar interiors.

Martin Pegg, Valdez, AK: A ski found melted out of Valdez Glacier, believed to date to the 1920s and possibly used in military training exercises.


Catherine Tillotson, Ward Cove, AK: Box of approximately 400 small black and white photographs, mostly Valdez and Cordova, 1920s-30s.

Valdez Animal Shelter, Valdez, AK: Two bins of furs and bones from Prince William Sound wildlife (example below).
Exhibitions Changing & Permanent

Permanent Exhibits
As there are discussions for options regarding a new museum facility still underway, permanent exhibition upgrades have been placed on hold, with no large scale upgrades being planned for the near future. Permanent exhibit development for 2021 has been limited to upkeep and repair of its existing exhibits. VMHA staff have continued to remain conscious of public health concerns regarding the COVID pandemic and have taken appropriate cautionary measures within the galleries.

Native Gallery
The VMHA continues partnerships with Chugachmiut and the VNT through collaborative programming and planning.

Online Programming
The Museum has continued its outreach and accessibility by updating its PastPerfect Online collections database, now numbering over 35,000 item records. Digitization of VMHA’s photographic images continues.

The Museum has maintained public interest in its collections via social media through weekly webcasts of its programs “Tales from the Archives” and “What is it Wednesday,” and its virtual jigsaw puzzle application using collection photographs. The latter is now offered weekly rather than daily, to avoid competing with other communications. The Museum has also begun to examine the use of TikTok as an additional social media platform.

Temporary Exhibits
The Valdez Museum displayed four temporary exhibitions in 2021. Temporary exhibitions typically run about 3 months on a quarterly basis, and highlight local and regional arts and culture, and the history and culture within the Museum’s geographical scope. The Museum’s exhibitions calendar is currently booked through 2023, excepting three vacancies from Fall 2022 through Spring 2023.

♦ “Art on Your Own” Jan.- March 2021
♦ “Alaska’s Suffrage Star”  March – May 2021
♦ “Mountain Treasures: Kennecott, Alaska and Iceberg Lake. Watercolors by Karl Becker” June – September 2021
♦ “True Stories of Chairs”  September 2021 – Jan. 2022

Andrew Goldstein
Curator of Collections & Exhibitions
The Valdez Museum’s education program exists to foster learning in fun and fundamental ways. Our goal is to ignite curiosity about the world in which we live and expand our collective understanding of the region’s heritage, culture and people.

After the arrival of the Covid-19 Pandemic, new innovative approaches to educating were called for, embraced and applied. These combined interfacing with teachers, students and community members via the virtual realm and safely in person. At the Museum 6th graders learned about oil and water, and the Exxon Valdez Oil Spill in a hands-on laboratory comprised of activity stations. 9th grade history students examined photographs from the VMHA collection in Visual Thinking Strategies sessions via Zoom.

Resources developed for learners of all ages were added to the Education, Learning and Experience section of the VMHA’s website. Walk, Talk and See film shorts launched and featured Old Town history. They resonated with locals and reached a broader audience via social media. Museum-based on-line art lessons combined with “take and make” activity bags and were sold in the VMHA store at low cost. These supplanted some of the in-person art classes usually offered that were tabled in the short-term due to the Pandemic. The public responded favorably to these inventive ways to connect people with content.

Museum collaborations and outreach thrived in 2021. In summer, the VMHA participated in Gold Rush Days with lawn games and guided tours and partnered with Wrangell St.-Elias National Park & Preserve to bring ranger-led talks to town. Come fall, the VMHA joined with Valdez Parks & Recreation to become an after school site for elementary students on “Fab Fridays.”

The year brought opportunities—one to learn the art of documentary filmmaking using primary sources through an Anchored Histories class offered to Alaskan teachers and supported by the Library of Congress and Alaska Humanities Forum. The experience yielded a new documentary film by Educator Faith Revell that featured Gold Rush era resident Lillian Moore and her letter home from Valdez, Alaska. Photographs and documents from VMHA collections illustrated the story. The film and a primary source kit in the works buttress the growing cache of VMHA’s accessible teaching tools and expands the historical narrative.

