

Briefing for PWSRCAC Board of Directors – January 2021
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ACTION ITEM

Sponsor: Joe Lally and the LRP Committee

Project number and name or topic: 210 – Long Range Planning

1. **Description of agenda item:** During the months of September through December 2020, the Long Range Planning Committee has worked with PWSRCAC staff, committees, and the Board to update the Five-Year Long Range Plan for Fiscal Years 2022–2026. An updated draft FY2022-FY2026 Long Range Plan will be provided for Board consideration and approval. Board, committee, and staff members will be participating in a Long Range Planning workshop just prior to the January Board meeting to discuss the draft plan and to develop a recommendation for Board approval.

1. **Why is this item important to PWSRCAC:** The Board adopted the current PWSRCAC Five-Year Long Range Plan and has committed to the use of the plan and the Long Range Planning process to develop annual work plans and budgets as well as continually revising and improving the Long Range Plan itself. The Board has directed its members and staff to work together to follow the Long Range Planning process.

2. **Previous actions taken by the Board on this item:** Contact staff for a list of action items prior to 2015.

<u>Meeting</u>	<u>Date</u>	<u>Action</u>
Board	1/21/16	Long Range Plan with the following change: Page 13, Figure 3, FY17 Project Available Funds should reflect a 0.5% consumer price index increase, adding \$17,998 to the Alyeska Contract Funds with an adjusted total project available amount of \$4,016.52.
Board	5/5/16	The Board appointed the following to the FY17 Strategic Planning Committee: Patience Andersen Faulkner, Thane Miller, Robert Archibald, and the chairs of the technical committees.
Board	1/19/17	The Board approved the Five-Year Strategic Plan for Fiscal Years 2018-2022 developed and finalized for consideration by the Board at the January 18, 2017 Long Range Plan work session, with a few changes.
Board	5/4/17	The Board appointed the following to the FY18 Strategic Planning Committee: Faulkner, Smith, Chartier, Miller, and the chairs of the five technical committees.
XCOM	9/6/17	The Executive Committee appointed IEC Member Cathy Hart to the FY18 Long Range Planning Committee.
Board	1/18/18	The Board approved the Five-Year Strategic Plan for Fiscal Years 2019-2023 as developed and finalized for consideration by the Board at the January 17, 2018 LRP work session with the noted amendment on page 6.
Board	5/2/18	The Board appointed the following to the FY19 Strategic Planning Committee: Hart, Miller, Faulkner and the chairs of the five technical committees.
Board	9/20/18	The Board approved the protected projects (#651, #9510, #3200, #3300, #3610, and #3610) as outlined in 4-7 Attachment A, as amended (project #6534 was removed from the approved projects list).
Board	1/24/19	The Board approved the projected project list for the upcoming Long Range Planning Process as presented in Attachment A to the 4-9 briefing sheet.
Board	5/2/19	The Board 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	9/19/19	The Board approved the projected project list for the upcoming Long Range Planning Process as presented in Attachment A to the 4-9 briefing sheet.

4. **Action Requested of the Board of Directors:** Accept 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.
5. **Attachments:** PWSRCAC draft Five-Year Long Range Plan for Fiscal Years 2022-2026.



