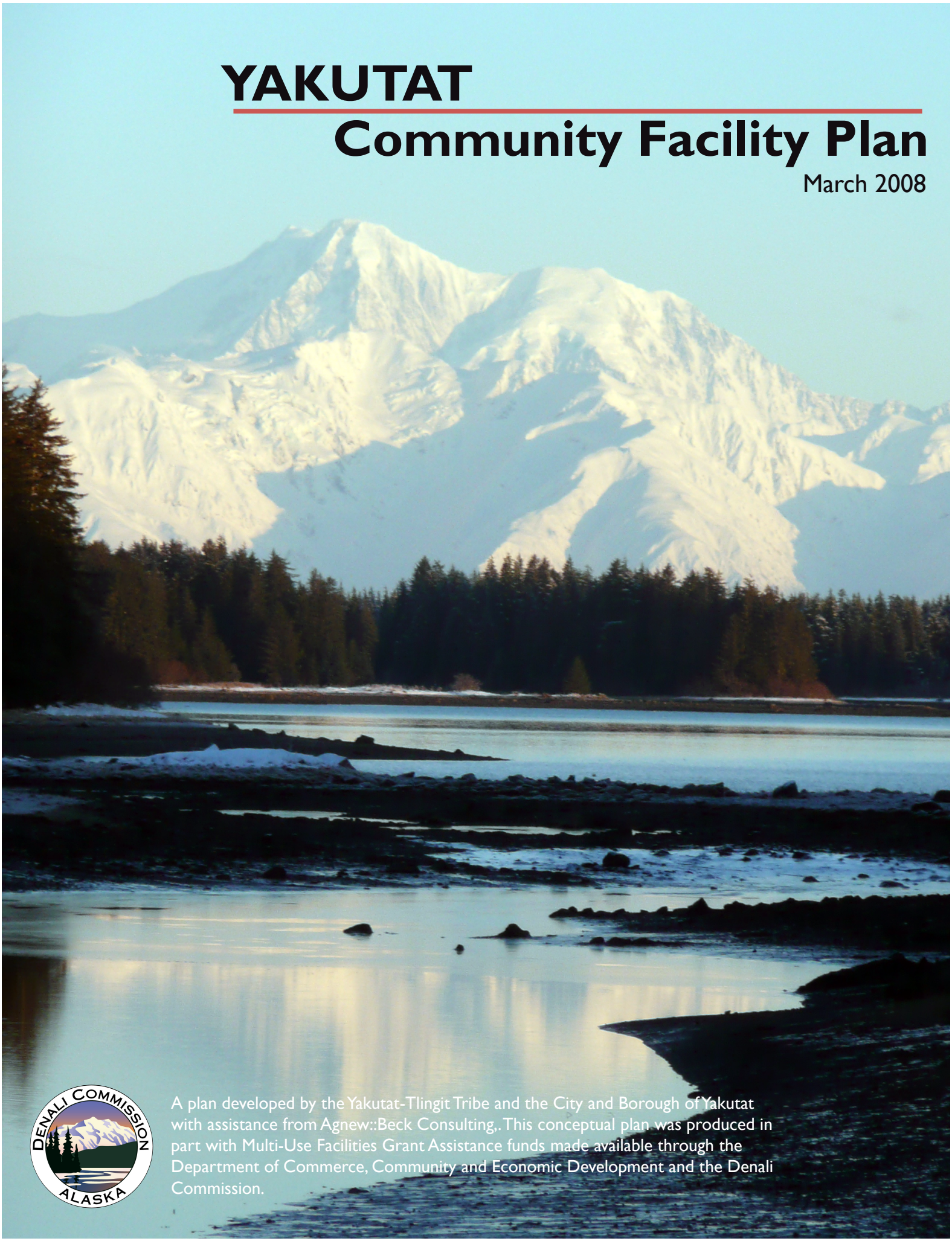
YAKUTAT
Community Facility Plan

March 2008



A plan developed by the Yakutat-Tlingit Tribe and the City and Borough of Yakutat with assistance from Agnew::Beck Consulting,. This conceptual plan was produced in part with Multi-Use Facilities Grant Assistance funds made available through the Department of Commerce, Community and Economic Development and the Denali Commission.

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ACKNOWLEDGEMENTS

In 2003, a group of ordinary citizens known as the *Yakutat Healthy Community Coalition* came together to discuss their vision of a community center that would offer something for everyone. This group of volunteers collectively envisioned a space that would address the educational, vocational, recreational, cultural, mental, physical, and spiritual needs of the community as a whole. Through this forum, the community began its efforts to address their needs in a cooperative and systematic way.

Four years later, the Yakutat Tlingit Tribe received funding through the *Alaska Department of Commerce Community and Economic Development* in coordination with the *Denali Commission's Multi-Use Facility Program,* to complete the conceptual planning needed to address a multitude of facility needs within the community. As a direct result of this planning grant, the Tribe was able to enlist the professional services of *Agnew::Beck Consulting, LLC*, to guide us in this endeavor.

The successful completion of this Facilities Plan is the culmination of the efforts of many people over a five year period. A sincere thank you goes out to all those who actively participated in this planning effort! Gunal chéesh!

AGNEW::BECK CONSULTING, LLC

DENALI COMMISSION

DEPARTMENT OF COMMERCE, COMMUNITY AND ECONOMIC DEVELOPMENT

CITY AND BOROUGH OF YAKUTAT

Dave Stone	Mayor
Rhoda Jensen	Mayor Pro Temp
Cindy Bremner	Assembly Member
Shelley Bremner	Assembly Member
Eileen Henniger	Assembly Member
Nelson Inada	Assembly Member
Dora Jacobson	Assembly Member
Frank "Skip" Ryman	City Manager
Larry Powell	Emergency Medical Srvcs.

YAKUTAT TLINGIT TRIBE

Victoria Demmert	Council President
Elizabeth Piccard	Vice President
Beverly Bremner	Secretary/Treasurer
Ralph Johnson	Council Member
Raymond Sensmeier	Council Member
Bert Adams, Jr.	General Manager

YAKUTAT HEALTHY COMMUNITY COALITION (YHCC)

Karen Ries	YHCC Project Director
Barbara Johnson	Elder Co-Chair
Amanda Bremner	Youth Co-Chair
Lorraine Adams	ANS
Bert Adams, Sr.	ANB
Shelley Bremner	School Board
Jerry Fields	Juvenile Probation Officer
Rhoda Jensen	City & Borough of Yakutat
Stephanie Johnson	Youth Advocate
Sister Josephine	Faith Community
Rochelle Lekanof	Human Services Director
Martha Mallott	Youth Representative
Mickell McCleer	Youth Representative
Carol Mills	Community Health Center
John Nichols	Department of Public Safety
Sheri Nelson	Tribal JOM/Ed. Director
Trisha O'Conner	United States Forest Service
Kirstin Slate	Youth Representative
Linda Wescott	Faith Community
Helena Nelson	Yakutat Senior Services
Larry Bussone	S.E. Senior Services

RESOLUTIONS ADOPTING PLAN

CITY AND BOROUGH OF YAKUTAT
RESOLUTION 08-106

AUTHORIZATION TO ADOPT THE YAKUTAT FACILITY PLAN DEVELOPED IN COOPERATION WITH THE YAKUTAT TLINGIT TRIBE AND WITH FUNDS RECEIVED THROUGH THE DENALI COMMISSION AND THE ALASKA DEPARTMENT OF COMMERCE, COMMUNITY AND ECONOMIC DEVELOPMENT

WHEREAS, the Yakutat Facility Plan was developed in coordination with the Yakutat Tlingit Tribe, the City and Borough of Yakutat, and the Yakutat Department of Public Safety, for the purpose of identifying and prioritizing facility needs within the community; and

WHEREAS, the City and Borough of Yakutat has a need for expanded facilities to provide borough services, specifically assembly chambers, office space for six full time staff, and records storage; and

WHEREAS, the City and Borough of Yakutat's Department of Public Safety, EMS and Fire Departments are in need of expanded facilities to provide six full time staff offices, two holding cells, a training room, and a garage for fire trucks and equipment; and

WHEREAS, the option of creating a multipurpose facility that would house both tribal and public safety offices was investigated but subsequently rejected based on the incompatibility of housing these services within the same facility; and

WHEREAS, the cost of operating and maintaining a facility large enough to house tribal and city services under one roof was determined to be cost prohibitive; and

WHEREAS, it is agreed that the Yakutat Community Facility Plan developed in cooperation with the Yakutat Tlingit Tribe, addresses the overall needs of the residents within the City and Borough of Yakutat;

NOW, THEREFORE, BE IT RESOLVED, that the City and Borough of Yakutat Assembly hereby adopts the Yakutat Community Facility Plan.