Artist Karl Becker demonstrates watercolors
Public Program Highlights

Programs at the Museum support learning in meaningful and engaging ways. “Necessity” has proved “the mother of invention,” as Plato first suggested, when imagining how best to deliver educational content and connect with audience during the sustained pandemic.

Tuesday Nite History Talks, a VMHA staple, moved online via Zoom. Five and the Floor, Artists Speak did, too. These programs drew regular viewers to learn about AK women’s suffrage and contemporary art-making; the return of Yupik dance to an Alaskan community; and the story of young mail carrier Jason Buzby, who ran the Valdez/Fairbanks route in the 1900s.

Old Town model maker, Susan Heuer, returned after twenty years to expound its design and construction to a crowd gathered at the annex. Visiting artists Karl Becker and Juleen Johnson traveled to Valdez and spoke at the Museum and outdoors at the Kelsey Dock. Becker, a Cordova watercolorist, demonstrated his unique style amidst a showing of his work in the Egan Commons. Johnson, a visual artist, writer and former Valdez resident, gave a poetry reading at the waterfront.

Museum guided tours dominated much of the summer. More than 100 were offered; 375 people participated. Seasonal help was absent, so core VMHA Staff coordinated the experience at ROVE three days a week that featured the 1964 Earthquake and Old Town model. The Museum educator took morning history walks with sojourners at the original town site; led groups to historic homes of Valdez during Gold Rush Days.

Regional tours were offered through the Museum, too. These were first scripted and mapped then given on five different dates to coach travelers. They included stops in Valdez, Old Town, Solomon Gulch Hatchery and Crooked Creek Information Site. Participants loved the experience and the Museum saw first-hand how sharing what we know and love about the region can have a profound impact on visitors and our community.

“Out of clutter, find simplicity. From discord, find harmony. In the middle of difficulty, lies opportunity.” – Albert Einstein.
2021 Financial Report

Budget V Actual
Overall, the 2021 budget has performed as well as can be expected. Given all the uncertainty, the Finance Committee met every month to track trends and to ascertain projections for the end of the year. The leadership team wanted to take a proactive approach to financial management instead of a reactive one. As a result, the Museum is in good financial standing as we enter the fourth quarter and the new year with 95% of anticipated revenues received and 75% of anticipated expenses.

As summer ends and fall settles in, we are able to report that Earned Revenues and non-City grants are doing well. Closing the year off, Fund Development is on track and should meet projections in the forth quarter.

Given the continued uncertainty, austerity measures were put in place as well as reducing operations. Instead of bringing back a full complement of staff, existing staff pitched in wherever needed. This model is not sustainable, but doable.

Cost savings were also achieved in IT Services and the Advertising & Marketing budgets. Arctic IT was able to provide a better solution at a reduced cost. For Advertising & Marketing we were able to benefit from the efforts of the City and VCVB.

Year to date net income: $125,007

Fund Development: 48% Annual Event and Membership Drive will be finalized in the 4th quarter.

Earned Revenue: 95% Admissions are shy 20% for the year, store sales have exceeded assumptions, equating 95% for the year.

Non-City Grants: 148% State and foundations have exceeded expectations with modest yet notable ARPA grants.

General Operating: 77% With the exception of utilities, all accounts are tracking as expected.

Administration: 50% With the uncertainty of cash flows, reduce, reuse and repurpose was instituted

Mission Related Expenses: 53% Funded by non-City grants, all accounts are performing as anticipated.

Facility Planning: 101% supported by reserve funds, costs for fundraising and donor prospecting tools
Previous Year Comparison

The analysis for this report is based on Financial Statements generated on September 14, 2021. At the time of this report, we have decreased revenues by 10% and decreased expenses by 12%. (Graphs and additional notes to the left)

While 2021 has seen the return of individual travels from around the State and around the world, revenues have only bounced back by 45% of 2019 year end figures. The Museum is able to function, reducing operations at this level, but is not able to operate at full capacity.

