

Briefing for PWSRCAC Board of Directors – January 2025

ACTION ITEM

Sponsor: Hans Odegard and the LRP Committee

Project number and name or topic: PWSRCAC Annual Long Range Plan and Report Acceptance

1. **Description of agenda item:** During the months of September through December 2024, the Long Range Planning Committee worked with PWSRCAC staff, committees, and the Board to update the Five-Year Long Range Plan for Fiscal Years 2026–2030. The updated draft will be provided for Board consideration and approval. Board, committee, and staff members will participate in a Long Range Planning workshop just prior to the January Board meeting to discuss the draft plan and develop a recommendation for Board approval. This agenda item will also seek Board consideration and approval for the "Five-Year Long Range Planning and Annual Budget Development Improvement" report, generated by Professional Growth Systems (PGS). The contract with PGS was phase two of the Five-Year Planning and Annual Budget Improvement Project, aiming to identify areas for improvement in the planning process, enhance engagement, and refine the workshop format and materials for better project prioritization and budget preparation.

2. **Why is this item important to PWSRCAC:** The Board adopted the current PWSRCAC Five-Year Long Range Plan and is committed to using the plan and the planning process to develop annual work plans and budgets, as well as continually revising and improving the Long Range Plan. The presented report provides an assessment of PWSRCAC's five-year planning process, and the key concerns, suggestions, and discussions from interviews, surveys, and workshop observations, which will help the Council improve and refine this process.

3. **Previous actions taken by the Board on this item:**

<u>Meeting</u>	<u>Date</u>	<u>Action</u>
Board	1/24/2019	Approved the projected project list for the upcoming Long Range Planning Process as presented in Attachment A to the 4-9 briefing sheet.
Board	5/2/2019	Appointed the following to the FY20 Long Range Planning Committee: Thane Miller, Rebecca Skinner, Cathy Hart, and the chairs of the five technical committees.
Board	9/19/2019	Approved the projected project list for the upcoming Long Range Planning Process as presented in Attachment A to the 4-9 briefing sheet.
Board	1/24/2020	Approved the Five-Year Long-Range Plan for Fiscal Years 2021–2025 as developed and finalized for consideration by the Board at the January 22, 2020, Long-Range Plan work session.
Board	9/17/2020	Approved the protected project list for the upcoming LRP process as presented in Attachment A to the Item 4-7 briefing sheet. Each Director is asked to take individual action over the next several months by participating in the LRP process.
Board	1/28/2021	Approval of the Five-Year Long Range Plan for Fiscal Years 2022-2026 as developed and finalized for consideration by the Board at the January 27, 2021 Long Range Plan work session.

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Board	9/16/2021	The Board approved the protected project list for the upcoming LRP process as presented in Attachment A to the Item 4-8 briefing sheet. Each Director is asked to take individual action over the next several months by participating in the LRP process.
Board	1/28/2022	The Board approved the Five-Year Long Range Plan for Fiscal Years 2023-2027, as developed and finalized for consideration by the Board at the January 26, 2022 Long Range Plan work session.
Board	9/23/2022	The Board approved the protected project list for the upcoming LRP process as presented in Attachment A to the Item 4-8 briefing sheet.
Board	1/26/2023	The Board approved Five-Year Long Range Plan for Fiscal Years 2024–2028, as developed and finalized for consideration by the Board at the January 25, 2023 Long Range Plan work session.
Board	9/21/2023	The Board approved the protected project list for the upcoming Long Range Planning process as presented in Attachment A to the briefing sheet under Item 4-7 in the meeting notebook.
Board	1/25/2024	The Board approved the Five-Year Long Range Plan for Fiscal Years 2025–2029, as developed and finalized for consideration by the Board at the January 24, 2024 Long Range Plan work session.
Board	9/19/2024	The Board approved the protected project list for the upcoming Long Range Planning process as presented in Attachment A to briefing sheet 4-7.

4. **Summary of policy, issues, support, or opposition:** Over the years, the project development, prioritization, and ranking processes, as well as the December workshop where proposed projects are reviewed and discussed before ranking, has received feedback by some Board and technical committee members. The feedback has included concerns that the process is confusing, overly cumbersome, and/or causes general dissatisfaction. This report aims to address these issues by assessing the current process and providing recommendations to improve the Board's Five-Year Long Range Planning Process.

5. **Committee Recommendation:** The recommendation by the LRP Committee will be given verbally during the Board meeting.

6. **Relationship to LRP and Budget:** This agenda item includes the Long Range Plan update and the "Five-Year Long Range Planning and Annual Budget Development Improvement" report, created to refine and enhance the Council's existing Five-Year Long Range Planning process for developing projects and the annual budget preparation process.

7. **Action Requested of the Board of Directors:**

A. Approve of the Five-Year Long Range Plan for Fiscal Years 2026–2030, as developed and finalized for consideration at the January 22, 2025 Long Range Plan work session, and

B. Accept of the "Five-Year Planning and Annual Budget Improvement" report, as presented during the Long Range Planning work session prior to the January 2025 Board meeting.

8. **Alternatives:** None recommended.

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9. **Attachments:** Draft PWSRCAC Five-Year Long Range Plan for Fiscal Years 2026–2030, and “Five-Year Planning and Annual Budget Improvement” report by Professional Growth Systems to be distributed in conjunction with the January 22 workshop materials.



Prince William Sound Regional Citizens' Advisory Council

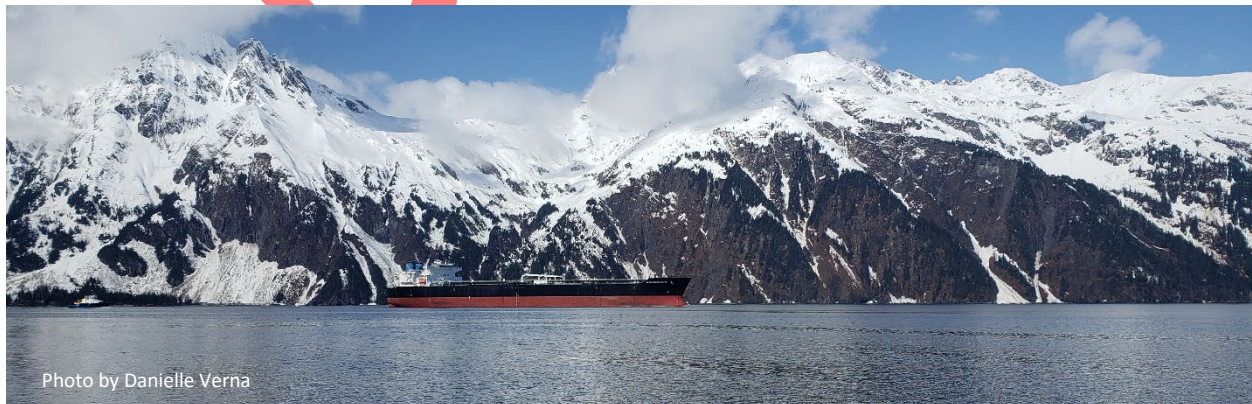
Five-Year Long Range Plan

July 2025 through June 2029
(Fiscal Years 2026-2030)

Prepared by

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

Adopted by the PWSRCAC Board of Directors on _____



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, Elijah Jackson, Robert Archibald, and Aimee Williams; committee chairs Trent Dodson, Jim Herbert, Steve Lewis, Mikkel Foltmar, and Sarah Allan; and IEC member Cathy Hart (chair LRPC).

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 20 (see Figure 5 - FY2026-FY2030 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 our organization well. PWSRCAC's 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.

3. 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 16 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. 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 1 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 1: The PWSRCAC Team

Board of Directors	
Membership	Responsibilities
<p>20 volunteer members, appointed by and representing 19 member entities:</p> <p>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</p>	<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 16 full-time equivalents:</p> <p>(1) Executive Director (1) Director of Administration (1) Director of Programs (1) Director of Communications (1) Director of Finance (1) Administrative Staff (Executive Assistant) (8) Project Managers, (five major programs, one public communications/website, and one 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
Port Valdez Weather Buoys (2019-present)	Alyeska Pipeline Service Company (APSC), City of Valdez, Prince William Sound Science Center (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, Kachemak Bay National Estuarine Research Reserve, U.S. Fish and Wildlife Service (USFWS), U.S. Geological Survey (USGS), The Nature Conservancy, National Park Service (NPS), NOAA, SeaGrant Alaska, 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 \$4,277,712.

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 2 presents OPA 90 and Alyeska Contract requirements for PWSRCAC activities.

Figure 2: 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

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

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. 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 3 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 3. 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:

- 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 later in this plan.

5. 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 4, 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 4
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 (FY2025) was conducted, and projected FY2026-FY2030 project costs were developed along with anticipated completion dates if known. This data is presented in Figure 5, FY2026-FY2030 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 5: FY2026-FY2030 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 5
FY2026-FY2030 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030
INFORMATION & EDUCATION						
3200--Observer Newsletter	\$7,500	\$7,400	\$7,600	\$7,800	\$8,000	\$8,200
3300--Annual Report	\$8,000	\$8,400	\$8,800	\$9,200	\$9,600	\$10,000
3410--Fishing Vessel Program Community Outreach	\$19,000	\$19,000	\$19,570	\$20,157	\$20,762	\$21,385
3530--Youth Involvement	\$90,750	\$50,750	\$50,750	\$50,750	\$50,750	\$50,750
3610--Website Presence BAT	\$7,140	\$6,240	\$6,740	\$7,240	\$7,740	\$8,240
3903--Internship	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
3XXX--Communities in Focus		\$5,000				
3562--Then & Now				\$5,000	\$4,000	
3XXX--EVOS 40th Anniversary Commemoration Planning				\$15,000		
Subtotal	\$136,390	\$100,790	\$97,460	\$119,147	\$104,852	\$102,575
TERMINAL OPERATIONS & ENVIRONMENTAL MONITORING						
5051--Review of Water Quality Data & Toxicity Testing of Effluent from the VMT	\$30,000					
5053--Addressing Risks & Safety Culture at the VMT	\$30,000	\$25,000				
5057--Title V Air Quality Permit Review	\$25,000	\$30,000	\$30,000			
5081--Storage Tank Maintenance Review	\$30,000	\$20,000				
5591--Crude Oil Prevention & Response Planning Program	\$51,744					
5595--Review of VMT Cathodic Protection System Testing Protocols	\$34,000					
6512--Maintaining the Secondary Containment Systems at the VMT	\$38,000	\$30,000	\$30,000			

Figure 5 (continued)
FY2026-FY2030 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030
5XXX--Review of Tank Bottom Processing Best Practices		\$35,000				
5XXX--Minimizing the Environmental Impacts of PFAS at the VMT		\$40,000				
5XXX--Shore Power for Tankers at the VMT			\$40,000			
5XXX--Decommissioning the VMT - DR&R Governance Updates and a Definition of Restoration						\$25,000
Subtotal	\$238,744	\$180,000	\$100,000	\$0	\$0	\$25,000
OIL SPILL PREVENTION & RESPONSE						
5640--ANS Crude Oil Properties	\$30,500					
6510--State Contingency Plan Reviews	\$80,000	\$80,000	\$88,000	\$96,800	\$99,704	\$102,695
6511--History of Contingency Planning			\$10,000	\$50,000		
6530--Weather Data/Sea Currents	\$18,500	\$19,050	\$19,050	\$19,050	\$19,050	\$19,050
6531--Port Valdez Weather Buoys	\$63,200	\$46,200	\$46,200	\$46,200	\$46,200	\$46,200
6536--Analysis of Weather Buoy Data	\$22,806	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
6540--Copper River Delta/Flats GRS Workgroup	\$25,000					
6575--Comparison of Windy App & Seal Rocks Buoy	\$35,000					
65XX--Improving Oil Spill Trajectory Modeling in PWS		\$40,000				
7035--Meeting with SERVS Vessel of Opportunity Program Representatives		\$16,750				
7060--Vessel Decon Best Practices			\$20,000			
Subtotal	\$275,006	\$220,000	\$201,790	\$231,146	\$184,623	\$188,204

Figure 5 (continued)
FY2026-FY2030 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030
PORT OPERATIONS & VESSEL TRAFFIC SYSTEMS						
8250--Assessing Non-Indigenous Species Biofouling on Vessel Arrivals	\$5,750					
8300--Sustainable Shipping			\$35,000		\$35,000	
8520--Miscommunication in Maritime Contexts	\$60,000		\$50,000	\$55,000		
8XXX--Tanker-Mounted Thermal Imaging Camera to Reduce Vessel-Whale Strikes		\$85,000				
8XXX--MASS Technology Review		\$40,000				
8XXX--PWS Tanker Reference Guide		\$20,500				
8XXX--Alternative Fuels/Hybrid Tugs			\$85,000			
Subtotal	\$65,750	\$145,500	\$170,000	\$55,000	\$35,000	\$0
SCIENTIFIC ADVISORY						
6560--Peer Listener Training	\$35,000	\$25,000				
9110--PWS Marine Bird & Mammal Winter Survey	\$95,598	\$80,060	\$81,224	\$100,535		
9510--Long Term Environmental Monitoring Program	\$150,460	\$125,860	\$129,860	\$133,860	\$137,876	\$142,012
9520--Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Lower Cook Inlet	\$55,000	\$151,344	\$56,000			
9521--Marine Invasive Species Internships	\$6,500	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
9550--Dispersants		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
9XXX--Assessment of Contaminant Exposure Using Transcriptomics of Mussels		\$132,922				
9700--Social Science Workshop	\$30,000					
9XXX--Analysis of Ballast Water Treatment Efficacy in Commercial Vessels		\$85,883				
Subtotal	\$372,558	\$623,069	\$289,084	\$256,395	\$159,876	\$164,012

Figure 5 (continued)
FY2026-FY2030 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030
Committee Subtotals	\$1,088,448	\$1,269,359	\$858,334	\$661,688	\$484,351	\$479,791
PROGRAMS						
3100--Public Information	\$7,897	\$7,397	\$7,619	\$7,847	\$8,083	\$8,325
3500--Community Outreach	\$60,060	\$61,862	\$63,718	\$65,629	\$67,598	\$69,626
3600--Public Communications Program	\$4,599	\$4,737	\$4,879	\$5,025	\$5,176	\$5,332
4000--Program and Project Support	\$1,868,210	\$1,924,256	\$1,981,984	\$2,041,444	\$2,102,687	\$2,165,767
4010--Digital Collections Program	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898
5000--Terminal Operations Program	\$29,000	\$30,000	\$30,900	\$30,001	\$30,901	\$30,002
6000--Spill Response Program	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
7000--Oil Spill Response Operations Program	\$4,250	\$4,700	\$4,900	\$5,150	\$5,305	\$5,464
7520--Preparedness Monitoring	\$42,300	\$44,400	\$48,400	\$50,400	\$51,912	\$53,469
8000--Maritime Operations Program	\$17,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
9000--Environmental Monitoring Program	\$18,700	\$17,600	\$18,100	\$18,100	\$18,100	\$18,100
Subtotal	\$2,058,516	\$2,123,527	\$2,189,152	\$2,252,328	\$2,318,575	\$2,384,983
LEGISLATIVE AFFAIRS						
4400--Federal Government Affairs	\$109,100	\$112,373	\$115,744	\$119,217	\$122,793	\$126,477
4410--State Government Affairs	\$41,800	\$43,054	\$44,346	\$45,676	\$47,046	\$48,458
Subtotal	\$150,900	\$155,427	\$160,090	\$164,893	\$169,839	\$174,934
BOARD OF DIRECTORS						
1350--Information Technology	\$500	\$500	\$515	\$530	\$546	\$563
2100--Board Administration	\$180,600	\$186,018	\$191,599	\$197,346	\$203,267	\$209,365
2150--Board Meetings	\$139,653	\$143,843	\$148,158	\$152,603	\$157,181	\$161,896
2200--Executive Committee	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478

Figure 5 (continued)
FY2026-FY2030 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2025	Proposed FY2026	Proposed FY2027	Proposed FY2028	Proposed FY2029	Proposed FY2030
2220--Governance Committee	\$0	\$0	\$0	\$0	\$0	\$0
2222--Finance Committee	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057
2700--Legislative Affairs Committee	\$18,675	\$19,235	\$19,812	\$20,407	\$21,019	\$21,649
Subtotal	\$345,928	\$356,291	\$366,980	\$377,989	\$389,329	\$401,008
COMMITTEES & COMMITTEE SUPPORT						
2250--Committee Support	\$214,867	\$221,313	\$227,952	\$234,791	\$241,835	\$249,090
2300--Oil Spill Prevention & Response	\$15,000	\$11,000	\$11,330	\$11,670	\$12,020	\$12,381
2400--Port Operations & Vessel Traffic System	\$8,000	\$7,000	\$7,500	\$8,000	\$8,500	\$9,000
2500--Scientific Advisory Committee	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389
2600--Terminal Operations & Environmental Monitoring	\$11,500	\$11,000	\$7,500	\$8,000	\$8,500	\$9,000
2800--Information and Education Committee	\$11,000	\$11,330	\$11,670	\$12,020	\$12,381	\$12,752
Subtotal	\$275,367	\$277,093	\$281,866	\$290,872	\$300,118	\$309,611
GENERAL & ADMINISTRATIVE						
1000--General and Administrative	\$494,003	\$508,823	\$524,088	\$539,810	\$556,005	\$572,685
1050--General and Administrative--Anchorage	\$219,806	\$226,400	\$233,192	\$240,188	\$247,394	\$254,815
1100--General and Administrative--Valdez	\$182,768	\$188,251	\$193,899	\$199,716	\$205,707	\$211,878
1300--Information Technology	\$134,220	\$138,247	\$142,394	\$146,666	\$151,066	\$155,598
Subtotal	\$1,030,797	\$1,061,721	\$1,093,573	\$1,126,380	\$1,160,171	\$1,194,976
Subtotals	\$4,949,956	\$5,243,418	\$4,949,994	\$4,874,150	\$4,822,383	\$4,945,305
Contingency (Current Year Budget)	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Expenses	\$5,024,956	\$5,318,418	\$5,024,994	\$4,949,150	\$4,897,383	\$5,020,305

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 6).

Figure 6
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 – FY2026 Budget and Prioritization

POVTS Prioritization	Project #	Project Name	Budget
1	8XXX	Tanker-Mounted Thermal Camera to Reduce Vessel Whale Strikes	\$80,000
2	8XXX	MASS Technology Review Whitepaper	\$40,000
3	8XXX	PWS Tanker Reference Guide	\$20,500

Oil Spill Prevention & Response (OSPR) Committee – FY2026 Budget and Prioritization

OSPR Prioritization	Project #	Project Name	Budget
Protected	6510	State Contingency Plan Reviews	\$80,000
Protected	6530	Weather Data & Sea Currents	\$19,050
Protected	6531	Port Valdez Weather Buoys	\$46,200
1	65XX	Improving Oil Spill Trajectory Modeling in Prince William Sound	\$40,000
2	6536	Port Valdez Wx Buoy Data Analysis 2024 & 2025	\$18,000
3	7035	Hybrid FV Representatives Meeting	\$19,000

Terminal Operations & Environmental Monitoring (TOEM) Committee – FY2026 Budget and Prioritization

TOEM Prioritization	Project #	Project Name	Budget
1	6512	Maintaining the Secondary Containment Liner at the VMT	\$30,000
2	5XXX	Review of Tank Bottom Processing Best Practices	\$35,000
3	5053	Addressing Risks & Safety Culture at the VMT	\$25,000
4	5057	Air Quality Review of VMT	\$30,000
5	5081	Timeline of VMT Tank Repairs and Inspection Intervals	\$20,000
6	5XXX	Minimizing the Environmental Impacts of PFAS at the VMT	\$40,000

Information & Education Committee (IEC) – FY2026 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	Communities in Focus	\$5,000
3	3410	Fishing Vessel Pgm Community Outreach	\$19,000
4	3903	Internship	\$4,000

Scientific Advisory Committee (SAC) – FY2026 Budget and Prioritization

SAC Prioritization	Project #	Project Name	Budget
Protected	9510	LTEMP	\$125,860
1	9521	Marine Invasive Species - Internships	\$12,000
2	6560	Peer Listener Manual Video	\$25,000
3	9110	PWS Marine Bird & Mammal Fall & Early Winter Survey	\$80,060
4	9550	Dispersants	\$10,000
5	9XXX	Assessment of Contaminant Exposure Using Transcriptomics of Mussels	\$132,922
6	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$85,883
6	9520	Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Cook Inlet	\$151,344

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 FY2026, all sixteen staff members and nineteen of twenty Board members, responded with their project scores using the approved project ranking sheet. The rated project scorings are presented in Figure 7, Project Scoring Matrix.

Figure 7 - Project Scoring Matrix

Sort Index	Staff	Lead Comm	Lead Comm Rank		FY2026 Projects	Projected FY2026 Budget	Assigned by Staff Points	Assigned by Board Points	Assigned By All Points
1	SB	TOEM	1	6512	Maintaining the Secondary Containment Liner	\$30,000	72	86	158
2	SB	TOEM	3	5053	Addressing Risks & Safety Culture at the VMT	\$25,000	69	77	146
3	MDR	IEC	1	3530	Youth Involvement	\$50,750	75	67	142
4	DV	SAC	1	9521	Marine Invasive Species - Internships	\$12,000	70	67	137
5	MDR	IEC	3	3410	Fishing Vessel Pgm Community Outreach	\$19,000	73	62	135
6	JG	OSPR	2	6536	Port Valdez Wx Buoy Data Analysis 2024 & 2025	\$18,000	63	72	135
7	SB	TOEM	2	5XXX	Review of Tank Bottom Processing Best Practices	\$35,000	61	73	134
8	JG	OSPR	1	65XX	Improving Oil Spill Trajectory Modeling in Prince William Sound	\$40,000	68	65	133
9	SB	TOEM	4	5057	Air Quality Review of VMT	\$30,000	52	70	122
10	DV	SAC	4	9550	Dispersants	\$10,000	43	78	121
11	JG	POVTS	1	8XXX	Tanker-Mounted Thermal Camera to Reduce Vessel Whale Strikes	\$80,000	51	62	113
12	JG	POVTS	3	8XXX	PWS Tanker Reference Guide	\$20,500	55	56	111
13	DV	SAC	3	9110	PWS Marine Bird & Mammal Fall & Early Winter Survey	\$80,060	56	54	110
14	DV	SAC	6a	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$85,883	46	57	103
15	AJ/ MDR	IEC	2	3XXX	Communities in Focus	\$5,000	48	52	100
16	DV	SAC	5	9XXX	Assessment of Contaminant Exposure Using Transcriptomics of Mussels	\$132,922	43	56	99
17	JR	OSPR	3	7035	Meeting with SERVS FV Program Representatives	\$19,000	43	55	98
18	MDR	IEC	4	3903	Internship	\$4,000	37	57	94
19	SB	TOEM	5	5081	Timeline of VMT Tank Repairs and Inspection Intervals	\$20,000	38	56	94
20	DV	SAC	2	6560	Peer Listener Manual Video	\$25,000	44	44	88
21	JG	POVTS	2	8XXX	MASS Technology Review Whitepaper	\$40,000	33	45	78
22	SB	TOEM	6	5XXX	Minimizing the Environmental Impacts of PFAS at the VMT	\$40,000	26	50	76
23	DV	SAC	6b	9520	Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Cook Inlet	\$133,895	28	40	68

Protected Projects – Not Ranked

Staff	Lead Cte	Lead Cte Rank		FY26 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	\$19,050
JG	OSPR	Protected	6531	Port Valdez Weather Buoys	\$46,200
DV	SAC	Protected	9510	LTEMP	\$125,860

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 4, 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 FY2026 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 4. 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: FY2026 Proposed Projects Ranking Template
- Appendix E: Unsolicited Proposal Procedure
- Appendix F: The Big Picture FY2026 Proposed Project Org Chart

APPENDIX A.