Prince William Sound Regional Citizens' Advisory Council

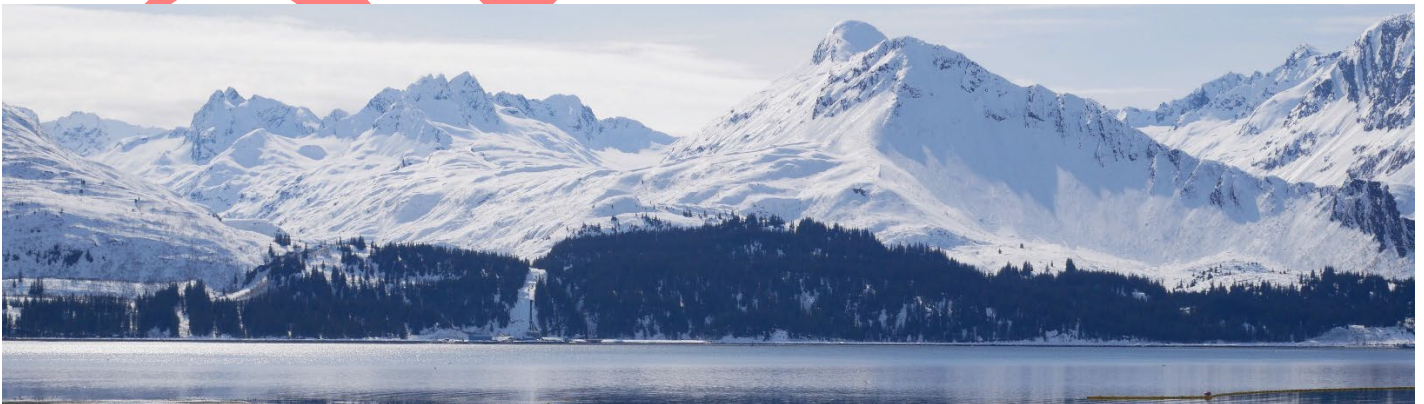
Five-Year Long Range Plan

July 2021 through June 2025
(Fiscal Years 2022-2026)

Prepared by

The PWSRCAC Long Range Planning Committee (LRPC)
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. Foreword and Acknowledgements

Since 2001, the Prince William Sound Regional Citizens' Advisory Council (PWSRCAC) has annually reviewed and updated its long term plan and planning process. The document is focused on new and continuing projects for the next five years, with a special focus on projects proposed for the upcoming fiscal year (FY2022). This document is intended to serve as a guide for the organization to achieve its mission of promoting environmentally safe operation of the Valdez Marine Terminal and associated tankers. The final FY2022 budget will be approved at the May 2021 Board meeting.

The project prioritization process used in 2020 was similar to that used in 2019. Letters soliciting project ideas were broadly disseminated to stakeholder entities, including industry and regulatory agencies. All staff, Board, and technical committee members were invited to submit suggestions for new projects. During the January 2011 Long Range Planning workshop, the Board requested that any ongoing projects presumed to be permanent, ongoing parts of the Council's operations not be included in the project scoring process. Accordingly, the technical committees prioritized their own projects related to their committee's work and also recommended projects to be protected or not ranked. All proposed projects were presented for discussion at the Volunteer Workshop in early December 2020. Projects proposed for FY2022 were distributed to the Board and staff for ranking, with a request that the following criteria be strongly considered during the ranking process: 1) relevance to achieving PWSRCAC's mission; 2) extent to which there is alignment with PWSRCAC's strategic plan; 3) benefit to member organizations; 4) probability of success; and 5) cost effectiveness.

Members of the 2020 Long Range Planning Committee (LRPC) were Board members Amanda Bauer, Thane Miller, and Patience Andersen Faulkner; committee chairs Linda Robinson, Jim Herbert, Steve Lewis, Davin Holen, and, and IEC member Cathy Hart (chair LRPC); and staff, especially the project managers, developed most of the project descriptions and budgets.

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

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

2. Purpose and Background

Introductory Comments

The Prince William Sound Regional Citizens' Advisory Council (Council) is an independent nonprofit corporation whose mission is to promote 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 18 member organizations are communities in the region affected by the 1989 Exxon Valdez oil spill, as well as commercial fishing, aquaculture, Native, recreation, tourism and environmental groups, and the Alaska Chamber of Commerce.

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

This plan builds upon the extensive foundations and work that the Council has accomplished throughout its 30 years of operation and evolution. 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 are experienced with the PWSRCAC long range planning process, and would like to skip right to the results of this year's efforts, see Figure 6 - FY2022-FY2026 Projected Cost and Completion Forecast on pages 25-27.

Overall Vision

After a 1998 PWSRCAC planning workshop, the Board adopted the following long-range (10- to 30-year) vision to provide the context 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, and this plan does not propose any change. We are:

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

Driving Forces

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

Values

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

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

Commitment

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

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

To accomplish this:

- We will listen closely to our constituents and member entities through their representatives, understand their needs, and explain clearly the needs, responsibilities and mission of the Council and its programs.
- We will work in partnership with the oil industry and the associated regulatory agencies as much as possible to further the Council's mission to minimize the risk of oil spills and other adverse impacts from oil industry activities.

