



Prince William Sound Regional Citizens' Advisory Council

Five-Year Long Range Plan

July 2026 through June 2030
(Fiscal Years 2027-2031)

Prepared by

The PWSRCAC Long Range Planning (LRP) Committee in collaboration
with PWSRCAC Staff & Volunteers

Adopted by the PWSRCAC Board of Directors on January 23, 2026



Photo by Jeremy Robida

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

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1. Background and Acknowledgements

The Prince William Sound Regional Citizens' Advisory Council (PWSRCAC or the Council) is an independent nonprofit 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 and our contract with Alyeska Pipeline Service Company. PWSRCAC's 19 member organizations represent communities affected by the 1989 Exxon Valdez oil spill, as well as commercial fishing, aquaculture, Alaska Native, recreation, tourism, and environmental groups.

Since 2001, PWSRCAC has annually reviewed and updated its Long Range Plan and planning process. This document focuses on new and continuing projects for the next five years, with emphasis on projects proposed for the upcoming fiscal year. This document is intended to serve as a guide for the organization to achieve its mission.

In January 2010, the Board developed a draft one-page strategic planning document with the assistance of the Foraker Group. It was adopted by the Board in 2012, and has been further refined over the years including a major revision in 2016. In September 2023, the PWSRCAC Board of Directors, all committee chairs, and select staff were invited to participate in a facilitated full day strategic planning workshop. The most recently approved One-Page Strategic Plan is attached to the final version of this document as Appendix A. The one-page plan is reviewed and updated with this document, and is intended to supplement the overall vision, purpose, driving forces, and values contained in the Five-Year Long Range Plan.

Projects proposed for funding in the upcoming fiscal year are prioritized and presented by each of the Council's five technical committees (see page 7) for consideration at the Long Range Planning workshop, usually held in December, after which they are ranked by the Board and staff. The rankings (Appendix D) are used as guidance in the development of the annual budget. The final budget for each upcoming fiscal year is approved at the May Board meeting. Any ongoing projects presumed to be permanent, as well as ongoing needs of the Council's operations, are not included in the annual project scoring process. These "protected projects" are reviewed separately by the Board each year, typically at the September Board meeting.

Each year, the Council's five technical committees prioritize projects related to their work and recommend projects to be protected (not ranked). All non-protected proposed projects are presented for discussion at the Volunteer Workshop, held annually in early December. Projects proposed for the upcoming fiscal year are distributed to the Board and staff for ranking, with the following criteria strongly considered during the ranking process: 1) relevance to achieving PWSRCAC's mission; 2) extent to which there is alignment with goals and objectives in the One Page Strategic Plan, as well as mandates set out in the Oil Pollution Act of 1990 (OPA 90) and requirements within the Alyeska contract; 3) benefit to member organizations; 4) probability of success; and 5) cost effectiveness.

This year, as in the past, the project prioritization process began with letters soliciting project ideas being broadly disseminated to stakeholder entities, including industry and regulatory agencies. All staff, Board, and technical committee members were invited to submit suggestions for potential new projects as well. Staff developed most of the project descriptions and budgets with help from technical committee members and stakeholders.

Members of the current Long Range Planning Committee (LRPC) are Board members Amanda Bauer, Robert Archibald, and Aimee Williams; committee chairs Cathy Hart, Jim Herbert, Tom Kuckertz, and Sarah Allan.

The Long Range Planning Committee thanks all those who contributed to this effort.

2. Introduction and Purpose

Introduction

This five-year plan is intended to provide a framework, process, and template, within which annual work plans and budgets can be developed. This plan is a tool for carrying out the Council's 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, ensure resources for our most important projects and priorities, and provide guidance to staff for developing the annual budget.

This plan builds upon the Council's extensive foundations and work, accomplished throughout its decades of operation. It represents a comprehensive road map to help us design, develop, prioritize, and achieve the goals of PWSRCAC on behalf of the citizens we represent.

If you have experience with the PWSRCAC Long Range Planning Process and would like to go directly to the information developed for the upcoming fiscal year, it can be found starting on page 9 (see Figure 3 - FY2027-FY2031 Projected Cost and Completion Forecast).

Overall Vision

After a 1998 PWSRCAC planning workshop, the Board adopted the following long-range (10 to 30 year) vision to provide the context by 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 PWSRCAC well. Our mission is:

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

Driving Forces

There are certain forces important to the function and ongoing work of the organization, including:

- Alyeska contract
- Oil Pollution Act of 1990
- Constituent-based volunteer Board and technical committees

- Public concerns
- State and federal laws and regulations
- State and national political priorities
- Industry policies and practices
- Technology
- Oil spills and other environmental incidents

Core Values

First adopted by the Board after the 1998 planning workshop, and since updated, the Council's Core Values are:

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

Commitment

The Council is committed to building and maintaining an organization that fosters collaborative teamwork and creative solutions, supported by a dedicated, highly skilled, and diverse work force. The Council is committed to the continuous improvement necessary to minimize real, and potential, environmental and human health impacts stemming from oil industry activities.

PWSRCAC is dedicated to representing our citizen constituents and member entities. The Council is committed to serving each member entity equally and to the fullest extent possible, to maximize protection and minimize environmental harm relating to oil industry operations.

To accomplish this, PWSRCAC will:

- Listen closely to our constituents and member entities through their Board representatives, understand their needs, and clearly explain the needs, responsibilities, and mission of the Council and its programs.
- 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 in the region affected by the Exxon Valdez Oil Spill.
- Act promptly, fairly, professionally, and courteously in all our endeavors, and hold ourselves accountable for our individual and organizational actions.

Overarching Goals and Objectives

This long range 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 overarching goals are:

- Total compliance with OPA 90 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

Each overarching goal is supported by objectives which, when accomplished, serve and support it.

1. Goal: Total compliance with OPA 90 and Alyeska contractual requirements.

Objectives:

- Annual recertification
- Review funding
- Monitor OPA 90 for changes in PWSRCAC status
- Maintain regional balance
- Link projects and programs to OPA 90 and Alyeska contract

Figure 1 presents OPA 90 and Alyeska Contract requirements for PWSRCAC activities.

Figure 1: OPA 90 and Alyeska Contractual Requirements

OPA 90 Contractual Requirements

- (1) Regional Balance, broadly representative of communities and interests in the region.
- (2) Provide advice to regulators on the federal and state levels.
- (3) Provide advice and recommendations on policies, permits, and site-specific regulations relating to the operation and maintenance of terminal facilities and crude oil tankers.
- (4) Monitor the environment impacts of the operation of terminal facilities and crude oil tankers, as well as operations and maintenance that affect or may affect the environment in the vicinity of the terminal facilities.
- (5) 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.
- (6) Provide advice and recommendations on port operations, policies, and practices.
- (7) Conduct scientific research and review scientific work undertaken by or on behalf of the terminal or oil tanker operators or government entities.
- (8) Devise and manage a comprehensive program of monitoring the environmental impacts of the operations of the terminal facility and crude oil tankers.
- (9) Monitor periodic drills and testing of oil spill contingency plans.
- (10) 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.
- (11) Identify highly sensitive areas that may require specific protective measures.
- (12) Monitor developments in oil spill prevention, containment, response, and cleanup technology.
- (13) Periodically review port organizations, operations, incidents, and the adequacy and maintenance of vessel traffic service systems designed to ensure safe transit of crude oil tankers pertinent to terminal operations.
- (14) Periodically review the standards for tankers bound for, loading at, exiting from, or otherwise using the terminal facilities.
- (15) Foster partnerships among industry, government, and local citizens.

