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1. Foreword and Acknowledgements

Since 2001, the Prince William Sound Regional Citizens' Advisory Council (PWSRCAC) has annually reviewed and updated its long term plan and planning process. The document is focused on new and continuing projects for the next five years, with a special focus on projects proposed for the upcoming fiscal year (FY2020). This document is intended to serve as a guide for the organization to achieve its mission of promoting environmentally safe operation of the Valdez Marine Terminal and associated tankers. The final FY2020 budget will be approved at the May 2019 Board meeting.

The project prioritization process used in 2018 was similar to that used in 2017. Letters soliciting project ideas were broadly disseminated to stakeholder entities, including industry and regulatory agencies. All staff, Board, and technical committee members were invited to submit suggestions for new projects. During the January 2011 Long Range Planning workshop, the Board requested that any ongoing projects presumed to be permanent, ongoing parts of the Council's operations not be included in the project scoring process. Accordingly, the technical committees prioritized their own projects related to their committee's work and also recommended projects to be protected or not ranked. All proposed projects were presented for discussion at the Volunteer Workshop in early December 2018. Projects proposed for FY2020 were distributed to the Board and staff for ranking, with a request that the following criteria be strongly considered during the ranking process: 1) Relevance to achieving PWSRCAC's mission; 2) extent to which there is alignment with PWSRCAC's strategic plan; 3) benefit to member organizations; 4) probability of success; and 5) cost effectiveness.

Members of the 2018 Long Range Planning Committee (LRPC) were Board members Alisha Chartier, Thane Miller, and Patience Andersen Faulkner; committee chairs Jane Eisemann, Jim Herbert, Steve Lewis, John Kennish, and Mikkel Foltmar, and IEC member Cathy Hart (chair LRPC); and Staff, especially the project managers, developed most of the project descriptions and budgets.

This five-year plan continues the scope of work and vision embodied in PWSRCAC's past plans balanced with broad-based review and input. In January 2010, the Board developed a draft one-page strategic planning document with the assistance of the Foraker Group that has been further refined over the years, including a major revision in 2016. This document has been incorporated into this five-year plan and process for developing projects that support PWSRCAC's mission and it is included in this document on page 6. The one-page plan is reviewed and updated accordingly along with this entire document.

The LRPC thanks all those who contributed to this effort.

2. Purpose and Background

Introductory Comments

The Prince William Sound Regional Citizens' Advisory Council (PWSRCAC) is an independent non-profit corporation whose mission is to promote the environmentally safe operation of the Valdez Marine Terminal and associated tankers. Our work is guided by the Oil Pollution Act of 1990 (OPA90) and our contract with Alyeska Pipeline Service Company. PWSRCAC's 18 member organizations are communities in the region affected by the 1989 Exxon Valdez oil spill, as well as commercial fishing, aquaculture, Native, recreation, tourism and environmental groups.

This five-year plan is intended to provide a framework, process, and template, within which annual work plans and budgets can be developed. A review of the PWSRCAC history revealed that there have been several efforts aimed at "long-range planning" during the past 29 years. These efforts have all developed similar conclusions and recommendations for action. Unfortunately, they also all lacked a clear definition of the process. Consequently, no process for annual updating of the plan and evaluation of progress was established. The LRPC concluded that this planning effort should address both the process of planning and the plan itself.

This plan is a tool for carrying out our work and assessing our progress. The planning process included in this document establishes the timeline and responsibilities for annual review of the five-year plan. It provides the Board of Directors with a means to control expenditures and ensure resources for our most important projects and priorities.

This plan builds upon the extensive foundations and work that the Council has accomplished throughout its 29 years of operation and evolution. It represents a comprehensive road map to help us design, develop, prioritize and achieve the overarching goals of PWSRCAC on behalf of the citizens we represent. If you are experienced with the PWSRCAC long range planning process, and would like to skip right to the results of this year's efforts, see Figure 7 - FY2020-FY2024 Projected Cost and Completion Forecast on pages 25-27.

Overall Vision

After a 1998 PWSRCAC planning workshop, the Board adopted the following long-range (10- to 30-year) vision to provide the context in which we work toward our mission.

"PWSRCAC's performance is such that governments and industries solicit and value citizen input at all levels and stages of oil transportation decisions that potentially impact the environment."

Mission: The Core Purpose, Our Reason for Existing

This simple mission statement adopted in 1990 has served our organization well, and this plan does not propose any change. We are:

“Citizens promoting the environmentally safe operation of the Alyeska terminal and associated tankers.”

Driving Forces

- Constituent-based Board and technical committees
- Public concerns
- Oil Pollution Act of 1990
- Alyeska contract
- State and federal laws and regulations (permits and renewals)
- State and national political priorities
- Industry policies and practices
- Technology
- Oil spills and other environmental incidents

Values

The Board adopted the following Core Values after a 1998 planning workshop:

- The foundation of PWSRCAC is volunteerism
- Providing an effective voice for citizens
- Integrity through truth and objectivity
- Promote vigilance and combat complacency

Commitment

The Prince William Sound Regional Citizens’ Advisory Council is committed to building and maintaining an organization that fosters teamwork and continuous improvement to minimize real and potential environmental and human health impacts from oil industry activities, representing our citizen constituents and member entities, and fostering creative solutions to challenges with a dedicated, highly-skilled and diverse work force.

We are committed to serving each member entity equally and to the fullest extent possible to maximize protection from pollution relating to oil industry operations.

To accomplish this:

- We will listen closely to our constituents and member entities through their representatives, understand their needs, and explain clearly the needs, responsibilities and mission of the Council and its programs.
- We will work in partnership with the oil industry and the associated regulatory agencies as much as possible to further the Council's mission to minimize the risk of oil spills and other adverse impacts from oil industry activities.
- We will act promptly, fairly, professionally, and courteously in all of our endeavors, and hold ourselves accountable for our individual and organizational actions.

In January 2012, the Board adopted the following One-Page Strategic Plan that includes additional guidance and organizational direction. This one-page plan is intended to supplement the overall vision, purpose, driving forces and values contained in the entire Five-Year Long Range Plan. The One-Page Strategic Plan is reviewed annually and updated accordingly, along with this entire document. The most recent changes to the One-Page Strategic Plan were approved in January 2019.

Prince William Sound Regional Citizens' Advisory Council
One-Page Strategic Plan

Mission Statement: Citizens promoting the environmentally safe operation of the Alyeska terminal and associated tankers

Core Purpose: Citizen oversight to prevent oil spills, minimize environmental impacts and promote response readiness

Core Values

- The foundation of PWSRCAC is volunteerism
 - Promote vigilance and combat complacency
 - Organizational transparency and integrity through truth and objectivity
 - Foster environmental stewardship
 - Represent the interests of our stakeholders by providing an effective voice for citizens
-

Overarching Goals and Objectives (see pages 14-16 for a more complete list of objectives)

- **Compliance with OPA90 and Alyeska contractual requirements.**
 - ❖ Annual re-certification and funding
 - ❖ Maintain regional balance
 - ❖ Link projects and programs to OPA90 and Alyeska contract

- **Continue to improve environmental safety of oil transportation in our region.**
 - ❖ Monitor and review development of, and compliance with, laws and regulations
 - ❖ Pursue risk-reduction measures and promote best available technologies and best practices
 - ❖ Monitor operations and promote a safe and clean marine terminal
 - ❖ Monitor and review the condition of the tanker fleet/maritime operations
 - ❖ Monitor and promote the safe operation of all Alyeska/SERVS-related on-water assets
 - ❖ Monitor and review environmental indicators
 - ❖ Promote and facilitate effective research for scientific, operational and technical excellence