- We will act promptly, fairly, professionally, and courteously in all of our endeavors, and hold ourselves accountable for our individual and organizational actions.

In January 2012, the Board adopted the following One-Page Strategic Plan that includes additional guidance and organizational direction. This one-page plan is intended to supplement the overall vision, purpose, driving forces and values contained in the entire Five-Year Long Range Plan. The One-Page Strategic Plan is reviewed annually and updated accordingly, along with this entire document. The most recent changes to the One-Page Strategic Plan were approved in January 2020.

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

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

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

Core Values

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

3. Operational Philosophy and Organization

Organizational Culture

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

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

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

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

administrative costs in order to effectively review how efficiently PWSRCAC is meeting its responsibilities, accomplishing its mission and carrying out the important projects and programs within its budgetary constraints. We will seek to apply organizational excellence in everything that we do.

Resources

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

People, the PWSRCAC team:

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

Board of Directors:

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

Technical committees:

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

The five technical committees are:

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

prevention and response measures, adequate contingency planning, and effective regulations.”

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

Staff:

The PWSRCAC currently has a budget for a professional staff of 16 full-time equivalent positions and one part-time position. Senior management is comprised of the Executive Director, a Director of Administration, a Financial Manager, a Director of Communications, and a Director of Programs. The administrative staff consists of the Executive Assistant and two Administrative Assistants. Program staff consists of the Outreach Coordinator and eight Project Managers.

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

Figure 1: The PWSRCAC Team

	Board	Committees	Staff
MEMBERSHIP	19 volunteer members, appointed and representing 18 member entities	<ul style="list-style-type: none"> • Five technical committees: 32-40 volunteer members recruited and appointed by the Board • Legislative Affairs Committee: 6-10 volunteer Board members • Executive Committee: Board officers and elected at-large members • Board Governance Committee: 3-6 volunteer Board members • Finance Committee: minimum 4 Board members (Board treasurer as chair) • Long Range Planning Committee: minimum 3 volunteer Board members plus chairs of each technical committee 	<p>Currently approved 16 full-time equivalents and 1 part-time</p> <ul style="list-style-type: none"> • (1) Executive Director • (1) Director of Administration • (1) Director of Programs • (1) Director of Communications • (1) Financial Manager • (3) Administrative Staff (executive assistant and two administrative assistants) • (1) Outreach Coordinator • (7) Project Managers, (two committee support, five major programs, a website coordinator, and a drill monitor)
ROLES AND RESPONSIBILITIES	<ul style="list-style-type: none"> • Policies and Priorities • Budget and contract approvals • Approvals of reports and recommendations • Individual service on technical committees, working groups, and project teams • Plan and develop objectives 	<ul style="list-style-type: none"> • Scoping of issues and development of proposed projects • Research and literature reviews • Review reports, policies, bylaws and position statements and make recommendations to the Board • Individual service on working groups and project teams • XCOM serves to address time sensitive issues that cannot wait for a regularly scheduled Board meeting except when an issue is deemed to be important enough to warrant a special meeting or Board teleconference • Main contact between Board and outside independent auditor • Periodic detailed review of financial statements and internal controls 	<ul style="list-style-type: none"> • Administration of organization and support for Board and committees • Provide information about PWSRCAC and issues to Board, committees, member entities, government agencies, industry, and the public • Develop and maintain relationships with government agencies and oil shipping industry. Develop objectives, schedule and budgets for PWSRCAC programs and projects. Manage and administer contracts for technical services. Report program and project status to management, Board and committees. Coordinate review and acceptance of reports and recommendations.