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

[Link to full FY2023-FY2027 Long Range Plan](#)

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

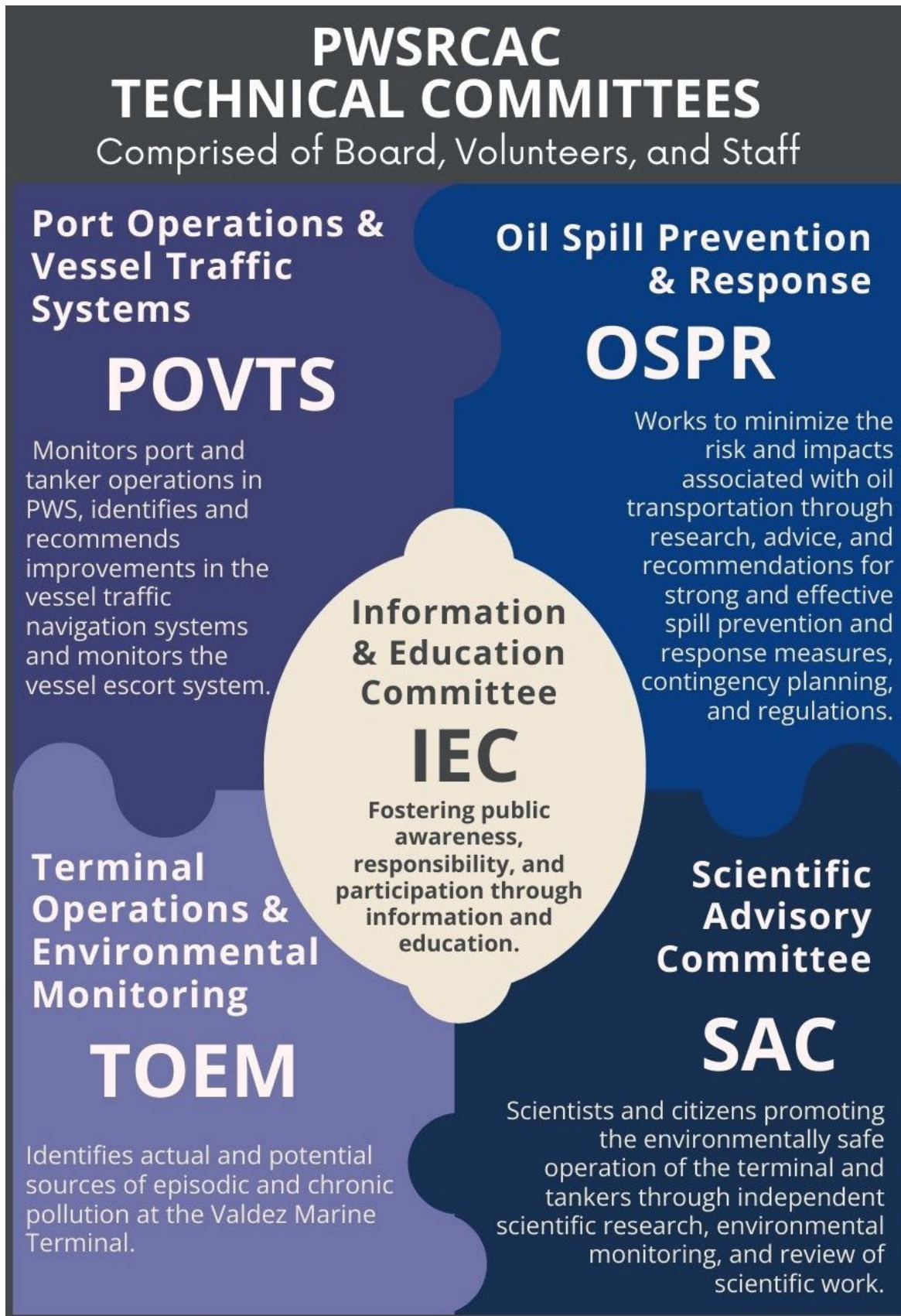
Core Values

- 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

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

- Compliance with OPA90 and Alyeska contractual requirements.
 - ☐ (1) Annual re-certification and funding
 - ☐ (2) Maintain regional balance
 - ☐ (3) Link projects and programs to OPA90 and Alyeska contract
- Continue to improve environmental safety of oil transportation in our region.
 - ☐ (4) Monitor and review development of, and compliance with, laws and regulations
 - ☐ (5) Pursue risk-reduction measures and promote best available technologies and best practices
 - ☐ (6) Monitor operations and promote a safe and clean marine terminal
 - ☐ (7) Monitor and review the condition of the tanker fleet/maritime operations
 - ☐ (8) Monitor and promote the safe operation of all Alyeska/SERVS-related on-water assets
 - ☐ (9) Monitor and review environmental indicators
 - ☐ (10) Promote and facilitate effective research for scientific, operational and technical excellence
- Develop and maintain excellent external and internal communication.
 - ☐ (11) Advocate for government and industry measures to improve the environmental safety of oil transportation
 - ☐ (12) Maintain and improve relationships with government, industry and communities
 - ☐ (13) Be the model for citizen oversight and provide support for other citizens' advisory groups
 - ☐ (14) Ensure availability of PWSRCAC information
 - ☐ (15) Work to improve availability of information to PWSRCAC from industry sources
- Achieve organizational excellence.
 - ☐ (16) Effective short and long term planning, with clear and measurable goals for projects
 - ☐ (17) Fiscally responsible, efficient, and easily understood financial procedures and reporting
 - ☐ (18) Committed to continuous improvement
 - ☐ (19) Recognize people as the most important asset of the organization
 - ☐ (20) Recruit and develop knowledgeable and committed Board members, volunteers, and staff
 - ☐ (21) Strong volunteer structure and support for volunteers

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?

APPENDIX D

FY2026 Proposed Projects Ranking Sheet

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 FY26.

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 Comm	Lead Comm		FY2026 Projects	Projected FY2026	Assigned Points
MDR	IEC	1	3530	Youth Involvement	\$50,750	
AJ/ MDR	IEC	2	3XXX	Communities in Focus	\$5,000	
MDR	IEC	3	3410	Fishing Vessel Pgm Community Outreach	\$19,000	
MDR	IEC	4	3903	Internship	\$4,000	
JG	POVTS	1	8XXX	Tanker-Mounted Thermal Camera to Reduce Vessel Whale Strikes	\$80,000	
JG	POVTS	2	8XXX	MASS Technology Review Whitepaper	\$40,000	
JG	POVTS	3	8XXX	PWS Tanker Reference Guide	\$20,500	
DV	SAC	1	9521	Marine Invasive Species - Internships	\$12,000	
DV	SAC	2	6560	Peer Listener Manual Video	\$25,000	
DV	SAC	3	9110	PWS Marine Bird & Mammal Fall & Early Winter Survey	\$80,060	
DV	SAC	4	9550	Dispersants	\$10,000	
DV	SAC	5	9XXX	Assessment of Contaminant Exposure Using Transcriptomics of Mussels	\$132,922	
DV	SAC	6a	9XXX	Analysis of Ballast Water Treatment Efficacy in Commercial Vessels	\$85,883	
DV	SAC	6b	9520	Decadal Assessment of Non-Indigenous Marine Species in Southcentral Alaska: Kachemak Bay and Cook Inlet	\$133,895	
SB	TOEM	1	6512	Maintaining the Secondary Containment Liner	\$30,000	
SB	TOEM	2	5XXX	Review of Tank Bottom Processing Best Practices	\$35,000	
SB	TOEM	3	5053	Addressing Risks & Safety Culture at the VMT	\$25,000	
SB	TOEM	4	5057	Air Quality Review of VMT	\$30,000	
SB	TOEM	5	5081	Timeline of VMT Tank Repairs and Inspection Intervals	\$20,000	
SB	TOEM	6	5XXX	Minimizing the Environmental Impacts of PFAS at the VMT	\$40,000	
JG	OSPR	1	65XX	Improving Oil Spill Trajectory Modeling in P	\$40,000	
JG	OSPR	2	6536	Port Valdez Wx Buoy Data Analysis 2024 & 2025	\$18,000	
JR	OSPR	3	7035	Meeting with SERVS FV Program Representatives	\$19,000	
					\$956,010	

APPENDIX D

Protected Projects

Staff	Lead Cte	Lead Cte Rank		FY26 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
AS	OSPR	Protected	6530	Weather Data & Sea Currents	\$19,050
AS	OSPR	Protected	6531	Port Valdez Weather Buoys	\$46,200
AL	SAC	Protected	9510	LTEMP	\$125,860

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

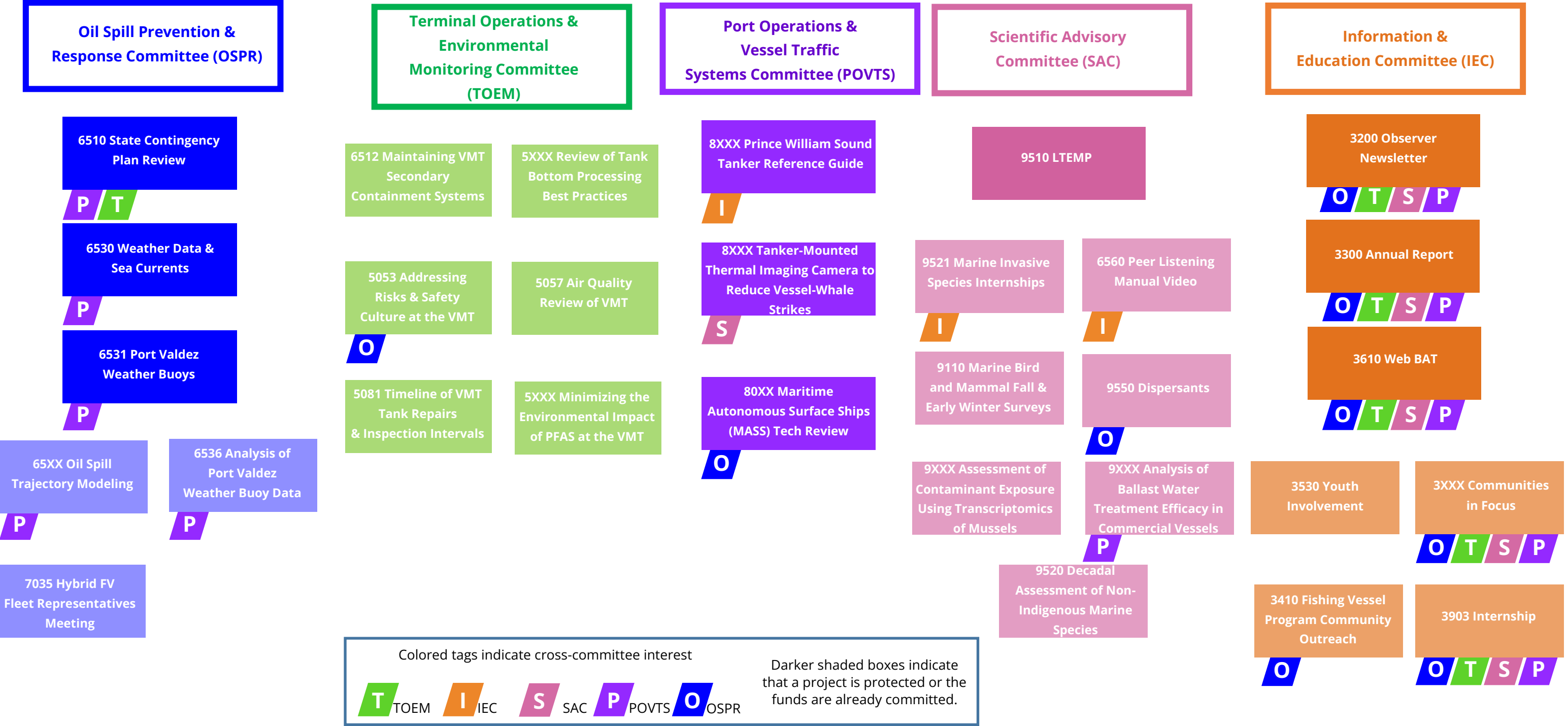
The project manager who works with the committee recommending the project shall prepare the necessary documentation, including a proposed budget modification if needed, after which the project proposal should be presented to the executive director, executive committee, or board for consideration as would 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 2026



Colored tags indicate cross-committee interest

T TOEM **I** IEC **S** SAC **P** POVTS **O** OSPR

Darker shaded boxes indicate that a project is protected or the funds are already committed.

RFP #4005.25.01

Prince William Sound Regional Citizens' Advisory
Council

Five-Year Long Range Planning and Annual Budget
Development Improvement, 2024

Final Report: January 10, 2025

Report Generated by: Erin Bellotte, Senior Consultant
Professional Growth Systems



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The opinions expressed in this
PWSRCAC-commissioned report are not necessarily
those of PWSRCAC.

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Addendum 6: Committee Five-Year Plan Roadmap	

Project Executive Summary

Introduction:

Prince William Sound Regional Citizens Advisory Council opened RFP 4005.25.01 for a Five-Year Long Range Planning and Annual Budget Development Improvement project. Professional Growth Systems (PGS), led by Senior Consultant, Erin Bellotte, completed a background review of assigned documentation, developed and analyzed a customized Discovery Survey and conducted follow up phone interviews to assess the current state of the long-range planning and annual budget review process. PGS also completed a benchmarking activity for best practices across similar organizations and reviewed statistical modeling methods for ranking project selection.

This executive summary contains an overall assessment of the Five-Year Long Range Planning and Annual Budget Development Process as well as the final recommendations from PGS. The remainder of the report contains background information on the project as outlined in the table of contents. This background information includes: key inputs from the survey and interview process, recommendations for the December Workshop and Project Ranking and the December 2024 Workshop Analysis. All survey results, interview responses, time-stamp analysis of the 2023 and 2024 December Workshops can be found as addendums to the report.

Overall Assessment: PWSRCAC has a proven systematic approach to the annual budget process and provides the structure for equitable project selection. The consistent nature, supporting documentation and committee input of project development and presentation creates a solid foundation for continued organizational success.

The members of the organization that participated in this process were transparent, positive and provided reality based inputs for the survey and interview process. Most of the participants were satisfied with the process as-is, and large-scale changes would not benefit the organization at this time.

As highlighted by many throughout this process and as evident in survey participation, the largest challenge facing the PWSRCAC is increasing engagement among volunteer board members. From participant responses and background review, it appears that as the organization works to engage younger generations - those who do not have direct memories or experiences with the aftermath of the the Exxon Valdez Oil Spill - different strategies and expectations may be needed to better involve these volunteers.

Finally, while the overall organizational mission, goals and objectives are clearly defined, there is an underlying theme in responses from the survey and interview responses for the board to clarify short term strategic-initiatives with an ideal planning time frame of 3 years. This should be an area of focus for the PWSRCAC Board to adopt a systematic approach to provide more guidance and direction to committee members in the LRP Process.

Final Recommendations:

The final recommendations are listed below for each of the following categories: Long-Range Planning, December 2025 Workshop, Board Engagement

Long-Range Planning Process:

1. Conduct a half-day strategic planning session during a mandatory board meeting, focusing on an Environmental Scan. This assessment will examine key areas, including: culture and demographics, economic and political factors, and technology and best practices. Based on these insights, develop strategic initiatives to guide a three-year plan, enabling committees to identify and prioritize relevant projects.
 - a. It is highly recommended to engage an external facilitator with strategic planning expertise for the initial three-year planning session to ensure effective outcomes and adherence to the timeline. For future planning sessions, this process could be managed internally.
 - a. Limit strategic initiatives to 3 - 5, ensuring they are clear, focused and broad enough to provide committees with flexibility in generating projects.
 - b. Task the LRP Committee with reviewing the results of the strategic initiatives after the next planning cycle to evaluate the value of continuing with subsequent three-year strategic planning sessions.
2. Update PWSRCAC One-Page Strategic Plan to include next three-year board driven strategic - initiatives.
3. Revise document organization of Five-Year Long-Range Plan to highlight the strategic initiatives as well as identified project areas earlier in the document.
 - a. Suggested Document Order:
 - i. Background and Acknowledgements – no changes
 - ii. Introduction and Purpose
 1. Add Overarching goals and objectives as the last subsection to this section.
 - iii. Five-Year Plan
 1. Add Section for Strategic Initiatives
 2. Add Committee Five-Year Plan Project Roadmap (Addendum 6)
 - a. Note: This provides an easier visual representation of committee projects outlined in Figure 5: FY2025-FY2029 Projected Cost and Completion Forecast in the LRP Document and is recommended to also be used as a committee introduction slide in the December Workshop.
 3. Organization and Operational Philosophy
 4. Remove Overarching Goals and Objectives (moved to Introduction and Purpose)
 - iv. Process and Products – no changes
 - v. Annual Evaluation and Update – no changes
 - vi. Appendices – no changes

December 2025 Workshop: These recommendations build upon the initial recommendations provided in November 2024 and the assessment of their implementation during the December 2024 workshop. The initial recommendations for December 2024 remain detailed further in the report.

1. Retain the December 2024 Agenda structure, allocating time per project rather than by committee, with breaks scheduled between committee presentations.
2. Incorporate time for each committee to introduce themselves and review their Committee Five-Year Plan Roadmap, which includes the committee mission, ongoing projects, and forecasted projects.
3. Continue to provide the Workshop Engagement Template, including reflection questions and the Impact / Effort Diagram.
4. Extend the time allocated for the Table Brainstorm session to celebrate the year's highlights. Instead of running the PowerPoint of combined ideas during lunch, kick-off the afternoon session with a review of the brainstormed ideas to boost post-lunch energy.
5. Maintain and evaluate the effectiveness of the 30-minute Project Q&A session with committee members and project managers at the end of the workshop.
6. Gather attendee feedback through open-ended responses on post-its or index cards, asking participants to share one aspect of the workshop they enjoyed and recommend continuing, as well as one suggestion for improvement.
7. Review and consider implementation of suggestions for minor adjustments to workshop seating and room setup based on insights from the December 2024 Workshop Assessment section of the report.
8. Include a mechanism for attendees to be aware of the time remaining in the presentation so they may modify their questions and comments during the presentation time period. This could include ideas such as: moving the timekeeper to the front of the room for visibility by all, having a time clock embedded in the presentation slides, or utilizing a small bell to alert the room 5 or 1 minute remain in the presentation.

Board Member Engagement: This has been highlighted throughout the project as an area of concern with expressed understanding that board members are volunteers, geographically diversified and have commitments that prevent them from increasing their engagement.

The current level of notifications, documentation availability, ease of returning project scores, and online workshop availability is adequate to support board members unable to travel to the workshop.

The following recommendations are encouraged to increase board member engagement:

1. Clearly communicate the findings of this report to the full board, with emphasis on how their involvement in the workshop directly impacts budget decisions and organizational priorities.
2. Offer availability of the December workshop recording immediately within 24 hours of the start of the event, so those members who may not be able to attend in-person or online, may watch the recording over the weekend if needed to assist them with completing the scoring.
3. Recognize the shifting culture of board member engagement. The motivators of previous board engagement may differ from the motivators of newer board members. Identify and accept the engagement level of each board member to find personalized approaches to increasing individual engagement.

4. Have the board establish engagement expectations and participation. While attending board meetings is mandatory, create guidelines for non-mandatory participation. Consider making the December Workshop a mandatory board member meeting. Onboard new and potential board members to these expectations.
5. Develop long-term strategies to cultivate a pipeline of actively engaged potential board members within the communities connected to the PWSRCAC. This could include but is not limited to strategies for:
 - a. Increasing exposure of community engagement events
 - b. Develop a volunteer-to-board pathway by creating a structured pathway for active volunteers to transition to board roles by offering mentorship, leadership opportunities and committee involvement.
 - c. Expand youth outreach and develop corresponding leadership opportunities across communities to prepare them for future board service.
 - d. Increase recognition of community leaders and volunteers outside of PWSRCAC, share success stories and celebrate their work across a broader platform.
 - e. Develop mentorship and shadowing opportunities to pair interested individuals with current board members for mentorship or shadowing experiences to build familiarity with board responsibilities.
 - f. Utilize targeted recruitment campaigns through use of social media, newsletters and local media outlets to promote board opportunities and highlight the impact of serving on the board.

Background Review

Background Review:

Table 1 outlines all the materials provided by PWSRCAC and reviewed by PGS at the start of the project. These materials were very helpful in the initial understanding of the organization, its history, mission and contractual obligations. Additionally, the ability to review recent information on the process assisted in formulating the questions for the Discovery Survey.

Strengths identified from the background review:

1. Clear organizational mission and vision, with strong policy guidelines.
2. Continuity of information provided to members for project input, presentation and ranking. This consistent approach in information and guidance is not only effective and efficient, but it removes uncertainty from participants - particularly volunteers.

Areas for additional consideration identified from the background review:

1. Documented attendance sheet of all invited and present attendees at meetings. The role call completed at the beginning of the 2023 December workshop is helpful, but a secondary document that lists all invited attendees and those that were absent is beneficial to determine actual numbers of engagement over time.
2. Work completed with Agnew::Beck affirmed the current mission and status of the organization - clear prioritization of strategies for next 3-5 years, with visuals of board support was to be determined in next steps.