Alyeska Contractual Requirements

- (1) Provide local and regional input, review and monitoring of Alyeska's oil spill response and prevention plans and capabilities, environmental protections capabilities, and the actual and potential environmental impacts of the terminal and tanker operations.
- (2) Increase public awareness of subjects listed above.
- (3) 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.
- (4) Provide local and regional input into the design of appropriated mitigation measures for potential consequences likely to occur as a result of oil or environmental related accidents or impacts of terminal and tanker operations.
- (5) 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.
- (6) Other concerns: comment on and participate in selection of research and development projects.
- (7) Review other important issues related to marine oil spill prevention and response concerns that were not obvious when the contract was signed.
- (8) Review other concerns agreed upon by the Council regarding actual or potential impacts of terminal or tanker operations.

2. Goal: Continue to improve environmental safety of oil transportation in our region.**Objectives:**

- Monitor and review development of, and compliance with, environmental 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. Goal: 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, partnerships with industry, and relationships with communities
- Support other citizens' advisory groups
- Ensure availability of PWSRCAC information
- Improve availability of information to PWSRCAC from industry sources

4. Goal: Achieve organizational excellence.**Objectives:**

- Effective short- and long-term planning
- Fiscally responsible, efficient, and easily understood financial planning, tracking, and reporting procedures
- Remain committed to continuous improvement
- Recognize people as the most important asset of the organization
- Have all the necessary resources
- Recruit and develop knowledgeable and committed Board members, volunteers and staff
- Provide strong volunteer structure and support for volunteers
- Maintain clear policies and procedures

3. Five-Year Plan

The Model Five-Year Planning Cycle

The annual planning cycle needed to develop the Budget and associated documents 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.

Figure 2, Annual Process for Five-Year Planning and Budgeting, is a presentation of the annual 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 2
ANNUAL PROCESS FOR LONG RANGE PLANNING AND BUDGETING

TASK	PERSONNEL	TIMELINE
Appoint members to the Long Range Planning Committee (LRPC)	Board, Committees, and Staff	May
Incorporate Board guidance via review of Long Range Plan, starting with next fiscal year	Management team and LRPC	May - August
Conduct and participate in discussions to evaluate current projects and develop ideas for new work. Prepare draft budget sheets for new and ongoing projects	LRPC, Board, Committees, and Staff	September - November
Volunteer workshop, where technical committees present proposed projects for the upcoming fiscal year; Board and staff rank proposed projects	LRPC, Board, Committees, and Staff	Early December
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
Draft budget and project preparation for upcoming fiscal year	Committees, working groups, and staff	February - March
Draft budget sheets revised, as needed	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, Director of Finance, finance committee	April
Budget Workshop	Board, Committees, and Staff	Prior to May meeting
Adopt final budget	Board	May meeting

Evaluation of Current and Proposed Projects

A review of the fiscal status of all current projects (FY2026) was conducted, and projected FY2027-FY2031 project costs were developed along with anticipated completion dates if known. This data is presented in Figure 3, FY2027-FY2031 Projected Cost and Completion Forecast. The Board adopted a net asset stabilization policy wherein net assets are targeted to be no less than \$400,000 and would be used only in extraordinary circumstances. The Board-approved amount is currently \$400,000. These funds are separate from the current and future operating budgets.

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 earlier, 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 3: FY2027-FY2031 Projected Cost and Completion Forecast.

New Projects and Initiatives

Each year since 2004, PWSRCAC staff and volunteers are given a chance to suggest new projects and initiatives. In addition, solicitation letters are sent 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. Some of the proposed projects may be identified as outside the Council's mission, or unrealistic based on current resources. Proposed projects that appear viable are moved forward in the annual planning process; staff and committee members then prepare briefing sheets and cost projections for the proposed projects. The project proposals are discussed and evaluated by the LRPC and the various technical committees.

Figure 3
FY2027-FY2031 Projected Cost and Completion Forecast

*Proposed outyear budgets are speculative and incomplete and should be thought of as placeholders for possible future projects

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
INFORMATION & EDUCATION						
3200--Observer Newsletter	\$7,400	\$7,400	\$7,600	\$7,800	\$8,000	\$8,200
3300--Annual Report	\$8,000	\$8,000	\$8,400	\$8,800	\$9,200	\$9,600
3410--Fishing Vessel Program Community Outreach	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000
3530--Youth Involvement	\$91,163	\$50,750	\$50,750	\$50,750	\$50,750	\$50,750
3555--Communities in Focus	\$5,000					
3610--Website Presence BAT	\$6,240	\$6,240	\$6,740	\$7,240	\$7,740	\$8,240
3810--Illustrated Prevention & Response System Outreach	\$35,720					
3903--Internship	\$0	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
3XXX--A Voice for Citizens: PWSRCAC GIS Storymap		\$6,220	\$1,220	\$1,220	\$1,220	\$1,220
3562--Then & Now				\$5,000	\$4,000	
3XXX--EVOS 40th Anniversary Commemoration Planning				\$15,000		
Subtotal	\$172,523	\$102,110	\$98,210	\$119,310	\$104,410	\$101,510
TERMINAL OPERATIONS & ENVIRONMENTAL MONITORING						
5051--Water Quality Permit	\$23,800					
5053--Addressing Risks & Safety Culture at the VMT	\$25,000					
5057--Title V Air Quality Permit Review	\$60,963					
5081--Storage Tank Maintenance Review	\$55,611	\$30,000				
5595--Review of VMT Cathodic Protection System Testing Protocols	\$34,000	\$40,000				
6512--Maintaining the Secondary Containment Systems at the VMT	\$25,000	\$60,000	\$60,000			

Figure 3 (continued)
FY2027-FY2031 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
5541--Review of Tank Bottom Processing Best Practices	\$35,000					
5XXX--Opportunistic Benzene Measurements at the VMT		\$13,200				
5XXX--CVEA/Alyeska VMT Intertie Effect on Air Pollution		\$15,000				
5XXX--Analysis of Grant of Right of Way			\$50,000			
5XXX--Incinerator Replacement Project Review			\$50,000			
5XXX--Shore Power for Tankers at the VMT				\$40,000		
5XXX--Right of Way Renewal 2034				\$40,000		
5XXX--Decommissioning the VMT - DR&R Governance Updates and a Definition of Restoration						\$25,000
Subtotal	\$259,374	\$158,200	\$160,000	\$80,000	\$0	\$25,000
OIL SPILL PREVENTION & RESPONSE						
5640--ANS Crude Oil Properties	\$6,000				\$6,000	
6510--State Contingency Plan Reviews	\$105,000	\$80,000	\$88,000	\$96,800	\$105,067	\$113,467
6511--History of Contingency Planning			\$10,000	\$50,000		
6530--Weather Data/Sea Currents	\$19,050	\$19,550	\$20,600	\$21,650	\$22,700	\$23,750
6531--Port Valdez Weather Buoys	\$58,200	\$59,200	\$59,400	\$59,600	\$59,800	\$60,000
6536--Analysis of Weather Buoy Data	\$18,000		\$18,000	\$18,540	\$19,096	\$19,669
6540--Copper River Delta/Flats GRS Workgroup	\$38,000					