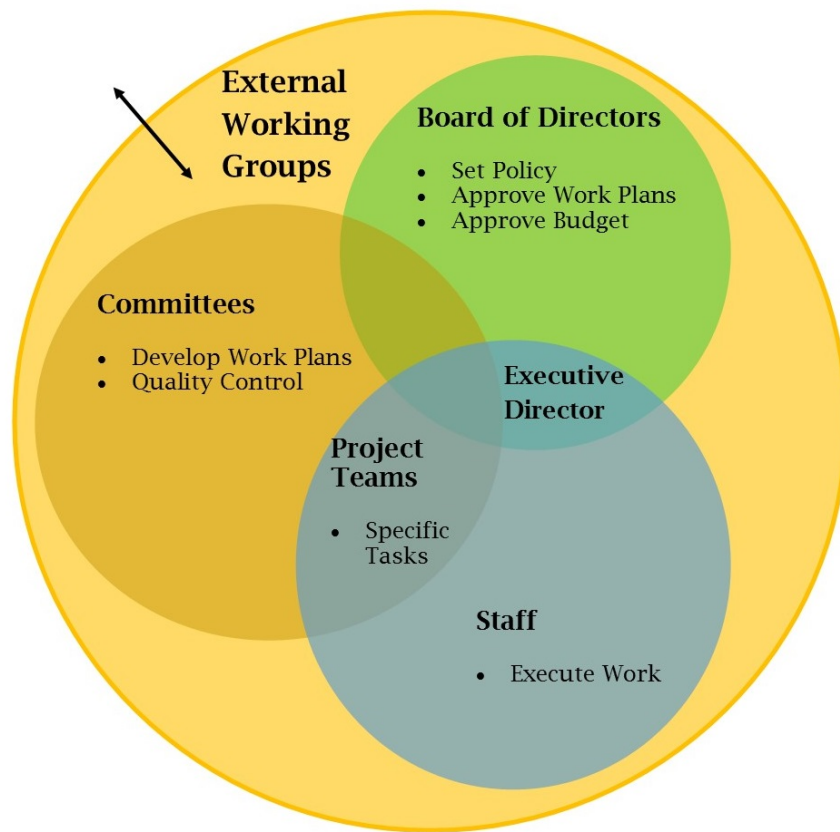
Relationships

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

Project	Partners
Valdez Marine Terminal Contingency Plan Coordination Working Group (1997-present)	ADEC, Environmental Protection Agency (EPA), Bureau of Land Management (BLM), USCG, APSC
Potential Places of Refuge (2015-2017)	Alaska's Institute of Technology (AVTEC), SWAPA, Safeguard Marine
Project Jukebox (2013-present)	University of Alaska Fairbanks
Youth Involvement (2010-present)	Alaska Geographic, Valdez City Schools, PWSSC, Chugach School District, Copper River Watershed Project, Alaska SeaLife Center, Kachemak Bay Research Reserve, Center for Alaskan Coastal Studies (CACS), Kodiak Island Borough School District, Friends of Alaska National Wildlife Refuges, SPACE (Valdez), Children of the Spills (Katie Gavenus), Alaska Tsunami Bowl, Kenai Peninsula Borough School District, Baranof Museum, Chugach Children's Forest, Chugach National Forest, Wrangell Institute of Science & the Environment (WISE), Alutiiq Tribe of Old Harbor, Cordova City Schools, Alaska Science and Engineering Fair, Kenai Fjords National Park, Arctic Youth Ambassadors, Homer Flex High School, Valdez City Schools, Alaska Marine Conservation Council, Seed Media, Valdez Museum
Alaska Invasive Species Workgroup (2010-present)	ADFG, USFWS, US Army, Animal & Plant Health Inspection Service (APHIS), US Geological Survey (USGS), The Nature Conservancy, NPS, NOAA, SeaGrant Alaska, ADNR, DOI, ADEC, USFS, Prince William Soundkeeper, BLM, Alaska Soil & Water Conservation Districts
Marine Transition Project Team (2016-present)	APSC/SERVS, Conoco Phillips/Polar Tankers, ADEC, Crowley, USCG, Edison Chouest Offshore (ECO)
Invasive Species BioBlitz (2016)	Smithsonian Environmental Research Center (SERC)
Fishing Vessel Program Outreach Tour (2016-present)	APSC/SERVS, Kenai Fjords Tours, Seward Chamber of Commerce, Stan Stephens Cruises, Copper River Watershed Project, Chugach School District, Whittier City Council
Port Valdez Weather Buoys (2019-present)	City of Valdez, PWSSC, Fairweather Science, AOOS, JOA Surveys, NOAA PORTS

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

Figure 2: Shared Leadership, True Teamwork



Funding

- PWSRCAC's contract with Alyeska Pipeline Service Company is the primary means and most secure source of funding. The contract was originally signed in 1990 and continues as long as oil flows through the Trans-Alaska Pipeline to the loading terminal at Port Valdez. The funding level is reviewed every three years, with the most recent period running from July 1, 2020 to June 30, 2023. Funding is typically adjusted to the Anchorage Consumer Price Index (Anchorage CPI). Any adjustments are agreed upon by signing a triennial contract addendum. The current level of funding is \$3,663,638.
- Partnerships with industry, government and non-governmental agencies have provided significant resources in the past, including cash and in-kind donations, for specific projects.