FY23	<ol style="list-style-type: none"> 1. Board and Staff Ranking Sheet - FY23 2. Board and Staff Ranking Sheet - FY23 - Fillable 3. Briefing Sheet Packet - Full-1 4. Budget Briefing Sheet - How-To -1 5. Cover Guidance Memo 2021 - with Attachments 6. December 2021 Vol- Wkshp Agenda 7. FY23 - LRP - Stakeholder Letter with Attachments 8. Org Chart FY2023 - Big Picture
FY24	<ol style="list-style-type: none"> 1. Briefing Sheet Packet - Full 2. Budget Briefing Sheet - How-To 3. Budget Template - FY2024 4. Cover Guidance Memo - 2022 with Attachments 5. December 2022 - Vol-Wkshp Agenda 6. FY24 - LRP Stakeholder Letter 7. FY2023 Projects Ranked and Sorted with equal weight 8. One Page Strategic Plan - Current with checkboxes 9. Org Chart FY 2024 - Big Picture
FY25	<ol style="list-style-type: none"> 1. Board and Staff Ranking Sheet - FY25 - Fillable 2. Briefing Sheet Packet - Full 3. Budget Briefing Sheet - How-To 4. Cover Guidance Memo - FY25 with Attachments 5. December 2023 Vol-Wkshp Agenda 6. Final - Updated Strategic Plan - 20230502 7. LRP - FY 2025 - 2029 8. Phase 1 - Final Report PWSRCAC Strategic Plan Update - Agnew-Beck 9. Video - LRP Workshop 12-01-2023 A 10. Video - LRP Workshop 12-01-2023 B
Additional Documentation	<ol style="list-style-type: none"> 1. Alyeska Contract with Council - Highlighted 2. Board and Staff Ranking Sheet -FY24 0 Fillable 3. Brief LRP History 4. LRP Summary 5. OPA 90 Sec 5002 6. 190130 SKL-JTL_LRP Notes 7. 190912 SKL-RE_LRP vs AWP Notes

Benchmarking

Benchmarking Organizations: PGS reached out to the following board-driven organizations for review and benchmarking of their strategic planning and annual budget review processes, below is a brief summary of its' findings:

Cook Inlet Regional Citizens Advisory Council (CIRCAC) - The CIRCAC is the non-profit organization that most closely aligns with PWSRCAC, as it was also founded in response to the Exxon Valdez oil spill and created through the Oil Pollution Act of 1990 (OPA 90). Highlighted below are the similarities and notable differences between PWSRCAC and CIRCAC in their approach to annual budget development and project selection to reach their strategic plan goals.

Similarities:

- Both organizations utilize Five-Year Long Range Planning that is reviewed annually by their board of directors. In the Long Range Plan documentation, each organization connects how their strategic goals align with OPA 90 requirements.
- To develop annual work plans and projects PWSRCAC and CIRCAC utilize committees of board members, staff, and subject matter experts to develop project ideas that meet the strategic goals for the organization.
- Additionally, both organizations have designated work projects that are protected in their annual budget process to ensure compliance with OPA 90.

Notable Differences:

- CIRCAC's Executive Director after review and input from staff drafts the annual budget, based on proposed committee projects and administration plans. During the December Budget Meeting, the board will review and approve the overall budget.
- The CIRCAC committees review projects presented to them by staff, and the committee will either modify, approve or reject project ideas at a committee level. Once projects have been thoroughly vetted, they are brought to the board for approval. The CIRCAC board and staff do not rank project proposals.

Oil Spill Recovery Institute (OSRI) - OSRI is another organization that came from the Exxon Valdez oil spill and authorized by OPA 90. Like PWSRCAC and CIRCAC the composition of the advisory board for OSRI was specified by OPA 90, and currently consists of 14 voting and 2 non-voting

members. The benchmark assessment is based on public information provided on their website <https://osri.us>

Similarities:

- Annual work plans are developed based on the mission of the organization. A Research Program Manager prepares the work plans in consultation with committees, composed of members from the Advisory Board and may include members from the Scientific and Technical Committee. The work plans for the next fiscal year are voted on in the fall by the Advisory Board.
- A Research Plan, comparable to the PWSRCAC LRP, is available with potential projects for consideration during the next 5 years including potential budgetary impact for such projects.

Notable Differences:

- The OSRI Research Plan for 2021 - 2025 categorizes each of its four goals that support its mission. Each of these goals is broken into descriptive focal areas, and each focal area has a paragraph for each potential project with project length and budget. Adding the paragraph for each project under the goal increases the clarity of the potential project scope

North Peninsula Recreation Service Area (NPRSA) - NPRSA is a board-driven government organization for the Kenai Peninsula, whereas the board is made of volunteer, elected service area residents that form an Advisory Council that holds authority to budget review and approval. The majority of funding for the service area is generated through oil and gas industry activity on the Peninsula with an approximate \$2M yearly revenue.

Similarities:

- Annual budget review is presented to the board for final review and approval. During the annual budget review, the board also reviews ongoing projects, or phased projects as consideration for future funding and completion.
- Document highlighting 10 year strategic initiatives is presented during annual budget review session, but has limited discussion or reaffirmation during the meeting.

Notable Differences:

- The 10 year strategic plan conducted by an outside consulting firm, incorporated community feedback through surveys to provide guidance of identified projects for future

budget consideration. Additionally the plan detailed project scope and initial budget expectations for each larger project identified as a long-term initiative for the organization.

Discovery Survey - Executive Summary

Introduction:

During the first few weeks of October 2024, PGS administered a survey to the PWSRCAC members including: 20 board members, 15 staff members and 24 committee members. We appreciate the 11 board members, 15 staff members and 14 committee members who participated in the survey, this response rate of 67% provides a strong voice for the organization.

The goal of this survey was to better understand the current value and structure of the December Workshop, project development and ranking as well as how this fits into the Long Range Planning for PWSRCAC. The majority of questions required a forced, yes or no, answer from respondents, to mitigate any “middle-of-the-road” answers. Additionally, there were several open-ended questions that encouraged respondents to share what they liked about the current process and what they would offer as improvements to the process. Below are key takeaways from the survey, with areas of interest indicated. The full results can be found in the appendix of this report.

Key Takeaways - Pre-Workshop:

// There is strong alignment between all respondents that the current process to submit projects prior to the December Workshop is effective, and those submitting projects have the support that they need during this process.

// The following are a few notable comments from the open-ended response question “Tell us what you like about the current process to submit projects”

- » If you do your homework the process works and is an effective means to rank projects. Projects can be developed through a committee and synthesized with the help of a project manager (board)
- » I think the process is methodical; discuss ideas and develop projects at committee level, formally type up budget sheets, explain ideas at DEC LRP workshop, rank ideas. Run with what's best ranked (staff)
- » The budget sheets, clear and concise instructions on how to submit projects. Lining up with goals and objectives of the organization. (committee)



// The following are a few notable comments from the open-ended response question “Tell us how you would improve the process to submit projects.”

- » I think an improvement might be having more thought about data gaps and data needs prior to project solicitation. Sometimes the projects submitted appear to cover a wide array of topics within a committee. Maybe if the committees could spend more time on data needs and big picture it might help focus on the needs at hand. (board)
- » I think it would be valuable to have a running history of all prior projects so that we don't repeat work efforts. We could also do a better job capturing any recommendations for follow-up from prior projects that could turn into future projects (staff)
- » Priority information needs should be identified by the Council (board and committees) and then projects to respond to those needs should be broadly solicited. (committee)

- » It just seems cumbersome and lengthy. We spend a lot of time in our committee discussing ongoing "protected projects" vs. "new projects". And the process also seems to get into the weeds more than it should for board-level conversations--the board and committees should discuss and identify large goals/priorities, and then let the experts (i.e. paid staff recruited b/c they have specific skill sets) can determine the best way (the projects) to achieve the desired goals/priorities. (committee)
- » Leave the committees out once the projects are submitted so they aren't wasting time on what is then a budgeting issue. (committee)



// The following are a few notable comments from the open-ended response question "Tell us how you would improve the support for project development."

- » Provide board venue to more formally present projects. (board)
- » Perhaps better education to member entities on what type of projects they could submit. (board)
- » It is so incredibly difficult to get commitments from Alyeska on when they will provide requested information. Oftentimes, projects languish for months on end before progress is made because the requested information is not provided, even when a timeline for receipt is provided. (staff)
- » Focusing more on how the information or results from the project will be used to promote our mission, and how it fits into the Board's strategic plan, would be an improvement. (staff)
- » My committee and the board, tend to see projects as a yearly cycle. I'd like more long term vision and prioritized focus areas (strategic plan) i.e. I want the Board to say VMT maintenance in a general sense is our top priority. That would lead me to develop projects related to secondary containment, power generation best practices, etc. In a roundabout way...we see the board priorities given our current ranking system. But know broad topics the Board want to address would help me better define long term planning and projects. (staff)
- » A clear information need should be identified first and then the technical committee, or project team, should develop a general project description with support from staff and outside experts as needed. (committee)



// The vast majority of respondents due their due diligence of packet review prior to the December Workshop. The breakout of hours spent reviewing the packet is below:

- » 45% of respondents spend between 1-3 hours reviewing the packet
- » 30% of respondents spend between 4-6 hours reviewing the packet
- » 15% of respondents spend over 7 hours reviewing the packet
- » 10% of respondents stated they did not review the packet

Key Takeaways - Workshop and Flow:

// While 100% respondents were clear on the Long Range Planning process and goals while reviewing the projects, only 90% of respondents stated they were clear on the Strategic Plan goals while reviewing the projects.

// Online facilitation of the December Workshop was viewed as engaging and the technology utilized for the workshop being easy to participate virtually. One respondent provided feedback that the

online experience may be improved with better viewing of the overall room and people speaking from the floor.



// The following are a few notable comments from the open-ended response question “Tell us what you like about the workshop.”

- » It is straightforward, however if data needs or data gaps were identified ahead of time, project scoring could be weighted towards those proposals that address a data need or data gap. (board)
- » I like the board and volunteers meet in person. I like the time of year. I like the variety of presenters. (board)
- » I like having the project managers give a high level presentation on their committees proposed projects and to handle Q&A. I am in favor of the project managers giving presentations, rather than the committee members. (staff)
- » I think the Workshop is a great opportunity for the Committee members and project managers to present their projects. They can discuss the Committee prioritization of projects at the Workshop that helps the Board and staff members that have the responsibility of scoring and ranking the projects (staff)
- » The opportunity to share the committee's projects with the board and staff and answer questions. Important to explain to the Board why projects were ranked the way they are. (committee)
- » Well organized and presentations are smooth and inviting of response. (committee)

// The following are a few notable comments from the open-ended response question “Tell us what you would improve about the workshop agenda and flow.”

- » Each committee getting a prescribed amount of time and then they pick how to use it. (board)
- » Better attendance especially by Board members. Emphasize current fiscal year vs long range.. (board)
- » I would like to have more and/or longer breaks during the workshop to be able to talk individually to the staff and volunteers about the proposed projects. (staff)
- » I'm not advocating for an open schedule with no time limits, but allotted time can sometimes feel a bit short to really explain projects. Or seems we sometimes get cut short when there is good Q&A going. (staff)
- » Focus on setting priorities and then let the staff figure out how to allocate resources to achieve those priorities. Less micro-managing of project details. (committee)
- » I would like to see committee chairs and members to present more and have staff as backup. (committee)

// 27% of respondents, with a mix of board, staff and committee respondents, felt that presenting projects at the December Workshop was too negatively competitive in nature. Below are a sample of responses in how respondents felt this process could be more equitable:

- » Sometimes. I don't like it when one committee is told that it is presenting too many projects. To make it more equitable, I suggest limiting the amount of points a rater can give to projects if they are members of the committee bringing them forward. (board)
- » At times different committees use different methods. Committee member input is good but may not be as slick as a powerpoint by a staff member (board)

- » My real answer is sometimes. Certain volunteers will resort to negative framing. Continued emphasis on positive framing of projects and the way they are ranked, with the idea that all projects have merit, but there are budget limitations. Donna and others have done well reiterating this multiple times throughout the workshops and LRP process. (staff)
- » If staff presented, rather than volunteers, the competitive nature would likely be greatly reduced. (staff)
- » Here again, have Board set overall priorities would set the tone. IE; we want to see VMT infrastructure projects first and foremost (staff)
- » I'm hedging here based on 25 years of involvement. There has been improvement in this area but there is still confusion as to how staff management actually uses this process to develop budget and how the presentations affect this (committee)
- » I don't think there should be voting on projects as much as ranking of priorities for the organizations to pursue, with staff having more ownership in pursuing projects that then help address the priorities identified by the Board (committee)

// 85% of respondents believed that there is an acceptable level of discussion of how the December workshop fits into the Long Range Plan and 89% of respondents believe that there is an acceptable level of discussion of how the December Workshop fits into the overall Annual Budget Process. For those that did not believe there was an acceptable level, open comments for improvement included:

- » Most folks do not tune into this. An inexpensive project often gets evaluated at the same level as a costly one. (board)
- » I think we can always improve our processes, and maybe adding some additional information related to how the December Workshop fits into the Long-Range Planning process and annual budget process on the front end would be beneficial and potentially result in better participation/attendance at the Workshop. (staff)
- » Budgeting and project development are somewhat disconnected. Budgeting needs to be included up front even for protected projects. Budget should be included explicitly in the ranking process rather than implicitly. (committee)

Key Takeaways - Workshop Ranking and Project Selection:

// Notable statistics from questions regarding the ranking process are as follows:

- » 92% of respondents stated the ranking process is easy to complete.
- » 79% of respondents stated that committee project prioritization plays a significant role in how they rank a project.
- » 78% of respondents stated that the current ranking process is equitable across the committees.
 - a. Board: 8 / 10 responded Yes
 - b. Staff: 12 / 14 responded Yes
 - c. Committee 2 / 4 responded Yes
- » 67% of respondents stated they believed the correlation coefficient showing the difference between the board and staff scores is important.
 - a. Board: 10 / 11 responded Yes

- b. Staff: 6 / 14 responded Yes
- c. Committee 9 / 12 responded Yes
- » 96% of respondents stated that a score a project gets is significant to them, e.g. they feel a high ranked project should have a high probability of being selected in the budget process.
- » 35% of respondents stated that a board's ranking should be weighted higher than the staff ranking.
 - a. Board: 3 / 10 responded Yes
 - b. Staff: 4 / 14 responded Yes
 - c. Committee: 3 / 4 responded Yes

// The following are a few notable comments from the open-ended response question "Tell us what you like about the current ranking process."

- » After many years I feel this system works if one puts in the time. There is no way to make this process easy if a person does not engage. (board)
- » Glad there is input but would be nice to know why folks rank projects as they do. Was it a slick presentation or committee preference or project manager emphasis? (board)
- » I think the current ranking process is clearly defined with instructions and criteria to base point assignments to the projects being ranked. The project criteria are listed at the top of the scoring sheet as well as how many total points are available to be assigned, the maximum number of points that can be assigned to each project, etc. (staff)
- » Staff and board correlation. I think this is a healthy discussion and in my opinion, things don't have to be perfectly in alignment, but the discussion is good. Good to also discuss protected projects and re-evaluate them from time to time. (staff)
- » Good opportunity to review and evaluate and finally provide input. Final system analysis is provided by staff and the board.. (committee)



// The following are a few notable comments from the open-ended response question "Tell us how you would improve the current ranking process."

- » On paper the Board is the final decider but in essence the Staff does the heavy lifting [along with contractors]. Board needs to know they can alter the final budget if they do not agree with the priorities. Need better take into account dollar cost of projects. Possibly need to balance the budget among committees. Need to get oral or written input from more Board members at meetings. Need to be sure there is transparency. (board)
- » It is tricky because people score things differently, so some people give everything a 5 or a 0, whereas other people give out more evenly distributed scores (I think also the number of projects each year varies, making the 75 points trickier to hand out some years over others). Possibly some sort of rubric of what each number represents would be helpful? (staff)
- » The current approach asks board and staff members to rate projects with scores from 1-5, it does not RANK the projects. Only committees are actually asked to rank projects in a preferred order that are then presented at the workshop. Individuals use different approaches to score projects from 1-5, e.g., some use only fives, some give all projects at least 1, and others pay close attention to committee prioritization. This variability isn't necessarily bad, but it's an important distinction from individuals ranking all the projects. The collective scores are used to rank projects. (staff)
- » Eliminate the limit on points assigned. A simple yes or no for funding approval is all that is needed. (committee)

// 97% of respondents believed that the December Workshop is a worthwhile effort for the board.

// The following are a few notable comments from the open-ended response question “How can this process be more engaging to encourage participation from all members”

» It is already tied to science night and the holiday party - it is pretty engaging now.

(perhaps make it mandatory if you want to travel) (board)

» I think making it more interactive would be nice, then you aren't listening to multiple speakers for hours on end, it can get a little exhausting. Also, maybe assigned seating that encourages Board members to sit with staff members rather than staff and Board grouping separately. (staff)

» I'm not sure if it happens at other meetings, but it'd be good to take time to celebrate the successes and highlight the big recent wins that demonstrate how RCAC has helped achieve recent priorities before diving deep into setting the next priorities. Celebrating success can help "warm up the crowd" and make the setting more inclusive and positive as discussions get into future priorities/trade-offs, etc. (committee)

Interviews - Executive Summary

Introduction:

Those that participated in the survey were asked if they were interested in providing additional feedback through an interview. Of the survey respondents, 3 board members, 6 staff members and 6 committee members volunteered to participate in the interview. Interview questions were developed after the survey to gain further clarity and feedback on three core concepts: Strategic Planning, Workshop Flow and Project Scoring and Ranking.

Strategic Planning Response Overview:

The interviews indicated a split in respondents between those that believed there needed to be more direction from the board for strategic planning. Interestingly, the majority of respondents in favor of having increased board direction came from committee members, where almost all thought this was critical. Staff and board members were less vocal that increased direction was necessary in the process. When questioned about losing the ability to submit project ideas outside of potential board driven plans, almost all respondents felt this was easily remedied due to the committee structure, and other organizational goals and requirements necessary.

If additional board direction was to be given, most all agreed that this should be done on average every 3 years. While the plan should be reviewed annually, projects may be longer in duration with multiple phases and one year planning would be too reactionary, while a five year plan would not allow for enough ability to react as needed.

Recommendation:

Based on the strong organizational mission and OPA 90 requirements, a multi-day strategic planning workshop with the board to review and reaffirm the mission, vision and current goals / objectives is not an effective use of time.

However, a half-day workshop, with the board to complete an strategic environmental analysis to develop their priority of strategic initiatives for the next 3 years would provide more guidance to the

committees on where they should focus their efforts with project planning. An outside facilitator would be recommended for the first workshop to ensure this process flows smoothly, and the desired outcomes are achieved.

Workshop Overview:

The survey highlighted inequities in the current workshop design between groups with many projects and groups with limited projects. When asked in the interview if moving the presentations to a time per project allocation instead of a time per group allocation most respondents were in favor of the idea. One response did indicate that groups with larger projects did manage their presentation time with the understanding that some projects would receive less discussion while others would have more time spent in discussion. Overall, the facilitator should be aware and allow further discussion if it is so warranted for the project.

The other common theme that was brought up in the interviews, was that of who presented the projects. This is not uniform in the current workshop design and is decided at the committee level. It was noted that there are presenters that are more comfortable in front of the room than others that could potentially “sell” the project better. One suggestion was to have the Project Manager and Committee member present together. Given the inherent personal preferences on presenting, the impact to those members who wish to present feeling more engaged in the process, it may be a loss to set parameters on this without further discussion with all committee members.

Integrating additional breaks or breakout sessions for further discussion on projects was reviewed with a mixed audience. Many were uncertain about the engagement and participation this would generate and were unsure that it would add value to the day. Several indicated that they did not want to see the agenda extended to accommodate these types of opportunities and were fine with the current process.

Scoring and Ranking Overview:

The majority of feedback indicated that the current scoring and ranking process is fine as is, and when probed if further effort to revamp this would be beneficial, the majority responded with “no.” Some of the “no” response is due to lack of respondents being able to identify a better model that is easy to understand and utilize.

The Correlation Coefficient, received mixed feedback in the interview. While many mentioned they liked the visual, the end discussion and time spent reviewing the data did not produce as much value towards the final outcome of project selection. Additionally several mentioned concerns with the validity of the data due to the way the projects are scored, due to different strategies utilized in scoring. What stands out as the benefit of the correlation coefficient is having a secondary, visually charted, method of evaluating projects between the staff and board members.

Recommendation:

Recommendations for the workshop and scoring and ranking are outlined below in the December Workshop Recommendations Section.

December 2024 Workshop Recommendations

Based upon survey and interview responses, as well as assessment from the provided background documentation, the following recommendations are advised for implementation at the December 6, 2024 workshop.

Workshop Agenda:

1. **Refresh the opening statements, allowing for participation from the group.** Allowing space in the beginning for participants to collaborate and speak amongst themselves and as a group creates an atmosphere of more engagement. The following is suggested:
 - a. Create a participant driven “Make Their Day” activity where each table has 10 minutes at the start of the morning to brainstorm and select their Top 3 PWSRCAC highlights from the year. A representative from each table will be asked to take notes and then present the Top 3 to the room. The facilitator will capture these ideas on a whiteboard or flip chart at the front of the room.
2. **Establish a timeline based on the number of projects submitted.** Currently there is a timeline based upon the number of committees, and they are required to fit their presentations into the allotted time. By moving this to a project-based timeline, each project will have equal representation.
 - i. Time is for guidelines only, there will be projects that take less time, so if discussion is going strong the facilitator should allow it to continue.
 - ii. For this workshop the recommended time limit for 23 projects is 10 minutes, with roughly 4 minutes for the presentation and 6 minutes for the Q&A.
 - iii. 2023’s workshop averaged 7 minutes per presentation.
3. **Include additional engagement activities through use of a supplemental feedback packet.** The current scoring process does not provide insight to how each participant scores the projects. By adding a supplemental feedback packet, it will encourage more thought into the scoring process, while serving as a valuable discussion tool in assessing the scores during the budgeting process.
 - a. Reflection Responses
 - i. During and in-between presentations, have the participants write responses to two reflection questions in the supplemental feedback packet provided to each participant.
 1. Question 1: How does this project add value to PWSRCAC and its members?
 2. What do you anticipate will be the greatest challenge for the project team to achieve success?
 - b. Impact / Effort Diagrams
 - i. After answering the reflection questions, the participants will place an “X” on the grid to the right of the questions, based on their perceived impact and effort this project has to PWSRCAC.
 - ii. This diagram is to be utilized for initial project responses, and provide a secondary visual to where staff and board members align on project scoring. It is recommended that all responses be collated and graphed with assigned colors for board, staff and committee members so that correlation between groups can be identified.

4. **Provide a 30 minute “Ask the Experts: Project Insights Q&A”** where committee chairs and project managers can answer any additional follow up questions participants may have on their projects. Suggested project boards, with slides or executive summaries be displayed so participants can visually reference projects they would like to further discuss.
5. **Close-Out**
 - a. Prior to leaving all participants must write at least one response to what they liked about the workshop and one item to consider for change about the workshop experience as a whole and place it on a Workshop board by the door. This is a chance to provide feedback on the overall workshop flow to be incorporated for the next event.