PASSED THIS 27TH, DAY OF MARCH, 2008.

David Stone, Mayor

CERTIFICATION

This is to certify that I, Cathy Bremner, am the Borough Clerk of the City and Borough of Yakutat and that the Assembly consists of seven duly elected members, and that this Resolution No. 08-106 was considered and adopted at a duly convened meeting of the City and Borough of Yakutat at which a quorum of the members was present and voting, and that taken was 5 for, 0 against, and 0 abstaining.

ATTEST:

Cathy Bremner, Borough Clerk

CITY AND BOROUGH OF YAKUTAT CORPORATE SEAL ALASKA SEPTEMBER 22, 1992

SPONSORED BY BOROUGH ASSEMBLY S BREMNER
Resolution 08-106: Yakutat Facility Plan
Page 1 OF 1

YAKUTAT TLINGIT TRIBE
608 YAKUTAT STREET, P.O. BOX 418, YAKUTAT, ALASKA 99689
PHONE (907) 784-3238 FAX (907) 784-3595

RESOLUTION 08-05

AUTHORIZATION TO ADOPT THE YAKUTAT FACILITY PLAN DEVELOPED IN COOPERATION WITH THE CITY AND BOROUGH OF YAKUTAT AND WITH FUNDS RECEIVED THROUGH THE DENALI COMMISSION AND THE ALASKA DEPARTMENT OF COMMERCE, COMMUNITY AND ECONOMIC DEVELOPMENT

WHEREAS, the Yakutat Facility Plan was developed in coordination with the Yakutat Tlingit Tribe, the City and Borough of Yakutat, and the Yakutat Department of Public Safety for the purpose of identifying and prioritizing facility needs within the community; and

WHEREAS, the option of creating a multipurpose facility that would house both tribal and city offices was investigated but subsequently rejected based on the incompatibility of housing said services within the same facility; and

WHEREAS, the cost of operating and maintaining a facility large enough to house tribal and city services under one roof was determined to be cost prohibitive; and

WHEREAS, it is agreed that leasing available facilities owned by the Yak-Tat Kwaan Inc., our local village corporation, to house our family resource center, provides financial stability that benefits the community as a whole, as well as Yakutat citizens who are also Yak-Tat Kwaan, Inc. shareholders; and

WHEREAS, the cost of constructing a new building to house tribal operations are estimated to cost 2-3 times more than purchasing and renovating a local building; and

NOW, THEREFORE, BE IT RESOLVED, that the Yakutat Tlingit Tribal Council does hereby adopt the Yakutat Facility Plan.

PASSED THIS 31ST, DAY OF MARCH, 2008.

Victoria L. Demmert, Tribal President

Resolution 08-05: Yakutat Facility Plan
Page 1

CERTIFICATION

This is to certify that I, Beverly Bremner, am the Secretary of the Yakutat Tlingit Tribe and that Council consists of five duly elected members, and that this Resolution No. 08-05 was considered and adopted at a duly convened meeting of the Yakutat Tlingit Tribe at which a quorum of the members was present and voting, and that taken was 5 for, 0 against, and 0 abstaining.

ATTEST: Beverly Bremner

Beverly Bremner, Tribal Secretary

Resolution 08-05: Yakutat Facility Plan
Page 2

01: EXECUTIVE SUMMARY

Project History

A multi-use facility has been identified in several previous planning efforts including studies by Northern Economics (2005), Agnew::Beck (2005) as well as previously completed city and borough plans.

To develop this facility the Yakutat Tlingit Tribe has secured funding from the Denali Commission to develop a business plan as part of the conceptual planning for this multi-use facility. The City and Borough of Yakutat has obtained funding for $25,000 that can be applied to the construction of a youth center. Funds must be used by FY 2009.

Facility Planning Goals

The City and Borough of Yakutat Comprehensive Development Plan (1994) has identified several priorities:

- Community center (with space for youth activities)
- Public safety building
- Economic development focused on tourism
- Museum and Alaska Native Brotherhood Hall renovation for cultural center
- City office space
- Expanded health clinic

These objectives have been expanded and refined through the project. In addition to these identified in the City and Borough of Yakutat Comprehensive Development Plan (1994) stakeholder interviews conducted as part of this project identified the following refined list:

- Youth center
- Elders center
- Cultural space
- Convention space
- Tribal Services (16 f/t; 7 p/t)
- Assembly chambers
- City office space (6 f/t)
- City records storage
- Public safety offices (6 f/t)
- Holding cells (2)
- Garage for fire trucks & equipment
- Training room for EMS providers

Summary of Findings

Yakutat is home to a number of community organizations in need of upgrades to the facilities that currently house their services. The Yakutat Tlingit Tribe and various City and Borough departments and offices have all, since the early 1990's, contemplated combining their space needs under one roof through the creation of a multipurpose facility.

Stakeholder interviews determined that the departments and uses of this facility are not wholly complementary. The public safety functions of the City and Borough's Public Safety, EMS and Fire Departments are thought to be better suited for a separate facility. The proposed multipurpose facility would then include administrative offices for both the City and Borough and Yakutat Tlingit Tribe, a Family Resource Center, a Youth Center and an Elders Center, and the US Forest Service as an anchor tenant.

Significant Construction and Operation Costs

Following stakeholder interviews, however, preliminary financial statements were developed for the proposed facility based on the needs identified by the participating organizations. These initial calculations showed an operating deficit that was unable to be resolved. The annual revenues available to operate the facility would be approximately $122,248. The estimated annual expenses, including personnel, facility expenses and annual contributions to a repair and replacement fund would be $195,456, leaving a deficit of $73,208. Alternate solutions to community facility needs were developed, providing lower operation costs and/or additional revenue sources.

These scenarios, in short, will largely involve renovation of existing facilities and, in one instance, the construction of a prefabricated structure for the public safety facility. By relocating city and tribal services to these proposed sites operation costs are either not expected to change, or in other cases cost savings and revenue generation in excess of costs are expected. This would be done through efficiencies of consolidation of services with City and Borough services or relocation of Tribal services in the Jacobson Building, respectively.

Benefits to the Community

Each of the groups mentioned above all noted that Yakutat has a variety of needs for space and improved facilities. The resolution of those needs is a benefit for all of these organizations and for the community as a whole. By allowing these services to relocate or expand their existing facilities, they are able to run more efficiently and because of that can, with the additional revenue/savings, provide other community services. For example the Yakutat Tlingit Tribe has reported that if they are able to purchase the Jacobson Building, additional revenue will be generated from leases that could be used to provide youth services.

All of these organizations, while not needing to be housed in the same building face similar space restrictions in their current facilities. Each of the stakeholders in this process is supportive of the others and collectively welcomes a chance to see that the services available can be expanded and that the community's future needs are met.

02: COMMUNITY OVERVIEW

Location

Yakutat is located on the Gulf of Alaska, 225 miles northwest of Juneau, at the mouth of Yakutat Bay. Because it is one of the few refuges for watercraft along a very long coastline, this mild, often rainy location has a long history as a port and trading center.

History & Culture

Yakutat, meaning "the place where the canoes rest," has a cultural history that is strongly tied to the traditional Tlingit and Eyak cultures. More recent influences include Russian, English and American traders. The area's diverse cultural history has been originally traced to Eyak-speaking people from the Copper River area. Conflict with Tlingits from the south led to Tlingit settlement of the area and the expansion of the Tlingit cultural influence. In the 18th and 19th centuries, fur traders and explores came to the region from England, France, Spain and Russia. The next major influence came at the end of the 19th century with the area's black sand beaches being mined for gold. A cannery, sawmill, store and railroad were constructed beginning in 1903 by the Stimson Lumber Co. Most residents moved to the current site of Yakutat to be closer to this cannery, which operated through 1970. During World War II, a large aviation garrison and paved runway were constructed. Troops withdrew after the war but the runway is still in use.

The City of Yakutat was formed in 1948 and in 1992 was combined with the Borough.