Financial Position Previous Year Comparison

At the time of this report, total current assets have increased by 13% (Graph below)

Bank Accounts: 9% decrease is due to increased operations: staffing, inventory, utilities, and janitorial expenses.

 Receivables: 7% increase attributed to invoices for City funding and State ARPA grants as well as year end Tour Groups.

Endowment: 23% increase attributed to performance of the City’s permanent Fund.

Net Income: 52% decrease attributed to increased operations as well as remaining funds yet to be expended from the Alaska CARES grant.

Fund Development: 18% increase is attributed to timing of raffle.

Earned Revenue: 130% increase is due to COVID in 2020 the museum was closed for four months and opened at 25% capacity.

Non-City Grants: 606% decrease is because last year the Museum received $100,000 AK CARES funding

General Operating: 12% increase due to increased operations.

Administration: 38% decrease due to austerity measures.

Mission Related Expenses: 7% decrease due to fewer in-person offerings.

Fundraising / Membership: 73% increase due to timing of efforts.

Facility Planning: 100% increase to support fundraising material for capital project.
2022 Budget

*Hopeful And At The Same Time Pragmatic*

The 2022 budget looks to the future with optimism while continuing cautiously. Without a crystal ball, the coming year is a mystery. Before COVID Museum leadership was able to make decision based on historical data and yearend results.

The goal of the 2022 operating budget is to bring the Museum back to full operations. To fully function staffing will need to be brought back to 2019 levels. If fully operational, assumptions that museum fees and store sales will increase, totaling 60% of 2019 levels. This is a 15% increase over current 2021 trends. Efforts to secure Rescue Plan funding will continue. As this funds are not in hand at this time, the Budget does not include these sources.

With the continued challenges of the global pandemic and uncertainties of operations, 75% of the Museum’s operating budget will need to be supported by City of Valdez funding. A request of $490,000, $15,000 increase over 2021, is needed. The increase is due to the high cost of utilities as well as 1% COLA and 1% merit raises.

**Funding from the City of Valdez will support 83% of General Operating expenses:** Personnel, Profession Fees, Janitorial, Utilities, Telephone/Internet, IT Services/Website, Off-site storage rent, and Corporate Liability Insurance, totaling $591,841.

**Non-City Grants:** 2% Alaska State Council on the Arts, United Way, CVEA Community foundation.

**Fund Development:** 1% Raffle, Annual Appeal, Online and In-person event, unrestricted gifts, Corporate Sponsors and Membership Fees.

**Earned Revenue:** 13% General admissions, Tour Group Fees, Archival Fees, Presenter and Guide Income, Program Enrollment Fees, Facility Rental, and Store Sales.

**General Operating:** 91% personnel, utilities, telephone, internet, janitorial, professional fees, and corporate liability insurance.

**Administration:** 6% supplies, advertising, postage and delivery, credit card fees, printing and reproductions, technology, and shipping.

**Fundraising & Membership:** 2% donor and event software, raffle prizes, appeal and event costs, and magazine printing.

**Program of Work 1%** education, collections, exhibits and public programs costs.
The updated Fund Development Plan will include strategies to stabilize earned revenue by continuing efforts to promote the Valdez Museum as a safe place to visit, as well as maintaining campaigns, and growing non-City grants. The following are a few highlights of 2022 assumptions, projecting 40% growth in Earned Revenues and stable funding in non-City grants and Fund Development.

Fund Development >1% Decrease

Corporate Sponsors & Individuals: $21,500
Membership & Roadhouse: $32,500
Annual Appeal & Raffle: $8,000

Earned Revenue 40% Increase

Admissions & Tour Revenue: $41,000
Museum Fees: $5,025
Store Sales: $45,000

Non-City Grants: 10% Increase

State of Alaska: 2022 Total $3,000
Foundations: 2022 Total $8,000

How can the Valdez Museum adapt to the changing climate of raising money? The plan will include both tried and true methods and strategies as well as adapt to the changing climates of fundraising. Each fundraising effort in the coming year will include opportunities for reaching out to younger donors. “About 80% of all donations come from individuals, per the latest charitable giving statistics. Among that individual charity donation percentage, 71% come from living people, and 9% from wills. Foundations represent the second-highest donor with contributions of 15%. Finally, the remaining 5% comes from corporations.” (Philanthropy Roundtable)