Figure 3 (continued)
FY2027-FY2031 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
653X--Relocating Former Ducks Flats Buoy to Naked Island		\$63,630				
65XX--Weather Station on Seal Rocks		\$50,000				
7035--Meeting with SERVS Vessel of Opportunity Program Representatives		\$17,000				
7060--Vessel Decon Best Practices			\$20,000			
7080--Improving Oil Spill Trajectory Modeling in PWS		\$40,000				
Subtotal	\$244,250	\$329,380	\$216,000	\$246,590	\$212,663	\$216,886
PORT OPERATIONS & VESSEL TRAFFIC SYSTEMS						
8300--Evolution of Maritime Discharge Technology (formerly Sustainable Shipping)			\$35,000		\$35,000	
8520--Miscommunication in Maritime Contexts	\$55,000	\$67,500				
8XXX--Tanker-Mounted Thermal Imaging Camera to Reduce Vessel-Whale Strikes	\$35,000					
82XX--Analyzing Underwater Noise Using Hydrophones at Hinchinbrook Entrance		\$76,818				
8XXX--MASS Technology Review		\$40,000				
8021--Prince William Sound Tanker Reference Guide	\$20,500					
8560--PWS Potential Places of Refuge Update Project		\$40,000				
8XXX--Tanker Chartering Best Practices			\$30,000			
8XXX--Alternative Fuels/Hybrid Tugs			\$85,000			
Subtotal	\$110,500	\$224,318	\$150,000	\$0	\$35,000	\$0

Figure 3 (continued)
FY2027-FY2031 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
SCIENTIFIC ADVISORY						
9110--PWS Marine Bird & Mammal Winter Survey	\$80,060	\$81,224	\$100,535			
9510--Long Term Environmental Monitoring Program	\$137,860	\$141,460	\$144,460	\$230,860	\$146,460	\$150,854
9520--Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Lower Cook Inlet	\$151,344	\$67,823				
9521--Marine Invasive Species Internships	\$12,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
9550--Dispersants	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
9850--Assessment of Contaminant Exposure Using Transcriptomics of Mussels	\$78,231					
9XXX--Chemical Characterization and Toxicity of the Dispersant Dasic EcoSafe OSD		\$150,000	\$100,000			
9XXX--Analysis of Ballast Water Treatment Efficacy in Commercial Vessels		\$90,523				
Subtotal	\$479,495	\$557,030	\$370,995	\$256,860	\$263,786	\$270,919
Committee Subtotals	\$1,266,142	\$1,371,038	\$995,205	\$702,760	\$615,859	\$614,315
PROGRAMS						
3100--Public Information	\$3,397	\$7,647	\$7,647	\$7,647	\$7,647	\$7,647
3500--Community Outreach	\$62,060	\$73,060	\$62,060	\$62,060	\$63,922	\$65,839
3600--Public Communications Program	\$4,599	\$4,599	\$4,599	\$4,599	\$4,599	\$4,599
4000--Program and Project Support	\$1,909,687	\$1,966,978	\$2,025,987	\$2,086,767	\$2,149,370	\$2,213,851
4010--Digital Collections Program	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898
5000--Terminal Operations Program	\$24,000	\$30,000	\$30,900	\$30,001	\$30,901	\$30,002

Figure 3 (continued)
FY2027-FY2031 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
6000--Spill Response Program	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
7000--Oil Spill Response Operations Program	\$6,400	\$7,200	\$7,700	\$7,850	\$8,086	\$8,328
7520--Preparedness Monitoring	\$41,300	\$47,300	\$47,300	\$49,300	\$50,779	\$52,302
8000--Maritime Operations Program	\$17,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
9000--Environmental Monitoring Program	\$20,200	\$22,300	\$20,900	\$20,900	\$20,900	\$20,900
Subtotal	\$2,095,143	\$2,187,659	\$2,235,745	\$2,297,855	\$2,365,017	\$2,432,367
LEGISLATIVE AFFAIRS						
4400--Federal Government Affairs	\$109,100	\$112,373	\$115,744	\$119,217	\$122,793	\$126,477
4410--State Government Affairs	\$39,100	\$40,273	\$41,481	\$42,726	\$44,007	\$45,328
Subtotal	\$148,200	\$152,646	\$157,225	\$161,942	\$166,800	\$171,804
BOARD OF DIRECTORS						
1350--Information Technology	\$0	\$500	\$515	\$530	\$546	\$563
2100--Board Administration	\$135,093	\$139,146	\$143,320	\$147,620	\$152,048	\$156,610
2150--Board Meetings	\$189,600	\$195,288	\$201,147	\$207,181	\$213,396	\$219,798
2200--Executive Committee	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478
2220--Governance Committee	\$0	\$0	\$0	\$0	\$0	\$0
2222--Finance Committee	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217
2700--Legislative Affairs Committee	\$15,950	\$18,675	\$19,235	\$19,812	\$20,407	\$21,019
Subtotal	\$348,143	\$361,334	\$372,174	\$383,339	\$394,839	\$406,684

Figure 3 (continued)
FY2027-FY2031 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030	Proposed FY2031
COMMITTEES & COMMITTEE SUPPORT						
2250--Committee Support	\$210,597	\$216,915	\$223,422	\$230,125	\$237,029	\$244,140
2300--Oil Spill Prevention & Response	\$12,000	\$14,600	\$14,600	\$14,600	\$14,600	\$14,600
2400--Port Operations & Vessel Traffic System	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
2500--Scientific Advisory Committee	\$9,500	\$9,785	\$10,079	\$10,381	\$10,692	\$11,013
2600--Terminal Operations & Environmental Monitoring	\$6,100	\$10,100	\$10,100	\$10,100	\$10,100	\$10,100
2800--Information and Education Committee	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695
Subtotal	\$253,697	\$267,125	\$274,158	\$281,401	\$288,862	\$296,547
GENERAL & ADMINISTRATIVE						
1000--General and Administrative	\$538,270	\$554,418	\$571,051	\$588,182	\$605,828	\$624,002
1050--General and Administrative--Anchorage	\$183,387	\$188,889	\$194,555	\$200,392	\$206,404	\$212,596
1100--General and Administrative--Valdez	\$184,888	\$190,435	\$196,148	\$202,032	\$208,093	\$214,336
1300--Information Technology	\$147,794	\$152,228	\$156,795	\$161,498	\$166,343	\$171,334
Subtotal	\$1,054,339	\$1,085,969	\$1,118,548	\$1,152,105	\$1,186,668	\$1,222,268
Subtotals	\$5,165,664	\$5,425,770	\$5,153,055	\$4,979,403	\$5,018,045	\$5,143,986
Contingency (Current Year Budget)	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Expenses	\$5,240,664	\$5,500,770	\$5,228,055	\$5,054,403	\$5,093,045	\$5,218,986

Project Scoring

All proposed projects and initiatives are evaluated for relevance to the PWSRCAC mission, value to PWSRCAC and benefit to our member entities, probability of success, and cost effectiveness.

The five technical committees are asked to prioritize the proposed projects that fall within their purview (Figure 4).

Figure 4
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.