- **Develop and maintain excellent external and internal communication.**
 - ❖ Advocate for government and industry measures to improve the environmental safety of oil transportation
 - ❖ Maintain and improve relationships with government, industry and communities
 - ❖ Be the model for citizen oversight and provide support for other citizens' advisory groups
 - ❖ Ensure availability of PWSRCAC information
 - ❖ Work to improve availability of information to PWSRCAC from industry sources

- **Achieve organizational excellence.**
 - ❖ Effective short and long term planning, with clear and measurable goals for projects
 - ❖ Fiscally responsible, efficient, and easily understood financial procedures and reporting
 - ❖ Committed to continuous improvement
 - ❖ Recognize people as the most important asset of the organization
 - ❖ Recruit and develop knowledgeable, involved, and interested people as Board members, volunteers and staff
 - ❖ Strong volunteer structure and support for volunteers

3. Operational Philosophy and Organization

Organizational Culture

The Prince William Sound Regional Citizens' Advisory Council was created in the wake of the Exxon Valdez oil spill, an environmental disaster that affected almost every aspect of life in the communities within our region. Community leaders and local citizens rallied to support the creation of this organization and became very engaged in our work at every level. With time and healing and significant improvements in the safety of oil transportation in Prince William Sound, local involvement has waned. Driven by the urgent need to act on the part of all stakeholders, major changes have taken place since 1989. The risk of a catastrophic oil spill in Prince William Sound or the Gulf of Alaska has been significantly reduced while the ability to respond if prevention fails has increased. PWSRCAC has developed processes and relationships that have contributed to those improvements. The challenge now is to keep working; keep doing what we do well; and, at the same time, meet the changing needs of our constituents.

Our members consist of communities and interest groups throughout the area affected by the Exxon Valdez oil spill in Prince William Sound, including the outer Kenai Peninsula and Kodiak Island. Our work must always focus on protecting the interests of the people in our region. Because of the different needs and perspectives within our region, everyone's priorities cannot always be met. It is important to cultivate a culture that is open to all citizens with the appropriate respect and consideration for differing viewpoints. Addressed fully and with open minds, our differences can become our strengths and lead to more effective solutions.

OPA90 mandates the establishment of the Prince William Sound and Cook Inlet regional citizens' advisory councils as "demonstration programs." Coastal communities around the world look to us for assistance to develop ways for local citizens to have a say in the oil transportation decisions that affect their local environment and the people who live there. Within the limits of our resources, PWSRCAC will continue to provide information and support to local communities on the West Coast of the United States and elsewhere, sharing the lessons we have learned, our successes, and our challenges.

In order to ensure that PWSRCAC is successful in meeting its OPA90 mandate, its mission, and its overarching goals, the organization must remain healthy and productive with a strong and secure structure. While this is a challenge in itself, it is equally important to maintain the organization's independence and at the same time build strong external relationships. PWSRCAC must balance its sustainable operations with the need to effectively advise and, when necessary, to provide constructive criticism to the oil industry and/or regulatory agencies. It is also important to track and assess overall organizational administrative costs in order to effectively review how efficiently PWSRCAC is meeting its

responsibilities, accommodating its mission and carrying out the important projects and programs within its budgetary constraints. We will seek to apply organizational excellence in everything that we do.

Resources

PWSRCAC's resources consist primarily of the people in our organization and the constituents they represent, healthy relationships with government, industry, and other non-governmental organizations, and secure sources of funding. Considering the importance of our mission and the complexity of our tasks, we must be creative in how we use those resources. We will use our resources wisely and we will be accountable for all usage of those resources.

People, the PWSRCAC team:

The backbone of the PWSRCAC is its people. The team is comprised of a volunteer board of directors, five technical committees and a professional staff. The diverse backgrounds, technical expertise, and passions for accomplishing PWSRCAC's mission by these individuals, when unified by our mission statement and core purpose, provide our main strength.

Board of Directors:

The 19 PWSRCAC Board members are appointed by either communities in the region affected by the 1989 Exxon Valdez oil spill or commercial fishing, aquaculture, Native, recreation, tourism, environmental groups and the State Chamber of Commerce. Directors serve on a volunteer basis for two-year terms.

Technical committees:

Each of the five PWSRCAC technical committees is focused on a specific portion of the overall PWSRCAC mission. Committee membership is open to Alaskans subject to acceptance by the committee and Board. Members of the committees often have professional backgrounds directly related to the committee purpose.

The five technical committees are:

- Scientific Advisory Committee (SAC)
Mission statement: "Scientists and citizens promoting the environmentally safe operations of the terminal and tankers through independent scientific research, environmental monitoring, and review of scientific work."
- Oil Spill Prevention and Response Committee (OSPR)
Mission statement: "The Oil Spill Prevention and Response (OSPR) Committee works to minimize the risk and impacts associated with oil transportation through strong spill prevention and response measures, adequate contingency planning, and effective regulations."

- Terminal Operations and Environmental Monitoring Committee (TOEM)
Mission statement: "The Terminal Operations and Environmental Monitoring (TOEM) Committee identifies actual and potential sources of episodic and chronic pollution at the Valdez Marine Terminal."
- Port Operations and Vessel Traffic Systems Committee (POVTS)
Mission statement: "The Port Operations and Vessel Traffic Systems (POVTS) Committee monitors port and tanker operations in Prince William Sound."
- Information and Education Committee (IEC)
Mission statement: "The Information and Education Committee (IEC) fosters public awareness, responsibility, and participation through information and education."

Staff:

The PWSRCAC currently has a budget for a professional staff of 17 full-time equivalent positions and one part-time position. Senior management is comprised of the Executive Director, a Director of Administration, a Financial Manager, a Director of External Communications, and a Director of Programs. The administrative staff consists of the Executive Assistant and two Administrative Assistants. Program staff consists of the Outreach Coordinator and nine Project Managers.

Together these three groups are the PWSRCAC core organization. Figure 1 presents a tabular review of the PWSRCAC team structure and the roles and responsibilities of each group. Appendix A, PWSRCAC Internal Structure and Relationships, presents a more detailed review of the PWSRCAC internal structure and operational relationships.

Figure 1: The PWSRCAC Team

	Board	Committees	Staff
MEMBERSHIP	<p>19 volunteer members, appointed and representing 18 member entities</p>	<ul style="list-style-type: none"> • Five technical committees: 32-40 volunteer members recruited and appointed by the Board • Legislative Affairs Committee: 6-10 volunteer Board members • Executive Committee: Board officers and elected at-large members • Board Governance Committee: 3-6 volunteer Board members • Finance Committee: minimum 4 Board members (Board treasurer as chair) • Long Range Planning Committee: minimum 3 volunteer Board and/or chairs of each technical committee 	<p>Currently approved 16 full-time equivalents and 1 part-time</p> <ul style="list-style-type: none"> • (1) Executive Director • (1) Director of Administration • (1) Director of Programs • (1) Director of External Communications • (1) Financial Manager • (3) Administrative Staff (executive assistant and two administrative assistants) • (1) Outreach Coordinator • (9) Project Managers, (two committee support, five major programs, one website coordinator and a drill monitor)
ROLES AND RESPONSIBILITIES	<ul style="list-style-type: none"> • Policies and Priorities • Budget and contract approvals • Approvals of reports and recommendations • Individual service on technical committees, working groups, and project teams • Plan and develop objectives 	<ul style="list-style-type: none"> • Scoping of issues and development of proposed projects • Research and literature reviews • Review reports, policies, bylaws and position statements and make recommendations to the Board • Individual service on working groups and project teams • XCOM serves to address time sensitive issues that cannot wait for a regularly scheduled Board meeting except when an issue is deemed to be important enough to warrant a special meeting or Board teleconference • Main contact between Board and outside independent auditor • Periodic detailed review of financial statements and internal controls 	<ul style="list-style-type: none"> • Administration of organization and support for Board and committees • Provide information about PWSRCAC and issues to Board, committees, member entities, government agencies, industry, and the public • Develop and maintain relationships with government agencies and oil shipping industry. Develop objectives, schedule and budgets for PWSRCAC programs and projects. Manage and administer contracts for technical services. Report program and project status to management, Board and committees. Coordinate review and acceptance of reports and recommendations.