Land, Environment & Climate

The City and Borough of Yakutat encompasses 7,650.5 square miles of land and 1,808.8 square miles of water.[1] The area is characterized by a maritime climate, meaning relatively mild and often rainy weather. Yakutat receives some of the heaviest precipitation in the state, averaging 132 inches, including 219 inches of snowfall. Temperatures range from 42 to 60 degrees Fahrenheit in the summer to 17 to 39 degrees in the winter.[2]

Landownership

Landownership in the City and Borough includes: Alaska Department of Natural Resources; Alaska Department of Transportation and Public Facilities; Yak-tat Kwaan (an ANCSA corporation); City and Borough of Yakutat; Alaska Mental Health Trust Authority and private landowners.

[1] State of Alaska, DCCED, Community Database, November 2007.
[2] Ibid.

Population Served

In 2006, the population of the City and Borough of Yakutat was 634 individuals (DCCED, 2006). This figure is a decline from the Census 2000 figure of 808 individuals (see Table 1 for more population statistics). Of those counted in 2000, just under half, 46 percent, identified themselves as Alaska Native. Fifty percent of the population in 2000 was white, with the remaining percentages being split among the Asian, Hawaiian native or black populations.

It should be noted that the Borough formed in 1992, increasing the area of the City substantially.

Gender

The population in Yakutat is slightly skewed toward a higher male population with 40.7 percent female and 59.3 percent male. This can be compared to the state as whole where the percentages are 48.3 percent and 51.7 percent, respectively.

Age

Compared with the state, Yakutat has a much higher percentage of the population in the 45-64 age group, 28.7 percent compared to 22.3 percent for the state. This is also reflected in the median age which is 37.2 for Yakutat and 32.4 for the state.

Table 1. U.S. Census Bureau Statistics, 2000

Population	
2000	808
1990	534
1980	449
1970	190
1960	230
1950	298
1940	292
Income and Poverty Levels	
Per Capita Income	$22,579
Median Household Income	$46,786
Percent Below Poverty	13.5%
Employment	
Percent Unemployment	7.8%
Percent of Adults Not Working	28.2%

Economy

Overview

Fishing is integral to both the lifestyle and economy of Yakutat. Most Yakutat residents depend on subsistence hunting and fishing. Much of the area's economy is dependent on fishing or fish processing. In recent years, tourism based on hunting and fishing has become an increasingly important sector of the local economy.

Income and Employment

Both the per capita income and median household income are similar to the statewide income figures which are $22,660 and $51,571, respectively. The employment picture in Yakutat is heavily dependent on, as mentioned above, fishing, fish processing and government. The Yakutat Tlingit Tribe and the services it provides to the community is another significant employer locally. In 2000, 162 residents held commercial fishing permits.

Current Infrastructure

Yakutat is not reachable by road but receives frequent air and boat traffic. There are scheduled jet, air taxi and float plane services to Yakutat using the float plane base, the State-owned runway or one of five U.S. Forest Service airstrips in the area. The Borough operates a boat harbor. A state ferry, the Kennicott, began summer service to Yakutat in 1998.

Infrastructure provided in Yakutat includes water and sewer. Water is derived from wells, treated and piped to all 191 homes in the community and the schools. Sewage is strained, sent to a settling chamber, chlorinated, de-chlorinated and released into the sea. Refuse is collected by a commercial firm or brought to the community receiving area by private individuals. Hazardous waste is identified, separated and stored for eventual transport to appropriate treatment plants. Remaining waste is buried in accordance with a "trench and fill" operational plan. Diesel-fueled generators provide electricity for the area, run by Yakutat Power, Inc. The potential to utilize hydroelectric power is being explored in the area.

The community operates a local clinic that is a qualified Emergency Care Center and Yakutat is classified as a Regional Center.

Map 1. Area Use Map 1

Map 2. Area Use Map 2

03: FACILITY NEEDS ASSESSMENT

Summary of Identified Needs

Previous planning efforts had identified the following facility needs for Yakutat:

- Community center with space for youth activities
- Public safety building
- Economic development focused on tourism
- Museum and Alaska Native Brotherhood Hall renovation for cultural center
- City office space
- Expanded health clinic

In addition to these identified in the City and Borough of Yakutat Comprehensive Development Plan (1994) stakeholder interviews conducted as part of this project identified the following refined list:

- Youth center
- Elders center
- Cultural space
- Convention space
- Tribal Services (16 f/t; 7 p/t)
- Assembly chambers
- City office space (6 f/t)
- City records storage
- Public safety offices (6 f/t)
- Holding cells (2)
- Garage for fire trucks & equipment
- Training room for EMS providers

Priority Needs for Community Organizations

Interviews were conducted with the following seven representatives of community governing organizations:

Table 2. Representatives of governing organizations

Name and position	Organization
Bert Adams, Jr., General Manager	Yakutat Tlingit Tribe
Shelley Bremner, Economic Development Director	Yakutat Tlingit Tribe
Skip Ryman, Planner/Interim City Manager	City and Borough of Yakutat
Rhoda Jensen	Yakutat Tlingit Tribe; City Council Member
Dave Stone, Mayor	City and Borough of Yakutat
Larry Powell, EMS	City and Borough of Yakutat
John Nickels, Chief of Police	City and Borough of Yakutat

The purpose of the interviews was to understand to determine their organization's needs and preferences for a multi-use facility.

Interview summary

Interviewees were asked a series of questions regarding the level of priority for expanded facilities; whether it was realistic and advantageous for the various community organizations to combine efforts to develop one multi-use facility; which organization would own such a facility and which would be tenants; what facility needs their organization has; whether they are considering other options for relocating to a different facility; whether their organization has adequate resources to develop and help operate a joint facility; where it should be located; and whether other factors such as the decreasing population and increasing energy costs would affect their ability to partner in a multi-use facility.

Questions are included below with responses summarized under each question:

How much of a priority is this project for your organization?

All interviewees responded that Yakutat has a variety of needs for space improved facilities. Finding ways to meet those needs is a top priority for all of the community organizations.

Yakutat Tlingit Tribe reported that they have increasing need for expanded space to provide tribal services; space for youth to recreate; space for elder meals to be served, for elders to recreate and do traditional activities; a commercial kitchen; a computer lab; conference room; classrooms; and multi-purpose space to display art and artifacts, offer performances, and host larger meetings and conventions.

The City and Borough Police/EMS representatives reported that their current police facilities are in poor repair, not sufficient to their needs, and do not meet health and safety standards. The current facility has inadequate storage space, equipment storage, office space and holding cells. The current public safety building is a large two level quonset hut that was built in the early 1950's. The Police/Fire/EMS division is located on the upper floor and does not provide for handicap access.

The lower level of the building located directly under the police division is used by the Yakutat Public Works Department. The police division had to install a carbon monoxide detector because of the carbon monoxide levels produced by the public works division. Several times, employees from public safety have evacuated the building due to high levels of carbon

monoxide. The other lower portion of the building includes two garage doors and is used to store two fire trucks and an EMS ambulance. The public safety building is too small to store our main fire truck (engine #3). Engine 3 is being stored at the power house which is not an ideal location but due to the lack of space, public safety has no other options.

The City and Borough Offices City offices, Assembly chambers and storage space are not adequate in the City and Borough's present office location.

Do you think it is realistic for multiple organizations to share space in this facility?

All interviewees responded that they saw the benefits of partnering to plan, construct and operate a multi-use facility, but agreed that the space needs of the organizations might not be compatible for co-location in one facility. For example, co-locating the public safety uses such as police station and jail may not be compatible with uses such as a youth center or elder center.

All stressed that they are supportive of the various stakeholders in this process and see that planning for the community's needs offers the chance for community organizations to work together and support one another.

Is your organization considering other options for facilities at this time?

At present, YTT is in the process of moving its offices to a leased space within the elementary school. The offices formerly occupied by YTT at the Yak-Tat Kwaan building will be absorbed for Forest Service staff. It is likely that the new space available at the Kwaan building alleviates the Forest Service's need for additional office space; they would likely not need to seek new office space within a multi-use facility.

Does your organization have adequate resources to operate a new facility? Do you think it will add to your operating budget or save you money?

Programs currently offered through YTT are budgeted to include rental costs which would contribute to operation costs of the proposed facility. As planning for the proposed facility moves forward, it will be necessary to weigh total program contributions and any other contributions that could come from potential tenants against space needs and scale building design and efficiency to best match operating revenues.