Port Operations & Vessel Traffic Systems (POVTS) Committee – FY2027 Budget and Prioritization

POVTS Prioritization	Project #	Project Name	Budget
1	8520	Miscommunication in Maritime Contexts, Phase 4	\$67,500
2	8560	PWS Potential Places of Refuge Update	\$40,000
3	8XXX	Analyzing Underwater Noise at Hinchinbrook Entrance	\$76,818
4	8XXX	MASS Technology Review	\$40,000

Oil Spill Prevention & Response (OSPR) Committee – FY2027 Budget and Prioritization

OSPR Prioritization	Project #	Project Name	Budget
Protected	6510	State Contingency Plan Reviews	\$80,000
Protected	6530	Weather Data & Sea Currents	\$19,550
Protected	6531	Port Valdez Weather Buoys	\$59,200
1	6XXX	Weather Station on Seal Rocks	\$50,000
2	65XX	Improving Oil Spill Trajectory Modeling in PWS	\$40,000
3	653X	Relocating Former Duck Flats Buoy	\$65,000
4	7035	Contracted Response Fleet Representatives Meeting	\$17,000

Terminal Operations & Environmental Monitoring (TOEM) Committee – FY2027 Budget and Prioritization

TOEM Prioritization	Project #	Project Name	Budget
1	6512	Maintaining the Secondary Containment Liner at the VMT	\$60,000
2	5595	Review of VMT CP System Testing	\$40,000

3	5081	Storage Tank Maintenance Review	\$30,000
4	5XXX	Opportunistic Benzene Measurements at the VMT	\$13,200
5	5XXX	CVEA/Alyeska Intertie Effect on Air Pollution	\$15,000

Information & Education Committee (IEC) – FY2027 Budget and Prioritization

IEC Prioritization	Project #	Project Name	Budget
Protected	3200	Observer Newsletter	\$7,400
Protected	3300	Annual Report	\$8,000
Protected	3610	Web BAT	\$6,240
1	3530	Youth Involvement	\$50,750
2	3XXX	A Voice for Citizens: PWSRCAC GIS Storymap	\$6,220
3	3410	Fishing Vessel Pgm Community Outreach	\$19,000
4	3903	Internship	\$4,500

Scientific Advisory Committee (SAC) – FY2027 Budget and Prioritization

SAC Prioritization	Project #	Project Name	Budget
Protected	9510	LTEMP	\$141,460
1	9521	Marine Invasive Species - Internships	\$16,000
2	9110	PWS Marine Bird & Mammal Fall & Early Winter Survey	\$81,224
3	9XXX	Assessment of Chemistry & Toxicity of Newly Listed Dispersants in AK	\$150,000
4	9550	Dispersants	\$10,000
5	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$90,523
6	9520	Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Cook Inlet (Phase II)	\$67,823

All projects to be ranked are presented at the Volunteer Workshop in early December, and forwarded to staff and all Board members, along with the committee prioritization information. For FY2027, all eighteen staff members (seventeen regular staff and one outgoing PMA) and eighteen of twenty Board members responded with their project scores using the approved project ranking sheet. The rated project scorings are presented in Figure 5, Project Scoring Matrix.

Figure 5 - Project Scoring Matrix

Sort Index	Staff	Lead Cte	Lead Cte Rank	Project #	FY2027 Projects	Projected FY2027 Budget	Points - Staff	Points - Board	Points - All
1	RC	TOEM	1	6512	Maintaining the Secondary Containment Liner at the VMT	\$60,000	86	84	170
2	JG	OSPR	1	65XX	Weather Station on Seal Rocks	\$50,000	84	80	164
3	MDR	IEC	1	3530	Youth Involvement	\$50,750	82	73	155
4	RC	TOEM	2	5595	Review of VMT Cathodic Protection (CP) System Testing Protocols	\$40,000	78	75	153
5	JG	POVTS	1	8520	Miscommunication in Maritime Contexts (Phase IV)	\$67,500	72	76	148
6	MDR	IEC	3	3410	Fishing Vessel Program Community Outreach	\$19,000	81	61	142
7	DV	SAC	3	9XXX	Chemical Characterization & Toxicity of Dispersant Dasic EcoSafe (2-phase RFP)	\$150,000	72	70	142
8	JG	OSPR	3	65XX	Relocating Former Duck Flats Buoy to Naked Island	\$65,000	69	65	134
9	DV	SAC	1	9521	Marine Invasive Species - Internships	\$16,000	70	63	133
10	RC	TOEM	3	5081	Storage Tank Maintenance Review	\$30,000	64	66	130
11	JG	POVTS	2	8560	PWS Potential Places of Refuge (PPOR) Update	\$40,000	65	60	125
12	DV	SAC	2	9110	PWS Marine Bird & Mammal Surveys - fall and early winter	\$81,224	66	57	123
13	AJ	IEC	2	3XXX	A Voice for Citizens: PWSRCAC GIS Storymap	\$6,220	63	51	114
14	JG	OSPR	2	7080	Improving Oil Spill Trajectory Modeling in Prince William Sound	\$40,000	57	53	110
15	DV	SAC	4	9550	Dispersants	\$10,000	46	60	106
16	MDR	IEC	4	3903	Internship	\$4,500	39	54	93
17	JG	POVTS	3	8XXX	Analyzing Underwater Noise at Hinchinbrook Entrance	\$76,818	42	46	88
18	DV	SAC	6	9520	Decadal Assessment of Non-Indigenous Marine Species in SC Alaska: Kachemak Bay and Cook Inlet (Phase II)	\$67,823	42	44	86
19	DV	SAC	5	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$90,523	37	48	85
20	JG	TOEM	4	5XXX	Opportunistic Benzene Measurements at VMT	\$13,200	38	45	83

21	JG	POVTS	4	8XXX	Maritime Autonomous Surface Ships (MASS) Technology Review	\$40,000	36	45	81
22	JR	OSPR	4	7035	Contracted Response Fleet Representatives Meeting	\$17,000	36	40	76
23	RC	TOEM	5	50XX	Copper Valley Electric / Alyeska VMT Intertie Effect on Air Pollution	\$15,000	25	34	59

Protected Projects – Not Ranked

Staff	Lead Cte	Lead Cte Rank		FY27 Projects	Budget
AJ	IEC	Protected	3200	Observer Newsletter	\$7,400
BT	IEC	Protected	3300	Annual Report	\$8,000
AJ	IEC	Protected	3610	Web BAT	\$6,240
LS	OSPR	Protected	6510	State Contingency Plan Reviews	\$80,000
JG	OSPR	Protected	6530	Weather Data & Sea Currents	\$19,550
JG	OSPR	Protected	6531	Port Valdez Weather Buoys	\$59,200
DV	SAC	Protected	9510	LTEMP	\$141,460

4. Organization and Operational Philosophy

Organizational Culture

PWSRCAC 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 highly engaged in our work at every level. More than three decades later, the Council continues to successfully recruit an extensive volunteer base, bringing local and technical expertise to our work.

Driven by the urgent need to act on the part of all stakeholders after the Exxon Valdez disaster, major changes have taken place since 1989. The risk of a catastrophic oil spill in Prince William Sound and 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. Recent years have brought significant concerns including aging infrastructure, reduced governmental oversight, changes in Owner/Operators, reduced budgets, and labor shortages. The challenge now is to meet the many changing needs of our constituents while preventing complacency after so many years without a major oil spill.

Our work must always focus on protecting the interests of the people in our region. Our members consist of communities and interest groups throughout the area affected by the Exxon Valdez spill, including Prince William Sound, the outer Kenai Peninsula, and Kodiak Island. Acknowledging the varying needs and perspectives of individuals and groups within the EVOS region, it can be challenging to meet all priorities. It is important to foster a culture that is open to all citizens, with

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.

OPA 90 mandates the establishment of regional citizens advisory councils for Prince William Sound and Cook Inlet as “demonstration programs.” Coastal communities around the world look to us for assistance in developing ways for their citizens to have a say in the oil transportation decisions affecting their local environment, economies, health, and well-being. Within the limits of our resources, PWSRCAC will continue to provide public information and support, sharing the lessons we have learned, our successes, and our challenges.