Relationships

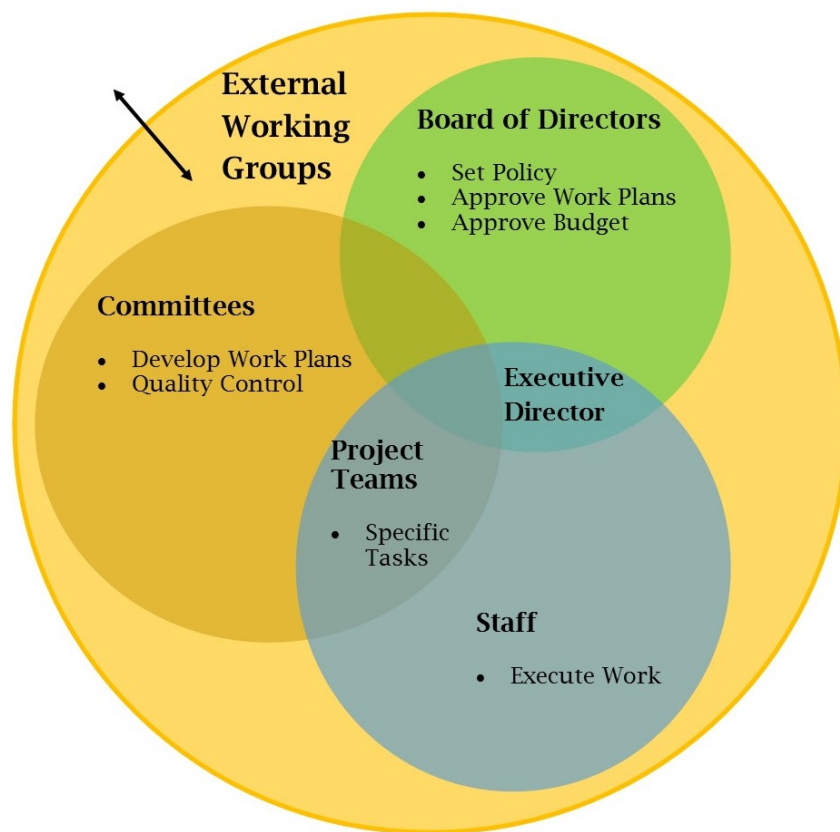
One of the objectives of OPA90 was to foster partnerships among the oil industry, government agencies and local citizens. We have learned during the past two decades that partnerships among stakeholders can lead to good policies, safer transportation of oil, better oil spill response capabilities, and improved environmental protection. Ex-officio members and other organizations routinely participate in the technical committee meetings, contributing expertise and other assistance with PWSRCAC projects. Many of PWSRCAC's major successes have been jointly achieved through technical and regulatory working groups and funding partnerships among government, industry and citizen representatives. Some notable examples include:

Project	Partners
PWS Risk Assessment (1997-1999)	US Coast Guard (USCG), Alaska Department of Environmental Conservation (ADEC), Alyeska Pipeline Service Company / Ship Escort Response Vessel System (APSC/SERVS), oil shipping companies, Southwest Alaska Pilots Association (SWAPA)
Remote Ice Detection Radar System (2000-2002)	USCG, National Oceanic & Atmospheric Association (NOAA), ADEC, PWS College, Oil Spill Response Institute (OSRI), U. S. Army, Alaska Tanker Company (ATC) with Captain & Crew of T/V Denali, North Star Terminal & Stevedore Company, SWAPA, Alaska Foundation Technologies, City of Valdez, Crowley Maritime, National Guard Armory (Valdez), Roosevelt Towing, Samson Tug & Barge, Tatitlek Chenega Chugach LLC (TCC), VECCO Consulting
Hinchinbrook Entrance Response Options (HERO) Task Force	APSC/SERVS, Response Planning Group (RPG): ATC, ConocoPhillips, SeaRiver Maritime, Tesoro Alaska, Polar Tankers
Marine Firefighting Symposium (1997, 2003, 2005, 2008, 2011, 2013, 2015, 2017)	SWAPA, USCG, City of Valdez, Alaska Division of Emergency Services, ATC, SeaRiver, Polar Tankers, PWS College, Bullard, Fire Protection Publications, Don-Jon Smit, T & T Bisso, Crowley Maritime, Resolve Marine, T & T Salvage, City of Homer
Valdez Marine Terminal Contingency Plan Coordination Working Group (1997-present)	ADEC, Environmental Protection Agency (EPA), Bureau of Land Management (BLM), USCG, APSC
Tanker Contingency Plan Steering Committee and Working Groups (1997-2012)	USCG, RPG, ADEC, SERVS
ARRT Science & Technology Committee Dispersant Working Groups (2003-2012)	USCG, NOAA, British Petroleum (BP), ADEC, US Dept. of Interior (DOI), National Marine Fisheries Service (NMFS), US Fish & Wildlife Service (USFWS), National Park Service (NPS), Bureau of Indian Affairs (BIA), US Forest Service (USFS), Alaska Department of Fish & Game (ADFG), Alaska Department of Natural Resources (ADNR), Cook Inlet Regional Citizens Advisory Council (CIRCAC), Alaskan Natives, oil industry
Geographic Response Strategies Working Groups (1997-2012)	USCG, ADEC, ADFG, ADNR, NOAA, NMFS, EPA, DOI, USFWS, USFS, US Minerals Management Service (USMMS), CIRCAC, oil spill cooperatives, shippers, oil industry (Note: this covers GRS's for Prince William Sound, Cook Inlet, and Kodiak)