Scoring and Ranking:

1. ***Maintain the current scoring system:*** Almost all agreed from the survey and interviews that the current scoring system is easy to use, familiar, and the only difficulty is in how participants utilize their points. Furthermore, there was agreement that this is an initial step for budget funding and items may be moved by the board or staff in the final budget meeting.
2. ***Replace the Correlation Coefficient discussion with Impact / Effort:*** Feedback on the correlation coefficient was mixed. While some participants appreciated its inclusion, many felt it didn’t add significant value relative to the time spent preparing and discussing it. Moving forward, a project-based, color-coded Impact / Effort diagram could be a more effective and efficient tool. This approach doesn’t require additional software or modeling, and it would clearly highlight correlations between staff, board and committee members. Additionally, it would reveal discrepancies across scoring criteria in a visual format, making it easier to identify alignment and misalignment at a glance.

Suggested Agenda:

9:00 AM - Welcome and Roll Call

9:05 AM - Table Brainstorm: What are the top 3 highlights for PWSRCAC from 2024. Allow for 10 minutes of brainstorming, and 10 minutes of around the room sharing. Provide a “virtual breakout room” for those joining online. Have the facilitator write highlights on a chart in the room.

9:25 AM - Brief Overview of Process: Highlight changes to time allocation per project, but time will not be limited if discussion is strong, as there will be other projects that conclude sooner. Breaks can be adjusted as needed to assist with timing.

1. After each project, every participant is to complete the supplemental feedback packet.
2. After every 5 projects there will be a break, and participants can finalize their reflection responses as needed.
3. Scoring will be done as usual.

4. At the end of the day, project managers / staff will be available to answer any remaining questions on presented projects.
5. Submit workshop feedback at the end of the day prior to leaving.

9:30 AM - 1st Block of Projects Begins

9:30 - 9:40	Project 1
9:40 - 9:50	Project 2
9:50 - 10:00	Project 3
10:00 - 10:10	Project 4
10:10 - 10:20	Project 5

10:25 AM - 1st Break (5 minute buffer period added)

10:40 AM - 2nd Block of Projects Begins

10:40 - 10:50	Project 6
10:50 - 11:00	Project 7
11:00 - 11:10	Project 8
11:10 - 11:20	Project 9
11:20 - 11:30	Project 10

11:30 AM - 2nd Break

11:45 AM - Lunch

12:30 PM - 3rd Block of Projects Begins

12:30 - 12:40	Project 11
12:40 - 12:50	Project 12
12:50 - 1:00	Project 13
1:00 - 1:10	Project 14
1:10 - 1:20	Project 15

1:25 PM - 3rd Break (5 minute buffer period added)**1:40 PM - 4th Block of Projects Begins**

1:40 - 1:50	Project 16
1:50 - 2:00	Project 17
2:00 - 2:10	Project 18
2:10 - 2:20	Project 19
2:20 - 2:30	Project 20

2:35 PM - 4th Break (5 minute buffer period added)**2:50 PM - 4th Block of Projects Begins**

2:50 - 3:00	Project 21
3:00 - 3:10	Project 22
3:10 - 3:20	Project 23

3:20 PM - 5th Break

3:30 PM - Close Out: Thank all for engaging and participating, remind participants to complete their scoring sheet, supplemental feedback packet, and submit workshop feedback on the way out the door. Encourage participants to stay for the Ask the Experts: Project Insights Q&A.

3:45 - 4:15 PM - Ask the Experts: Project Insights Q&A - Open time to review projects, and ask any final questions prior to leaving.

Post - Workshop Recommendations:

1. Collect and document all participant information through use of pictures and / or entering information into a word document, powerpoint, etc.
2. Collate and assess Impact / Effort Diagrams compared to scores. Theoretically the high scoring projects should align with the high impact projects, and low scoring projects should align with low impact / high effort diagrams. Identify outliers, or areas of greater anti-correlation amongst the group.
 - a. There should be one master Impact / Effort Diagram per project, with color-coded stickers for board, staff and committee members.
 - b. Reflection Responses should also be grouped by board, staff and committee feedback for each project.

3. Send reports with scores out to participants for review prior to the budget meeting.

December 2024 Workshop Assessment

The following is an assessment of the set-up, project timing and group feedback from the December Workshop:

Room Setup:

The banquet hall at the Embassy provided a comfortable, private and professional space for the organization to gather. With out of town guests, multiple events occurring over two days, (Science Night, Workshop, Holiday Party), this is an ideal venue for these events.

The room was segmented into three main areas. The front of the room included the projector, podium, and IT table. There were also six speaker chairs at the front of the room.

- a. Observation - some committees had multiple members join the front of the room and the seats were utilized, while others did not.

The middle section of the room had 5 rows of rectangular tables. Each row accommodated 8 individuals with an aisle in the middle. A total of 40 individuals could sit in these five rows.

- a. Observation - only two individuals sat in the front row, and one of those was the facilitator. Open seats were also available in other rows as well.

The back section of the room had at least 5 round tables that could seat 8 individuals.

- a. Observation - four individuals selected to sit at two different round tables directly behind the rows of rectangular tables.
- b. Observation - the round tables were utilized by some for lunch and the Project Q&A following the presentations.

There were 31 individuals present in the room.

Below are a few suggestions for the room setup for the workshop that may increase engagement and dialogue during the event.

1. **Reduce the number of table rows** - Bring individuals to the front row and pull people into the conversation by targeting the number of rows needed to those present. For example this year there were 31 individuals present, one full row in the back could have been eliminated, unconsciously moving individuals closer to the presenters. This will also assist those managing the microphones, but reducing their coverage area.
2. **Increase space between the rows and the round tables in the back** - The tables in the back were beneficial for lunch and the Q&A, it is recommended that they remain in the room. By removing one row and slightly shifting the other round tables towards the back of the room, you encourage people to join the group at the rows, creating more engagement. If it is not feasible to move the round tables, other options to encourage individuals to sit in front are:
 - a. Signs on the round tables stating "Reserved for Project Q&A - please choose a seat at a rectangular table"

- b. Staff standing in front of the round tables and welcoming individuals to find a seat at a rectangular table.
3. **Needed materials placed on rectangular tables prior to individuals entering the room -** Place the copies of the large packets at the end of the tables with other table supplies such as note cards or extra pens. Have a supplemental packet at each seat ready for individuals as they sit down. This also serves as an indicator of where to sit when entering the room. (Agendas, pens, small fidget item, etc.)

Project Timing and Engagement

A detailed breakout of the timing for the workshop can be found in the Appendix as file *December 2024 Agenda Review*.

Comparing the 2023 December Workshop to the 2024 December Workshop, there was an increase in engagement from the audience through questions during the presentations. The chart below shows the number of questions and comments observed during the 2023 video analysis as well as the in-person analysis of the 2024 workshop. Overall there were 25 more questions in 2024 than 2023, and the average number of questions per project increased by 1.5.

	Total Number of Questions Asked to Each Committee		Average Number of Questions asked Per Project	
Committee	2023	2024	2023	2024
Information and Education Committee	9	18	2	4.5
Port Operations & Vessel Traffic Systems	8	11	2.6	3.6
Scientific Advisory Committee	16	31	2	4.4
Terminal Operations & Environmental Monitoring Committee	15	14	2	2.3
Oil Spill Prevention and Response Committee	8	7	1	2.3
Total Questions Asked	56	81		
Average Questions Asked per Project			1.92	3.42

The increase in participation could be due to any number of reasons, however it is worth noting a few facilitation tactics that were implemented in 2024 that may have made an impact in group participation.

1. The addition of a table ice breaker to encourage group participation prior to the morning presentations. Additionally, the number of average questions dropped after

the lunch break in 2024 indicating additional opportunities to re-engage the participants prior to starting post-lunch presentations.

2. Providing the Engagement Worksheet Templates that asked reflection questions as well as the Impact / Effort Diagram. It was noted that several people actively took notes and completed the worksheets, additional several comments were made about their aide in recording their responses to the presentations.

It will be recommended that the 2025 December Workshop builds off of the implementation of changes seen in the 2024 workshop.

Group feedback from the workshop:

All attendees were asked to provide at least one item they liked about the day (Pro) and at least one thing they would change for the day (Con), prior to leaving the room. Twenty-four separate notecards were submitted with feedback - the responses are below:

Pros:

1. Staying on time
2. I liked the impact diagramming form. I feel the meeting went off well. The staff did a great job!
3. Extra sheets, and regular breaks were nice. Smooth.
4. Frequent breaks, nice venue, great discussions, enjoyed the laughter
5. The handout to write information was very helpful
6. Meeting was smooth, well organized
7. Liked the impact / effort diagram. Very good long range planning workshop
8. I liked and used the supplemental notes and project impact diagramming form. Very helpful. I thought the workshop format with breaks and time allotment based on the number of projects worked well. Presentations were clear and concise, and gave me what I needed to rank all FY26 projects.
9. Ran smoothly, good to have 10 minutes per project. The grid was helpful. Saving additional Q&A for the end is a great addition.
10. In person, great facility, agenda well done, staff members got to show how great they are, executive summaries. Thanks for the great gift!
11. Great flow, really enjoyed the format and time for dedicated questions after each slide.
12. The engagement /questions from most volunteers show their interest in the process.
13. I thought the 10 minutes per project was a good change, allowed speakers to plan timing and allowed adequate and fair time for each project.
14. Excellent engagement and questions.
15. Excellent technical support by Hans, abundant paperwork, good food and drinks, liked the tables pushed to the front.
16. I liked the format with immediate follow questions. I liked the project impact diagram.
17. So much more informed on projects, really helps.
18. Really liked cheatsheets put projects in order that are being presented. Positive feedback from the entire group.
19. The meeting was run really well.
20. Good meeting, liked the impact diagram. Thought the “table ice breaker” was effective and should be a bit longer next year. Please share the positive comments.

- 21. Celebrating Successes! After seeing it in practice, I now support the timed intervals for projects - good idea.
- 22. Schedule and time limit on presentations
- 23. The work we do here benefits many organizations, agencies and municipalities
- 24. Willing to try new things, but have done this a lot. In person time is important.

Cons:

- 25. Same board members in attendance, same board members missing
- 26. None come to mind
- 27. Getting here was the worst
- 28. A couple projects fell out of the 10 minute mark / hard to contain the Q&A
- 29. Could use slightly longer breaks, so much food... maybe not terrible :)
- 30. Much more time intensive of an ask for our volunteers
- 31. Not sure how you fix this, but there are a few people that provide a lot of commentary not relevant to what we're doing takes up time / energy
- 32. Consider a way of making the timing for the speakers visible to the room. Maybe a small countdown timer onscreen or an audible "ping" for the 5 minutes / 1 minute / time's-up - so that folks with questions are aware of how much time is left per project.
- 33. Can't do all projects.
- 34. Need more and longer breaks (we had time). Some committees took a lot of time talking about their mission and non-project ideas, so maybe we need to add a few minutes for the intro. Only 10 board members attended (an 11th was online for part of the time)
- 35. Only about 10 board members in attendance. Pretty good question asking.
- 36. We lack a mechanism for incorporating feedback into projects that arises during discussion, e.g increasing budget.

PWSRCAC December Workshop Discovery Survey Results

Section 1: Pre-Workshop

1. I participate in developing project ideas to be presented at the December Workshop.

	Yes	No	Total
Board	7	4	11
Staff	10	5	15
Committee	12	2	14
<i>Combined Total</i>	29	11	40

If you do not participate, please let us know why not, (then skip down to question 9):

Board:

- I do not have the time it would take for my full commitment.
- I haven't thought of any as of yet
- I am not generally involved in project development.
- I need to be more proactive and submit projects.

Staff:

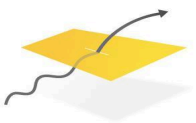
- I am part of a more administrative role.
- I do not develop project ideas; I do all the other behind-the-scenes stuff.
- Because I am administrative support staff.
- I'm staff. So yes. I generally bring ideas to my committee, and they help me flesh these out.
- Due to my position, I am not involved in developing project ideas

Committee:

- I was out of town

2. As I develop a project idea, I also plan how the project fits into the five-year Long-Range Plan.

	Yes	No	Total
Board	4	5	9
Staff	9	1	10
Committee	10	3	13
<i>Combined Total</i>	23	9	31



3. The current process to submit projects prior to the December Workshop is effective.

	Yes	No	Total
Board	9	0	9
Staff	10	0	10
Committee	11	2	13
<i>Combined Total</i>	30	2	32

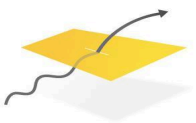
4. Tell us what you like about the current process to submit projects.


Board:

- It is a several month process that you have to pay attention and understand. As the longest member of the council I have adapted. I participate, help younger people do the thing they think needs to be done.
- They seem to be developed from across all the folks involved with RCAC, staff and volunteers
- It's straightforward
- So, the process works, but it is so hard to really know about all of the projects. I am on the IEC committee, so I am naturally biased to the projects that are developed out of that committee. Also, I am a board member, so my exposure to all the things PWSRCAC does is limited to how much time I have to participate. While I try to stay involved via IEC, Long Range Planning Committee, and Board Meetings - I certainly do not have the quantity or quality of information that the staff has. I like that both the board and staff have a say in projects. I like that the information comes out well before the meeting. I like that some board members stay involved.
- The process is clearly defined and easy to follow
- If you do your homework the process works and is an effective means to rank projects. Projects can be developed through a committee and synthesized with the help of a project manager
- lots of outreach by staff, committee meetings and discussion
- Everyone can submit and staff widely advertises requests for proposals.

Staff:

- It seems like some people make up projects simply to have work. We should think about ways to make sure current employees are aware of work that has been done in the past.
- Time between committee workshop and submittal and presentation of projects allowing for development, input, and committee ranking. I think the committee rankings



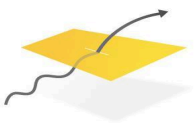


themselves are effective at informing the Board which projects are of priority to the committee.

- The deadlines are really clear, and Committee feedback is central to submittal of projects.
- Opportunities for a lot of folks to generate project ideas.
- All PWSRCAC volunteers are invited and encouraged to submit project ideas. There are templates to complete with requested information, and all 5 technical committees have meetings dedicated to developing project ideas. We also reach out to our member organizations and other stakeholders to solicit ideas.
- The projects are discussed in the technical committees prior to being brought up at the workshop.
- I think the process is methodical; discuss ideas and develop projects at committee level, formally type up budget sheets, explain ideas at DEC LRP workshop, rank ideas. Run with what's best ranked.
- The process is driven by the committees. This is typically a good thing, with the exception that each committee operates somewhat differently and has variable expectations about what makes a good project and what is an appropriate budget, so project ideas can vary greatly.
- Collaborative
- I think the current process takes input on proposed project ideas from both internal and external stakeholders, provides clear instructions for project proposals that includes what information is required including description, how it aligns with PWSRCAC's mission, budget information, and other information to make informed decisions related to the long-range planning process.

Committee:

- Project ideas generally come from outside groups that have a project idea that fits with the RCAC mission rather than being driven by priority information needs identified by the Council. The process for requesting outside ideas is not consistent or transparent. (This may not be true across all committees)
- We review the projects in committee and weigh them based on several factors. We then rank them and present them to the staff and board to rank. It's an effective process.
- There is much discussion and consensus prior to submission
- Open by invitation.
- Easy to submit. Involves staff who know the issues.
- The staff prepared the majority of the information and makes it easy to discuss.
- The budget sheets, clear and concise instructions on how to submit projects. Lining up with goals and objectives of the organization.



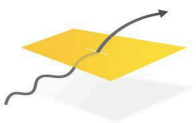
- It's inclusive and makes it clear that all ideas are welcome and can have stage time, but it makes it lengthy.
 - It allows all committees to have a voice and most of the time it is pretty egalitarian.
 - Group participation really helps formulate a project and also ranking its importance and cost.
 - That they originate from committees and staff
5. Tell us how you would improve the process to submit projects.

Board:

- So younger, professionals can learn the process.
- attach early planning process to a regular board meeting
- I think each project should get a little bit more time. Maybe we can use some of the Science Night time to get a part of the projects presented. It just seems that there is a great deal of information and not a lot of time to learn about the various projects. Is it crazy to say that committee members cannot vote for their own projects? Perhaps that would avoid the bias that is inherent to ownership.
- No suggestions as this process, though not easy for some, does work.
- Need more creativity to come up with useful and cost-effective ideas
- I think an improvement might be having more thought about data gaps and data needs prior to project solicitation. Sometimes the projects submitted appear to cover a wide array of topics within a committee. Maybe if the committees could spend more time on data needs and big picture it might help focus on the needs at hand.

Staff:

- Emphasizing positive framing: lowest ranked projects by committees are not bad or worst. Allowing room for committee comments within the ranking to share nuance of ranking decisions as needed.
- Some project ideas lack details. When this happens, it often leads to significant staff time spent clarifying expectations or working up project proposals that may not meet needs. The annual letter to stakeholders along with the project proposal template seems to be working to get details from stakeholders in a more helpful way. Consider ways to encourage internal folks to provide more details when proposing an idea. Possible solutions could be a modified proposal template or requiring the idea-proposer to attend one of the committee's LRP meetings to propose their idea.
- I think it would be valuable to have a running history of all prior projects so that we don't repeat work efforts. We could also do a better job capturing any recommendations for follow-up from prior projects that could turn into future projects.
- I could use more committee help/feedback on project details like budget estimates, expected completion timeframes, desired end products. I feel the budget estimates in



particular have caught me off guard as proposals to an RFP are received (my estimate is generally too low).

- There could be more collaboration between project managers that work with the different committees.
- There have been improvements made to the PWSRCSAC Long Range planning process over the past 5 years. I don't have any additional recommended improvements to offer at this time.

Committee:

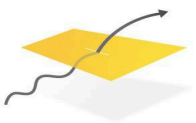
- Priority information needs should be identified by the Council (board and committees) and then projects to respond to those needs should be broadly solicited.
- It seems to work well as it is.
- Might be improved by seeking out researchers with appropriate background and interests.
- Get more involvement from member entities in the initial stages.
- I can't think of anything. I like the process the way it is.
- It just seems cumbersome and lengthy. We spend a lot of time in our committee discussing ongoing "protected projects" vs. "new projects". And the process also seems to get into the weeds more than it should for board-level conversations--the board and committees should discuss and identify large goals/priorities, and then let the experts (i.e. paid staff recruited b/c they have specific skill sets) can determine the best way (the projects) to achieve the desired goals/priorities.
- Leave the committees out once the projects are submitted so they aren't wasting time on what is then a budgeting issue.

6. I have the support I need to submit projects.

	Yes	No	Total
Board	8	0	8
Staff	9	1	10
Committee	12	0	12
<i>Combined Total</i>	29	1	30

7. Tell us about the support and resources you utilize in submitting project ideas.

Board:



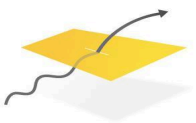
- I do not usually submit projects. I judge the submitted ones. Most of those are very good and well thought out. Wish we had more money.
- Issues identified in community then discussed with staff and board
- PWSRCAC staff is unparalleled in their knowledge and support. If you have a project idea, they will help you with it. I have no reason to complain in this area.
- Ideas for projects can be advanced through a technical committee for value and consistency
- Staff very available
- I haven't submitted, but I know support by staff would be provided.

Staff:

- Project managers, directors, and committees all available to help
- I am busy enough with the work I do on a regular basis. I do not need to take on more projects as I do not have time.
- I rely on input from the communications staff and managers to refine projects and their write ups (budget sheets).
- I use my Committee members and staff input for submitting project ideas, as well as Alyeska's provided schedule for projects.
- I mostly submit project ideas verbally through the appropriate technical committee, and if the committee likes the idea, then the lead project manager will fill out the project budget template.
- I bring my ideas to the OSPR committee workshop and if they like then they get developed into a promotional project.
- I try to lean on my committee's expertise and flesh out ideas to some degree in advance. LRP always seems to sneak up on me though. Maybe a check in with staff pre LRP season and better discussion in house on project ideas, who'll need help on a given projects or what projects might overlap committees, etc. We sort of do this on our own as PM's but something more formal perhaps ahead of LRP?
- In my position, I don't make many recommendations for project ideas, however, when I did have projects I was proposing, I could always reach out to project managers/project manager assistants, PWSRCAC management team members, committee members, Board members, and external partners as needed.

Committee:

- I bring them up in a committee meeting and potentially provide a short write-up
- The program managers over the past few years have supported and listened to ideas from the committee.
- I haven't personally submitted any ideas to date



- Direct communication with staff, Nelli Vanderberg and John Guthrie
- From staff plus materials and other as needed.
- Documents sent ahead of meeting for preparation to discuss is important. Preexisting project information where applicable is also helpful.
- I am on the Information and Education committee. We work with staff to help with submitting project ideas.
- Staff at committee meetings facilitate the process for the committee on which I participate.
- The staff and the written instructions are both very helpful.
- Support and discussion are critical parts of long-range planning meetings. Each participant brings their knowledge of resources into discussion.
- I bring them to the committee. If staff supports the idea, then they work it up, sometimes communicating via email to fill in details. During this process the project idea may be collaboratively tweaked. If the staff doesn't support the idea, they tell us why it's not possible. If the proposed project pleases the committee (personal approval, not based upon how relates to organizational goals), they rate it well enough to progress in the process.

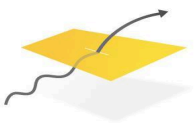
8. Tell us how you would improve the support for project development

Board:

- Provide board venue to more formally present projects
- Perhaps better education to member entities on what type of projects they could submit.
- Support is there if you reach out.
- See above

Staff:

- It can be challenging to go back and forth and gather all committee member input and then synthesize. Especially on brand new projects.
- It is so incredibly difficult to get commitments from Alyeska on when they will provide requested information. Oftentimes, projects languish for months on end before progress is made because the requested information is not provided, even when a timeline for receipt is provided.
- Focusing more on how the information or results from the project will be used to promote our mission, and how it fits into the Board's strategic plan, would be an improvement.



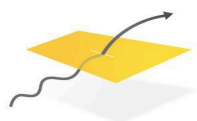
- My committee and the board, tend to see projects as a yearly cycle. I'd like more long term vision and prioritized focus areas (strategic plan) i.e. I want the Board to say VMT maintenance in a general sense is our top priority. That would lead me to develop projects related to secondary containment, power generation best practices, etc. In a roundabout way...we see the board priorities given our current ranking system. But know broad topics the Board want to address would help me better define long term planning and projects.