The City and Borough reported that rent for office space is currently a part of its budget and that they would be able to contribute towards operation costs in a new facility. Cost would be a significant factor in the decision to move into new facilities. Some facilities owned by the City and Borough are currently generating rental income from tenants. This income could be allocated toward the expense of a new facility.

How will the decrease in population in Yakutat affect the need for this project?

YTT reported that it is the largest employer in the Yakutat community and that its program offerings (thus need for space) have not decreased with a decrease in total community population. Additionally, the potential for this facility to draw outside interest (for example tourism and conventions) to Yakutat could benefit the community economically.

What other considerations, such as increasing energy and shipping costs, will affect the feasibility of this project?

YTT would like to explore the potential for utilizing waste heat to heat the building.

YTT also expressed the importance of looking at creative ways to minimize costs – such as donated shipping service for materials, utilizing local materials such as local lumber.

The City and Borough's EMS department plans to take advantage of waste heat if it moves into a facility adjacent to the power plant.

Would your organization be able to assist with fundraising for this project, either by applying for grants or taking out a loan?

All interviewees responded affirmatively.

Will your organization be able to work closely with other community organizations to plan for this facility?

All interviewees recognize the challenges of working in a collaborative manner on a project as complex as a large facility project. Each expressed support for the goals of the other organizations. Those interviewed were concerned that if the project proceeded with the separate organizations developing separate facilities that this should not be seen as an expression of non-support. Each would like to move forward in the most efficient way to meet the needs of their organization and the entire community.

What site do you think would be best for the facility?

Several possibilities have emerged .

> **Site #1:** "Across the street from the fish train" – potential site for YTT owned multi-purpose facility. Site has water and sewer and is centrally located. Site is owned by the Yak-Tat Kwaan Native Corporation. Should YTT decide that they would like to pursue this site and should the City and Borough be interested in supporting the project, the City and Borough could arrange a land swap with the Kwaan to secure it for the facility.
>
> **Site #2:** "Courthouse site" – should the City and Borough decide it can best meet its needs through a renovation of their existing offices, they would remain on this site, which they currently own.
>
> **Site #3:** "Near the Sunrise Apartments" – An alternative site for the YTT owned multi-purpose facility. The benefit of this site is that it is currently owned by YTT and is a beautiful location. It does not have water and sewer and would need to be prepared for construction readiness. This site is not centrally located to other community facilities.
>
> **Site #4:** "Power plant site" – potential site for a public safety facility. It is owned by the City and Borough and could potentially draw waste heat.

Discussion of Co-location of Services

The interviews clarified the needs and roles of the main community organizations that could participate in a shared, multi-use facility. Their responses are summarized in the table below:

Table 3. Summary of interview responses

Organization	Priority	Space Needs	Preferred Ownership Method	Resources	Preferred Site	Other
YTT Tribe	#1	Youth center Elders center Cultural space Convention space Tribal offices (16 f/t; 7 p/t) Visitor welcome Food bank Kitchen Museum (?) Marine science center (?)	Tribe owns the facility	Grants, loan for capital; operating funds	– Across from fish train **or** – Next to Sunrise apartments	Need help from the Borough to facilitate a land swap with the Yak-Tat Kwaan to secure the site (should the "across the street from the fish train" site be selected
City & Borough of Yakutat	#1	Assembly chambers Office space (6 f/t) Record storage	City & Borough owns its portion of facility	Some capital and operations funds; need to ensure property taxes are spent judiciously – should save CBY money in the long-run	Courthouse (renovated) or co-location with tribe as a condo	CBY wants to have a good relationship with the tribe and is supportive of the tribe's project.
City & Borough of Yakutat – Public Safety, EMS, Fire Department	#1	Offices (6 f/t) 2 holding cells Garage for fire trucks & equipment Training room	City & Borough own the facility	Access to FEMA and Homeland Security funding; interested in a modular prefabricated building similar to Skagway public safety	Close to power plant for waste heat	Public safety is very supportive of the tribe's project, particularly the youth center. Locating the public safety bldg nearby will benefit both. Co-location probably not best solution.

While all of the organizations were supportive of the needs and efforts of the other organizations, there were considerable concerns about co-locating into one facility. These concerns focused on the compatibility of the different uses, as well as the cost to construct and operate a facility that would be adequate for all three organizations. Interviewees also expressed concern over the time and effort that a large capital campaign would require.

Based on comments from interviewees, depending on the mix of uses, ownership and tenancy, the project could move forward in the following ways:

Yakutat Tlingit Tribe owned facility – based on interviews, there was a consensus that the Yakutat Tlingit Tribe would own the proposed multi-use facility, which would include the functions described above under Yakutat Tlingit Tribe. Should this building be developed to include office space for the City and Borough, the City and Borough would need to own the space they occupy. One possibility would be that the Tribe would develop the facility and then sell space to the City and Borough using a condominium-type arrangement. YTT would own the bulk of the facility, the City and Borough would own the portion including their offices and storage area, and both the Tribe and the City and Borough would contribute to operating costs and general maintenance, in proportion to their use of total building space.

Should the City and Borough decide not to locate office and storage space within this facility, YTT would be the sole owner and operator of this facility and a different tenant would be sought.

City and Borough owned public safety building – interviewees agreed that the public safety uses required by the City Police and EMS were not compatible with other uses proposed for the multi-use facility. The Police Department and EMS are currently exploring the cost of a prefabricated facility that could be located near to the power plant that could provide waste heat to offset operation costs. This facility would be owned and operated by the City and Borough. It would include space for police dispatch and officers, holding cells, storage space for EMS equipment and a training room.

City and Borough office renovation – if it is not possible or advantageous for the City & Borough to locate their offices in the proposed multi-use facility, another option would be to renovate the "courthouse" to better suit their needs, retaining this facility in City & Borough ownership.

Following the interview process, pro forma financial statements were developed based on the facility program needs identified by the community organizations. This program assumed that the public safety functions occupied a separate facility, but many of the community functions were included in a shared, multi-use facility. Table 4 describes the program, approximate square footage requirements and capital cost for such a facility. This configuration of uses assumes that the City and Borough would use the conference area for their Assembly Chambers but that city offices would be located in a separate facility. This multi-use facility would include youth and elder center functions, which the City and Borough may help support, since these would serve the entire community, not only tribal members.

The estimated capital project cost for this facility, using a $450 per square foot estimate, would be $7,775,015. Annual operations costs for the facility only, based on a $9.96 per square foot estimate based on other local facilities, would be $127,289. This does not include facility-related personnel or contributions to a repair and replacement fund. This scenario assumed that the US Forest Service would also move into this facility, or another anchor tenant would be identified. In the pro forma developed for this concept, the total annual revenues available to sustain this facility would be approximately $122,248. The total annual expenses including personnel, facilities operations and maintenance, and annual contributions to a repair and replacement fund would be approximately $195,456 leaving a $73,208 deficit.

Table 4. Preliminary Program, Capital and Operating Costs of Proposed Multi-Use Facility

Yakutat Multi-Use Community Center FACILITY PROGRAM	ESTIMATED SQUARE FEET	ESTIMATED ANNUAL OPERATING COSTS (facility only)
Potential Uses / Tenants		$ 9.96
Gathering Place		
Multi-Purpose room with stage	1200	$ 11,952
Senior Center	600	$ 5,976
Changing Rooms	600	$ 5,976
Commercial Kitchen	320	$ 3,187
SUBTOTAL	**2720**	**$ 27,091**
US Forest Service		
Office Space	2500	$ 24,900
SUBTOTAL	**2500**	**$ 24,900**
Family Resource Center - 'One Stop Shop'		
Reception (1)	90	$ 896
Human Resources & Ed offices (3)	270	$ 2,689
Family Services offices (3)	270	$ 2,689
Counseling office (1)	100	$ 996
Conputer Lab (1)	300	$ 2,988
Food Bank Storage	168	$ 1,673
SUBTOTAL	**1198**	**$ 11,932**
Youth Center		
Arts & Crafts Workshop	800	$ 7,968
Youth Activity Room	800	$ 7,968
SUBTOTAL	**1600**	**$ 15,936**
Administration Facilities		
Administration Offices (3)	270	$ 2,689
Executive Secretary (1)	90	$ 896
Realty (1)	90	$ 896
Planner (1)	90	$ 896
Environmental (2)	180	$ 1,793
Storage	180	$ 1,793
Conference Room	216	$ 2,151
SUBTOTAL	**1116**	**$ 11,115**
Maintenance, Operations Support and Circulation		
General Storage	200	$ 1,992
Cleaning Janitorial	90	$ 896
Staff Restrooms	400	$ 3,984
Public Restrooms	400	$ 3,984
SUBTOTAL	**1090**	**$ 10,856**
NET EST'D SQUARE FEET	10,224	101,831
ADD 25% FOR CIRCULATION, HVAC+E	2556	$ 25,458
GROSS EST'D SQUARE FEET	12,780	$ 127,289
X $450 / SF	$ 450.00	
Total Construction Costs	$ 5,751,000	
Site Development Costs	$ 575,100	
Total Building & Site Costs	$ 6,326,100	
Design & Project Development Costs (15%)	$ 948,915	
Construction Administration Costs ($125,000 per year)	$ 250,000	
FF&E & Move-in Costs	$ 250,000	
Total Project Costs	**$ 7,775,015**	
* HVAC+E = heating, ventilation, air conditioning and electrical		