To ensure that PWSRCAC is successful in meeting its OPA 90 mandate, its mission, and its overarching goals, the organization must remain healthy and productive with a strong and secure structure. It is equally important to maintain the organization’s independence while building strong external relationships. PWSRCAC must balance sustainable operations with the need to effectively advise and, when necessary, provide constructive criticism to the oil industry and/or regulatory agencies. It is also important to track and assess overall organizational administrative costs to effectively review how efficiently PWSRCAC is meeting its responsibilities, accomplishing its mission, and carrying out important projects and programs within its budgetary constraints. We 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,
- Longevity, institutional knowledge, and strong documentation,
- Healthy relationships with government, industry, and other non-governmental organizations,
- Secure source of funding.

Considering the importance of our mission and the complexity of our tasks, PWSRCAC must be diligent in how we use our limited resources. We are committed to using our resources wisely, and we are accountable for all usage of our resources.

People, the PWSRCAC team:

The backbone of the Council is its people. The PWSRCAC team is comprised of a volunteer Board of Directors, five technical committees (also composed of volunteers), and a professional staff. Our main strength is the diverse backgrounds, technical expertise, and passion for accomplishing PWSRCAC’s mission brought by these individuals, especially when unified by our mission statement and core purpose.

Board of Directors:

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

There are four established Board committees, on which members serve one-year terms:

- Executive Committee (XCOM)
XCOM is a subset of the full Board of Directors, made up of the Council's elected officers. It has decision-making authority between regular Board meetings, held three times per year.
- Legislative Affairs Committee (LAC)
LAC monitors developments in the Alaska State Legislature and in Washington, D.C., recommends action to be taken to the full Board, and, as directed by the Board, communicates PWSRCAC positions to lawmakers and officials in state and national government.
- Board Governance Committee (BGC)
BGC focuses on the PWSRCAC Bylaws, policies, procedures, and practices as they pertain to operations of the Council Board.
- Finance Committee
The Finance Committee assists the Board of Directors in overseeing the financial affairs of PWSRCAC and the annual independent audit of the Council's finances.

The Board has also established one ongoing ad hoc committee: the Long Range Planning Committee. This committee leads the annual review and update of the Council's Long Range Plan and planning process, as well as the annual Long Range Planning workshop.

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 applicants with certain experience or special skills, subject to acceptance by the committee and Board. Members of the committees often have professional backgrounds directly related to the committee purpose. Committee members serve on a volunteer basis for two-year terms.

There are five technical committees, each with a unique emphasis and mission. They 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 research, advice, and recommendations for strong and effective spill prevention and response measures, contingency planning, and 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) supports the Council's mission by fostering public awareness, responsibility, and participation through information and education."

Staff:

The Council currently has a budget for a professional staff of 17 full-time equivalent positions. The management team is comprised of the Executive Director, Director of Administration, Director of Finance, Director of Communications, and Director of Programs. The administrative staff consists of the Executive Assistant and the IT/Admin Assistant. Program staff consists of the Outreach Coordinator, seven Project Managers, and two Project Manager Assistants.

Together these three groups (Board, technical committees, and staff) make up the Council's core structure. Figure 6 presents a tabular review of the PWSRCAC team structure and the roles and responsibilities of each group. Appendix B, Internal Structure and Relationships, presents a more detailed review of the PWSRCAC internal structure and operational relationships.

Figure 6: The PWSRCAC Team

Board of Directors	
Membership	Responsibilities
20 volunteer members, appointed by and representing 19 member entities: Alaska State Chamber of Commerce Chugach Alaska Corporation City of Cordova City of Homer City of Kodiak City of Seldovia City of Seward City of Valdez (two Board seats) City of Whittier Corporation Community of Chenega Corporation Community of Tatitlek Cordova District Fishermen United Kenai Peninsula Borough Kodiak Island Borough Kodiak Village Mayors Association Oil Spill Region Environmental Coalition Oil Spill Region Recreational Coalition Port Graham Corporation Prince William Sound Aquaculture Corporation	<ul style="list-style-type: none"> • Bylaws, policies, and priorities • Strategic governance and oversight • Budget and contract approvals • Approval of reports and recommendations • Plan and develop objectives • Evaluation of Executive Director • Individual service on: <ul style="list-style-type: none"> • Board committees • Technical committees • Working groups • Project teams

Technical and Board Committees	
Membership	Responsibilities
<ul style="list-style-type: none"> Five technical committees, comprised of a total of 32-40 volunteer members recruited and appointed by the Board, and at least one Board member per committee: <ul style="list-style-type: none"> Information and Education Oil Spill Prevention and Response Port Operations & Vessel Traffic Systems Scientific Advisory Terminal Ops & Environmental Monitoring Legislative Affairs Committee: 6-10 Board members Executive Committee (XCOM): Board officers and elected at-large members Board Governance Committee: 3-6 Board members Finance Committee: minimum 4 Board members (Board Treasurer as chair) Long Range Planning Committee: minimum 3 Board members, plus chairs of each technical committee 	<ul style="list-style-type: none"> Scoping of issues and development of proposed projects Research and literature reviews Review reports, policies, bylaws, financials, 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 Finance Committee: Main contact between Board and outside independent auditor and periodic detailed review of financial statements and internal controls
Staff	
Membership	Responsibilities
<p>Currently approved 17 full-time equivalents:</p> <p>(1) Executive Director (1) Director of Administration (1) Director of Programs (1) Director of Communications (1) Director of Finance (2) Administrative Staff (Executive Assistant and IT/Admin Assistant) (7) Project Managers (five major programs and one public communications/website) (1) Outreach Coordinator (2) Project Manager Assistants (committee support)</p>	<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 Lead staff-driven work, such as drill monitoring, contingency plan reviews, data collection, etc.