Committee:

- A clear information need should be identified first and then the technical committee, or project team, should develop a general project description with support from staff and outside experts as needed.
- There seems to be ample support and available resources as it is.
- Add more art and drawing support.
- I'm not sure it's the role of the volunteers to be developing the projects. Just setting goals and priorities, and passing a budget that reflects this intent.
- Maybe get the information out to the universities to encourage more students working on their Masters and PhDs to submit projects.
- This is more, I think, about the makeup of my committee than the process, but the other members have expertise/interest in only a couple areas, with not much to provide for potential projects that are still within the committee's purview that might contribute to the organization as a whole or other committees' projects. If we could broaden committee makeup, that might improve but no one seems to know how to recruit new committee members. Some years ago, cross-committee work was stronger; now it's just a tick box that a project has support from another committee. My committee isn't allowed to put up projects that might benefit another committee's work because their projects belong to them. I suspect this has to do with territorial issues to do with how staff works together, or not, than anything a committee member can do.

9. How long do you spend reviewing the projects in the packet prior to the December Workshop

	1-3 hours	4-6 hours	7+ hours	No review	Total
Board	5	5	1	0	11
Staff	9	2	3	1	15
Committee	4	5	2	3	14
<i>Combined Total</i>	18	12	6	4	40



10. Tell us how we could make it easier for you to review the meeting packet prior to the December Workshop.

Board:

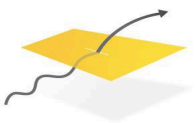
- You all are fantastic. I'm just swamped in the fall.
- Join one of the committees
- More time. Printed copies with room for notes.
- No suggestions as long as lead time is sufficient. 3 weeks.
- I'm ok with the process. Generally, prefer reading paper instead of screen

Staff:

- Staff provides short executive summaries of all projects as well as the more detailed budget templates. Staff even provides a cheat sheet of how to read the more detailed project budget sheets! The information is sent out about 2 weeks before the workshop, and I have no idea what staff can do to make it easier to review the packet.
- I find the information is pretty straightforward to review, just lengthy. I think the streamlined budget sheets will help, as well as the consistency of having all the budget sheets look more similar.
- Not sure, I think people have time to review them if they are actually interested.
- I think some visual aids would help make the packet easier to review.
- Budget briefing sheets are too long and repetitive with so many projects to review.
- I think everything makes sense and we provide enough information and context to review the packet.
- I like the workshop and Q and A that can occur. I think it's good when other committee members force you to speak to project ideas. Maybe rotate staff around tables to answer specific questions or give people time to get into more Q&A that's more one on one with project managers?
- I don't know if there is a way to simplify or streamline the packet for the December Workshop. As Board and staff members are the ones scoring and ranking the proposed projects it is important for everyone involved and attending the Workshop to read the packet/briefing sheets so that they can make the most informed decision to score/rank the projects according to the criteria provided. This should ensure that the projects that most closely meet these criteria are ranked highest and have the best chance of being funded within or limited budget. Those projects that are ranked lower can then be considered for out years (years 2-5).

Committee

- Maybe just a reminder email
- More executive summaries. Some of the projects are very technical and it is impossible for me to read and understand all the data.



- I don't vote on projects so I don't review them. I'm a volunteer on a committee.
- Works o.k. now. After the meetings, the projects are sent to committee members for review and ranking.
- As a committee member, once our committee's project rankings are decided by the committee as a whole, I have no further role in the process and consequently do not participate.

11. I am clear on the Long Range Planning process and goals while reviewing the projects.

	Yes	No	Total
Board	11	0	11
Staff	15	0	15
Committee	14	0	14
<i>Combined Total</i>	40	0	40

12. I am clear on the Strategic Plan goals while reviewing the projects.

	Yes	No	Total
Board	10	1	11
Staff	13	3	15 (one staff answered both yes and no)
Committee	14	0	14
<i>Combined Total</i>	37	4	40

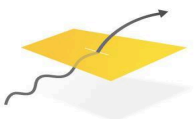
Section 2: Workshop Design and Flow

13. I have attended a December Workshop in person during the past 3 years.

	Yes	No	Total
Board	9	2	11
Staff	14	0	14
Committee	7	6	13
<i>Combined Total</i>	30	8	38

14. If yes, how many times have you attended the December Workshop in person over the last three years?

	1 Time	2 Times	3 Times	Total
Board	1	4	4	9



Staff	2	5	7	14
Committee	2	5	2	9
<i>Combined Total</i>	5	14	13	32

15. I have attended a December Workshop online during the past 3 years.

	Yes	No	Total
Board	4	7	11
Staff	5	9	14
Committee	5	9	13 (one member answered both yes and no)
<i>Combined Total</i>	14	25	38

16. If yes, how many times have you attended the December Workshop online over the last three years?

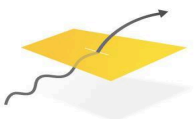
	1 Time	2 Times	3 Times	Total
Board	4	0	1	5
Staff	5	1	1	7
Committee	3	1	1	5
<i>Combined Total</i>	12	2	3	17

17. For online attendees only: As a virtual participant I felt engaged in the workshop and was able to ask questions.

	Yes	No	Total
Board	3	0	3
Staff	3	1	4
Committee	4	1	5
<i>Combined Total</i>	10	2	12

18. For online attendees only: The technology utilized for the workshop made participating virtually easy.

	Yes	No	Total
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Board	4	0	4
Staff	4	0	4
Committee	4	1	5
<i>Combined Total</i>	12	1	13

19. For online attendees only: Tell us what you would improve about the virtual workshop experience

Board

- No suggestions

Staff

- In 2021, the entire event was online due to Covid, so I do not think my virtual experience is the same as someone attending a hybrid experience online.
- Virtual attendance was during COVID, not a regular thing.
- Normally, I always attend the Workshop in person, but I believe in 2021, due to the COVID-19 pandemic, we held it virtually in 2021. I don't remember anything that I would improve from the virtual Workshop that was held that year.

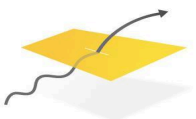
Committee

- Participation is encouraged and the presentations are well structured.
- Better viewing of the room and people speaking from the floor.
- I have only attended once during covid. I thought it was fabulous. I felt very engaged.
- Online lunches (just kidding).

20. For all attendees: Tell us what you like about the workshop.

Board

- Combination of workshop with Science Night and annual dinner.
- It seems to be informal with a sense of interest in all the projects
- I like the board and volunteers meet in person. I like the time of year. I like the variety of presenters.
- I like that there is open dialog to discuss projects etc. I think the workshop is great
- Easy to get an understanding of projects by asking questions.
- Socialize and ask questions relevant to RCAC



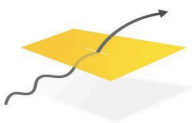
- It is informative. Allows for questions and input.
- It is straight forward, however if data needs or data gaps were identified ahead of time, project scoring could be weighted towards those proposals that address a data need or data gap.

Staff

- It's a chance for Board members to ask clarifying questions of the committee members and staff.
- I enjoy hearing about other people's projects.
- The thing I like most about the workshop is the ability to ask questions about a project before they are ranked. I learn more about the project through the questions than just reading the materials.
- I like learning about the other committees' projects in depth.
- The ability to be around each other and discuss ideas.
- It's a chance for committees to hype up their proposed projects.
- I like having the project managers give a high level presentation on their committees proposed projects and to handle Q&A. I am in favor of the project managers giving presentations, rather than the committee members.
- I like that it gives everyone an opportunity to present their projects and answer any questions that stakeholders have about them.
- The Q & A. Especially questions from people who don't know your project ideas as well or necessarily support the project. This banter is healthy.
- It is very interesting to listen to the presenters and learn more about the projects.
- It is an opportunity to hear what other committees are working on and planning for the future.
- I think the Workshop is a great opportunity for the Committee members and project managers to present their projects. They can discuss the Committee prioritization of projects at the Workshop that helps the Board and staff members that have the responsibility of scoring and ranking the projects.

Committee

- The opportunity to share the committee's projects with the board and staff and answer questions. Important to explain to the Board why projects were ranked the way they are.
- Getting together and discussing the projects
- Well organized and presentations are smooth and inviting of response.
- Interaction with staff, board members, and committee members.
- Workshop is good.
- A chance to hear about all the projects and ability to ask questions in person. Also a way to combine different committees to all the projects.



- Being in person!
- It is a great way to understand to project proposals more in-depth.
- Collaboration.

21. For all attendees: Tell us what you would improve about the workshop agenda and flow.

Board

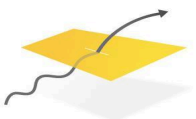
- Everyone needs to read the projects and try to understand
- Each committee getting a prescribed amount of time and then they pick how to use it.
- Better attendance especially by Board members. Emphasize current fiscal year vs long range

Staff

- I would like to have more and/or longer breaks during the workshop to be able to talk individually to the staff and volunteers about the proposed projects.
- Stop discussing the fish philosophy start. It is getting really old.
- I would like to see it facilitated by someone from staff rather than a volunteer. In past years, the facilitator hyped up their committee's projects more than other committees.
- I'm not advocating for an open schedule with no time limits, but allotted time can sometimes feel a bit short to really explain projects. Or seems we sometimes get cut short when there is good Q&A going.
- I think some more interactive items would be fun and helpful
- It is often rushed because the workshop moderator is hurrying through things; this limits thoughtful discussion.
- I think the agenda is set up so each of the five Committees have an equitable amount of time based on the number of projects that they have to present. I would also recommend that project presenters use the prescribed project presentation format that is designed to ensure a level playing field and reduce any real or perceived competitiveness in the process.

Committee

- I like the process and don't see any need to change what seems to work well
- Have the chair stop reading everything back to us and just get it done.
- Curious if staff had enough time to pivot projects if changes are made.
- I really like the way it is right now. We have worked hard over the past 10-15 years to improve the process and I think it works well.
- Focus on setting priorities and then let the staff figure out how to allocate resources to achieve those priorities. Less micro-managing of project details.
- I would like to see committee chairs and members to present more and have staff as backup.



22. If you have not attended a December Workshop in the last 3 years, tell us why.

Board

- work/life conflicts arose
- I'm confident in staff identifying and prioritizing work

Staff

- N/A.

Committee

- I participate in committee LRP but not the December workshop.
- I've usually not have had time, although I attend the events leading up to and after
- My issue for attendance has been the covid-19 impact.
- Only been involved for the last 2 years.
- I am just a low-level volunteer. The December Workshop is for board and staff, although I believe some high-level volunteers may also attend.

23. The current agenda format allows enough time to adequately present all the projects.

	Yes	No	Total
Board	9	2	11
Staff	12	1	13
Committee	11	1	12
<i>Combined Total</i>	32	4	36

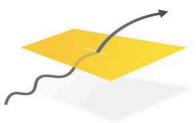
24. Does presenting projects at the December Workshop feel too negatively competitive in nature.

	Yes	No	Total
Board	5	6	11
Staff	4	10	14
Committee	2	10	12
<i>Combined Total</i>	11	26	37

If yes, what would you suggest to make this a more equitable process?

Board

- It feels like a brutal interview in front of everyone sometimes.
- Sometimes people feel that they have to argue their project over others. We just don't have enough money to do everything



- Sometimes. I don't like it when one committee is told that it is presenting too many projects. To make it more equitable, I suggest limiting the amount of points a rater can give to projects if they are members of the committee bringing them forward.
- At times. different committees use different methods. Committee member input is good but may not be as slick as a powerpoint by a staff member

Staff

- My real answer is sometimes. Certain volunteers will resort to negative framing. Continued emphasis on positive framing of projects and the way they are ranked, with the idea that all projects have merit, but there are budget limitations. Donna and others have done well reiterating this multiple times throughout the workshops and LRP process.
- I think some people make it unnecessarily competitive, but we already made all PowerPoint presentations look consistent and laid down presentation rules so I'm not sure what else we can do.
- As noted in Q8, if staff presented, rather than volunteers, the competitive nature would likely be greatly reduced.
- Here again, have Board set overall priorities would set tone. IE; we want to see VMT infrastructure projects first and foremost, and not like we don't care about school kid outreach, but it's just not our top priority, etc.
- Strategically think about projects across committees rather than in silos.

Committee

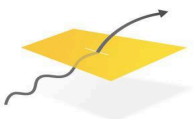
- I'm hedging here based on 25 years of involvement. There has been improvement in this area but there is still confusion as to how staff management actually uses this process to develop budget and how the presentations affect this.
- I don't think there should be voting on projects as much as ranking of priorities for the organizations to pursue, with staff having more ownership in pursuing projects that then help address the priorities identified by the Board.

25. I believe there is an acceptable level of discussion of how the December Workshop fits into the Long-Range Plan.

	Yes	No	Total
Board	3	0	3
Staff	10	3	13
Committee	11	1	12
<i>Combined Total</i>	24	4	28

Comments – Board:

- Sometimes I feel this is a big disconnect for newer members.



- Yes, but I do not like the statistical information presented about how staff and board members compare. It is a waste of time. If a board member or staff member wants it fine, but I don't feel it is worth the time to present it to the whole group.
- For some it is difficult to understand the relationship between annual budget and carrying over to budget for multi-year projects.
- Usually just a few folks who ask questions that may or may not stimulate more discussion

26. I believe there is an acceptable level of discussion of how the December Workshop fits into the overall Annual Budget Process.

	Yes	No	Total
Board	10	1	11
Staff	13	1	14
Committee	10	2	12
<i>Combined Total</i>	33	4	37

If no, how would you improve the December Workshop in conjunction with the overall Annual Budget Process?

Board

- Most folks do not tune into this. An inexpensive project often gets evaluated at the same level as a costly one.

Staff

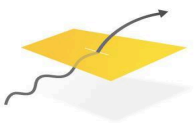
- I think we can always improve our processes, and maybe adding some additional information related to how the December Workshop fits into the Long-Range Planning process and annual budget process on the front end would be beneficial and potentially result in better participation/attendance at the Workshop.

Committee

- See above comment. The budget process should be separated from the LRP process.
- Budgeting and project development are somewhat disconnected. Budgeting needs to be included up front even for protected projects. Budget should be included explicitly in the ranking process rather than implicitly.

27. It is easy to see the connection between the projects presented and the one-page strategic plan.

	Yes	No	Total
Board	10	1	11
Staff	10	4	14
Committee	11	1	12



<i>Combined Total</i>	31	6	37
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28. I believe the correlation coefficient statistics showing the difference between board and staff scores is important.

	Yes	No	Total
Board	10	1	11
Staff	6	8	14
Committee	9	3	12
<i>Combined Total</i>	25	12	37

Section 3: Workshop Ranking and Project Selection

29. I have participated in project ranking in a past December Workshop.

	Yes	No	Total
Board	10	1	11
Staff	10	4	14
Committee	4	8	12
<i>Combined Total</i>	24	13	37

30. The ranking process for project prioritization is easy to complete.

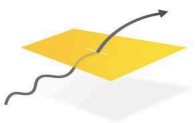
	Yes	No	Total
Board	9	1	10
Staff	14	0	14
Committee	3	1	4
<i>Combined Total</i>	26	2	28

31. Committee project prioritization plays a significant role in how I rank the projects presented.

	Yes	No	Total
Board	7	3	10
Staff	12	3	15
Committee	4	0	4
<i>Combined Total</i>	23	6	29

32. The current ranking process is equitable across committees.

	Yes	No	Total
Board	8	2	10
Staff	12	2	14



Committee	3	2	4 (one member answered both yes and no)
<i>Combined Total</i>	23	6	28

33. The score a project gets is significant to me, e.g. I feel a high ranked project should have a high probability of being selected in the budget process.

	Yes	No	Total
Board	10	0	10
Staff	14	0	14
Committee	3	1	4
<i>Combined Total</i>	27	1	28

34. I agree that protected projects are a necessary part of the ranking process.

	Yes	No	Total
Board	9	1	10
Staff	9	5	14
Committee	3	1	4
<i>Combined Total</i>	21	7	28

35. I agree that the board should have final determination of which projects are funded.

	Yes	No	Total
Board	8	2	10
Staff	13	1	14
Committee	4	0	4
<i>Combined Total</i>	25	3	28

36. Should all staff members be allowed to rank projects? (Board members asked this question)

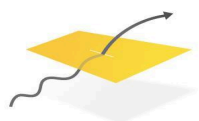
	Yes	No	Total
Board	7	3	10

37. Should the board's ranking be weighted higher than the staff ranking?

	Yes	No	Total
Board	3	7	10
Staff	4	10	14
Committee	3	1	4
<i>Combined Total</i>	10	18	28

38. There is an appropriate level of feedback for why projects are not included in the budget.

	Yes	No	Total
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Board	9	1	10
Staff	11	3	14
Committee	3	1	4
<i>Combined Total</i>	23	5	28

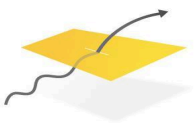
39. Tell us what you like about the current ranking process.

Board

- It's easy to complete.
- It allows all projects to compete equally.
- It seems like a fair way to rank the proposed projects
- Board and staff participation.
- It is so simple to do.
- After many years I feel this system works if one puts in the time. There is no way to make this process easy if a person does not engage.
- Glad there is input but would be nice to know why folks rank projects as they do. Was it a slick presentation or committee preference or project manager emphasis?
- I don't have any strong feelings on this. It seems to be working at present.

Staff

- That staff who would be implementing and leading projects have a say in addition to the Board.
- I appreciate that it is relatively anonymous.
- It provides a useful guide for the staff to use when developing a balanced budget for Board consideration.
- I like that it is a good way to learn about all of the proposed projects, and it helps better prioritize where our money goes in a way that aligns with Board and staff views.
- I like that all of the potential projects are ranked and averaged out to determine priority projects.
- Straightforward, easy to understand and to interpret
- Re the question: Committee project prioritization plays a significant role in how I rank the projects presented. - I selected yes and no because it depends on which committee projects we are talking about.
- The current process seems very fair, and I like it.
- Staff and board correlation. I think this is a healthy discussion and in my opinion, things don't have to be perfectly in alignment, but the discussion is good. Good to also discuss protected projects and re-evaluate them from time to time.
- It is easy to fill out, but a different format would be helpful



- All projects across all committees are considered by all staff and board, it's valuable to have an opportunity to weigh in on the broader scope of work.
- I think the current ranking process is clearly defined with instructions and criteria to base point assignments to the projects being ranked. The project criteria are listed at the top of the scoring sheet as well as how many total points are available to be assigned, the maximum number of points that can be assigned to each project, etc.

Committee

- Good opportunity to review and evaluate and finally provide input. Final system analysis is provided by staff and the board.
- Background information. I am currently a committee chair but I spent 16 years on the board and was one of the original board subcommittee which developed our planning process. Hence my input here reflects both points of view.
- Seems to be sufficient

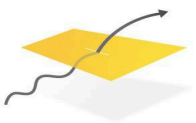
40. Tell us how you would improve the current ranking process.

Board

- More info on projects and each committee given the same amount of time.
- On paper the Board is the final decider but in essence the Staff does the heavy lifting [along with contractors]. Board needs to know they can alter the final budget if they do not agree with the priorities. Need better take into account dollar cost of projects. Possibly need to balance budget among committees. Need to get oral or written input from more Board members at meetings. Need to be sure there is transparency.

Staff

- I think people are distributing points using very different methodologies. For example, giving out mostly 0s and 5s vs spreading points more evenly.
- I would like more feedback on why projects were not included in the budget.
- I wish people would stop saying others don't care about a low ranked project. It's not about like or dislike, it's about prioritizing to make tough choices to get to a balanced budget.
- I do not think the correlation statistics are important because people use their points differently so it looks like we are not as aligned as we could be. For example, some people only give projects 5 points. Other people spread their points out more so that more projects get points. There may be a more consistent way to handle this, like having everyone prioritize all of the projects, but I think that might be more complicated for people to fill out, and the current process seems to work well for its intended purpose.



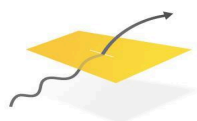
- It is tricky because people score things differently, so some people give everything a 5 or a 0, whereas other people give out more evenly distributed scores (I think also the number of projects each year varies, making the 75 points trickier to hand out some years over others). Possibly some sort of rubric of what each number represents would be helpful?
- I don't like that the project titles are often what sells one project over another and many people base their ranking off the title vs understanding the project and its implications.
- Make sure everyone completes it
- I think the Board's ranking should probably be weighted heavier than that staff's rankings.
- I'm open to changing the point system to force us to prioritize more with less points. A statistics expert would probably have guidance here... but I would do less points so there's more scarcity and we can't give everything 1 point, etc.
- An auto-calculated sheet that tells you how many points you have already used would be helpful. Also, the sheet is pretty busy, having a more simple form would be more visually appealing.
- The current approach asks board and staff members to rate projects with scores from 1-5, it does not RANK the projects. Only committees are actually asked to rank projects in a preferred order that are then presented at the workshop. Individuals use different approaches to score projects from 1-5, e.g., some use only fives, some give all projects at least 1, and others pay close attention to committee prioritization. This variability isn't necessarily bad, but it's an important distinction from individuals ranking all the projects. The collective scores are used to rank projects.

Committee

- Seems sound, fair and appropriate.
- Eliminate the limit on points assigned. A simple yes or no for funding approval is all that is needed.
- I think it's ok, but willing to hear new ideas

41. Is the December Workshop a worthwhile effort for the board?

	Yes	No	Total
Board	11	0	11
Staff	12	0	12
Committee	11	1	12
<i>Combined Total</i>	34	1	35



Section 4: General Questions

42. I can participate in a phone interview to further discuss improvements for the Five-Year Long Range Planning and Annual Budget Development. (Please note you will only be contacted by PGS if you select YES to this question).

	Yes	No	Total
Board	2	7	9
Staff	7	7	14
Committee	6	6	12
<i>Combined Total</i>	15	20	35

If "Yes", the best phone number to contact me for an interview is:

Board:

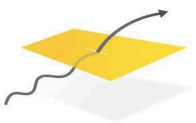
- Mike Bender: 907 244-0654
- Robert Archibald: (907) 299-0852
- Jim Herbert: if time and schedule allows, but I would prefer face to face at the December sessions. 907.362.0020

Staff:

- Maia Draper-Reich: 9072736235
- Donna Schantz: work: (907) 834-5070 cell: 907-255-5116
- Roy Robertson: 9074414079
- Nelli Vanderburg: 907-834-5030 (Nelli Vanderburg, Project Manager Assistant LRP)
- Danielle Verna: 9073010954 -
- Joseph Lally: 907-834-5060

Committee

- Davin Holen: 907-229-1971
- John Kennish: 9072308093
- Steve Lewis: 9072409412
- Tom Kuckertz: 907-538-7351
- Cathy Hart: 907-244-1223. I can also meet in person as I live in Anchorage. I will be out of the country from October 11-26.
- David Goldstein: 9072440234



43. If you are familiar with other organizations completing a similar process, please share their best practice's used or organization name for reference. (Please note, we are reaching out to CIRCAC for benchmarking).

Board

- None given

Staff

- None given

Committee

- OSRI
- City of Whittier Commissions/Council/Administration/Public workshops.

