



NATIONAL ENDOWMENT FOR THE HUMANITIES

OFFICE OF CHALLENGE PROGRAMS

Narrative Section of a Successful Application

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the current guidelines, which reflect the most recent information and instructions, at <https://www.neh.gov/program/climate-smart-humanities-organizations-o>.

Applicants are also strongly encouraged to consult with the NEH Office of Challenge Programs staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: Anchorage Museum Sustainability Strategic Plan

Institution: Anchorage Museum Association

Project Directors: Erin Marbarger and Brooke Wood

Grant Program: Climate Smart Humanities Organizations

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

Humanities significance and impact

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

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

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

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

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

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

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

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

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

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

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

Strategic goals and institutional commitment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Project outline and methodology

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

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

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

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

⁷ <https://www.kiculture.org/>

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

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

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

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

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

Work Plan and Budget

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

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

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

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

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

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

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

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

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

Fundraising Plan

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

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

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

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

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

Project and Fundraising Teams

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

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

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

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

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

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

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

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

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

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

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

Deliverables, dissemination, and next steps

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

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

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

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