Weather Working Group (2011-present)	NOAA, Alaska Ocean Observing System (AOOS), Prince William Sound Science Center (PWSSC), Micro-Specialties, National Resources Conservation Service (NRCS), UAA/Alaska Experimental Forecast Facility
Oil Surrogates Workgroup (2013-2017)	ADEC, Alaska Chadux, Association of Petroleum Industry Cooperative Managers (APICOM), APSC/SERVS, ADEC, Bureau of Safety and Environmental Enforcement (BSEE), CIRCAC, DOI, EPA, NOAA, Nuka Research and Planning Group, LLC, The Pew Charitable Trusts, OSRI, Conoco Phillips/Polar Tankers, Spill Control Association of America (SCAA), USCG, University of New Hampshire Coastal Response Research Center (CRRC), Washington Department of Ecology
Potential Places of Refuge (2004-present)	ADEC, ADNR, ADFG, APSC/SERVS, Alaska's Institute of Technology (AVTEC), CIRCAC, EPA, NOAA, PWS Response Planning Group, SWAPA, USCG, DOI
PWS Subarea Plan Update Working Groups (2013-2014)	USCG, ADEC, EPA, APSC/SERVS, ADFG, DOI, USFWS, National Weather Service (NWS), NOAA, Alaska Chadux
Project Jukebox (2013-present)	University of Alaska Fairbanks
Youth Involvement (2010-present)	Alaska Geographic, Valdez City Schools, PWSSC, Chugach School District, Copper River Watershed Project, Alaska SeaLife Center, Kachemak Bay Research Reserve, Center for Alaskan Coastal Studies, Kodiak Island Borough School District, Friends of Alaska National Wildlife Refuges, SPACE (Valdez), Children of the Spills (Katie Gavenus), Alaska Tsunami Bowl, Kenai Peninsula Borough School District, the King Career Center, Marine Invasive Species Youth Interns, Baranof Museum, Chugach Children's Forest, Chugach National Forest, Wrangell Institute of Science & the Environment (WISE), Alutiiq Tribe of Old Harbor, Cordova City Schools, Alaska Science and Engineering Fair, Kenai Fjords National Park, Arctic Youth Ambassadors, Homer Flex High School
Alaska Invasive Species Workgroup (2010-present)	ADFG, USFWS, US Army, Animal & Plant Health Inspection Service (APHIS), US Geological Survey (USGS), The Nature Conservancy, NPS, NOAA, SeaGrant Alaska, ADNR, DOI, ADEC, USFS, Prince William Soundkeeper, BLM, Alaska Soil & Water Conservation Districts
Marine Transition Project Team (2016-present)	APSC/SERVS, Conoco Phillips/Polar Tankers, ADEC, Crowley, USCG, Edison Chouest Offshore (ECO)
Invasive Species BioBlitz (2016)	Smithsonian Environmental Research Center (SERC)
Fishing Vessel Program Outreach Tour (2016-present)	APSC/SERVS, Kenai Fjords Tours, Seward Chamber of Commerce, Stan Stephens Cruises, Copper River Watershed Project, Chugach School District, Whittier City Council

Figure 2 shows PWSRCAC's teams in the larger context of government, industry and other non-governmental organizations (NGOs).

Figure 2: Shared Leadership, True Teamwork



Funding

- PWSRCAC's contract with Alyeska Pipeline Service Company is the primary means and most secure source of funding. The contract was originally signed in 1990 and continues as long as oil flows through the Trans-Alaska Pipeline to the loading terminal at Port Valdez. The funding level is reviewed every three years, with the most recent period running from July 1, 2017 to June 30, 2020. Funding is typically adjusted to the Anchorage Consumer Price Index (Anchorage CPI). Any adjustments are agreed upon by signing a triennial contract addendum. The current level of funding is \$3,629,983.
- Partnerships with industry, government and non-governmental agencies have provided significant resources in the past, including cash and in-kind donations, for specific projects.

Figure 3 presents the projected available funds for FY2020:

Figure 3: FY 2020 Projected Available Funds

Alyeska Contract Funds	\$3,648,133
Interest	\$8,000
Grant Funds *	\$0
Projected Carryover from FY19 **	\$425,000
Projected Available ***	\$4,081,133

* At the time this table was updated, there were no anticipated grant funds for FY2020.

** Projected carryover amount is an estimate. Actual FY19 carryover will not be known until the FY19 audit is complete.

*** Note that the Board of Directors has adopted a net asset stabilization policy wherein net assets are targeted to be no less than \$350,000 and would be used only in extraordinary circumstances. The Board-approved amount is currently \$400,000. This \$400,000 of net assets is not included in the FY2020 Projected Available Funds.

Overarching Goals and Objectives

This plan encompasses four overarching goals, each of which is supported by several specific, measurable objectives. The Board of Directors endorsed the goals in 1998 to correlate with the established vision, mission and core values of the organization. These goals are:

- Total compliance with OPA90 and Alyeska contractual requirements
- Continue to improve environmental safety of oil transportation in our region
- Develop and maintain excellent external and internal communication
- Achieve organizational excellence

As presented below, each overarching goal is supported by objectives which, when accomplished, serve and support it.

1. Total compliance with OPA90 and Alyeska contractual requirements.

Objectives:

- Annual re-certification
- Review funding
- Monitor OPA90 for changes in PWSRCAC status
- Maintain regional balance
- Link projects and programs to OPA90 and Alyeska contract

Figure 4 presents OPA90 and Alyeska Contract requirements for PWSRCAC activities.

Figure 4: OPA90 and Alyeska contractual requirements

OPA90	Alyeska Contract
Regional Balance, broadly representative of communities and interests in the region.	Provide local and regional input, review and monitoring of Alyeska’s oil spill response and prevention plans and capabilities, environmental protection capabilities, and the actual and potential environmental impacts of the terminal and tanker operations.
Provide advice to regulators on the federal and state levels.	Increase public awareness of subjects listed above.
Provide advice and recommendations on policies, permits, and site-specific regulations relating to the operation and maintenance of terminal facilities and crude oil tankers.	Provide input into monitoring and assessing the environmental, social and economic consequences of oil related accidents and actual or potential impacts in or near Prince William Sound.
Monitor the environmental impacts of the operation of the terminal facilities and crude oil tankers and operations and maintenance that affect or may affect the environment in the vicinity of the terminal facilities.	Provide local and regional input into the design of appropriate mitigation measures for potential consequences likely to occur as a result of oil or environmental related accidents or impacts of terminal and tanker operations.
Review the adequacy of oil spill prevention and contingency plans for the terminal facilities and crude oil tankers operating in Prince William Sound and review the plans in light of new technological developments and changed circumstances.	Provide recommendations and participate in the continuing development of the spill prevention and response plan, annual plan review, and periodic review of operations under the plan including training and exercises.
Provide advice and recommendations on port operations, policies and practices.	Other concerns: comment on and participate in selection of research and development projects.
Conduct scientific research and review scientific work undertaken by or on behalf of the terminal or oil tanker operators or government entities.	Review other important issues related to marine oil spill prevention and response concerns that were not obvious when the contract was signed.
Devise and manage a comprehensive program of monitoring the environmental impacts of the operations of the terminal facility and crude oil tankers.	Review other concerns agreed upon by the Council regarding actual or potential impacts of terminal or tanker operations.
Monitor periodic drills and testing of oil spill contingency plans.	
Study wind and water currents and other environmental factors in the vicinity of the terminal that may affect the ability to prevent, respond to, contain and clean up an oil spill.	
Identify highly sensitive areas that may require specific protective measures.	
Monitor developments in oil spill prevention, containment, response and cleanup technology.	
Periodically review port organization, operations, incidents and the adequacy and maintenance of vessel traffic service systems	

OPA90	Alyeska Contract
designed to ensure safe transit of crude oil tankers pertinent to terminal operations.	
Periodically review the standards for tankers bound for, loading at, exiting from, or otherwise using the terminal facilities.	
Foster partnerships among industry, government and local citizens.	