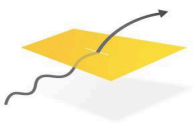
44. How can this process be more engaging to encourage participation from all members?

Board

- I don't know how to make people read or understand.????
- I will try to plan my life better to participate more. Solicit project ideas from the town and submit those
- I feel it is sufficiently engaging.
- Make a point to interview Volunteers, Staff and Board members who attend the December meeting. You will see how things go at Dec workshop but would be good to schedule face to face interviews the afternoon/morning before Science night for folks from out of town. You can figure out how to work with the folks who live in ANC. Maybe instead of one on one, you could have small groups of Board members, small groups of Staff and committee members. Sometimes better points of view come out in group settings. Tho not important to me, food and drink might stimulate the tongues.
- It is already tied to science night and the holiday party - it is pretty engaging now. (perhaps make it mandatory if you want to travel)

Staff

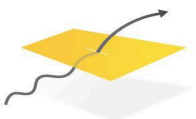
- As a staff member, I feel the staff are engaged. Not sure how to encourage further volunteer input.
- I find the workshop engaging because I learn more about what the technical committees consider to be the most important projects. However, some committee members feel deflated when their projects don't rank high, and this has caused unhappiness to the point that I think some members no longer participate.
- This is a volunteer organization. However, some of the volunteers are being paid to attend as part of their role for work and others are not and at times that shows in their motivation.
- That's the million-dollar question.



- I think making it more interactive would be nice, then you aren't listening to multiple speakers for hours on end, it can get a little exhausting. Also, maybe assigned seating that encourages Board members to sit with staff members rather than staff and Board grouping separately.
- I would hope board members feel compelled to participate in the process because it their responsibility to guide the direction of the Council's work and approve the budget. That is not always the case. I'm not sure that trying to be "more engaging" at the workshop is the answer. Perhaps board members need to know/be reminded that their input matters and is critical to how we spend our funding and our effectiveness as an organization.

Committee:

- Provide a general review to all participants and expect feedback and then provide response to all participants,
- Lack of board engagement is obvious and ripples down through the organization. If change does not come from the top there will be no progress.
- I'm not sure if it happens at other meetings, but it'd be good to take time to celebrate the successes and highlight the big recent wins that demonstrate how RCAC has helped achieve recent priorities before diving deep into setting the next priorities. Celebrating success can help "warm up the crowd" and make the setting more inclusive and positive as discussions get into future priorities/trade-offs, etc.
- State of the Art communication devices and high speed/reliable internet connections.
- The process of improving the workshop or the process of the workshop itself? Since not all members are meant to participate in the workshop, I don't see why they might be encouraged to attend something in which their participation has ended. It's a budgeting matter for the board and staff.

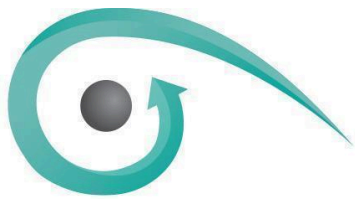


RFP #4005.25.01

Prince William Sound Regional Citizens' Advisory
Council

Five-Year Long Range Planning and Annual Budget
Development Improvement, 2024

Interview Responses



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Interview Overview

Areas of Interest for Interview Questions Based on Survey Results:

Based on the survey results the following areas of interest will be expanded upon for the 15 individuals who responded Yes to being contacted for interviews.

// Board Provided Strategy: Throughout the survey there were responses that indicated having a clearer view of strategic initiatives the board wished to focus on would assist in not only project identification and development but also in determining the projects to fund in the budget. Interview goals would be to understand how this would be viewed, how it would vary from current strategic plan and established goals, and the potential impact to committees.

// Project Presentations and Workshop Flow: There were several mixed comments on the best way to present the projects, ranging from time allotments and who should present the project. One recommendation that stood out was utilizing break time for additional Q&A with staff and volunteers about the proposed projects. How would we engage participants virtually during breaks? Could incorporate breakout sessions for those online?

Interview goals would be to gain further clarification of how informal project conversations may aid in workshop effectiveness, impact of modifying the time allotments based on discussion generated by projects.

Interview Questions:

// Ranking: While most respondents agreed the current system is easy to use, themes emerged around developing a consistency or rubric for scoring. There are mixed emotions on correlation coefficients and staff versus board ranking. Interview goals would seek further clarity on how to implement a rubric without over complicating the system.

Interview responses were captured as completely as possible during the interview, with some responses being paraphrased as close as possible to the respondents intent.

Interview Responses

1. In the survey, participants highlighted a need for greater direction from the board of directors on organizational goals to aid in project identification and development. Do you agree that the strategy needs more direction?

Board Responses:

- I wouldn't. I know a fair amount about oil transportation, but it seems like the whole thing comes together. Don't see a lack of projects, impressed and pleasantly surprised on projects from the staff and committees.
- If board members did their homework they would know what they are doing. Strive to put enough information out there on projects. Could provide a packet sooner for more time to read it, and collaborate with project managers if there are questions.

Staff Responses:

- It would be tough - my program area is outreach, connecting with regions and getting feedback. My work-area has a routine consistent process, new ideas are low budget. I do not have the strongest opinion. I feel it's important for the board to have a say, but it's not as obvious.
- Initially - no, need more board directors to be actively involved in providing that direction. This is the biggest thing - there are only a handful of board members that show up to the December workshop.
- I guess, technical committees submit projects to the board. Ideas from stakeholders, but can be difficult to come up with actionable projects. It may be easier for committees to come up with projects with more guidance for the board, but there are a lot of non-engaged board members. Mix would be helpful if the board has meat of the project direction it is welcome - they can come to the PM to give ideas of the project. More specific than Protect PWS.
- I think the board should give strong feedback from them, would be helpful, and would be better to know that upfront. Before the LRP cycle begins, and provide direction to the committees that start brainstorming in the fall.
- This has been a long time issue with a select few people where some voices are louder than others. In the past it's been stated that board direction is needed. Maybe some more, but not a show stopper. We have what we need to get project ideas together and present them. If it's all driven by the board then the committee isn't really needed.

Committee Responses:

- The board is the governance and it represents the communities, the communities should be telling the staff what the concerns are. Aging members from the EVOS event, and staff don't have first hand experience. Have to find out what the member entities are interested in, so if something doesn't fit within that mission, it shouldn't be conducted. Focus on air pollution, maintenance that may increase the probability of the oil spill.
- It's pretty good, I don't think it needs to be improved as far as direction.
- Yes, my frustration with the process was the response from the board was - we are the ones that make the decisions. That response made me think why am I here? What is the role then if the board doesn't take in advice from the committee. I believe in the mission, and want to support it, but the process doesn't matter because we make all the decisions.
- Absolutely, critically, tired of guessing what the board needs to know and trying to do.
- Yes. would like to see that board more active, and it feels driven by committees instead of the board, and the committees would like more direction.

2. If the board set clearer project expectations, how often would you expect these expectations to be updated (annually, every 3 years, 5 years?)

Board Responses:

- At least annually
- Annually - because most projects are an annual project. Except for those with carry over, there should probably be a report on how those are going (phased or designated project for out to five years). Annual budget, long range plan and strategic plan - board members get

confused about what is what - especially with a 5 year plan, but 95% is discussing and approving the annual budget. Confusion between annual budgeting and calling this a 5 year plan (call it a designated project that extends out for multiple years).

Staff Responses:

- Instinct says every 2-3 years, every year is too much and 5 is too long. There would have to be room for dynamics of work and allows for projects to be addressed. Many projects require multiple phases as it is.
- Annually - part of the process to develop the budget.
- Every 5 years is sufficient.
- 3 years - we have a current 5 year plan, but they don't think 5 years out. Annually may be too soon and knee-jerk, and less strategic in nature. Even board members providing project ideas, or soliciting ideas from external entities would be really strong. The board members that are engaged are in the committee, but even then they are more passive to project ideas.
- At this point every year, maybe this could shift to every 3 years, but review on an annual basis

Committee Responses:

- The Long Range Planning process is for this purpose, on an annual basis - should look out more than a year. Hard to do a 5 year review when on an annual budgeting cycle and reactive nature of the work. The background mission is to look at lowering the probability of the spill and harsh consequences of the oil spill if there is one.
- Probably every 2 years they would need to be reviewed, unless there is a major crisis.
- Every 3-5 years, that's how the SAC considers things, sooner may be difficult to track them. When you are building out projects, thinking through the full process. Identify different types of projects to balance and meet all the goals of the SAC. Every time the committee does this it looks out 5 years.
- Strategic goals - every 2 to 3 years, and should be looked at for changes in political changes with the magnitude of present day.
- Every 3 - 5 years.

3. How could setting clearer board driven project identification be set in a way that doesn't limit project submission?

Board Responses:

- As I see the process going, all those project ideas are developed through the committee, ranked by committee, staff and board. Never experienced in one that interested in going forward that's being shot down.
- Don't think so, you would have to point it at the proper committee. Anyone can submit a project to the committee as long as it fits, and it's the discretion of the committee to pursue it. Board engagement is varied.

Staff Responses:

- There would have to be a dialogue, which the system currently supports between the board / staff / committee. In outreach there may be board ideas that are not realistic / feasible based on resources. Ex. new information projects around gathering and organizing census

data - would be helpful for several areas. Balance between idea generation and grounding of reality. Board members seem to do this already through the committees. Unsure of when in the process this would take place. There are board members who are very involved, and then board members less engaged.

- Part of the budgeting process - this would be a high priority project, but all other projects getting funded. Once it's funded you have to do it that year.
- Presenting ideas as a brainstorm "here are the ideas the board wants to see explored, but also don't ignore the other requirements."
- Don't see that as a concern, the committees can discuss it - don't believe it will preclude talking about other things. It would potentially carry more weight, but not impact idea generation.
- More budget would help as it's a limiting factor. There are some projects that we just can't afford to do. When projects are proposed or not yet shovel ready - not ready to be completed within a fiscal year.

Committee Responses:

- The board of the directors provide strategic guidance of where it wants to go and the staff should follow that. Should follow the board guidance and to go outside the board would be against their superiors. It's not easy to run this organization, the mission is nebulous, and is there mission creep?
- Presenting each project without concentrating on one would be the best approach. Each project has a datasheet with cost, expected time frame - there's an opportunity to review.
- Just describing that it is an interesting project, but still open to other ideas.
- I think part of the answer to that would be an understanding of the board's role and committee role and open communication in between. I know in my committee that wouldn't occur. Fostering more inter-committee communication, would assist. They are currently siloed, have to reach out to each one to explain that there may be overlap. Historically there was a meeting committee leaders to discuss shared ideas, and once they left that fell through the cracks. This hasn't been brought up in any organized fashion. Limited understanding of how much staff is cross-communicating between committee interests. Perceived lack of willingness by some staff members to pursue collaboration in a historical context.
- Part of it would be directed to the committee involved in the area that the project would be housed, which would leave the other committees available to submit ideas.

4. Survey responses suggest potential timing inequities between groups with many project presentations and those with fewer. How would you feel about switching to a time-per-project schedule instead of time allocated per group?

Board Responses:

- That would be fine, can't think of a time where the project ran short.
- I think that's a good idea.

Staff Responses:

- I don't feel strongly about that at all. I have been here 2 full years, there's an attitude amongst volunteers with an element of competition and is it fair or not? Donna tries to frame it positively that all projects are good. Truth is it varies from year to year, based on committee work. I feel like I undercut my time the last two years, and don't feel strongly about it. This is the competitive element that is silly, there is not enough money.
- Fine with that, it makes sense. Not rushing if you have numerous.
- Yes, that would be fine. The only issue would be (agenda developed after idea of number of projects - easier to block time per group, but better for by project)
- Really nitpicky, I present all the projects for the committee, some require more explanation than others, based on longevity and explanation. Don't feel like an equal number of minutes per project will add much value. Currently I have enough time, I might have the most number of projects to present and feel like it's adequate and not thinking about the time limit.
- Would be good with that, should be prorated based on the number of projects. Extra time is filled by the chair of the committee, but then you deviate from what you are there for. It should be time weighted, maybe not a one-for-one but cut back to a reasonable amount of time so one group doesn't 45 minutes and one 10

Committee Responses:

- Ambivalent on this, if a project is worthwhile - all the time should be allotted. If the project isn't worthwhile, then it shouldn't be presented. Don't see people battling to get others' budgets, and don't feel like it is a competitive process as it is.
- Some projects require more time, especially if some are unclear, I don't think having a blanket time slot works out the best, needs to be built in flexibility.
- Completely open to it. SAC submits a lot of projects, but cognizant of not overwhelming the board, have tried to weed out those that don't have good potential. Only advance those that should be advanced. The type of direction that needs to come from the board is filtering of projects, how many they want to see - guidelines, expect to only submit X projects, or time. The board needs to make decisions based on the importance of projects, not based on budget at this level. The board needs leeway on what they will take action on versus not.
- Sounds sensible, that would imply a certain degree of flexibility of group and facilitator. Would give project distribution time to prevent cramming things.
- I like that idea, it's a great idea, never thought of it before.

5. *How might adding informal meeting time to the workshop agenda, extended breaks or breakout sessions help participants follow up on projects they are interested in learning more about?*

Board Responses:

- I guess it could be done on a limited schedule - it's a long day at times. I have asked people afterwards, I write questions down and follow up after.
- Breakout sessions would be a good idea, but do we have the time to do that? If it fits in.

Staff Responses:

- Unsure about what that would look like, a loose structure for communicating, but the Q&A answers a lot of the questions, would recommend doing it at the end, and frame it as a time for further discussion. Staff stays put and is available? Can see potential for fluctuation each year.
- Already pretty generous with breaks - there is plenty of time for this. The bigger one is that there needs to be more involvement. It's done on a Friday and people may not be available to be at the meeting. Project managers and committee members are willing to talk to anyone, extending time will not help. By the time it gets to this day the project is well developed. In person workshop for project development at the committee level. People could come to any meeting - it's on the calendar.
- If the group would want that it would be fine. Again a few people would be into it and most would then leave. Unsure of breakout sessions - but maybe breakout sessions instead of breaks.
- That would be great, each of the committees present the project and that's it. There is less time for project discussion, and cross committee development. This would be an opportunity for that.
- I don't know that there would be that much impact, most time is taken up by general information less apt to say this would add value. Better to stay focused than let it drift.

Committee Responses:

- Hate breakout sessions, can't recommend them. It's useful to know what the organization does and how it can succeed and what it can do to survive.
- It does help.
- Roughly a good idea, but rarely had a board member approach me asking for more. Not sure having extra breaks will help. Haven't seen decisions made in the hallway,
- If you want to do breakouts you would have to have an extended time, and people interested in attending the meeting (which has been hard to get people there) and lack of preparation prior to the meeting. Historical: board was extremely activist board composition, more than half had been on the ground after the spill, people involved in drafting OPA 90, some people hated each other, creating an active and dynamic board. Now no actual experience but only a historical understanding, more of administrative and willing to rubber stamp what puts staff in front of them.
- I like the idea, but it's hard with people who are under pressure to get things done in their everyday lives. We have tried to do that for committees to talk amongst each other, but don't know if it is practical.

6. *Would you be in favor of extending the total workshop time to incorporate any of these ideas?*

Board Responses:

- Pretty limited basis - maybe an hour or so.
- I would be, if you don't ask the questions you never get the answers.

Staff Responses:

- The day isn't long as it is, and last year ended early. Tagging on 30 minutes would be fine, but anything over 8 hours would be questionable.

- Basically that Friday goes from 9 am to 3 / 4 pm and then a holiday party follows it, not sure how much more you could extend it. People are ready to wrap up by the last hour.
- No. It's such a long workshop already, sometimes it is short because of lack of questions - there is a certain time in between the workshop and then the holiday party. Don't recommend extending it beyond 3:30 - 4:00 end time.
- Sure, we always end early anyhow.
- No

Committee Responses:

- I wouldn't, the workshop in December coming to Anchorage, people can go participate in the city environment. Don't think adding time will go over well.
- The workshop time itself is pretty adequate - there's enough flexibility in there that the work can get done. I think it's fine the way it is.
- No, it is fine as is.
- Only if people would actually participate, but you don't know until you give them the opportunity. What are their feelings about that meeting - why are they not attending?
- Yes.

7. The majority of participants responded they were fine with the scoring ranking process as is, do you think it is a worthwhile effort to revamp the scoring and ranking system? If so, do you have specific suggestions on how to revamp this system?

Board Responses:

- I don't have any idea of where it would go from there - pretty well balanced. At the end of the day I make notes during the presentation, partial on tangible things - weather, helping shippers, line throwing projects. When things go bad, I have to figure out how to solve those problems. Can't find fault or deficiency that the current ranking system has.
- Unsure of how else we would do it. Sometimes the scores will - the worst thing that will happen board members will score by proxy. But if they don't know anything, Try to have a conversation about the most important projects for the annual cycle. This is where the breakout room will be good, to allow for more time for project managers to share (4-5 tables) then they could follow up (Couldn't say what percentage is for those that complete the day of compared to during)

Staff Responses:

- Would be open to revamping it. We need to get on the same page, people use the scoring system differently (top projects get 5s, where others get more of a gradient) There is an element of personality which may be fine. I don't have the answer for that one, but I would be interested in hearing other ideas.
- Initial response is no, because people are familiar.
- I don't know how it would be revamped - it's already gone through several reiterations, and would have to be put together in a few weeks. Don't know how else we could do it that would be fair, not feasible to prioritize. Assigning points is the best way forward. A few back

- (6-8) that same day, the rest trickle in, and definitely not all by the due date. Reminder emails sent, used to call but people don't want to participate in the process.
- It's imperfect, its important to note we are not ranking the projects, we are scoring them 1-5. The committees rank them and it's a recommendation to everyone else. It's ok, because people rate projects differently and that leads to the disparity to what the staff view as important vs board. I would be open to changing it. The committee rankings are important, first vetting of projects. This may or may not influence project scores. Most committees have a hard time ranking because they are all valuable. Move away from committee ranking and have it all equal.
 - I like the process as it is, there are ground rules and levels the playing field. Forget how they determine the number of points, but I think this works well. Not to say it may be different, always room for improvement.

Committee Responses:

- Big Peeve, is the protected projects business, they should still be scored, as well as those that are not protected. Management needs to know how the board views these protected projects. This is how you get information from the board on what is important, and then you can answer the why and the disconnect to scoring. The scoring is adequate and ensures you cannot dump all the points on one project - need to understand all the other projects and if the organization should be moving towards those projects. Can't give them enough points so that everyone gets a 5.
- No
- No, it's fine the way it is.
- I think the scoring system is a farce, but there is no point in revamping it if everyone else is fine with it. I don't like the ranking system, but if the board doesn't want it messed with. Limiting the number of points to any project is in error, if you have 100 points, do it what you want. I have never felt I understood the contentions, if someone wants to give 100 points to a project they are really high on they should be able to do that.
- Not necessarily, I know some people hate it. I find myself going over this, and I can't think of another way to do it.

8. *Survey feedback highlighted different views on how scores should be weighted between staff and board scoring. What do you like or dislike about the correlation coefficient?*

Board Responses:

- I like how it lays out, as it is now. Couldn't think of a way better, unless there was an example of how the staff or committee would have. Everything is developed, gone through the committee process, I don't think I have ever given anyone a zero - all warrant consideration.
- We don't spend a whole lot of time on it, but if you understand the graph it helps. The scoring between staff and board members is interesting - project directors are well versed, but some of the rest of the staff may not be, so the project manager or administrative staff is on that. Want people to score things that have an idea of what they are talking about. Not upset about project managers getting a voice in the ranking.

Staff Responses:

- I like that it provides a visual, this is a visual learning group, the quad plot where you can see the rankings of projects is helpful. The numbers are less helpful and it depends on the project. It's important that staff input be known, but it's the board's budget. Do you think something would be missing or less impactful in conversation if the correlation? - only if there is a strong disagreement. It seems like the agreed upon projects are agreed upon by both. It may spark conversation that may not come up, would be open to other alternatives.
- This is not very useful, it shows where staff / board agree. It's good to have differing opinions. There is so much time spent on this and I don't understand the value of it for the time we have, not much benefit.
- I do not care about this, it comes back to people who don't want to participate. I usually get 100% staff participation, but if I don't get 100% board participation, it's on the board members if they want an equal say then they should have an equal number of people to respond. Don't feel like staff should be weighted more than the board, but not fair that the staff are not weighted equally. Appreciate all the time the volunteers help. People have different ways of scoring, only use points in blocks of 5s, others more gradient and thoughtful of the numbers are put down. Correlation coefficient isn't about board vs staff, but more personalized ranking score. Also staff have more details than the board based on the amount of time spent looking at projects. Tried to make more uniformity for presentations, to eliminate discrepancies in presentation to remove competition. Costs per projects vary between the committees (SAC is spendy because of lab time) compared to less expensive projects.
- I don't think staff and board should be weighted differently, would choose priority on staff, but wouldn't go there. People get really worked up about the correlation coefficient. There was value in seeing the statistics that staff and board approach scoring differently, but the strategy of how you provide points is shown. Staff on average use a different approach than the board. It's not magical, just an analysis of data.
- I like that it shows how like-minded we are on certain projects, and areas we aren't anti-correlated. Not sure how much value it adds, but like the four quadrant look of where it falls. Should be correlated for the most part and have discussion on areas we are not correlated. Can't recall that we have done much delving into this.

Committee Responses:

- I introduced the correlation coefficient - noticed other managers if the staff and board are seeing things the same way and how will we know? Staff is meant to be working for the board not the other way around. Can see if there is reasonable agreement between board and staff. There was one time where a committee was anti-correlated with the board.
- I don't have a lot of firsthand experience with it, but it makes sense to me.
- They bring it up, I don't think it's a very useful exercise. It's interesting, but I think the board gets into the weeds and loses track of why it's being presented. Felt like I was put on the spot to explain the lack of alignment, it made me uncomfortable. Having a difference of opinion is a good thing. A large presence of staff that show up to the SAC committee and creates a feedback loop. Staff and committee were close, but the board wasn't, it's not a good exercise to conduct. Due to board members' level of engagement and preparation.

- I think that is a very valuable tool, if you look at it and ask questions as to why there are discrepancies. To look at it after the fact is of little value. Discussion between board and staff would drive conversation, but it has to be used as a tool.
- I used to hate it, but the more I understood it the more I liked it. Showed if the board and staff are working together. To know we are on the same path - it's a red flag if the correlation is way off. Allows for discussion, and engagement in the process.

9. Are there any additional improvements you feel could enhance the process?

Board Responses:

- It's not obvious to me right now.
- 5 people that will ask out of 21-22 people, don't know how to engage the board more with what we are doing throughout the whole year. You want people to come to the board meeting to come with good questions.