Discussions with the Yakutat Tlingit Tribe, who would be the owner of this proposed facility, could not resolve this deficit. In fact, concern was raised about whether a dependable anchor tenant could be found to generate needed revenue for the facility. At this point, alternate solutions to community facility needs were needed that have lower operations costs, or include additional revenue sources.

The following chapters of this plan describe the preferred alternative for locating each of the community functions identified as requiring expanded or new facilities. In summary, the scenario preferred by community organizations is as follows:

Table 5. Summary of preferred scenario

Agency Needs	Space Needs	Location	Ownership Method	Sources of Operating Revenue	Sources of Capital Revenue
Tribal Services	Tribal offices (13 f/t; 7 p/t)	Jacobson Building	Tribe purchases existing building from private owner and renovates upper story to provide space for tribal services; purchases adjacent property to provide employee and visitor parking.	Existing program and BIA Compact funds; lease income from existing anchor tenant: National Park Service.	See fundraising strategy outlined in Chapter 4.
City & Borough Services	Assembly chambers Office space (6 f/t) Record storage	Add onto and Renovate existing Courthouse building.	City & Borough already owns this facility.	Existing CBY annual operating funds; renovation should make facility more efficient and allow some consolidation of services.	See fundraising strategy outlined in Chapter 5.
City & Borough of Yakutat – Public Safety, EMS, Fire Department	Offices (6 f/t) 2 holding cells Garage for fire trucks & equipment Training room	Secure and construct a prefabricated structure on the site next to the power plant for waste heat.	City & Borough already owns this facility.	Existing CBY annual operating funds;	See fundraising strategy outlined in Chapter 6.

Table 5 (Continued). Summary of preferred scenario

Agency Needs	Space Needs	Location	Ownership Method	Sources of Operating Revenue	Sources of Capital Revenue
"One Stop Shop" Family Resource Center	Social Service offices, food bank, adult vocational training, computer lab, child care, and youth center (youth center to include after-school art, cultural and prevention based activities) (3 f/t, 4 p/t workers)	Known locally as the "old clinic"	This 2,316 SF recently remodeled facility is owned by the Yak-tat Kwaan. YTT has already signed a lease and intends on relocating its core social service programs in early 2008.	Needs further deliberation: City could dedicate a portion of sales tax to support youth programs; tribe could seek grant funding to start a Boys and Girls Club; Annual lease cost of 36,000 is currently paid with grant and program funds.	None needed
Elders center	Senior meals preparation and serving; gathering space for arts and crafts activities and socializing	To be determined	Tlingit-Haida Housing Authority is interested in developing an Elders Center; working with local community organizations	To be determined	To be determined

The following identified needs could not be accommodated in the preferred alternative: cultural space, convention space, visitor welcome, museum, marine science center. Community efforts are underway to renovate the historic ANB Hall to provide a cultural center and museum, which could accommodate some of these needs.

04: PREFERRED ALTERNATIVE

Tribal Services

The proposed facility would house a number of services delivered by the Yakutat Tlingit Tribe including Indian child welfare, mental health and substance abuse counseling, tribal administrative, cultural heritage, realty, economic development, and environmental offices, as well as a large conference room with reception and storage areas. Lease space for the anchor tenant, the National Park Service, would account for the ground floor of the building, 3,000 square feet. Co-locating with the National Park Service will create potential benefits. One of these is the possibility of a shared visitor center where artifacts and pieces of local Tlingit art can be displayed. The National Park Service currently operates a small visitor center in the building, but it would be improved with additional climate-controlled display cases and with the availability of the collection of art and artifacts owned by the Yakutat Tlingit Tribe.

Jacobson Building

Proposed Location

The location for these services will be the Jacobson Building. This centrally located facility is currently in private ownership and is for sale. This commercially zoned property lies between the True Value Hardware store and the Church of Latter Day Saints. This area is centrally located within the community and is easily accessible. The legal description for this one-half acre lot is lot 6 USS 2881. Some parking space is available at the front of the building; however, additional parking space is needed. The Tribe anticipates that a lease or purchase option for parking space can be arranged with an adjacent property owner.

Owner

The Yakutat-Tlingit Tribe proposes to purchase this facility from the current owner.

Management Structure

The Yakutat-Tlingit Tribe will be the facility owner and operator. The tribe will manage all facility operations, as well as tenant relations with the National Park Service.

Facility Program

Table 6. Facility Program

Yakutat Multi-Use Community Center FACILITY PROGRAM	ESTIMATED SQUARE FEET	ESTIMATED ANNUAL OPERATING COSTS (facility only)	NOTES
Potential Uses / Tenants		$ 7.68	Based on actual O & M costs provided by the owner of the Jacobson Building - see below for details
Tribal Services			
Offices (14)			
Reception			
Storage			
Kitchen			
Restrooms			
Conference Room			
SUBTOTAL	**4476**	**$ 34,376**	
National Park Service			
Office Space		$ -	
SUBTOTAL	**2545**	**$ 19,546**	
NET EST'D SQUARE FEET	7,021	53,921	
ADD 22% FOR CIRCULATION, HVAC+E	1545	$ 11,863	
GROSS EST'D SQUARE FEET	8,566	$ 65,784	
X $175 / SF	$ 175.00		
Total Construction Costs	$ 839,250		Renovation costs for the Tribal Services portion of the facility *only*
Site Development Costs	$ 83,925		Expansion of parking area
Total Building & Site Costs	$ 923,175		
Design & Project Development Costs (10%)	$ 92,318		
Construction Administration Costs	$ 50,000		
FF&E & Move-in Costs	$ 100,000		
Total Project Costs	**$ 1,165,493**		

* HVAC+E = heating, ventilation, air conditioning and electrical

Renovations will be required to convert the upper story of the Jacobson Building from its current configuration, residential apartments, to office space for the program outlined above. The following illustrations diagram the existing and proposed renovations to the Jacobson building.