Overarching Goals and Objectives

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

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

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

1. Total compliance with OPA90 and Alyeska contractual requirements.

Objectives:

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

Figure 3 presents OPA90 and Alyeska Contract requirements for PWSRCAC activities.

Figure 3: OPA90 and Alyeska contractual requirements

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

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

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

Objectives:

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

3. Develop and maintain excellent external and internal communication.

Objectives:

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

4. Achieve organizational excellence.

Objectives:

- Effective short- and long-term planning
- Fiscally responsible, efficient, and easily understood financial planning, tracking, and reporting procedures
- 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?

During its 31-year history, PWSRCAC has built an effective organization and contributed significantly to major improvements in the system of oil transportation safety at the Valdez Marine Terminal and in Prince William Sound and the Gulf of Alaska. As discussed in the section on organizational culture, we are now challenged to build on the successes of the past to meet the changing needs of our constituents and changing dynamics of oil transportation issues. The LRPC summarized our Strengths, Weaknesses, Opportunities and Threats as follows.

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

4. Process and Products

Process

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

Communication and coordination are key to our success – internally with our Board, staff, committees, and our constituents and externally with the oil industry and government officials. Figure 4 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 4. Planning and Implementation Process for Program Activities and Projects

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

NOTE: The shading indicates where the primary responsibility is for each phase of a program or project, beginning with the technical committees, working through with staff and project teams, and finally Board approval of the product and final recommendations. Technical committees generally meet monthly; project teams meet as needed to 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 Prince William Sound Regional Citizens’ Advisory Council which, when provided, generate continued support for its work:

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

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

- Extensive Partnerships with industry and regulators on key projects.
- Installation of two metocean weather buoys in Port Valdez (one at the VMT 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 to protect environmentally sensitive areas in response to an oil spill.
- A Prince William Sound Marine Fire Response Plan and more than 100 local land-based firefighters trained and certified to respond to a marine fire.
- Involvement of younger generations in PWSRCAC programs and projects through the Youth Involvement and Oil Spill Curriculum projects.
- Upgraded fire suppression systems on the crude oil storage tanks and at the East Metering facilities at the Valdez Marine Terminal.
- Significantly reduced emissions of hazardous air pollutants from ballast water treatment processes with installation of vapor control on the 90s tanks at the Valdez Marine Terminal.
- Removal of a nationwide exemption for emissions from crude oil transportation under a Federal rule-making, and resulting modifications to the ballast water

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

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

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

Programs

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

A program includes all ongoing activities, including projects and initiatives, related to 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 & Community Outreach
- Terminal Operations & Environmental Monitoring
- Maritime Operations
- Oil Spill Response Planning and Preparedness
- Scientific Research & Assessment

Support Programs

- Administration
- Board and Committee Support

Projects

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

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

However, some projects—such as the Observer and the Annual Report—do not have clear starting and ending dates, but instead are presumed to be permanent, ongoing parts of the Council's operations. Any such projects determined to be permanent and ongoing or mandatory obligations based on OPA90 or our contract with Alyeska are to be classified as protected projects. The Board will annually review and approve any recommendations for protected projects. Protected projects are not subject to the project 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 Annual Work Plan and associated budgets must include an evaluation of current projects and a projection of future efforts. This process cannot be achieved without cohesive efforts carried throughout the entire year. The planning cycle presented below contains these six major elements:

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

Figure 5, Annual Process for Five-Year Planning and Budgeting, is a presentation of this planning cycle as applied to the PWSRCAC operation. The tasks involved in the planning cycle, the individuals and groups responsible for each task, and the timeline for their completion are delineated.