Relationships

One of the objectives of OPA 90 was to foster partnerships among the oil industry, government agencies, and local citizens. We have learned during the past three decades that partnerships among stakeholders can lead to good policies, safer transportation of oil, better spill prevention and response capabilities, and improved environmental protection. Ex officio members, industry representatives, and other organizations routinely participate in 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
Science Night Community Watch Parties (2024-present)	Alaska Sea Grant, Kachemak Bay National Estuarine Research Reserve (KBNRR), Prince William Sound College (PWSC), Prince William Sound Science Center (PWSSC)
Vessels of Opportunity (VOO) Industry Stakeholder Workgroup (2024-2025)	Alyeska Pipeline Service Company (APSC), Cook Inlet Regional Citizens Advisory Council (CIRCAC), Washington State Maritime Cooperative, Alaska Chadux Network, The American Waterways Operators, Cook Inlet Spill Prevention & Response Inc. (CISPRI), Southeast Alaska Petroleum Response Organization (SEAPRO)
Port Valdez Weather Buoys (2019-present)	APSC, City of Valdez, PWSSC, Fairweather Science, Alaska Ocean Observing System (AOOS), JOA Surveys, National Oceanic and Atmospheric Administration (NOAA) Physical Oceanographic Real-Time System (PORTS)
Fishing Vessel Program Outreach Tour (2016-present)	APSC/SERVS, Stan Stephens Cruises, Kenai Fjords Tours, Major Marine Tours, Seward Chamber of Commerce, Copper River Watershed Project, Chugach School District, Valdez School District
Marine Transition Participant Team (2016-2019)	APSC/SERVS, Conoco Phillips/Polar Tankers, Alaska Department of Environmental Conservation (ADEC), Crowley, United States Coast Guard (USCG), Edison Chouest Offshore (ECO)
Potential Places of Refuge (2015-2017)	Alaska's Institute of Technology (AVTEC), Southwest Alaska Pilots Association (SWAPA), Safeguard Marine
Project Jukebox (2013-present)	University of Alaska Fairbanks
Youth Involvement (2010-present)	Alaska Geographic, Alaska Marine Conservation Council, Alaska Tsunami Bowl (University of Alaska Fairbanks), Alutiiq Tribe of Old Harbor, Baranof Museum, Center for Alaskan Coastal Studies (CACS), Children of the Spills (Katie Gavenus), Chugach Children's Forest, Chugach National Forest, Copper River Watershed Project, Friends of Alaska National Wildlife Refuges, Kachemak Bay National Estuarine Research Reserve, Kenai Fjords National Park, Kenai Mountains-Turnagain Arm National Heritage Area, Local school districts of our region, PWSSC, Wrangell Institute of Science & the Environment (WISE), University of Alaska Anchorage/PWS College, Valdez Museum
Marine Invasive Species (1996-present) Alaska Invasive Species Partnership (2010-present)	Alaska Department of Fish & Game (ADFG), Alaska Department of Transportation & Public Facilities, KBNRR, U.S. Fish and Wildlife Service (USFWS), U.S. Geological Survey (USGS), The Nature Conservancy, National Park Service (NPS), NOAA, Alaska Sea Grant, Smithsonian Environmental Research Center (SERC), Alaska Department of Natural Resources (ADNR), Department of Interior (DOI), ADEC, U.S. Forest Service (USFS), Prince William Soundkeeper, BLM, Alaska Soil & Water Conservation Districts
Valdez Marine Terminal Contingency Plan Coordination Working Group (1997-present)	ADEC, Environmental Protection Agency (EPA), Bureau of Land Management (BLM), USCG, APSC

Funding

Partnerships with industry, government, and non-governmental agencies have provided funding sources in the past for specific projects, including cash and in-kind donations. However, PWSRCAC's contract with Alyeska Pipeline Service Company is the primary means and most secure source of funding. Originally signed in 1990, the contract and funding agreement 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, 2023 to June 30, 2026. Funding is typically adjusted to the Anchorage Consumer Price Index (CPI). Any adjustments are agreed upon by signing a triennial contract addendum. The current level of funding is \$4,371,822.

Status Review

Where are we today?

Throughout its history, PWSRCAC has built an effective organization and contributed significantly to major improvements in the operations and oil transportation safety systems at the Valdez Marine Terminal, and in Prince William Sound and the Gulf of Alaska. We are now challenged to build on the successes of the past to meet the changing needs of our constituents, aging infrastructure and changing dynamics of oil transportation issues. The Long Range Planning Committee summarized our Strengths, Weaknesses, Opportunities, and Threats as follows.

- Strengths: history, passionate participants, worthy cause, good staff, respectability, political credibility
- Weaknesses: highly opinionated individuals, internal conflict, difficulty in recruiting dedicated younger volunteers
- Opportunities: (political and educational) to influence regulators and 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

5. 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. Over time, 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 with our Board, staff, committees, and our constituents and externally with the oil industry and government officials. Figure 7 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 7. Planning and Implementation Process for Program Activities and Projects

Phase	Committees <i>Plan, monitor, recommend</i>	Staff <i>Coordinate and complete</i>	Project Teams <i>Assist, review, advise</i>	Board <i>Review and approve</i>
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
Budgeting Process	<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 budget
Implementation	<ul style="list-style-type: none"> monitor progress provide input / guidance to project team and project manager Develop 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, 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 every 1-2 months; project teams meet as needed to abide by 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 PWSRCAC which, when provided, generate continued support for our 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:

- Development and passage of an Alaska vessel of opportunity (VOO) exemption provision in the FY2026 National Defense Authorization Act which permanently protects the SERVS oil spill response fleet, working as part of an industry/stakeholder workgroup.
- Extensive partnerships with industry and regulators on key projects.
- Installation of two metocean weather buoys in Port Valdez (one at the Valdez Marine Terminal and the other at the Valdez Duck Flats) that provide real-time weather observations to improve navigation safety and oil spill response in Port Valdez.
- 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 (GRS) to protect environmentally sensitive areas in response to an oil spill.
- Involvement of younger generations in PWSRCAC programs and projects and fostering of environmental stewardship, through the Youth Involvement and Alaska Oil Spill Lesson Bank 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.

- Installation of a steel “drip ring” around the perimeter of VMT ballast water storage Tank 94 by Alyeska, on Council recommendation.

Equally important, but less tangible, is our responsibility to monitor compliance with state and federal regulations and review contingency plans and permit applications. 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 multi-tiered work structure has evolved, to include programs and projects.

Programs

The operations of PWSRCAC are organized by program, each closely related to specific OPA 90 and contractual requirements and aligned with the technical committees.

A program includes all ongoing activities, including projects and initiatives, related to PWSRCAC-specific areas of interest. 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, Communication, and Community Outreach
- Digital Collections
- Terminal Operations & Environmental Monitoring
- Maritime Operations
- Oil Spill Response Planning and Preparedness
- Scientific Research & Assessment

Projects

Projects are developed annually by the committees and staff. They 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 OPA 90 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 ranking process as outlined in this plan.

6. Annual Evaluation and Update

The Planning Cycle

The LRPC was originally created with two objectives: to produce an annual five-year planning process and, within that framework, develop the first annual iteration of the PWSRCAC five-year

plan. The planning process detailed in Figure 2, Annual Process for Long Range Planning and Budgeting, is the LRPC's current 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 FY2027 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 C and D contain samples of the tools used in the preparation of this plan. It is recommended that they be utilized in the annual planning process.

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 2. These proposals will be evaluated through the Unsolicited Proposal Procedure found in Appendix E.

The long-range planning process is cyclical and intended to repeat on an annual basis. The LRP Committee thanks all Board members, volunteers, and staff for their participation in this important process.

APPENDICES

- Appendix A: One-Page Strategic Plan
- Appendix B: Internal Structures & Relationships
- Appendix C: New Project/Initiative Briefing Template
- Appendix D: FY2027 Proposed Projects Scoring Template
- Appendix E: Unsolicited Proposal Procedure
- Appendix F: Big Picture FY2027 Proposed Project Org Chart

Prince William Sound Regional Citizens' Advisory Council Strategic Plan

This Plan is intended to summarize the Board's priorities for organizational goals and direction. Board, staff, and committee members are to refer to this Plan to help guide decision-making and project development.

Vision

Establish PWSRCAC as a premier advisory group, 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

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

Core Values

Advocacy: Provide a voice for citizens in the region impacted by the Exxon Valdez oil spill.