Illustration1. Existing Jacobson Building Floor Plan

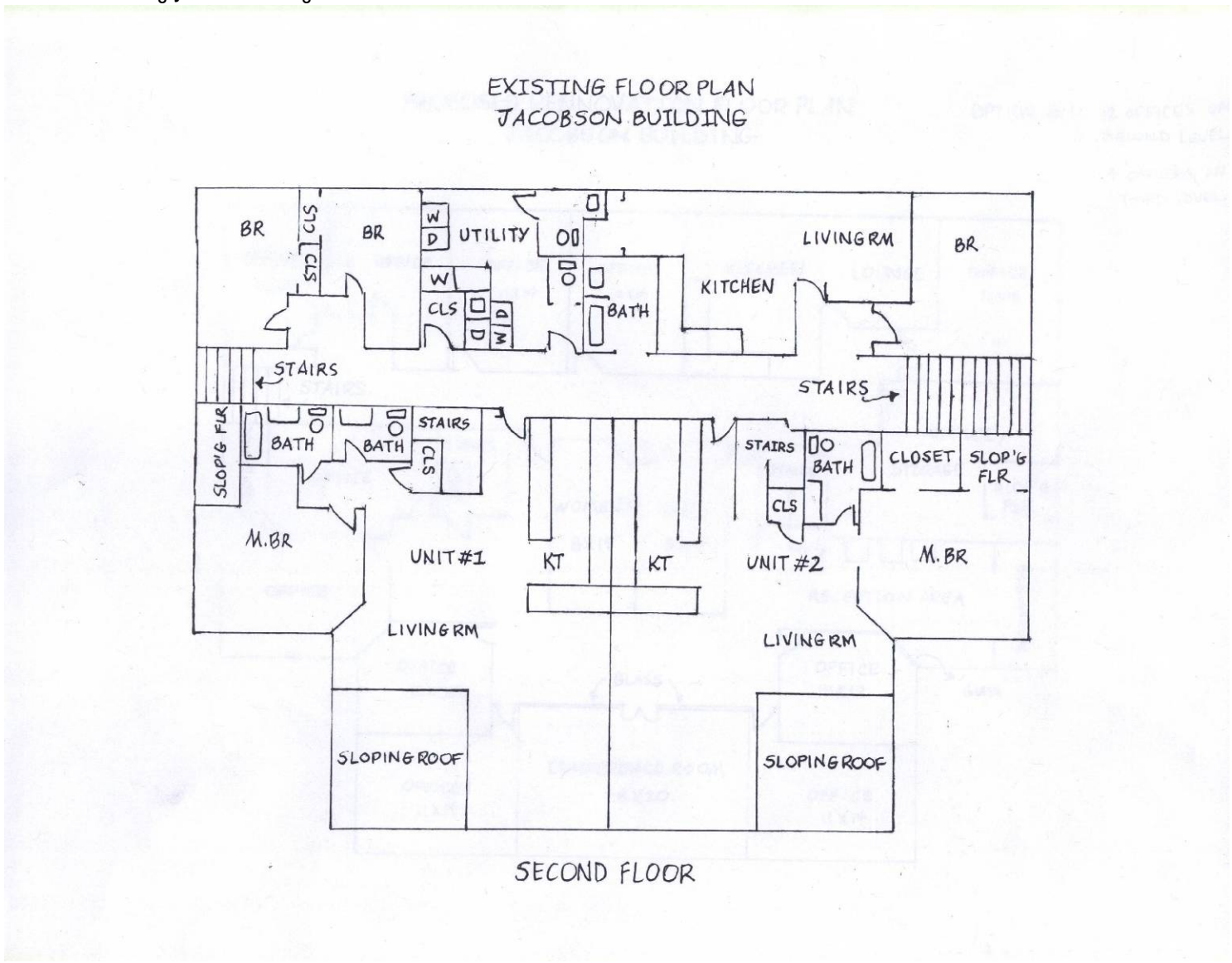


Illustration 2. Proposed Renovation Floor Plan

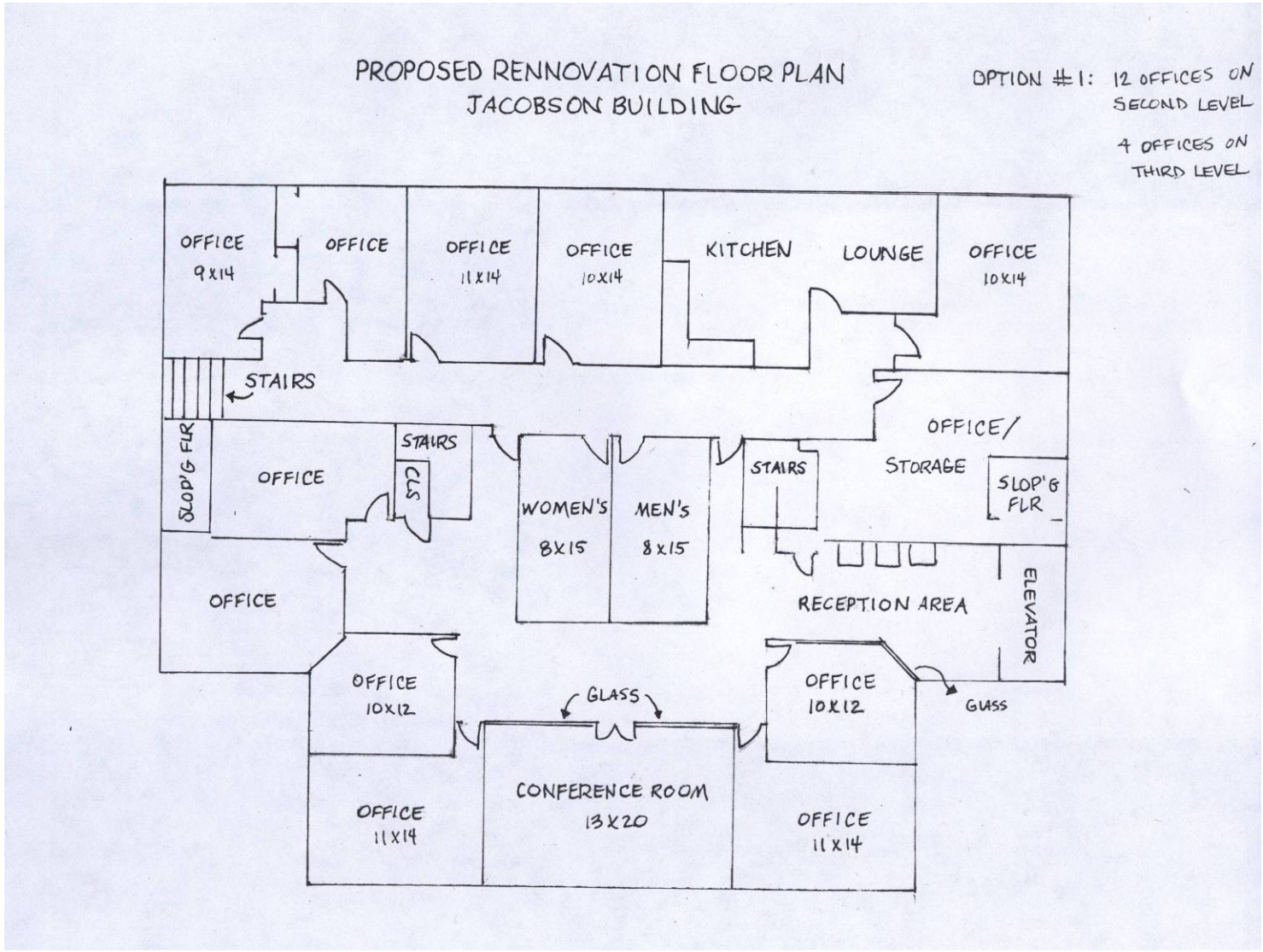
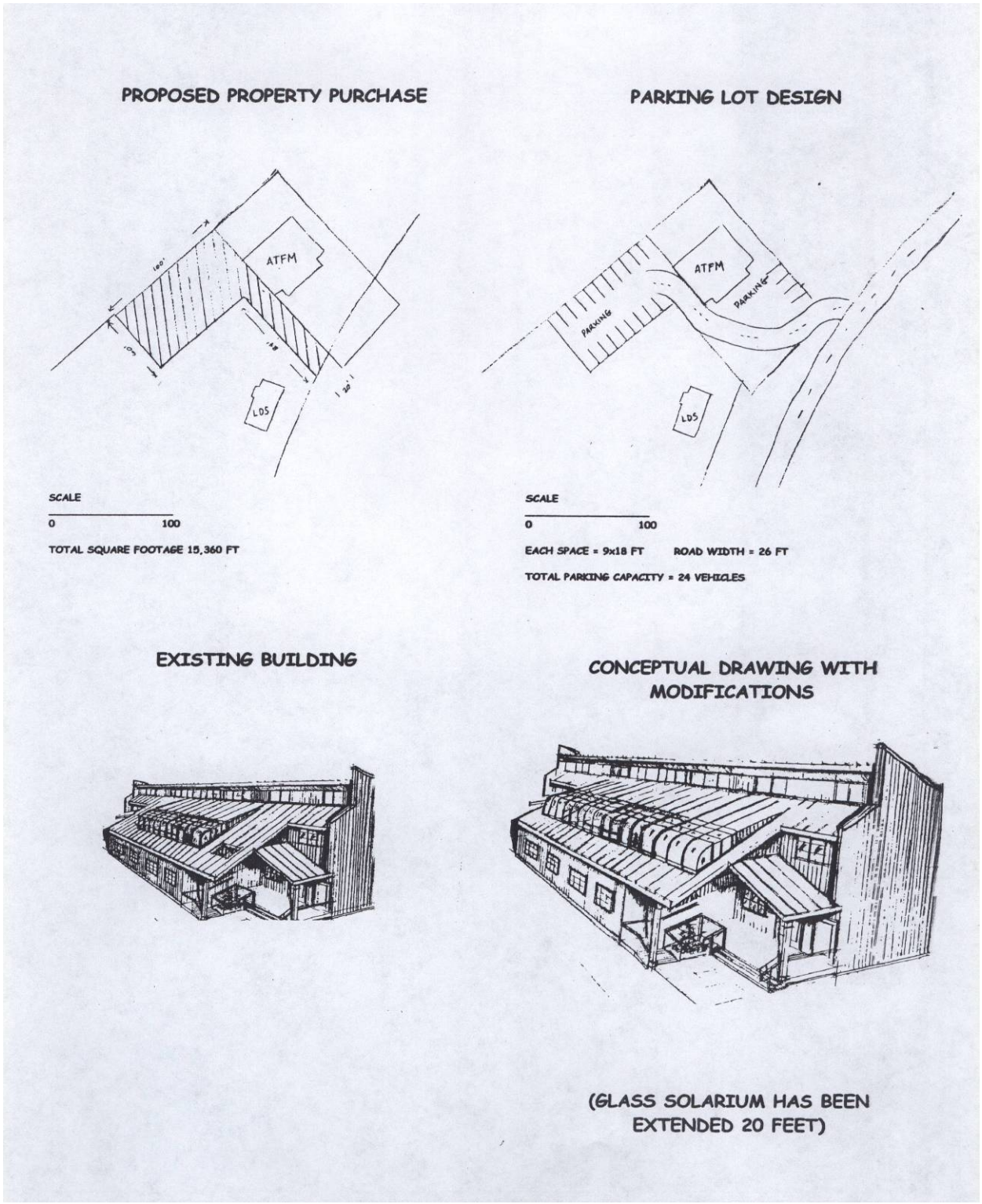