Figure 5
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 status into five-year 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 briefing sheets for new projects	LRPC, Board, Committees and Staff	October - November
Prepare draft five-year plan from survey data and review of existing plan	LRPC	December
Workshop to review and amend draft five-year plan	Board, Committees and Staff	Prior to January meeting
Five-year plan adopted	Board	January meeting
Begin budget preparation for upcoming fiscal year	Committees, working groups and staff	February - March
Draft budget sheets prepared	Project Staff	March - April
Draft budget sheets reviewed by executive staff to compile balanced budget; Finance Committee then reviews draft budget and recommends to full Board	Executive Director, Financial Manager, finance committee	April
Budget Workshop	Board, Committees and Staff	Prior to May meeting
Adopt final budget	Board	May meeting

Evaluation of Current and Proposed Projects

A review of the fiscal status of all current projects (FY2021) was conducted and projected FY2022-FY2026 project costs were developed along with completion dates when known. This data is presented in Figure 6, FY2022-FY2026 Projected Cost and Completion Forecast. The Board adopted a net asset stabilization policy wherein net assets are targeted to be no less than \$350,000 and would be used only in extraordinary circumstances. The Board-approved amount is currently \$400,000. These funds are separate from the current and future operating budgets.

Figure 6
FY2022-FY2026 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY2025	Proposed FY2026
INFORMATION AND EDUCATION						
3200--Observer Newsletter	\$6,400.00	\$8,400	\$8,600	\$8,800	\$9,000	\$9,200
3300--Annual Report	\$6,055.00	\$10,000	\$10,400	\$10,800	\$11,200	\$11,600
3410--Fishing Vessel Outreach Pilot	\$0.00	\$19,000				
3530--Youth Involvement	\$59,895.00	\$50,750	\$50,750	\$50,750	\$50,750	\$50,750
3560--Exxon Valdez Project Jukebox	\$5,000.00					
3610--Website Presence BAT	\$9,350.00	\$7,080	\$7,434	\$7,805	\$8,039	\$8,280
3620--Connecting With Our Communities	\$55,875.00					
3903--Internship	\$4,000.00	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
3XXX--Cultivating Robust Engagement		\$10,000				
6560--Peer Listener Training		\$35,000				
Subtotals	\$146,575	\$144,230	\$81,184	\$82,155	\$82,989	\$83,830
TERMINAL OPERATIONS AND ENVIRONMENTAL MONITORING						
5056--Tank 8 Internal Inspection Review	\$64,034					
5640--ANS Crude Oil Properties	\$5,000					
5640--0099--ANS Crude Oil Properties Donated	\$22,800					
5998--Cathodic Protection Systems Review	\$38,653					
5XXX--APSC's Appeal of EPA's July 2020 Air Quality Rule		\$60,000				
5XXX--Crude Oil Piping Inspections Review		\$51,744				
5XXX--Tank 8 Floor and CP System Replacement Design Review		\$11,000				
5XXX--Crude Tank 7 and BW Tank 94 Maintenance Review		\$96,000				
5XXX--Minimizing Impacts of PFAS from the VMT		\$32,000				
Subtotals	\$130,487	\$250,744	\$0	\$0	\$0	\$0
OIL SPILL PREVENTION AND RESPONSE						
6510--State Contingency Plan Reviews	\$80,000.00	\$119,000	\$127,500	\$136,800	\$140,904	\$145,131
6511--History of Contingency Planning	\$75,000.00	\$25,000	\$25,000			