Staff Responses:

- The process feels complicated, but unsure of structure and work we do, if this could be simplified. Unsure of other logistic ideas to simplify. The biggest piece of eliminating competition would help. Curious on what the responses from the board are on the process.
- Nothing that comes to mind at the moment.
- Not that we haven't had a chance to talk about. It would be nice to have a little bit of a longer timeline, but summers are not a good time for anything. Greater harmony between everyone.
- I think the meeting itself needs a strong facilitator. We move through things quickly, less facilitated discussion. Maybe that means hiring a facilitator. Allowing space for conversation rather than moving it along, and when questions come up facilitating discussions around it. Helping to facilitate what the breakout sessions look like, and think strategically about what we are trying to do. If we want this to be a 5 year plan we need help getting there.
- Used to be much more involved in LRP process, and improving, and one that came up was that there is a limited budget, take the competition out of things, so standardized slides (vanilla and bland) so no selling. Try to stay away from budgetary line - board has right of refusal and rearrange projects. It's good to see projects presented, and whether its project manager or staff lead or chair that presents. It's the best possible way to level the playing field to ensure fairness, based on criteria.

Committee Responses:

- Getting information on protected projects for board feedback.
- A lot of the use of modern technology into the process, for those who cannot physically attend has made it easier to attend and participate.
- Not above what I have already mentioned.
- The strategic planning and annual work plan / budget need to be separated. $\frac{3}{4}$ of the work under the LRP is annual work plan and budgeting, the other $\frac{1}{4}$ is reviewed the one-page strategic plan, but done by a few board members, senior staff and a couple committee chairs. Should be done as separate types of work as goals and objectives.

- I think it gets better and better every year. It used to have way too many projects, an area for improvement with the scientific projects - need to present the projects in short / concise information. Executive summaries that are easy to understand when presenting their projects.

10. Are there any additional improvements that could enhance the workshop experience?

Board Responses:

- Nope
- More visual aids - when committees want to speak to projects talking to large groups, various levels of public speaking - unsure how to even out the playing field. Project Manager can speak to all of the projects, but they will help with outlines.

Staff Responses:

- It's really helpful if the staff and committee chair is clear on who is presenting. No uniformity is not bad, but there should be a plan ahead of time. Really value the clarification and emphasis of why they are there and what is happening for the day compared to the process. LRP timeline and memo to help ground people in the process. Speak to a person with the least experience.
- Various committees, some have staff present and some committee members want to present - consistency here would be valuable, would prefer committee members to take ownership (project manager and committee member could be good). (what's attractive about the project and the feasibility of the project from the PM) It wouldn't hurt to shake it up a bit with the FISH theory, committees run through projects fairly quickly. A lot of the ranking happens based on the name of the project.
- Time per project will be a good one. It would be great if we could have more board participation, but how are you going to do that? Better way to come up with the number of available points in scoring. X # of projects, increase or decrease # of points available, but any time there is a change in the point total - there is a question on it.
- Additional feedback: briefing sheets and materials that go into the packet is overwhelming. No one is reading it, it's too much, people are not reading it, waiting for the workshop and are not vetted through the process. Don't know that it is contributing to the value of the day.
- Nothing comes to mind other than consistency and fairness throughout the process.

Committee Responses:

- December workshop would be the ideal time for this with the correlation coefficient, can see if it's positive or negative for useful information.
- It's always been pretty good.
- No, the process needs to be revised from the very beginning. Would have to have an early approach.
- Difference in how committees are presenting projects, some have committee members present, some chairs present, some staff present, or combination. There is a difference in how effective the communication is, that depends on the individual speaking to understand the project and explain it in a transparent matter. Projects get rated down or up based on presentation. Do we need to train group presentations or is that not really our business?

The quality and presentation style is so variable, it impacts the analysis of the data in front of you (the cost/benefit analysis of the organization) It appears that there's a lack of continuity of who should speak to this. Speaking to present committee, I could do it if you want me to, but can't say on people's willingness to chomp at the bit to present.

- Used to have workshops a day before the meetings, educational or otherwise (marketing, strategic planning, project - work we have done with communities) Unsure if it was the expense, or otherwise it stopped. Used to have a good turnout.

11. Are there any additional items we haven't asked about through the survey or interview that need to be addressed?

Board Responses:

- No - everything seems like it flows well. Think it's a wonderful program.
- Chairs of committees have been upset with the way projects get rated - 5 projects from 1 committee than the 1 from another committee. People believe we should divide the funding among the committees. My opinion is that the most important projects should be budgeted. Keep those as possibilities or budget line moves they could get funded throughout the budget year if it becomes available.

Staff Responses:

- No additional comments on this.
- Nothing else that was missed.
- It would be great if we received more external project ideas - we don't get a whole lot. Putting that call out more than once a year. Missing a big demographic that aren't youth or retired, limited light touch volunteer efforts.
- No additional comments, the survey seemed comprehensive.

Committee Responses:

- I like RCAC, it's been one of the better jobs I have had, once you reach consensus you work on it. But you were able to talk and resolve problems.
- No additional feedback
- I felt I was able to be honest in the survey and interview - I had the ability to voice my opinion. I have a huge amount of respect for the RCAC, my frustrations stem from lack of direction from the board.
- Already expressed it, but to rephrase it - problem of confusion of work plan and budget, with strategic planning, now they have done a strategic planning workshop - board hasn't felt as though they wanted to do it. may be a problem they won't be able to address. Will be doing the workshop remotely - possibility that some of my comments may be based on not being in person. Enhance the ability of those who are not in the room, or feedback on what the room is doing, cannot read the room. See the person who is speaking, but truly interactive process that would be helpful
- I can't think of anything else.

Item	Agenda Time	Alloted Minutes	Average Time Per Project (Alloted Minutes / # of Projects)	Approximate Video Time Stamp	Approximate Actual Minutes	Presentation Minutes	Discussion Minutes	Questions Asked
Welcome	9:00 AM	5		0 minutes to 2	1.00			WIFI Password
Roll Call	9:05 AM	5		2 minutes to 3	1.00			
Process / Goals & Objectives	9:10 AM	10		3 minutes to 17	14.00			
COMMITTEE PANELS								
Port Operations & Vessel Traffic								
Systems Committee	9:20 AM	45	15.000	17 minutes to 54	36 minutes			
Project 1 - Miscommunication in Maritime Contexts Phase 3 (\$50,000)			15	21 minutes to 36	15	8	7	1. What vessels do you plan to put observers on that you will get a laboratory approach to non-english speakers? Any cruise ships? 2. Budget Sheet - additional budget line for FY26? (phase 4) 3. Confidence of Phase 1 and 2 will be completed?
Project 2 - Assessing Non-Indigenous Species Biofouling on Vessel Arrivals (\$5,750)			15	37 minutes to 48	11	3	8	1. Effectivess of paints they use, barnacles grew when paint wasn't good, see this as a low priced project? 2. Additional budget in presentation compared to proposal sheet? 3. Support of Biofouling and foundation of information
Project 3 - Maritime Autonomous Surface Ships (MASS) Technology Review (\$40,000)			15	48 minutes to 53	6	3	3	1. Include study of AI? Could solve potential problem and future best practice 2. Additional support on AI (after the presentation ended)
Scientific Advisory Committee								
Project 1 - Peer Listening Manual Distribution (\$35,000)			7.5	58 minutes to 60	2	2	0	none
Project 2 - Marine Invasive Species - Internships (\$6,500)			7.5	60 mintues to 64	4	3	1	1. Any internship opportunities in other communities? 2. Do they get included in other projects?
Project 3 - PWS Marine Bird and Mammal Winter Survey (\$88,928)			7.5	64 minutes to 72	8	3	5	1. Sept / Nov. weather can be rough, what would happen if they cannot go out? 2. Has the contractor proposed any feedback from previous comments? 3. How long do surveys take and number of people on board? 4. What about low light conditions in November? 5. It is challenging in winter due to limited time period and get good data on birds (too many unknowns)
Project 4 - Transcriptomics Monitoring Plan (\$109,703)			7.5	72 minutes to 79	7	2	5	1. If it doesn't get funded, does that negate all the work already put in? 2. What are the results from previous studies and why is this so enticing? 3. Past analysis - was it the same amount of samples or is this more? Does expanded sample add value?
Project 5 - Social Science Workshop (\$30,000)			7.5	80 minutes to 86	6	3	3	4. Any recognition of testing from scientific community? 1. How much money will it take, seems low? How many people are expected? 2. 30-40 people seems like a lot of people, for housing and food.
Project 6 - Dispersants (\$10,000)			7.5	86 mintues to 89	3	1	2	3. Appreciate working with other committees / groups can you highlight that?
BONUS_ LTEMP (Protected SAC Project) (\$145,000)				89 mintues to 90	1	0.75	0.25	1. New dispersants policy, do we need to push to new agencies for regulations?
BREAK	10:50 AM	10		10:40:00 AM Return				1. How would you travel to locations

Terminal Operations & Environmental Monitoring Committee								
	11:00 AM	45	5.63	91 minutes to 127 and 3 minutes to 20	43 minutes			
Project 1 - Maintaining the Secondary Containment Systems at VMT (\$38,000)			5.63	93 minutes to 105	12	6	6	1. Not a question, but statement on liners and interface 2. This is a tremendous credit for having liner, is there leverage?
Project 2 - Title V Air Quality Permit Review (\$25,000)			5.63	105 minutes to 108	4	2	2	1. Hard to find expert, how is that going? 2. Disclosure to the board - on budget in January 3. Would contractor also write comment letter?
Project 3 - Finalization of Full PWSRCAC Air Quality History Report (\$10,000)			5.63	109 minutes to 110	1	1	0	
Project 4 - Review of the VMT CP System Testing Protocols (\$34,000)								1. You have to get buy in - wont fly unless there is buy-in correct? 2. Do you know how often they do look at this? 3. annual or monthly seem less than ideal, can you follow up on how often they look at this? 4. Is there a better technology practice? 5. Can you explain the report versus practices on aggressive corrosion? Assuming we look at other data in between replacement and assessment? 6. Was there a previous study on this?
			5.63	110 minutes to 124	14	3	11	
Project 5 - Timeline of Tank Repairs from 1976 to Present (\$15,000)			5.63	124 minutes to 127	3	2	1	medical concern ended presentation early
Project 6 - Storage Tank Maintenance Review (\$30,000)			5.63	3 minutes to 7	4	1	3	1. How much use does tank get used?
Project 7 - Crude Oil Piping Maintenance Review (\$51,744)			5.63	8 minutes to 10	2	1	1	1. Will this be reviewing the Alyeska interpretation of the data
Project 8 - Review of VMT's Oracle System for Reliability - Centered Maintenance (\$50,000)			5.63	10 minutes to 20	10	5	5	1. Would this take place through an audit? 2. Discussion on software and risk assessment
LUNCH	11:45 AM	60						
Oil Spill Prevention and Response Committee	12:45 PM	45	7.50	21 - 63	42 minutes			
Project 1 - Analysis of Port Valdez Wx Buoy Data 2024 (\$17,000)			7.5	23 minutes to 28	5	2	3	1. How would we move forward after year 5 2. When is the anniversary of the 5 years?
Project 2 - Copper River Delta & Flats GRS Workgroup (\$25,000)			7.5	29 minutes to 40	11	4	7	1. How far east does it go? 2. Does this look at previous GRS work?
Project 3 - ANS Crude Oil Properties Analysis (\$30,500)			7.5	41 minutes to 46	5	2	3	1. Where does other report fit into this one?
Project 4 - Comparison of Windy App & Seal Rocks Wx Buoy Wind / Wave Data (\$35,000)			7.5	46 minutes to 59	13	7	6	1. Look at past data, but how do you deal with forecasting? 2. Are you able to get old data? Does Windy utilize buoy data? 3. Resource as a climatologist
Project 5 - History of VMT C-Planning (\$10,000)			7.5	59 minutes to 61	2	2	0	none

Project 6 - Vessel Decon Best Practices (\$20,000)			7.5	61 minutes to 63	2	2	0	none
Information and Education Committee	1:30 PM	45	9.00	63 - 87	24 minutes			
Project 1 - Youth Involvement (\$50,750)			9	64 minutes to 67	3	2	1	1. What is the range through the region?
Project 2 - Public Engagement Toolbox (\$10,000)			9	67 minutes to 70	3	3	0	Comment - toolbox to fill box of what they might be missing
Project 3 - Illustrated Prevention & Response Outreach (\$6,800)								1. Partnership opportunities?
			9	70 minutes to 82	12	2	10	2. Essential to print, what would happen if not funded?
								3. Support for hardcopy - what does a small batch hardcopy do?
Project 4 - Fishing Vessel Pgm Community Outreach (\$19,000)			9	82 minutes to 84	2	1	1	4. Will this be sold online - Amazon?
Project 5 - Internship (\$4,000)			9	85 minutes to 86	1	0.75	0.25	1. which communities do you see for FY24
BREAK	2:15 PM	10						2. Do you see support from Alyeska on this?
Closing Comments	2:25 PM	15						1. Where would work be done?
Adjourn	2:40 PM							
					Average Project Total Time	5.90		
					Average Presentation Time	2.67		
					Average Discussion Time	3.26		



Name: _____

Volunteer Workshop for Long Range Planning: Supplemental Notes and Project Impact Diagramming

To help you evaluate projects, please use the workbook provided as a tool to assist with determining your final project scores.

The workbook includes space for your notes, along with two reflection questions to guide your decision-making when scoring each project. Additionally, there is an Impact / Effort Diagram for each project, designed to capture your initial reaction to the project's potential impact and the resources required for success.

Project scoring follows the same method and criteria as previous years, with a scale from 1 to 5. The score should reflect the following criteria:

- 1) Relevance to PWSRCAC's mission
- 2) Value to PWSRCAC
- 3) Benefit to Member Organizations
- 4) Probability of Success
- 5) Cost Effectiveness

Please mark your final scores using the Proposed Project Ranking Sheet.

Directions for the Impact / Effort Diagram

Impact: The potential positive impact or value a project could have to PWSRCAC or its members. Consider the following when evaluating impact:

- Relevance to PWSRCAC's Mission
- Value to PWSRCAC
- Benefit to Member Organization

Effort: The amount of effort in terms of work, resources or complexity required to complete the project Consider the following when evaluating effort:

- Probability of Success
- Cost Effectiveness

Mark an “X” on the grid based on your perception of the project’s impact and the effort required.

High
Impact

A 10x10 grid divided into four 5x5 quadrants by a thick black cross. The top-right quadrant contains a bold black 'X' in the second row, third column.

Low
Impact

Low Effort

High Effort

Please note, this exercise is intended to guide your thinking, not dictate your project score. After completing the workbook, review your notes and initial assessments to help determine the final score of the project.

Example for the Impact / Effort Diagram:

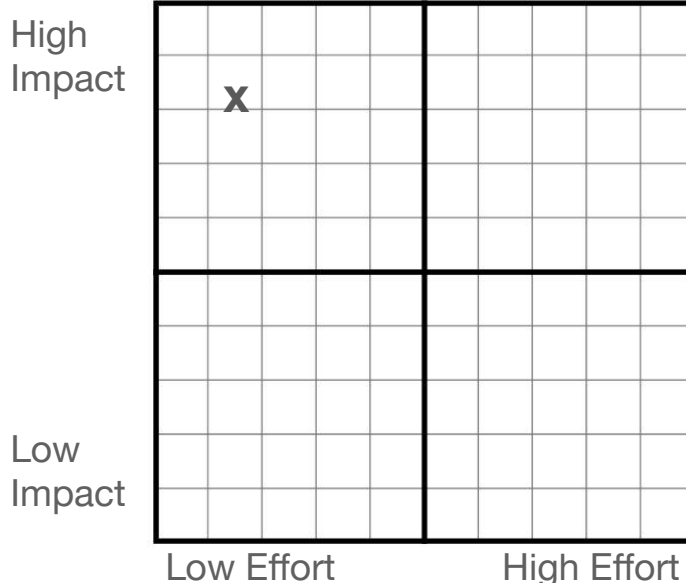
The following are examples of how four projects would fall into an Impact / Effort Diagram for a non-profit with a mission to end world hunger.

High Impact / Low Effort:

Project - *Community-based urban gardens*

Description - A project that establishes small urban gardens in areas with food insecurity. It requires low financial investment and minimal logistical effort but can have a substantial impact by providing fresh produce to local communities. This initiative addresses immediate hunger while also empowering local communities.

Reasoning - This project can generate a significant impact without requiring extensive resources. It is scalable and can often be set up in partnership with local organizations.

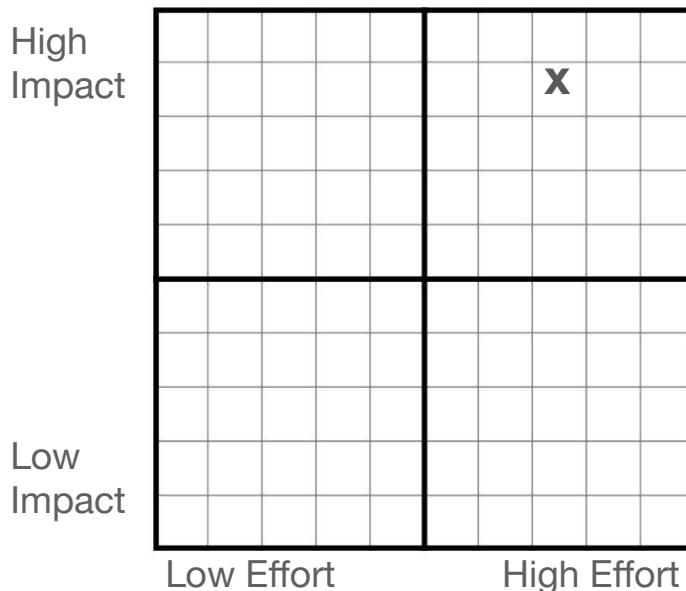


High Impact / High Effort:

Project - *Global Food Distribution Networks*

Description - Building a global infrastructure to distribute food to regions experiencing chronic hunger or famine. This would involve partnering with governments, logistics companies, and local organizations to create an efficient supply chain for food distribution. It would require significant funding, resources, and coordination across countries and organizations.

Reasoning - While this project can dramatically address hunger on a global scale, it requires significant financial and human resources to ensure that food is delivered to the most affected areas. The effort involved is immense, but the impact is also incredibly high.



Example for the Impact / Effort Diagram:

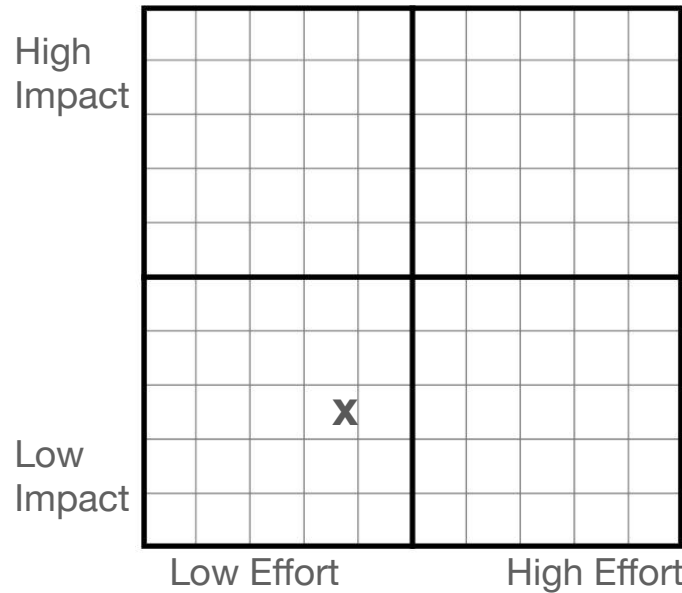
The following are examples of how four projects would fall into an Impact / Effort Diagram for a non-profit with a mission to end world hunger.

Low Impact / Low Effort:

Project - *Awareness Campaigns in Developed Countries*

Description - Running educational campaigns to raise awareness about hunger issues in more affluent countries. These campaigns may involve social media efforts or informational events to inform people about the challenges of world hunger and ways to contribute.

Reasoning - While raising awareness is important, the direct impact on alleviating hunger in underserved areas is limited. The effort to create awareness is relatively low, but the outcome is not as immediate or significant in terms of providing food security.

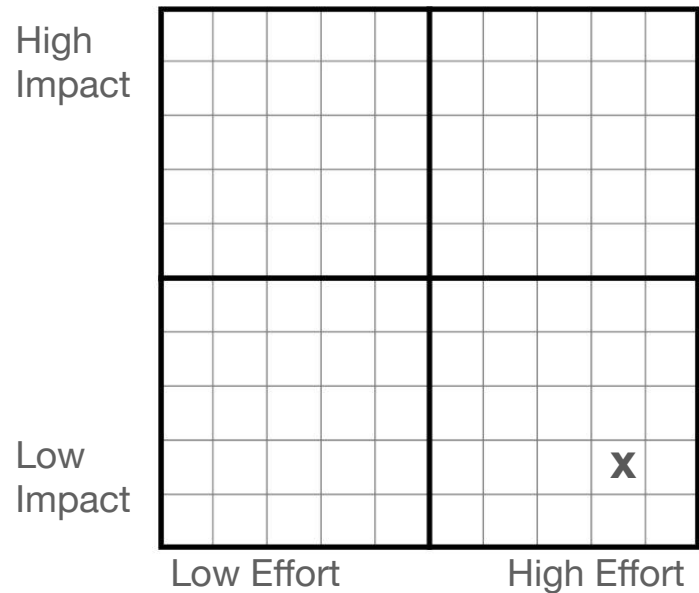


Low Impact / High Effort:

Project - *Organizing Large-Scale International Hunger Conferences*

Description - This project would involve hosting large, international conferences focused on discussing global hunger issues, where experts, government officials, and nonprofit organizations come together to share research, policy recommendations, and strategies. The event would require significant resources to organize, such as funding for venue rental, travel costs, and accommodations for participants, along with time-intensive coordination.

Reasoning - While such conferences may help foster dialogue and promote awareness of hunger issues, the direct impact on alleviating hunger is minimal in the short term. The effort involved in organizing such an event is substantial, with logistics, planning, and coordination needed for a large international audience. However, unless the outcomes of the conference lead to concrete, actionable steps with sustained impact, the immediate effects on hunger may be limited.