Without a full-scale Roadhouse dinner, the plan will include additional efforts with appeals, membership recruitment and non-City grants.
Museum Planning

This past year has seen an increase in new Museum planning. Since entering into a professional services contract with the design team of Wolf Architecture, Hennebery Eddy Architects and Information Insights, the museum team, along with the City of Valdez Capital Facilities department have been working on three parallel tracts: Design & Development; Community Outreach and Public Awareness; and Fundraising & Prospect Research. While Wolf Architecture and Hennebery Eddy Architects supported the development the conceptual designs, cost estimate, and energy study, Information Insights supported the planning process with communications planning, public outreach, fundraising and prospect research. With the necessary collateral materials, the goal of these efforts were/are to position the Museum team for successful fundraising.

Design & Development The design team of Wolf Architecture and Hennebery Eddy Architects arrived in Valdez in the fall of 2020. After an initial site visit, the initial conceptual designs were shared with the Building Committee in January of 2021. The first incarnation of design did not include the beloved “Old Town model.” The community did not respond well to this incarnation and as a result a solution was found. We heard what the community wanted and the image above shows the model installed on the second floor of the new facility. As the designs evolved a Community Open House was hosted at the Museum in March so the public could review the design documents. The designs are on permanent display in the Egan Commons for all to view. An animated walkthrough of the designs can be found on YouTube at https://youtu.be/b1ZapLJ2pQA

Community Outreach & Public Awareness Throughout the design process and ongoing today, the Museum team has been conducting public awareness and community outreach. One of the first steps in the process was to develop a project website https://www.valdezmuseum.org/new-museum-project/ The website has been essential for directing inquiries. Stakeholder Interviews and an online survey were completed in June. A sample of comments and survey results can be found on the Museum’s website.

Fundraising & Prospect Research To be successful, fundraising support is a critical element of museum planning. In addition to designing and developing content for a leave behind booklet, Information Insights has supported the Museum team with capital campaign training, creating slide decks for major donor asks, provided grant review and editing, and now are conducting major donor research, creating solicitation scripts and developing a five year cash flow projection for operations in the new facility.
Thank You To Our Generous Supporters

Volunteer Recognition: Amber Mehlberg, Anna Bateman, Donna Lane, Felicia White, Gail Johnson, Gary Minish, Gary Warner, Glen Sodergren, Jim Shirrell, Keenan Britt, Martha Barberio, Rich Dunkin, Spike Gilson, Tom McAlister, Wyatt Jennings


Individual Donors: A M Stedina, Addison Field, Amber Mehlberg, Andrea Searles, Anna Bateman, B. Darlene Stephan, Barb Bryson, Barbara Bigelow, Breanna Odencrans, Carol Derifield, Charles Simenstad, Colleen Stephens, David A Rosenthal, Donna Lane, Doreen Hodges, Dorothy Moore, Douglas Fulton, Ed


Collection Donors: Catherine Tillotson, David Tousignant, Dennis Jennings, Dillingham Legislative Office, Erica Shirk, EVOSTC, c/o Linda Kilbourne, James Raptis, Judith Cronk Sutherland, Martin Pegg Michael Fagen, Tabitha Gregory, UAA Consortium Library, Valdez Animal Shelter, Wendy Goldstein
The Museum is here to be an anchor for curious visitors, and a place to preserve our stories and history.
Margaret Nylund, Business Owner

I remember visiting the museum when I was 16...and it wasn’t much of a museum yet. Every city needs a museum.
Steve Harrison, Old Town Resident and Earthquake Survivor

The city has its own unique charm. I think the new plans for the Museum fit right into that. It makes it possible to grow forward, because it will be a modern building.
The Museum is not stuck in the past.
Anna Bateman, Tribal Administrator, Valdez Native Tribe.