Figure 6 (continued)
FY2022-FY2026 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY2025	Proposed FY2026
OIL SPILL PREVENTION AND RESPONSE (continued)						
6530--Weather Data/Sea Currents	\$16,000.00	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
6531--Port Valdez Weather Buoys	\$71,000.00	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
6531--0014--Port Valdez Weather Buoys City of Valdez Grant Funds	\$9,000.00					
6531--0099--Port Valdez Weather Buoys Donation	\$20,000.00					
6536--Analysis of Weather Buoy Data	\$15,000.00	\$15,100	\$15,100	\$15,100	\$15,100	\$15,100
7901--Resources for RSC & Affected Communities	\$31,673.00					
65XX--Seal Rocks Wind Meter		\$42,000	\$1,000	\$1,000	\$1,000	\$1,000
6534--Cape Hinchinbrook Weather Surveillance		\$500	\$46,000	\$1,700	\$1,700	\$1,700
6XXX--Copper River Delta and Flats GRS History		\$20,000				
65XX--OPA 90 Analysis		\$15,000				
703X--Fishing Vessel Readiness / Dock Walk		\$1,074				
7050--Out of Region Equipment Survey		\$30,000				
70XX--Documenting Various UAV Uses During Spill Response			\$20,000			
654X--Converting GRSS into a GIS Data Layer			\$20,000			
65XX--Mesoscale Weather Modeling in PWS				\$50,000		
65XX--Land-Based Weather Station at VMT				\$66,200		
Subtotals	\$317,673	\$328,674	\$315,600	\$331,800	\$219,704	\$223,931
PORT OPERATIONS AND VESSEL TRAFFIC SYSTEMS						
8010--Rescue Tug BAT	\$63,475					
8012--Field Trials of Messenger Line Throwing Devices		\$77,500				
8XXX--AIS / Radar Whitepaper		\$35,000				
8XXX--Emergency Ship Handling Training Courses		\$30,000				
8XXX--MASS Technology Review		\$35,000				
9XXX--Review of Geological Hazards in PWS		\$95,000				
Subtotals	\$63,475	\$272,500	\$0	\$0	\$0	\$0

Figure 6 (continued)
FY2022-FY2026 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY2025	Proposed FY2026
SCIENTIFIC ADVISORY						
9110--PWS Marine Bird Winter Survey	\$39,000	\$40,400	\$41,700			
9510--Long Term Environmental Monitoring Program	\$304,947	\$154,120	\$156,779	\$223,109	\$229,802	\$236,696
9511--Herring/Forage Fish Survey	\$45,100	\$46,300				
9520--Marine Invasive Species	\$57,150	\$2,500	\$10,000	\$10,000	\$10,000	\$10,000
9550--Dispersants	\$40,000					
9590--Hydrocarbon Toxicity	\$80,000					
9XXX--Determining Concentration and Composition of Oxygenated Hydrocarbons from VMT		\$70,400				
9XXX--Hydrocarbon Sensor Monitoring of VMT Impacts in Port Valdez		\$4,700	\$7,500	\$7,500	\$7,500	\$7,500
9XXX--Toxicity of Treated Ballast Water to Copepods		\$105,238	\$84,762			
Subtotals	\$566,197	\$423,658	\$300,741	\$240,609	\$247,302	\$254,196
Committee Subtotals	\$1,224,407	\$1,419,806	\$697,525	\$654,564	\$549,995	\$561,958
PROGRAMS						
3100--Public Information	\$2,735	\$8,185	\$8,431	\$8,683	\$8,944	\$9,212
3500--Community Outreach	\$39,950	\$62,175	\$64,040	\$65,961	\$67,940	\$69,979
3600--Public Communications Program	\$2,444	\$3,950	\$4,300	\$4,650	\$5,000	\$5,350
4000--Program and Project Support	\$1,488,840	\$1,533,505	\$1,579,510	\$1,626,896	\$1,675,703	\$1,725,974
4010--Digital Collections Program	\$9,200	\$9,476	\$9,760	\$10,053	\$10,355	\$10,665
5000--Terminal Operations Program	\$0	\$6,400	\$3,400	\$3,400	\$3,400	\$3,400
6000--Oil Response Program	\$30,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
7000--Oil Spill Response Operations Program	\$250	\$7,050	\$7,262	\$7,479	\$7,704	\$7,935
7520--Preparedness Monitoring	\$25,450	\$42,400	\$45,400	\$48,500	\$49,955	\$51,454
8000--Maritime Operations Program	\$13,000	\$13,390	\$13,792	\$14,205	\$14,632	\$15,071
9000--Environmental Monitoring Program	\$105	\$15,900	\$15,900	\$15,900	\$15,900	\$15,900
Subtotals	\$1,611,974	\$1,718,431	\$1,767,795	\$1,821,728	\$1,875,532	\$1,930,939