2. Continue to improve environmental safety of oil transportation in our region.

Objectives:

- Monitor and review development of, and compliance with, laws and regulations
- Pursue risk-reduction measures
- Investigate best available technologies
- Monitor operations and promote a safe and clean marine terminal
- Monitor and review the condition of the tanker fleet/maritime operations
- Monitor and promote the safe operation of all Alyeska/SERVS related on-water assets
- Monitor and review environmental indicators
- Monitor and review development of and compliance with laws and regulations

3. Develop and maintain excellent external and internal communication.

Objectives:

- Advocate for government and industry measures to improve the environmental safety of oil transportation
- Maintain and improve relationships and work with government officials
- Maintain and improve partnerships with industry
- Maintain and improve relationships with communities
- Support for other citizens' advisory groups
- Ensure availability of PWSRCAC information
- Improve availability of information to PWSRCAC from industry sources

4. Achieve organizational excellence.

Objectives:

- Effective short and long term planning
- Fiscally responsible, efficient, and easily understood financial planning, tracking and reporting procedures
- Committed to continuous improvement
- Recognize people as the most important asset of the organization
- Have all the necessary resources

- Recruit and develop knowledgeable, involved, and interested people as Board members, volunteers and staff
- Strong volunteer structure and support for volunteers
- Clear policies and procedures

Status Review

Where are we today?

During its 29-year history, PWSRCAC has built an effective organization and contributed significantly to major improvements in the system of oil transportation safety at the Valdez Marine Terminal and in Prince William Sound and the Gulf of Alaska. As discussed in the section on organizational culture, we are now challenged to build on the successes of the past to meet the changing needs of our constituents and changing dynamics of oil transportation issues. The LRPC summarized our Strengths, Weaknesses, Opportunities and Threats as follows.

- **Strengths:** history, passionate participants, worthy cause, good staff, respectability, political credibility
- **Weaknesses:** internal conflict, highly opinionated individuals, difficulty in recruiting dedicated younger volunteers
- **Opportunities:** (political and educational) to influence the oil industry to create the safest operation possible, with zero potential for spills and other environmental and/or human health impacts
- **Threats:** reactive vs. proactive organizational culture, regulatory and political priorities, outside interests supporting personal agendas, thinking small, internal competition for resources, conflicting priorities

4. Process and Products

Process

PWSRCAC promotes the environmentally safe operation of the Valdez Marine Terminal and the associated crude oil tankers on behalf of the citizens of our region. The Oil Pollution Act of 1990 and our contract with Alyeska Pipeline Service Company outline what is expected from our organization. In essence, we observe, verify, inform and advise. During the past twenty-nine years, our internal structure has evolved in order to meet these objectives. This structure is described in the preceding section.

Communication and coordination are key to our success – internally and with our constituents and externally with the oil industry and government officials. Figure 5 shows how our work is carried out internally, from the planning stage through completion by the technical committees, staff, project teams and the Board of Directors.

Figure 5. Planning and Implementation Process for Program Activities and Projects

Phase	Committees (plan, monitor, accept)	Staff (coordinate and complete)	Project Teams (assist, review, advise)	Board (review and approve)
Revise Strategic Plan		<ul style="list-style-type: none"> management team assists Board 	<ul style="list-style-type: none"> Board committees as appropriate 	<ul style="list-style-type: none"> examine strategic plan revise in accordance with mission, vision, values, and goals
Strategic Plan Implementation		<ul style="list-style-type: none"> management team follows strategic plan seeking Board guidance as appropriate 	<ul style="list-style-type: none"> staff, standing committees, Board committees as appropriate 	<ul style="list-style-type: none"> guide staff and volunteers
Long-range (Five-Year) Plan	<ul style="list-style-type: none"> identify future issues relating to each program recommend specific program components and projects to Board 	<ul style="list-style-type: none"> support committees with information and options for study consolidate committee recommendations prepare comprehensive plan for presentation to Board 		<ul style="list-style-type: none"> affirm and/or amend mission, vision, core values, and goals provide guidance and direction to committees annually adopt five-year plan
Annual Work Plan	<ul style="list-style-type: none"> identify specific projects and program components for the coming year develop objectives and define final product 	<ul style="list-style-type: none"> support committees with information and planning tools develop implementation plan for projects and programs finalize consolidated budget and work plan 		<ul style="list-style-type: none"> review committee proposals and provide input approve annual work plan and budget
Implementation	<ul style="list-style-type: none"> monitor progress provide input / guidance to project team and project manager preview requested Board actions 	<ul style="list-style-type: none"> lead project teams administer contracts status reports to committees, Board, and public information staff 	<ul style="list-style-type: none"> review documents and input from committees advise staff and assist with development of recommendations for advice to industry and agencies 	<ul style="list-style-type: none"> approve contracts monitor progress and provide input to project team approve interim recommendations and advice
Closure	<ul style="list-style-type: none"> determine that final product meets objectives recommend acceptance by Board 	<ul style="list-style-type: none"> close contracts finalize proposed recommendations and advice presentation to committee prepare briefings and presentations for Board 	<ul style="list-style-type: none"> assist staff with presentation to Board recommendations to committees for future related work 	<ul style="list-style-type: none"> accept and approve work products and recommendations and advice take action or adopt policy based on findings of project

NOTE: The shading indicates where the primary responsibility is for each phase of a program or project, beginning with the technical committees, working through with staff and project teams, and finally Board approval of the product and final recommendations. Technical committees generally meet monthly; project teams meet as needed to meet project schedules; and the Board meets three times a year to approve work plans and budgets and accept final products.

Products

We may not think of our work as being “products” but as an entity we are what we produce. The following are the goods and services that are created by the Prince William Sound Regional Citizens’ Advisory Council which, when provided, generate continued support for its work:

- A voice and forum for the interests and concerns of citizens and communities.
- Comments on and recommendations for oil industry and regulatory agency proposals and action.
- Committee oversight and scientific review of the impacts of terminal and tanker operations on communities and the environment.
- Information and education about the environmental implications of oil transportation and terminal operations.
- Recommendations and information on legislation and regulations.
- Advice to the public, industry and regulators on ways to reduce the environmental risks associated with terminal and tanker operations.

The ultimate success of our work is measured by the outcome, a clearly visible and demonstrated improvement in the system that results from our recommendations and advice. A few of our milestones and significant accomplishments include:

- Extensive Partnerships with industry and regulators on several projects.
- Cleaner air in Port Valdez after installation of the tanker vapor control system at the Valdez Marine Terminal.
- Enhanced tractor tugs designed and built to escort oil tankers in Prince William Sound.
- Development of Geographic Response Strategies to protect environmentally sensitive areas in response to an oil spill.
- A Prince William Sound Marine Fire Response Plan and more than 100 local land-based firefighters trained and certified to respond to a marine fire.
- Installation of the ice detection radar system on Reef Island linked to SERVS so that tanker captains can be warned of ice in the shipping lanes.
- Involvement of younger generation in PWSRCAC programs and projects through the Youth Involvement and Oil Spill Curriculum projects.
- Upgraded fire suppression systems on the crude oil storage tanks and at the East Metering facilities at the Valdez Marine Terminal.
- Significantly reduced emissions of hazardous air pollutants from ballast water treatment processes with installation of vapor control on the 90s tanks at the Valdez Marine Terminal.
- Removal of a nationwide exemption for emissions from crude oil transportation under a Federal rule-making, and resulting modifications to the ballast water

treatment plant further reducing hazardous air pollutants from the Valdez Marine Terminal.

- Federal legislation securing two escort tugs for all laden tankers in Prince William Sound.
- Increased community awareness of the state-of-the-art fishing vessel training program.
- Improved crude oil piping inspections, through piping system modifications allowing for comprehensive, internal inspections at the Valdez Marine Terminal.
- A citizen-based monitoring system for early detection of invasive species.