Illustration 3. Proposed Property purchase, parking lot design, and conceptual drawing of building exterior



Proposed Site – Access, Utilities, Ownership

The site of the Jacobson Building is connected to city water and sewer services, and electrical service. It is easily accessible. Parking will need to be negotiated with adjacent landowners.

Site Control

Once the Yakutat-Tlingit Tribe completed the purchase of the Jacobson Building site control will be complete

Finance: Operations

By relocating tribal services to the Jacobson Building the Yakutat Tlingit Tribe will actually generate revenue in excess of facility costs. Currently the Tribe pays rent to the local village corporation for office space. If the Tribe is able to purchase the Jacobson Building with grant funds, additional revenue will be generated that can be used to provide other community services, such as youth services. Lease amounts and operations costs in the budget below were provided by the current owner of the Jacobson Building. They include utilities, insurance and maintenance costs.

Table 7. Operations cost and 5-year projection

OPERATIONS REVENUE & EXPENSE, 5 YEAR PROJECTION

			Fiscal Year #1		Fiscal Year #2	Fiscal Year #3	Fiscal Year #4	Fiscal Year #5	
Revenue Sources									
Item	**Notes**		**Annual Amount**						**NOTES**
EARNED INCOME				**percentage**					
Lease Revenue	YTT Administration		$ 45,000.00		$46,350	$47,741	$49,173	$50,648	Includes 3% annual increase
	National Park Service		$ 95,602.44		$98,471	$101,425	$104,467	$107,601	Includes 3% annual increase
	Subtotal Lease Revenue		**$ 140,602.44**		**$ 144,820.51**	**$ 149,165.13**	**$ 153,640.08**	**$ 158,249.28**	
Total Revenues			**$ 140,602.44**	**100%**	**$ 144,820.51**	**$ 149,165.13**	**$ 153,640.08**	**$ 158,249.28**	
Expenditures									
Item			**Annual Amount**						
Personnel									
Facility									
Janitorial		$16.00	$20,000		$20,600	$21,218	$21,855	$22,510	
Maintenance	Included in O & M calculation below				$0	$0	$0	$0	
Other					$0	$0	$0	$0	
Subtotal			$20,000		$20,600	$21,218	$21,855	$22,510	
Fringe Benefits		37.5%	$7,500		$7,725	$7,957	$8,195	$8,441	
Subtotal Personnel			**$27,500**	**26%**	**$28,325**	**$29,175**	**$30,050**	**$30,951**	
Facility Operations & Maintenance	**$/SF**	**Estimated SF**	**Fiscal Year 1**						
Estimated $/SF - Facility	$ 7.68	**8,566**	$65,784		$68,415	$71,152	$73,998	$76,958	Includes 4% annual increase for facility operation costs
Subtotal Facility Operations & Maintenance			**$65,784**	**63%**	**$68,415**	**$71,152**	**$73,998**	**$76,958**	Includes utilities, insurance, and maintenance costs (source: current owner)
Repair & Replacement Reserve									
Facility			$5,411		$ 5,411	$ 5,411	$ 5,411	$ 5,411	
Equipment									
Boilers & Furnaces			$ 1,500		$ 1,500	$ 1,500	$ 1,500	$ 1,500	
Water Heaters			$ 750		$ 750	$ 750	$ 750	$ 750	
Computers			$ -		$ -	$ -	$ -	$ -	
Special Finishes			$ -		$ -	$ -	$ -	$ -	
Other Equipment			$ -		$ -	$ -	$ -	$ -	
Furnishings			$ 3,750		$ 3,750	$ 3,750	$ 3,750	$ 3,750	
Subtotal Repair & Replacement Reserve			**$ 11,411**	**11%**	**$ 11,411**	**$ 11,411**	**$ 11,411**	**$ 11,411**	
Total Expenditures			**$ 104,695**	**100%**	**$ 108,151**	**$ 111,738**	**$ 115,459**	**$ 119,321**	
Revenues Less Expenditures: Surplus (Deficit)			**$35,907**		**$36,669**	**$37,427**	**$38,181**	**$38,929**	

Finance: Capital

Since the Jacobson Building is an existing facility that will be renovated, funding will be sought to purchase the facility and complete renovations. The Tribe will need to negotiate with the building owner for a fair purchase price. The assessed value of the building is $583,000 according to the City and Borough of Yakutat. The asking price is $2.3 million. The Yakutat Tlingit Tribe will secure grant funds and possibly a secured loan to purchase the facility and complete needed renovations. Additional assistance from an architect will be needed to refine the design for the renovated space and to develop an accurate cost estimate.

Finance: Capital Fundraising Strategy

Costs to purchase and renovate the Jacobson Building to provide tribal services cannot be accurately identified at this time. The asking price for the building is $2.3 million; however, the tribe has not yet negotiated with the owner on this price. Renovations to the approximately 3,000 square feet that will be needed in order to suit the proposed functions for the facility will cost approximately $150 per square foot. This brings the capital cost for purchase and renovations to about $2.75 million. In order to identify an accurate cost estimate, the following actions must be taken:

- Assistance from an architect is needed to assess the current space configurations and propose a space plan for the renovated facility
- Once this plan is agreed upon, at least three bids should be secured from general contractor firms to identify competitive costs proposals
- The tribe will open negotiations with the owner to determine purchase price for facility

Once these steps have been taken, and an accurate cost estimate is determined, fundraising can begin. Below is a table of possible funders, using the $2.75 million estimate as a fundraising target. Once the accurate cost estimate is known, these ask amounts can be altered accordingly.

The timeline for raising capital funds is often one to two years. If the building owner is eager to sell, the Tribe may consider short-term financing in order to secure the facility during the time that fundraising is occurring. Care should be taken, however, to ensure that potential funders are not averse to the Tribe using grant funds to repay financing. This should be determined through conversations with program officers, prior to taking this approach.