Project Name:
Committee:
Committee Priority:

Project Budget:

- 1. How does this project add value to PWSRCAC and its members?
- 2. What do you anticipate will be the greatest challenge for the project to achieve success?
- 3. Notes:

High
Impact

Low
Impact

Low Effort

High Effort

Project Name:
Committee:
Committee Rank:

- 1. How does this project add value to PWSRCAC and its members?
- 2. What do you anticipate will be the greatest challenge for the project to achieve success?
- 3. Notes:

High
Impact

Low
Impact

Low Effort

High Effort

Project Name:
Committee:
Committee Priority:

Project Budget:

- 1. How does this project add value to PWSRCAC and its members?
- 2. What do you anticipate will be the greatest challenge for the project to achieve success?
- 3. Notes:

High
Impact

Low
Impact

Low Effort

High Effort

Item	Agenda Time	Alloted	Approximate	Approximate	Approximate	Presentation	Discussion	Questions Asked
Welcome and Role Call	8:30 AM	5	8:35					
Process / Goals & Objectives	8:35 AM	25						
Ice Breaker	8:50 AM	10		9:03				
COMMITTEE PANELS								
Information and Education Committee	9:00 AM	40	9:03	9:44	41.00			
Project 1 - Youth Involvmnt \$50,750			9:05	9:18	13	4	9	1. Point of Order. - Why is it already ranked? 2.All funds were utilized from previous year? 3. Are the projects being previously vetted, and how are these evaluated - kid engagement and response? 4. Robert participated in Homer to judge enthusiasm with kids - go participate they get excited
Project 2 - Communities in Focus \$5,000								1. Stakeholder committee to be passing up Is 5K enough to sift to get the right information? 2. Follow up is 5K enough, support the project, but why are we stopping at an excel document? Can we put this into a report? Can we add more to this into another project? 3. In Anchorage127different languages - school system may be a good reference point 4. Great idea, not enough money. Can we use better technology - AI or. language technology to translate text to make it reliable and useful 5. Define parameters to the project, with number of lines or scope to keep it in budget.
Project 3 - Fishing Vessel Program Community Outreach \$19,000			9:18	9:28	10	3.5	5.5	1. Cordova would be one to aim at. 2. Politicians joined in Cordova we should make sure they are invited what are the limitations to get a boat to Kodiak 3. Amanda said cost and weather to get their as well as regulations 4. Any opportunity to borrow state Tustumena? 5. An awesome trip to be on, there are programs like public Tv, this would be a great one to do online (TikTok). Can we get an influencer? Communication is crucial 6.Reserved about this project at first - but as I got involved realized the impact, its a great project
Project 4 - Internship \$4,000			9:28	9:38	10	3	7	1. Is it a student's degree program? How does it relate to their area of study? 2. How. much time to "babysit" the intern? What would an LTemp role consider of?
			9:38	9:44	6	1	5	3. Is there a deliverable to the board?
BREAK	9:40	10	9:45	9:56				
Port Operations &Vessel Traffic	9:50 AM	30	9:57	10:30	33 minutes			introduction or closing notes)

[illegible]

Project 3 - PWS Marine Bird & Mammal Fall & Early Winter Survey \$80,060						1. What did this year's study look like? Did it accomplish what they set out to do? Similar plots used in similar surveys, are they still doing those other ongoing surveys? 2. John mentioned last night they had a survey.
Project 4 - Dispersants \$10,000	11:01	11:05	4	3	1	
						1. To clarify this is a retainer? 2. Dr. Fingas is quite well known even among oil industry. Sub Part J is a big deal, now testing is required for understanding how dispersants actually work 3. There is a question if Correctzit would be authorized to use? 4. More toxic dispersants are being removed from inventory. Support is going away from Correctzit - but unsure what will replace it. 5. Good understanding of toxitiy is paramount for those that use it. 6. What we have heard is there will take Correctzit, add another chemical and rebrand it. 7. Question of regulation of use is in the air - efficacy was the consideration,but now toxicity is important too. 8. Sarah Allen - Online participant - lot of action on this due to fluidity and EPA and corporate considerations.
Project 5 - Assessment of Contaminant Exposure Using Transcriptomics of Mussels \$132,922	11:06	11:15	11	3	8	
						1. Are there other stressors besides hydro-carbon? 2. Online participant Sarah added commentary on the transcriptomics 3. If there is no ANS crude in the outer Kenai peninsula, will this be baseline data? Also this is the most expensive project 4. Supportive doing this, as no benefit in previous work without the analysis 5. What makes it so expensive?
Project 6a - Analysis of Ballast Water Treament Efficacy in Commercial Vessels \$85,883	11:16	11:25	9	5	4	
						1. Are people from the Smithsonian going to come out multiple times? Is most of the budget for travel and accomodations for 3-4 week stay? 2. Is anyone required to test these systems? Or do I push these buttons and assume they work? 3. Steve Lewis online - didn't say this is cross committee, but POVTS is of high interest and support this project 4. sample from the tanks or the discharge? 5. Going through all these projects - writing down what you anticipate greatest challenge would be cooperation with tankers, but what about discussion with the coast guards? 6. Any reason internal personnel could go do the sampling, and what are those challenges? 7. Efficacy of the discharge,how does that correlate with legal limit?
	11:25	11:36	11	4	7	

Project 6b - Decadal Assessment of Non-Indigenous Marine Species in SC Alaska: Kachemak Bay & Cook Inlet \$151,344			11:36	11:43	7	4	3	1. Difference in the cost from ranking sheet and presentation? Confirm 151 2. Whatever we produce as a product, the person on the street needs to understand. it 3. Does cook Inlet (CIRCAC) want to share, is there a collaboration? 4. Who funded the last decadal survey? 4. Lease areas is Kachemak, but it would be deeper water? A lot of tankers in kachemak Bay
LUNCH	11:40 AM	60	11:45					Donna and team appreciate staff with take aways from locally made in Homer.
Terminal Operations & Environmental	12:40 PM	60	12:42	1:07	25.00			
Project 1 - Maintaining the Secondary Containment Liner \$30,000			12:43	12:45	2	1.5	0	
Project 2 - Review of Tank Bottom Processing Best Practices \$35,000								1. When. you are investigating industry best practices, is it just Alyeska or others? 2. The report that was prepared. in the wake of the accident, has it been provided? Does Alyeska have a check list to see if they didnt follow thier proces? 3. In the past, process was done in west bench, but concerns about cost. Past employees cannot believe that this was moved into an active cell 4. Is there a difference in the way that they did this previously that became cheaper to current proces? There are probably safety experts that can help
Project 3 - Addressing Risks & Safety Culture at the VMT \$25,000			12:45	12:52	7	3	4	1. Will Billie Garde be available to participate? I heard she was phasing out 2. Sensitive information may not be forthcoming from Alyeska, is that a possibility here? 3. Conflicting statements from people doing snow removal of tanks versus those of the terminal.
Project 4 - Air Quality Review of VMT \$30,000			12:52	12:57	5	2	3	1. Mentioned the public has raised concerns about air quality, are there specific concerns? 2. This is to help us draft a response to the concerns?
Project 5 - Timeline of VMT Tank Repairs and Inspection Intervals \$20,000			12:57	12:59	3	1	1	
			1:00	1:03	3	1.5	2	1. Are you looking for information on tank vent repairs, and if they will replace the ones they put blinds in? 2. My recollection is that they glue this, and when they repair they will weld it as they should be. Is it up to the finished standard? 3. Confirm a compound was used, that is not a permanent repair, and the next time the tank was due for inspection they. would complete the repairs.

Project 6 - Minimizing the Environmental Impacts of PFAS at the VMT \$40,000			1:04	1:07	3	1	2	1. What is the money for, is a contractor doing this? 2. Do you have any idea how much of fff they used over. there. Any idea of how much might have been used?
Break	1:40 AM	10	1:07	1:17				
Oil Spill Prevention and Response	1:50 AM	30	1:18	1:48	20.00			Protected projects reminder for OSPR,
Project 1 - Improving Oil Spill Trajectory Modeling in Port Valdez \$40,000								1. Earlier on during SAC the issue was to use disperssants or focus on mechanical recovery, is this part of oil dropping below and resurfacing? 2. This is mostly in the port, is there more data for the rest of the sound or is to specific areas? 3. More background - Oil Map, there was only one person who could manipulate the algorithms to. show the oil flowing where it actually is going.
Project 2 - Port Valdez Weather Buoy Data Analysis 2024 & 2025 \$18,000			1:24	1:29	5	2.5	2.5	1. What are the expectations of changing any of these scenarios with our bouys? 2. As part of ground truthing a historical spill indicates that oil moves with the tides, moves east and west.
Project 3 - Meeting with SERVS Fishing Vessel Program Representatives \$19,000			1:30	1:35	5	1	4	
								1. Donna put in plug for this project with story of engagement with fishermen. Wish there was a way to do this with Alyeska employees, finding less employees coming to speak with pwsrca. this is a great project 2. 6 different ports - you may have mentioned where they were, but I wasn't listening
			1:35	1:38	3	2.5	0.5	
Closing Comments			2:20 PM	10	1:48	1:58		
Project Insights Q&A			2:30 PM	30				Handful of participants stayed and engaged with committee
room. cleared by 2:46					Average Project	7.17		
					Average	2.87		
					Average	4.17		

Closing comments

Jim added commentary at the end for budget decisions based on project dollar value versus impact.

Joe - added commentary to toem and ospr projects - request for secondary review was put forth to AEDC for approval that may impact projects presented today

Question to ask if we can see the positive brainstorm notes we did in the beginning

Steve - had a plea for board to engage within the committees, to gain further understanding of the projects

Many Thanks to Hans for doing all the IT

Read out positive comments brainstorm with claps and cheers

PGS Notes from Conversations

Mako - really appreciated the impact effort diagram

dorthy - try to put the scores out by group and then rated, so it is spread out. felt that this project was

Jim - would be helpful to engage an ad hoc committee for strategic planning for big picture 5 year plan with

Robert - likes the grid and notes page for refernece later in evaluation

Amanda - appreciated the changes in the brainstorm (if it had to be done.)

Joe - Like the change to time, and the notes impact /effort diagram - have been using it

Jim and Donna. - consideration of budget in point allocation, do people give less points to projects with less funding?

Online Participation

Initial online participants: Sarah, matt, Angela, Steve

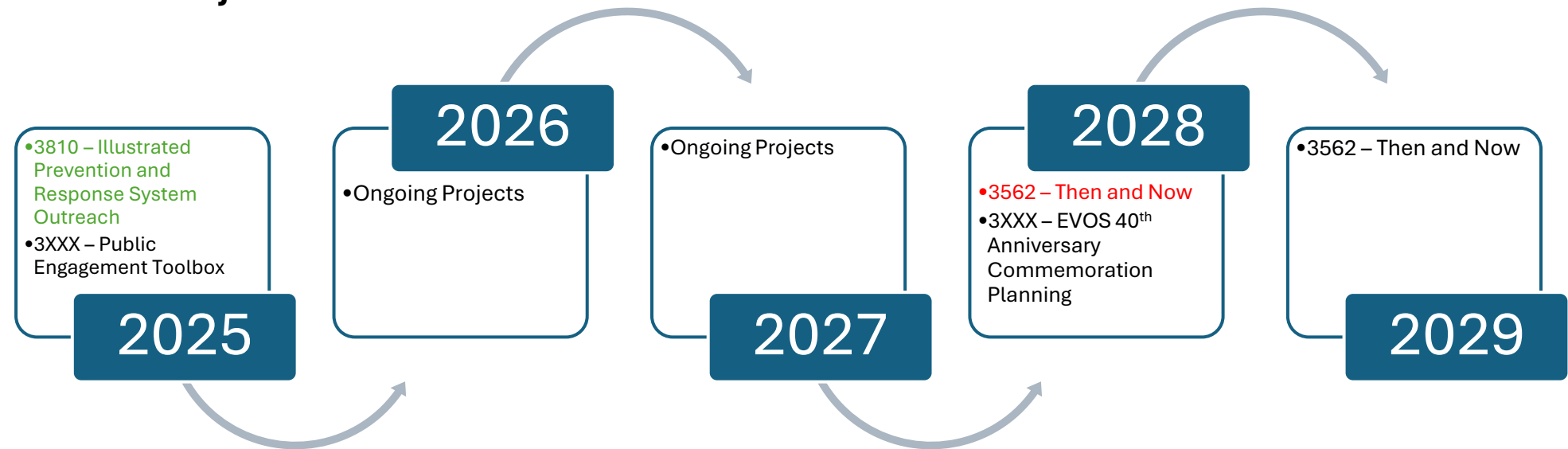
Angela joined waiting room to be admitted at 10:24

david goldstein joined online at 11:35

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.”

Five-Year Project Plan

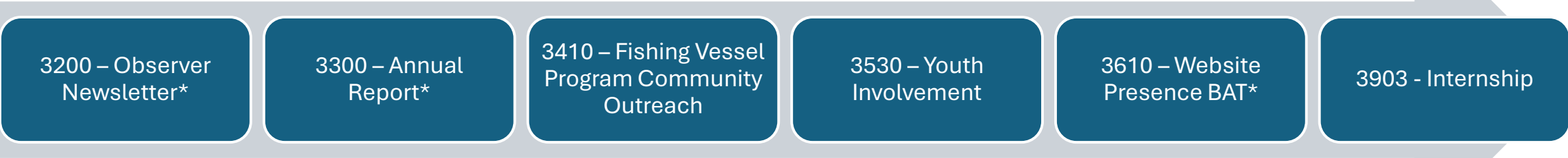


3-Year Strategic Initiatives

- Initiative 1
- Initiative 2
- Initiative 3
- Initiative 4

PGS Notes: This is an example to consider if a 3-year board driven strategic initiative is developed, listing them on the slide deck with color-coded indicators for projects would be helpful to tie projects to initiatives.

Ongoing Projects

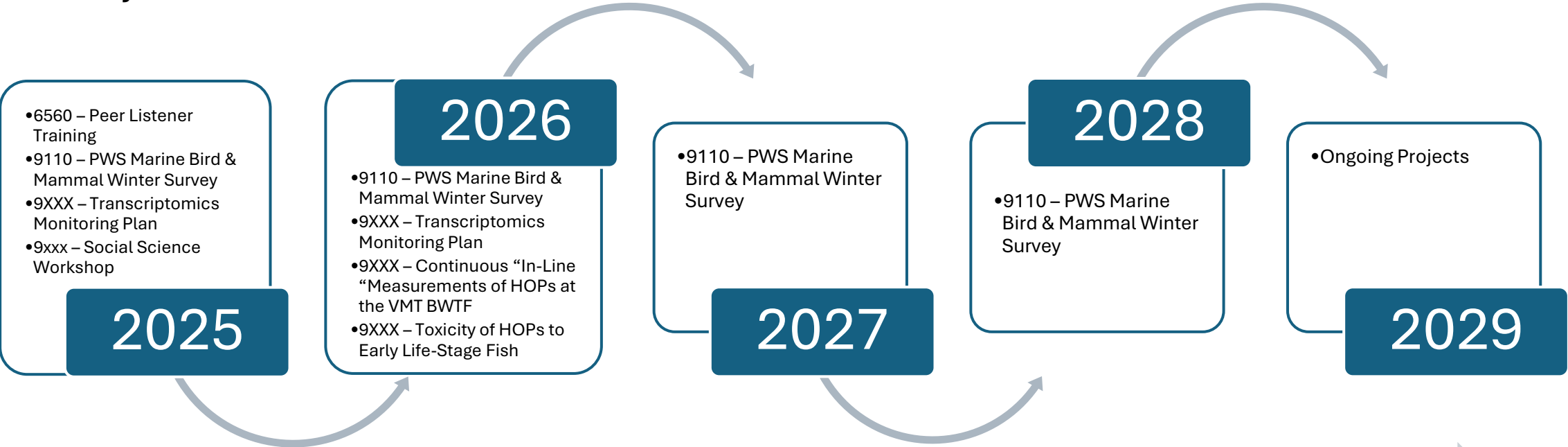


* Indicate a project is protected or the funds are already committed.

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.”

Five-Year Project Plan



Ongoing Projects

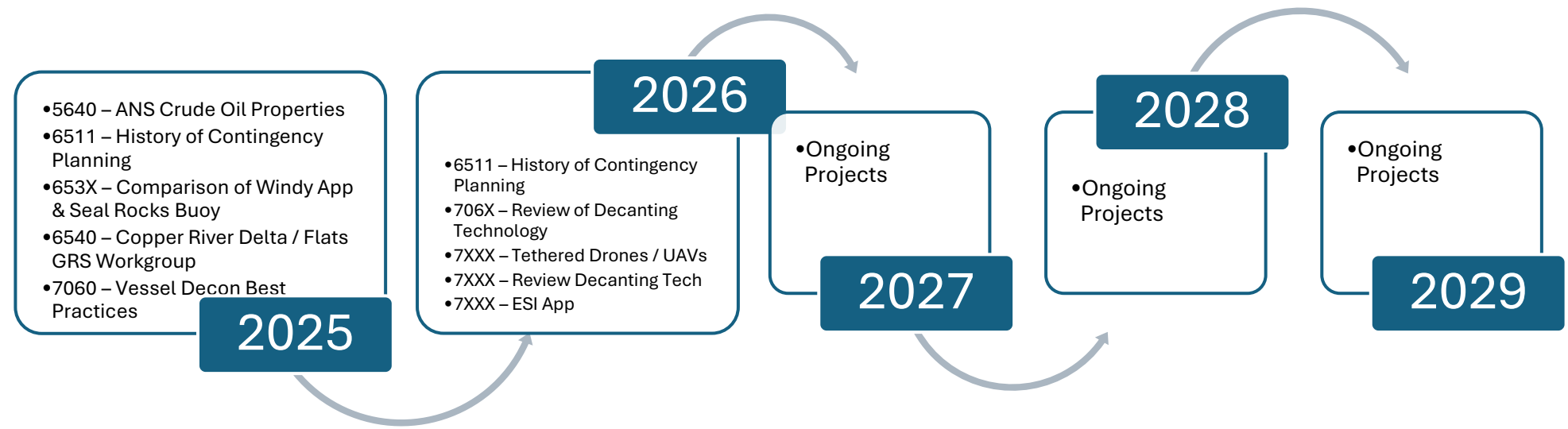


* Indicate a project is protected or the funds are already committed.

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.”

Five-Year Project Plan



Ongoing Projects

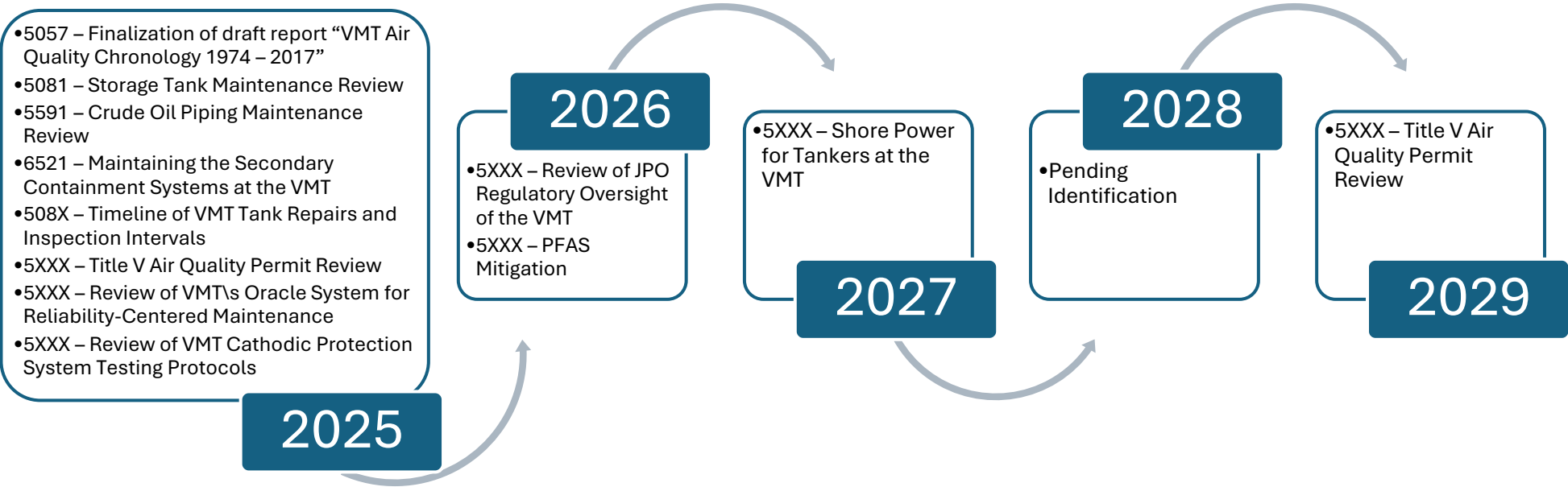


* Indicate a project is protected or the funds are already committed.

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.”

Five-Year Project Plan



Ongoing Projects

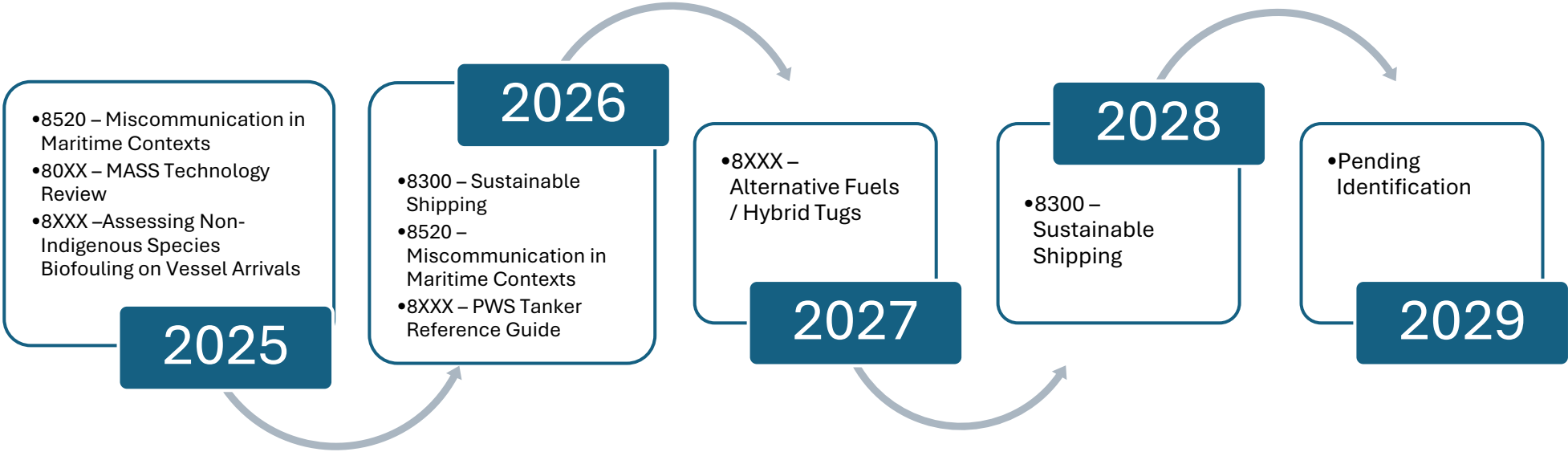


* Indicate a project is protected or the funds are already committed.

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.”

Five-Year Project Plan



Ongoing Projects



* Indicate a project is protected or the funds are already committed.