Equally important, but less tangible, is our responsibility to monitor compliance with state and federal regulations and review permit applications and contingency plans. We provide comments, suggestions, and recommendations that strengthen environmental protection measures and ensure that plans are adequate to respond effectively if prevention measures fail. To develop these products, a three-tiered work structure has evolved consisting of Programs, Projects and Initiatives.

Programs

The operations of PWSRCAC are organized by program, each closely related to specific OPA90 and contractual requirements and aligned with the technical committees.

A program includes all ongoing activities, including projects and initiatives, related to specific areas of interest to PWSRCAC. The ongoing tasks are generally planned and carried out by staff and volunteers with limited reliance on outside contracts.

PWSRCAC's operation includes the following major programs:

Communications and Technical Programs

- Public Information & Community Outreach
- Terminal Operations & Environmental Monitoring
- Maritime Operations
- Oil Spill Response Planning and Preparedness
- Scientific Research & Assessment

Support Programs

- Administration
- Board and Committee Support

Projects

Projects are developed annually by the committees and staff and are designed to meet specific objectives related to issues associated with the Council's mission as driven by concerns raised by citizens, committees, Council members and the technical programs.

Projects normally have starting and ending dates, as well as clearly defined products and outcomes, and often require outside expertise and/or services.

However, some projects—such as the Observer and the annual report—do not have clear starting and ending dates, but instead are presumed to be permanent, ongoing parts of the Council's operations. Any such projects determined to be permanent and ongoing or mandatory obligations based on OPA90 or our contract with Alyeska are to be classified as protected projects. The Board will annually review and approve any recommendations for protected projects. Protected projects are not subject to the project scoring as outlined later in this plan.

5. Five-Year Plan

The Model Five-Year Planning Cycle

The annual planning cycle needed to develop the Annual Work Plan and associated budgets must include an evaluation of current projects and a projection of future efforts. This process cannot be achieved without cohesive efforts carried throughout the entire year. The planning cycle presented below contains these six major elements:

- Evaluation of current projects
- Proposals for new projects
- First draft of upcoming years Annual Work Plan
- Selection and timing of ongoing and new projects for inclusion in the annual work plan
- Second draft of Annual Work Plan with associated budget and project details including confirmation of project prioritization
- Incorporation of Annual Work Plan and budgeted projects into operations

Figure 6, *Annual Process for Five-Year Planning and Budgeting*, is a presentation of this planning cycle as applied to the PWSRCAC operation. The tasks involved in the planning cycle, the individuals and groups responsible for each task and the timeline for their completion are delineated.

Figure 6
ANNUAL PROCESS FOR STRATEGIC PLANNING AND BUDGETING

TASK	PERSONNEL	TIMELINE
Revise strategic plan	Board	January - May
Appoint members to the Long Range Planning Committee (LRPC)	Board, Committees and Staff	May
Incorporate Board guidance via review of strategic plan status into five-year plan starting with next fiscal year	Management team and LRPC	May - August
Conduct and participate in surveys to evaluate current projects and develop ideas for new work. Prepare briefing sheets for new projects	LRPC, Board, Committees and Staff	October - November
Prepare draft five-year plan from survey data and review of existing plan	LRPC	December
Workshop to review and amend draft five-year plan	Board, Committees and Staff	Prior to January meeting
Five-year plan adopted	Board	January meeting
Begin budget preparation for upcoming fiscal year	Committees, working groups and staff	February - March
Draft budget sheets prepared	Project Staff	March - April
Draft budget sheets reviewed by executive staff to compile balanced budget; Finance Committee then reviews draft budget and recommends to full Board	Executive Director, Financial Manager, finance committee	April
Budget Workshop	Board, Committees and Staff	Prior to May meeting
Adopt final budget	Board	May meeting

The 2019 Five-Year Planning Cycle

The 2019 long-range planning effort is now synchronized with the model presented above. The first three elements of the process have been completed. The current projects were reviewed, new project candidates were proposed and a five-year project schedule was developed. In order to complete the cycle, the last two steps must be finalized in the next few months. The successful completion of the budgeting process and implementation of the approved projects will result in alignment of the planning cycle and the PWSRCAC fiscal year.

Evaluation of Current and Proposed Projects

A review of the fiscal status of all current projects (FY2019) was conducted and projected FY2020-FY2024 project costs were developed along with completion dates when known. This data is presented in Figure 7, FY2020-FY2024 Projected Cost and Completion Forecast. The projected FY2020 budget of \$4,480,200 (Figure 7) exceeds the projected available FY20 funds of \$4,081,133 (Figure 3) by \$399,067. Note that the FY20 projected available funds in Figure 3 includes a projected \$350,000 estimate of carryover from FY19 that will not be confirmed until the FY19 audit is complete. The Board adopted a net asset stabilization policy wherein net assets are targeted to be no less than \$350,000 and would be used only in extraordinary circumstances. The Board-approved amount is currently \$400,000. This \$400,000 of net assets is not included in the FY2020 Projected Available Funds.

Figure 7
FY2020-FY2024 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024
INFORMATION AND EDUCATION						
3200--Observer Newsletter	\$7,000	\$7,000	\$7,500	\$8,000	\$8,500	\$9,000
3300--Annual Report	\$9,000	\$10,000	\$10,400	\$10,800	\$11,200	\$11,600
3410--Fishing Vessel Outreach	\$16,000	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000
3530--Youth Involvement	\$51,050	\$50,750	\$50,750	\$50,750	\$50,750	\$50,750
3610--Website Presence Best Available Technology	\$8,000	\$8,000	\$8,500	\$9,000	\$9,500	\$10,000
3620--Connecting with Our Communities	\$40,563	\$40,000	\$8,000			
3903--Youth Internship		\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
3990--Council Project Information Dissemination	\$2,000					
3560--Exxon Valdez Project Jukebox		\$5,500	\$5,510	\$5,520		
3562--Update "Then and Now"	\$2,827					
6560--Community Impacts Planning (Peer Listener Train the Trainer)				\$45,000		
Subtotals	\$136,440	\$146,750	\$116,160	\$109,570	\$105,450	\$106,850
TERMINAL OPERATIONS AND ENVIRONMENTAL MONITORING						
5051--Water Quality Permit Review	\$23,100					
5052--Secondary Containment Liner Integrity	\$32,500					
5057--Air Quality Permit Review	\$11,080					
5058--Cathodic Protection System Review	\$40,000	\$45,000				
5XXX--Shore Power for Tankers		\$35,000				
5XXX--Internal Crude Piping Inspection Review		\$60,000				
5XXX--Tank 8 Internal Inspection Review		\$15,000				
5XXX--Tank Inspection Standard Improvements			\$20,000			
5XXX--Toxicity Testing Review				\$40,000		
Subtotals	\$106,680	\$155,000	\$20,000	\$40,000	\$0	\$0
OIL SPILL PREVENTION AND RESPONSE						
6510--State Contingency Plan Reviews	\$224,250	\$105,000	\$88,400	\$96,940	\$99,848	\$102,844
6640--Legislative Intent	\$15,000					