Table 8. Yakutat Tlingit Tribe – Jacobson Building Purchase and Renovation Capital Fundraising Strategy

Yakutat Tlingit Tribe - Jacobson Building Purchase and Renovation
Capital Fundraising Strategy

Organization	Request Amount	Notes
Community cost-share (applicant contribution)	$ 50,000.00	Community cost-share could include: local fundraising effort; land value; corporate donation; tribal monies
Federal Appropriation	$ -	
State of Alaska Appropriation	$ 250,000.00	
Denali Commission Multi-Use Facility Program		This program not currently funded for capital proejcts - will be re-evaluated for FY2008
Rasmuson Foundation www.rasmuson.org	$ 350,000.00	Submit Letter of inquiry to initiate process. Board meets in November and June. 6-9 months for proposals to be processed, evaluated, and final action taken.
M.J. Murdock Charitable Trust http://www.murdock-trust.org/	$ 350,000.00	Submit Letter of inquiry to initiate process. No deadline. 6-9 months for proposals to be processed, evaluated, and final action taken.
Kresge Foundation - Capital Matching Grant	$ 300,000.00	Awarded on a challenge basis. Must have raised majority of funds to receive grant. Award often 1/3 to 1/5 of the amount of overall fundraising goal. No deadline. 4-5 months for proposals to be processed, evaluated, and final action taken.
Indian Community Development Block Grant http://www.hud.gov/offices/pih/ih/grants/icdbg.cfm	$ 600,000.00	Maximum amount available for award through this program.
USDA - Community Facilities Program http://www.rurdev.usda.gov/rhs/cf/cp.htm & http://www.rurdev.usda.gov/ak/community%20facilities.htm	$ 850,000.00	Applicant can apply for loan or grant/loan combination.
Total Funding Requests	$ 2,750,000.00	
Fundraising Target	$ 2,750,000.00	
Total Secured		

City Services

The City and Borough of Yakutat has expressed a need for expanded facilities to provide borough services, specifically, assembly chambers, office space for six full-time staff and record storage. The City and Borough currently occupy a borough-owned building that includes the courthouse. This facility also includes an apartment that is rented but will soon be made vacant.

Proposed Location

The City and Borough propose to remain in the current facility and to renovate the space that is currently used as an apartment to provide room for expanded services.

Courthouse

Owner

The City and Borough currently own and occupy the courthouse facility.

Management Structure

The City and Borough will continue as owner and facility manager for the facility.

Facility Program

A plan for renovations of the facility will be developed by the City and Borough of Yakutat working with a local contractor.

Proposed Site – Access, Utilities, Ownership, Site Control

The current site is already connected to all City and Borough services. Access and ownership will remain unchanged.

Finance: Operations

Facility operation costs will not change significantly as a result of the reconfiguration of space in the courthouse facility. The City and Borough anticipate that by consolidating services into this one facility, cost savings will be realized.

Finance: Capital

A cost estimate for facility renovations has not yet been completed. Funds to complete the renovation will be secured through grant funding or existing City and Borough funds.

Public Safety

The City and Borough of Yakutat's Public Safety, EMS and Fire Departments are in need of expanded facilities to provide six full-time staff offices, two holding cells, a garage for fire trucks and equipment and a training room.

Proposed Location

The best location for public safety functions is on a site already owned by the City and Borough that is adjacent to the power plant. By locating a public safety building on this site, waste heat could be used to create operating efficiencies.

Existing Public Safety and EMS facility

Owner

The City and Borough of Yakutat would own the proposed public safety building.

Management Structure

The City and Borough of Yakutat would manage the proposed public safety building.

Facility Program

The ideal configuration for the public safety building is a prefabricated building similar to the one constructed by the Skagway Public Safety Department. This type of building can be fabricated in a factory and then shipped to Yakutat as a kit. This greatly reduces the construction costs and materials costs.

Facility Concept Design

The public safety building design has been developed by a vendor of prefabricated buildings.

Proposed Site – Access, Utilities, Ownership

The proposed site is in City and Borough ownership. It is adjacent to the power plant of electrical service, and is also close to other city services. Access is adequate for he proposed use.

Site Control

Site control is already secured.

Finance: Operations

Operation costs for the public safety building would be borne by existing City and Borough Public Safety departments. A cost savings is anticipated with the use of waste heat efficiencies.

Finance: Capital

A capital cost estimate has not yet been developed. Once the cost is known, grant funds will be secured to construct the facility. The City and Borough have already secured a grant from the State of Alaska to cover part of the capital cost.

Family Resource Center

The Yakutat Tlingit Tribe and the City and Borough of Yakutat agree that a one-stop shop is needed to provide assistance to youth, families, and others seeking vocational training and other resources. A facility for these uses has been secured by the Tribe through leasing a facility from the village corporation. Currently this is being supported through grants, but a more sustainable funding source needs to be secured. Dedicating a portion of the city sales tax is one option. The tribe is in contact with the Boys and Girls Club to see what services could be offered through this organization.

Proposed Location

Remodeled in the early 1970's, this building was initially used as the local Health Clinic, Head Start and Elder's lunch program, and included six apartments reserved for Elder housing. Utilized for this purpose for over two decades, the clinic portion of the building was relocated in 1995 to a larger facility. Empty since that time, the "old clinic" portion of the building was recently renovated by the Yak-Tat Kwaan village corporation and made available for lease. The facility is centrally located within the community and lies within walking distance of the City Hall, Courthouse and Mallotts General Store.

Ownership and Management Structure

The Yak-Tat Kwaan village corporation owns the facility and it is being leased by the Yakutat-Tlingit Tribe. Additional space for youth activities may be provided by the Yakutat School District, through an agreement with the Tribe.

Images of Family Resource Center

Facility Program

The facility provides space for social services offices, storage for the food bank, a computer lab that is used for vocational training, a child care space and space for youth activities.

Facility Concept Design

This will not be needed because the facility resource center will occupy existing space.

Proposed Site – Access, Utilities, Ownership

The existing location is currently operating and is fully connected to all City and Borough services.

Finance: Operations

Funds to lease space and pay a youth coordinator will need to be dedicated by the tribe and the borough. Discussions of sources for these funds have proposed: using the revenue generated by the Jacobson Building; working with the Boys and Girls Club to determine if any funding is available through that organization; dedicating a portion of the City and Borough sales tax towards youth activities.

Finance: Capital

Not applicable.

Elders Center

A priority for all of the community organizations in Yakutat, as well as the regional housing authority the Tlingit-Haida Housing Authority, is to develop a senior center for the Elders of Yakutat. This would include space for meals preparation and serving, and a gathering space for arts and crafts activities and socializing. Ideally, this would be located near to senior housing.

Proposed Location

A location has not yet been determined for this facility.

Ownership and Management Structure

Tlingit-Haida Housing Authority and the Yakutat Tlingit Tribe have discussed developing this facility, but no determination has yet been made on ownership or management structure.

Facility Program

To be determined

Facility Concept Design

To be determined

Proposed Site – Access, Utilities, Ownership

To be determined

Site Control

To be determined

Finance: Operations

To be determined

Finance: Capital

To be determined

05: IMPLEMENTATION

Table 9. Implementation Chart

PROJECT	LEAD ORGANIZATION	CAPITAL COST	RESOURCES TO DO THE WORK	PRIORITY 08/09	PRIORITY 09/10	PRIORITY >10	COMMENTS
TRIBAL SERVICES	Yakutat Tlingit Tribe	Approx $3 million (TBD)	Grant funding; secured loan	X			
Negotiate sales price with owner of Jacobson Building				X			
Determine cost for renovations				X			
Secure grant and loan funding to cover capital costs				X			
Purchase building, complete renovations and move in					X		
CITY SERVICES	City and Borough of Yakutat	TBD	Grant funding; CBY funds	X			
Develop plan and cost estimate for renovations				X			
Secure funding for renovations				X			
Complete renovations and move-in				X			
PUBLIC SAFETY	City and Borough of Yakutat	TBD	Grant funding; CBY funds	X			
Develop facility design and cost estimate working with vendor of prefabricated buildings				X			
Secure funding for purchase, transport and construction of facility				X			
Purchase building and develop timeline for transport and construction					X		
Prepare site; develop waste heat transfer system					X		
Transport and construct facility					X		

PROJECT	LEAD ORGANIZATION	CAPITAL COST	RESOURCES TO DO THE WORK	PRIORITY 08/09	PRIORITY 09/10	PRIORITY >10	COMMENTS
Move-in					X		
YOUTH CENTER	TBD	TBD	Tribe and City revenues				
Determine which organizations will operate youth center; which will provide support for operation costs; develop MOA				X			
Determine whether Boys and Girls Club can offer support and develop plan to work with them				X			
Negotiate lease with Yakutat School District, including necessary improvements				X			
Complete improvements				X			
Move-in				X			
ELDERS CENTER	TBD	TBD	TBD				
Develop plan to develop Elders Center, working with Tlingit-Haida Housing Authority				X			
Determine site and operation plan for center				X			
Develop center					X		

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