Stewardship: Promote and protect the people, environment, and communities of our region

Partnership: Collaborate with partners, volunteers, and stakeholders; facilitate open communications; and respectfully invite diverse perspectives

Accountability: To seek and verify information, promote scientific integrity, and encourage transparency

People: Recognize volunteers and staff as the most important assets of our organization

Excellence: Demonstrate organizational excellence and commit to continuous improvement

Core Functions, Goals, and Strategies

Maintain Compliance with OPA 90 and Alyeska Contractual Requirements

- ☐ ⁽¹⁾ Obtain annual recertification and funding
- ☐ ⁽²⁾ Maintain regional balance
- ☐ ⁽³⁾ Link projects and programs to OPA 90 and Alyeska contract

Prevent Oil Spills, Reduce Risks, Promote Response Readiness, and Facilitate Research

- ☐ ⁽⁴⁾ Combat complacency and reduce risk by means of observing, monitoring, informing, and advising
- ☐ ⁽⁵⁾ Monitor and advise on the condition and operation of the terminal, tankers, and spill prevention and response system
- ☐ ⁽⁶⁾ Monitor and advise on environmental indicators and reportable incidents
- ☐ ⁽⁷⁾ Monitor and advise on the development of, and compliance with, applicable laws and regulations
- ☐ ⁽⁸⁾ Advocate for funding and staffing of regulatory agencies to provide comprehensive oversight
- ☐ ⁽⁹⁾ Advocate for interagency coordination, and public transparency and participation within the regulatory framework
- ☐ ⁽¹⁰⁾ Advocate for continuous improvement to the environmental safety of marine terminal operations and oil transportation
- ☐ ⁽¹¹⁾ Promote and facilitate effective research for scientific, operational, and technical excellence
- ☐ ⁽¹²⁾ Promote risk reduction measures, best available technologies, and best practices for oil spill prevention and response.

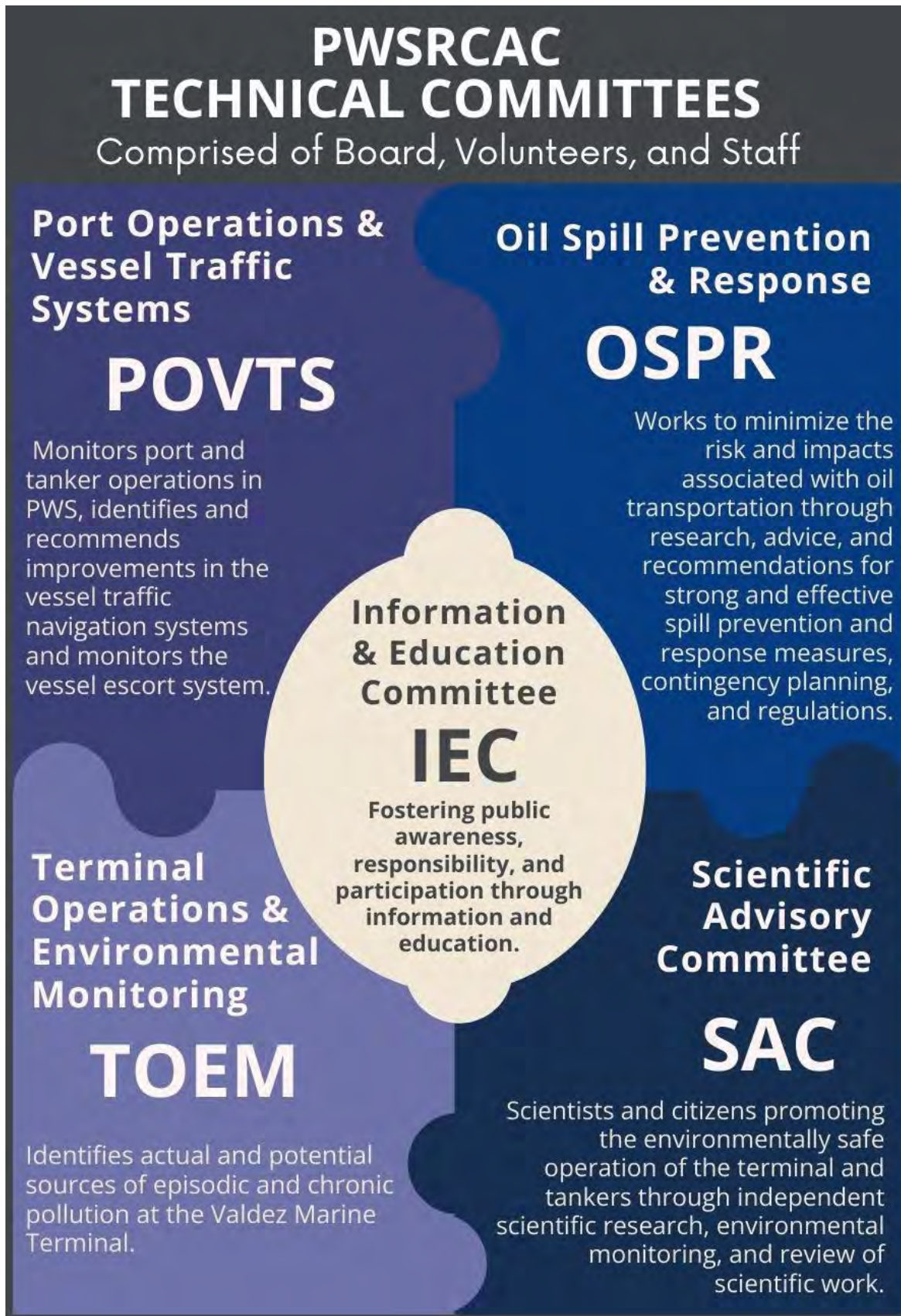
Develop and Maintain Effective External and Internal Communication

- ☐ ⁽¹³⁾ Maintain and improve relationships and information sharing with key partners
- ☐ ⁽¹⁴⁾ Engage and educate the public, partners, and member entities
- ☐ ⁽¹⁵⁾ Advocate for timely and responsive information from Alyeska
- ☐ ⁽¹⁶⁾ Ensure availability of PWSRCAC information
- ☐ ⁽¹⁷⁾ Foster public awareness, responsibility, and citizen participation in our work

Achieve Organizational Excellence

- ☐ ⁽¹⁸⁾ Recruit and develop knowledgeable and committed volunteers and staff
- ☐ ⁽¹⁹⁾ Improve efficiency of internal processes, including introducing new technology
- ☐ ⁽²⁰⁾ Improve systems that preserve documentation and institutional knowledge
- ☐ ⁽²¹⁾ Be a model for citizen oversight
- ☐ ⁽²²⁾ Assess and improve the Long Range Planning process
- ☐ ⁽²³⁾ Demonstrate fiscal responsibility

Appendix B
Internal Structure and Relationships



Appendix C

PWSRCAC Long Range Planning PROJECT BRIEFING TEMPLATE

Submitted by: _____

1. What is the name of the new project?

2. Give a brief description of the new project.

3. Why is this new project important to our organization, mission and/or our constituents?

4. What would be accomplished as a result of successfully completing the new project?

5. What is the probability of successfully completing the project?

6. What is the estimated cost to complete this new project?

NAME: _____

- You have a total of **75 points**. You must use all 75 points.
- **No more than 5 points** should be given to an individual project.
- Ranking is confined to projects proposed for FY27.