Figure 7 (continued)
FY2020-FY2024 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024
6998--History of Contingency Planning	\$50,000	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000
7035--Review of Fishing Vessel Program	\$9,000					
7620--Port Valdez Circulation Study	\$28,726					
7710--Fishing Vessel Auditory Communications Research	\$13,000					
7901--Resources for the RSC and Affected Communities		\$33,000	\$11,000	\$4,500	\$4,500	\$4,500
Subtotals	\$339,976	\$188,000	\$124,400	\$126,440	\$129,348	\$132,344
PORT OPERATIONS AND VESSEL TRAFFIC SYSTEMS						
6530--Weather Data/Sea Currents	\$18,900	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
6533--Hinchinbrook Entrance Wind and Waves Extremes	\$50,000					
6534--Cape Hinchinbrook Weather Surveillance	\$2,500	\$1,000	\$45,950	\$2,200	\$2,266	\$2,334
8012--Line Handling BAT Review		\$37,500				
8020--Marine Services Transition	\$99,750					
8040--PWS VTS Effectiveness		\$35,000				
8050--Marine Firefighting Symposium	\$2,500	\$81,000	\$5,000	\$81,000	\$5,000	\$81,000
8560--Potential Places of Refuge		\$101,000				
Subtotals	\$173,650	\$271,500	\$66,950	\$99,200	\$23,266	\$99,334
SCIENTIFIC ADVISORY						
9510--Long Term Environmental Monitoring Program	\$183,167	\$119,101	\$114,621	\$114,621	\$118,060	\$121,601
9511--Herring/Forage Fish Survey	\$42,500	\$44,000	\$45,500	\$46,500	\$46,500	
9520--Marine Invasive Species	\$22,800	\$24,800	\$24,800	\$25,000	\$25,750	\$26,523
9550--Dispersants	\$10,000	\$10,000	\$32,000	\$10,000	\$30,000	\$10,000
9590--Hydrocarbon Toxicity	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
9660--Subsistence	\$25,000					
9XXX--Marine Bird Monitoring		\$38,300	\$40,200	\$42,200	\$44,300	\$46,300
Subtotals	\$363,467	\$316,201	\$337,121	\$318,321	\$344,610	\$284,424
Committee Subtotals	\$1,120,213	\$1,088,951	\$664,631	\$693,531	\$602,674	\$622,952
PROGRAMS						
3100--Public Information Program	\$8,480	\$7,880	\$8,580	\$8,580	\$8,580	\$8,580
3500--Community Outreach	\$62,165	\$71,995	\$74,155	\$76,379	\$78,671	\$81,031

Figure 7 (continued)
FY2020-FY2024 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024
3600--Public Communications Program	\$4,000	\$5,628	\$5,803	\$5,978	\$6,153	\$6,328
4000--Program and Project Support	\$1,593,248	\$1,641,045	\$1,690,277	\$1,740,985	\$1,793,215	\$1,847,011
4010--Digital Collections Program	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
5000--Terminal Operations Program	\$6,415	\$6,607	\$6,806	\$7,010	\$7,220	\$7,437
6000--Oil Spill Response Program	\$5,400	\$5,500	\$5,665	\$5,835	\$6,010	\$6,190
7000--Oil Spill Response Operations Program	\$7,050	\$6,500	\$6,600	\$6,850	\$7,000	\$7,150
7520--Preparedness Monitoring	\$64,800	\$66,744	\$68,746	\$70,809	\$72,933	\$75,121
8000--Maritime Operations Program	\$16,000	\$15,500	\$22,500	\$15,500	\$15,965	\$16,444
9000--Environmental Monitoring Program	\$19,584	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
Subtotals	\$1,791,142	\$1,849,400	\$1,911,132	\$1,959,926	\$2,017,747	\$2,077,292
LEGISLATIVE AFFAIRS						
4400--Federal Government Affairs	\$58,900	\$60,667	\$62,487	\$64,362	\$66,292	\$68,281
4410--State Government Affairs	\$28,050	\$28,892	\$29,758	\$30,651	\$31,571	\$32,518
Subtotals	\$86,950	\$89,559	\$92,245	\$95,013	\$97,863	\$100,799
BOARD OF DIRECTORS						
1350--Information Technology--Volunteers	\$500	\$515	\$530	\$546	\$563	\$580
2100--Board Administration	\$6,700	\$6,901	\$7,108	\$7,321	\$7,541	\$7,767
2150--Board Meetings	\$139,800	\$143,994	\$148,314	\$152,763	\$157,346	\$162,067
2200--Executive Committee (XCOM)	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351	\$1,391
2220--Governance Committee	\$350	\$361	\$371	\$382	\$394	\$406
2222--Finance Committee	\$2,350	\$2,421	\$2,493	\$2,568	\$2,645	\$2,724
2700--Legislative Affairs Committee (LAC)	\$16,075	\$16,557	\$17,054	\$17,566	\$18,093	\$18,635
Subtotals	\$166,975	\$171,984	\$177,144	\$182,458	\$187,932	\$193,570
COMMITTEE AND COMMITTEE SUPPORT						
2250--Committee Support	\$128,660	\$132,520	\$136,495	\$140,590	\$144,808	\$149,152
2300--Oil Spill Prevention and Response Committee (OSPR)	\$13,700	\$14,111	\$14,534	\$14,970	\$15,419	\$15,882
2400--Port Operations and Vessel Traffic System Committee (POVTS)	\$7,050	\$7,262	\$7,479	\$7,704	\$7,935	\$8,173
2500--Scientific Advisory Committee (SAC)	\$11,550	\$11,897	\$12,253	\$12,621	\$13,000	\$13,390

Figure 7 (continued)
FY2020-FY2024 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2019	Proposed FY2020	Proposed FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024
2600--Terminal Operations and Environmental Monitoring Committee (TOEM)	\$11,550	\$11,897	\$12,253	\$12,621	\$13,000	\$13,390
2800--Information and Education Committee (IEC)	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389
Subtotals	\$187,510	\$193,135	\$198,929	\$204,897	\$211,044	\$217,375
GENERAL AND ADMINISTRATIVE						
1000--General and Administrative	\$540,976	\$557,205	\$573,921	\$591,139	\$608,873	\$627,139
1050--General and Administrative--Anchorage Office	\$184,971	\$190,520	\$196,236	\$202,123	\$208,186	\$214,432
1100--General and Administrative--Valdez Office	\$185,833	\$191,408	\$197,150	\$203,065	\$209,157	\$215,431
1300--Information Technology	\$95,182	\$98,037	\$100,979	\$104,008	\$107,128	\$110,342
Subtotals	\$1,006,962	\$1,037,171	\$1,068,286	\$1,100,335	\$1,133,345	\$1,167,345
Subtotals	\$4,359,752	\$4,430,200	\$4,112,367	\$4,236,160	\$4,250,604	\$4,379,333
Contingency and Reserve	\$194,957	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Expenses	\$4,554,709	\$4,468,700	\$4,162,367	\$4,286,160	\$4,300,604	\$4,429,333

New Projects and Initiatives

Each year since 2004, all members of the PWSRCAC team are polled for suggestions of new projects and initiatives. In addition, solicitation letters went out to ex-officio members and various stakeholders inviting suggestions for new projects that support the mission of the organization. Some of the proposed new projects are merged into existing programs. Staff and committee members then prepared briefing sheets and cost projections for the proposed undertakings. The briefing topics are then evaluated by the LRPC.

Project Scoring

The proposed activities were rated for relevance to the PWSRCAC mission, value to PWSRCAC, benefit to member entities, probability of success and cost effectiveness.

Each of the five technical committees was asked to prioritize the proposed projects that fall within their purview (Figure 8). Projects to be scored were forwarded to staff and all Board members with the committee prioritization. All staff members and seventeen of nineteen Board members responded with their project scores. The rated project scorings are presented in Figure 9, Project Scoring Matrix.

Figure 8 Committee Prioritization

Each Committee was asked to prioritize their proposed projects and initiatives for the Long Range Planning Process. Following is each committee's prioritization with the highest priority project listed as number one.

OSPR Committee – FY2020 Budget and Prioritization

OSPR Committee Prioritization	Project #	Project Name	Budget
Protected	6510	State Contingency Plan Reviews	\$105,000
Committed	6998	History of Contingency Planning	\$50,000
1	7901	Resources for the RSC and Affected Communities	\$33,000

SA Committee – FY2020 Budget and Prioritization

SA Committee Prioritization	Project #	Project Name	Budget
Protected	9510	LTEMP	\$119,101
1	9550	Dispersants	\$10,000
2	9590	Hydrocarbon Toxicity	\$80,000
3	9511	Herring/Forage Fish Survey	\$44,000
4	9520	Marine Invasive Species	\$24,800
5	9XXX	Social Awareness of Invasive Species	\$40,000
6	9XXX	Hydrologic Characterization & Modeling of VMT	\$50,000
7	9XXX	Marine Bird Monitoring	\$38,300

TOEM Committee – FY2020 Budget and Prioritization

TOEM Committee Prioritization	Project #	Project Name	Budget
1	5998	Cathodic Protection Systems Review, Phase 2	\$45,000
2	5XXX	Internal Crude Oil Piping Inspection	\$60,000
3	5XXX	Tank 8 Internal Inspection Review	\$15,000
4	5XXX	Shore Power for Tankers	\$35,000

IE Committee – FY2020 Budget and Prioritization

IE Committee Prioritization	Project #	Project Name	Budget
Protected	3200	The Observer	\$7,000
Protected	3300	Annual Report	\$10,000
Protected	3610	Web Presence BAT	\$8,000
1	3530	Youth Involvement	\$50,750
2	3620	Connecting with Our Communities	\$40,000
3	3410	F/V Pgm Community Outreach	\$19,000
4	3903	Youth Internship	\$6,500
5	3560	EVOS Project Jukebox	\$5,500

POVTS Committee – FY2020 Budget and Prioritization

POVTS Committee Prioritization	Project #	Project Name	Budget
Protected	6530	Weather Data & Sea Currents	\$16,000
1	8560	Potential Places of Refuge, Phases 2 & 3	\$101,000
2	8012	Line Handling BAT Review	\$37,500
3	8040	PWS Vessel Traffic System Effectiveness	\$35,000
4	6534	Cape Hinchinbrook Weather Surveillance	\$1,000
5	8050	Marine Firefighting Symposium	\$81,000

Figure 9 - Project Scoring Matrix

Sort Index	Staff	Lead Comm	Lead Comm Rank		FY2020 Projects	Projected FY2020 Budget	Assigned by Staff	Assigned by Board	Assigned By All
							Points	Points	Points
1	LS	OSPR	Protected	6510	State Contingency Plan Reviews	\$105,000	0	0	0
2	LS	OSPR	Committed	6998	History of Contingency Planning	\$50,000	0	0	0
3	AS	POVTS	Protected	6530	Weather Data & Sea Currents	\$16,000	0	0	0
4	JB	SAC	Protected	9510	LTEMP	\$119,101	0	0	0
5	AJ	IEC	Protected	3200	The Observer	\$7,000	0	0	0
6	BT	IEC	Protected	3300	Annual Report	\$10,000	0	0	0
7	AJ	IEC	Protected	3610	Web Presence BAT	\$8,000	0	0	0
8	AS	POVTS	1	8560	Potential Places of Refuge	\$101,000	76	66	142
9	JR	OSPR	1	7901	Resources for the RSC and Affected Communities	\$33,000	83	56	139
10	JB	SAC	1	9550	Dispersants	\$10,000	69	64	133
11	AS	POVTS	2	8012	Tanker Towline Deployment BAT Review	\$37,500	64	63	127
12	AL	TOEM	2	5XXX	Internal Crude Oil Piping Inspection	\$60,000	63	63	126
13	JB	SAC	2	9590	Hydrocarbon Toxicity	\$80,000	67	58	125
14	AL	TOEM	1	5998	Cathodic Protection Systems Review, Phase 2	\$45,000	75	50	125
15	BO	IEC	3	3410	F/V Pgm Community Outreach	\$19,000	79	41	120
16	BO	IEC	1	3530	Youth Involvement	\$50,750	59	48	107
17	JB	SAC	3	9990	Herring/Forage Fish Survey	\$44,000	52	54	106
18	AL	TOEM	3	5XXX	Tank 8 Internal Inspection Review	\$15,000	55	44	99
19	BT	IEC	2	3620	Connecting with Our Communities	\$40,000	52	45	97
20	AS	POVTS	4	6534	Cape Hinchinbrook Wx Surveillance	\$1,000	42	52	94
21	AS	POVTS	3	8040	PWS Vessel Traffic System BAT	\$35,000	31	53	84
22	BO	IEC	4	3903	Youth Internship	\$6,500	31	48	79
23	JB	SAC	4	9520	Marine Invasive Species	\$24,800	37	40	77
24	AJ	IEC	5	3560	EVOS History Preservation (Project Lukebox)	\$5,500	37	26	63
25	JB	SAC	7	9XXX	Marine Bird Surveys in Winter	\$38,300	32	28	60
26	JB	SAC	6	9XXX	Hydrologic Characterization & Modeling of VMT	\$50,000	17	37	54
27	AS	POVTS	5	8050	Marine Firefighting Symposium	\$81,000	26	20	46
28	AL	TOEM	4	5XXX	Shore Power for Tankers	\$35,000	20	26	46
29	JB	SAC	5	9XXX	Social Awareness of Invasive Species	\$40,000	13	22	35
					TOTALS:	\$1,167,451			

Project and Initiative Timeline

The LRPC and PWSRCAC management staff have prepared the projected new project and initiatives timelines based on the assumptions of fund availability as discussed above and management projections of staff availability. Some efforts are projected as continuing each year, some recur at intervals and some are one-year projects. These timelines are presented in Figure 7: FY2020-FY2024 Projected Cost and Completion Forecast.

6. Annual Evaluation and Update

The Planning Cycle

In the 2001 planning effort, the LRPC had two objectives. The goal was to produce an annual five-year planning process and, within that framework, to develop the first annual iteration of the PWSRCAC five-year plan. The planning process detailed in Figure 6, Process for Five-Year Planning and Budgeting, is the LRPC recommendation for annual planning. The evaluation of current programs, new projects and initiatives and the timeline described in the previous section of this plan are the first three phases of the FY2020 five-year plan. The actual budget development and operational implementation by Board and staff will complete the first-year planning cycle. Annual continuation of the planning process is essential.

Planning Tools

This plan was developed through several steps involving the gathering, sorting, rating and displaying of input data. Appendices B and C contain samples of the tools used in the preparation of this plan. It is recommended that they be utilized in the annual update cycle.

Projects Outside of the Planning Cycle

The Council evaluates unsolicited project proposals and requests for project support under the same standards as any other proposal to expend Council funds. Whenever possible, projects and concepts should be submitted as part of this process. However, unsolicited project proposals may be suggested or brought to the Council outside of the normal Long Range Planning process and timeline as identified in Figure 6. These proposals will be evaluated through the Unsolicited Proposal Procedure found in Appendix D.