Please consider the following criteria when ranking projects:

- 1) relevance to PWSRCAC's mission
- 2) value to PWSRCAC
- 3) benefit to member organizations
- 4) probability of success
- 5) cost effectiveness



	Staff	Lead Cte	Lead Cte Rank	Project #	FY2027 Projects	Projected FY2027 Budget	Assigned Points
	JG	OSPR	1	65XX	Weather Station on Seal Rocks	\$50,000	
	JG	OSPR	2	7080	Improving Oil Spill Trajectory Modeling in PWS	\$40,000	
	JG	OSPR	3	653X	Relocating Former Duck Flats Buoy to Naked Island	\$65,000	
	JR	OSPR	4	7035	Contracted Response Fleet Representatives Meeting	\$17,000	
	MDR	IEC	1	3530	Youth Involvement	\$50,750	
	AJ	IEC	2	3XXX	A Voice for Citizens: PWSRCAC GIS Storymap	\$6,220	
	MDR	IEC	3	3410	Fishing Vessel Program Community Outreach	\$19,000	
	MDR	IEC	4	3903	Internship	\$4,500	
	DV	SAC	1	9521	Marine Invasive Species - Internships	\$16,000	
	DV	SAC	2	9110	PWS Marine Bird & Mammal Surveys: fall and early winter	\$81,224	
	DV	SAC	3	9XXX	Chemical Characterization & Toxicity of Dispersant Dasic EcoSafe (2-phase RFP)	\$150,000	
	DV	SAC	4	9550	Dispersants	\$10,000	
	DV	SAC	5	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$90,523	
	DV	SAC	6	9520	Decadal Assessment of Non-Indigenous Marine Species in SC Alaska: Kachemak Bay and Cook Inlet (Phase II)	\$67,823	
	JG	POVTS	1	8520	Miscommunication in Maritime Contexts (Phase IV)	\$67,500	
	JG	POVTS	2	8560	PWS Potential Places of Refuge (PPOR) Update	\$40,000	
	JG	POVTS	3	8XXX	Analyzing Underwater Noise at Hinchinbrook Entrance	\$76,818	
	JG	POVTS	4	8XXX	Maritime Autonomous Surface Ships (MASS) Technology Review	\$40,000	
	RC	TOEM	1	6512	Maintaining the Secondary Containment Liner at the VMT	\$60,000	
	RC	TOEM	2	5595	Review of VMT Cathodic Protection (CP) System Testing Protocols	\$40,000	
	RC	TOEM	3	5081	Storage Tank Maintenance Review	\$30,000	
	JG	TOEM	4	5XXX	Opportunistic Benzene Measurements at VMT	\$13,200	
	RC	TOEM	5	50XX	Copper Valley Electric / Alyeska VMT Intertie Effect on Air Pollution	\$15,000	
						\$1,050,558	0

Protected Projects

Staff	Lead Cte	Lead Cte Rank		FY27 Projects	Budget
AJ	IEC	Protected	3200	Observer Newsletter	\$7,400
BT	IEC	Protected	3300	Annual Report	\$8,000
AJ	IEC	Protected	3610	Web BAT	\$6,240
LS	OSPR	Protected	6510	State Contingency Plan Reviews	\$80,000
JG	OSPR	Protected	6530	Weather Data & Sea Currents	\$19,550
JG	OSPR	Protected	6531	Port Valdez Weather Buoys	\$59,200
DV	SAC	Protected	9510	LTEMP	\$141,460

Appendix E

Prince William Sound Regional Citizens' Advisory Council Administrative Procedure

Unsolicited Project Proposals and Requests for Project Support

Adopted by the PWSRCAC Board on January 17, 2013

The Prince William Sound Regional Citizens' Advisory Council has a well-developed annual proposal and project evaluation and development process. Submissions into this long-range planning and work plan development process usually occur in September. Whenever possible, projects and concepts should be submitted as part of this process.

Handling of unsolicited project proposals and requests for project support

The Council evaluates unsolicited project proposals and requests for project support under the same standards as any other proposal to expend council funds.

Chief among those standards are whether the project furthers the council mission consistent with the requirements of the Oil Pollution Act of 1990 and the Council's funding contract with Alyeska Pipeline Service Co.; whether it merits a higher priority ranking than projects on the deferred list in the Council's Long-Range Plan; and whether a suitable entity can be found to bring the project to a successful conclusion.

In order to assure fair and equal evaluation of project proposals, all proposals must include the following parts:

- Title of the project.
- Name, affiliation, and contact information of Principal and Associate Investigators/Contractors.
- A clear statement of how the proposed project relates to the Council's mission under its legislative and contractual mandates.
- A clear statement of why the proposed project is time critical and must be considered before the next formal planning process.

Like all of the Council's projects, the body of the proposal must answer the following questions:

- What will the project accomplish, including its relationship to the Council's mission and other on-going projects?
- How will the project be accomplished?
- Where will the work be done; including facility use agreements where necessary?
- By whom?
- How will the Council's share of the project costs be spent? Include a budget.

Note that, if the Council does adopt a project idea submitted as part of an unsolicited project proposal or as part of a request for project support, the Council may,

- in the case of a request for project support, elect to undertake the project on its own rather than providing financial support to another organization desiring to do so, or,
- in the case of an unsolicited project proposal, undertake the project, but put it out for competitive procurement rather than awarding it on a sole-source basis to the entity submitting the proposal.

Appendix E

This Administrative Procedure is intended to guide the council staff and volunteers in evaluating and developing unsolicited project proposals and requests for project support received by the Council in light of the standards stated above.

Routing of unsolicited project proposals and requests for project support

An unsolicited project proposal or request for financial support reaching the Council should be referred to the appropriate technical committee through the project manager, who will manage the proposal or request's evaluation and development through the committee process in the same way any other project idea would be managed at the Council.

Evaluating and developing unsolicited project proposals and requests for project support

A. Committee Process

A committee reviewing an unsolicited project proposal or request for support must take the following steps:

Step 1

Determine whether the proposed project furthers the council mission consistent with the requirements of the Oil Pollution Act of 1990 and the Council's funding contract with Alyeska. If not, it should not receive further consideration by the committee.

If the committee determines the proposed project does further the council mission, a finding to that effect should be recorded in the committee minutes and the committee should proceed to Step 2.

Step 2

Determine whether the proposed project can be deferred for consideration in the normal ranking process during the next round of the Council's long-range planning process. If so, it should be handled through that process and not receive further consideration under this Administrative Procedure.

If the committee determines the proposed project requires immediate consideration, a finding to that effect should be recorded in the committee minutes and the committee should proceed to Step 3.

Step 3

Determine whether, in the committee's opinion, the proposed project merits a higher ranking than all projects appearing on the council budget's deferred projects list because of insufficient funds. If not, the proposed project should not receive further consideration under this Administrative Procedure. (Projects appearing on the deferred project list for timing or technical reasons are not required to be factored into this determination.)

If the proposed project is deemed by the committee to outrank all projects on the deferred projects list, a finding to that effect should be recorded in the committee minutes and the committee should proceed to Step 4.

Appendix E

Step 4

Determine whether the Council, to best further its mission, should handle the matter as proposed or requested by the submitter, or should instead,

- in the case of a request for project support, undertake the project on its own rather than provide financial support to the submitter, or,
- in the case of an unsolicited project proposal, undertake the project, but put it out for competitive procurement rather than award it on a sole-source basis to the submitter.

The committee's findings and recommendations on this point should be recorded in the committee minutes and be included in the project proposal forwarded for approval and funding.

Step 5

The project manager who works with the committee recommending the project shall prepare the necessary documentation, including a proposed budget modification if needed, after which the project proposal should be presented to the executive director, executive committee, or board for consideration as would happen with any other proposed new project or expenditure falling outside the normal long-range planning process.

B. Final Fiscal Review and Action

The executive director will, following consultation with the director of programs, the director of administration, and the financial manager, determine whether the project can go forward following the committee's recommendation without jeopardizing higher-priority projects on the deferred projects list, or other scheduled PWSRCAC obligations. If he or she determines that it can, the executive director shall handle the project proposal from this point forward in accordance with standard council bylaws, policies, and practices regarding project approval, budgeting, and funding.

XXX

Proposed Projects FY 2027