Figure 6 (continued)
FY2022-FY2026 Projected Cost and Completion Forecast

Programs and Projects	Current Approved Budget FY2021	Proposed FY2022	Proposed FY2023	Proposed FY2024	Proposed FY2025	Proposed FY2026
LEGISLATIVE AFFAIRS						
4400--Federal Government Affairs	\$51,600	\$53,148	\$54,742	\$56,385	\$58,076	\$59,819
4410--State Government Affairs	\$19,000	\$19,570	\$20,157	\$20,762	\$21,385	\$22,026
4500--DR&R Research	\$5,000	\$5,000				
Subtotals	\$75,600	\$77,718	\$74,900	\$77,147	\$79,461	\$81,845
BOARD OF DIRECTORS						
1350--Information Technology	\$504	\$519	\$535	\$551	\$567	\$584
2100--Board Administration	\$139,043	\$143,214	\$147,511	\$151,936	\$156,494	\$161,189
2150--Board Meetings	\$66,000	\$67,980	\$70,019	\$72,120	\$74,284	\$76,512
2200--Executive Committee	\$0	\$0	\$0	\$0	\$0	\$0
2220--Governance Committee	\$0	\$0	\$0	\$0	\$0	\$0
2222--Finance Committee	\$0	\$0	\$0	\$0	\$0	\$0
2700--Legislative Affairs Committee	\$0	\$0	\$0	\$0	\$0	\$0
Subtotals	\$205,547	\$211,713	\$218,065	\$224,607	\$231,345	\$238,285
COMMITTEES AND COMMITTEE SUPPORT						
2250--Committee Support	\$147,824	\$152,259	\$156,826	\$161,531	\$166,377	\$171,369
2300--Oil Spill Prevention & Response	\$800	\$824	\$849	\$874	\$900	\$927
2400--Port Operations & Vessel Traffic System	\$1,600	\$1,648	\$1,697	\$1,748	\$1,801	\$1,855
2500--Scientific Advisory Committee	\$1,600	\$1,648	\$1,697	\$1,748	\$1,801	\$1,855
2600--Terminal Operations & Environmental Monitoring	\$1,600	\$1,648	\$1,697	\$1,748	\$1,801	\$1,855
2800--Information and Education Committee	\$1,600	\$1,648	\$1,697	\$1,748	\$1,801	\$1,855
Subtotals	\$155,024	\$159,675	\$164,465	\$169,399	\$174,481	\$179,715
GENERAL AND ADMINISTRATIVE						
1000--General and Administrative	\$520,555	\$536,172	\$552,257	\$568,825	\$585,889	\$603,466
1050--General and Administrative--Anchorage	\$162,016	\$166,876	\$171,883	\$177,039	\$182,350	\$187,821
1100--General and Administrative--Valdez	\$184,364	\$189,895	\$195,592	\$201,460	\$207,503	\$213,728
1300--Information Technology	\$121,963	\$125,622	\$129,391	\$133,272	\$137,270	\$141,389
Subtotals	\$988,898	\$1,018,565	\$1,049,122	\$1,080,596	\$1,113,013	\$1,146,404
Subtotals	\$4,261,450	\$4,605,908	\$3,971,871	\$4,028,040	\$4,023,827	\$4,139,146
Contingency (Current Year Budget)	\$295,429	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Expenses	\$4,556,879	\$4,655,908	\$4,021,871	\$4,078,040	\$4,073,827	\$4,189,146

New Projects and Initiatives

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

Project Scoring

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

Each of the five technical committees was asked to prioritize the proposed projects that fall within their purview (Figure 7). Projects to be ranked were forwarded to staff and all Board members with the committee prioritization information. All staff members and sixteen of eighteen Board members responded with their project scores using the approved project ranking sheet. The rated project scorings are presented in Figure 8, Project Scoring Matrix.

Figure 7 Committee Prioritization

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

OSPR Committee – FY2022 Budget and Prioritization

OSPR Committee Prioritization	Project #	Project Name	Budget
Protected	6510	State Contingency Plan Reviews	\$119,000
Protected	6530	Weather Data & Sea Currents	\$16,000
Protected	6531	Port Valdez Weather Buoys	\$45,000
1	65XX	Seal Rocks Wind Meter	\$42,000
2	6534	Cape Hinchinbrook Weather Surveillance	\$500
3	6XXX	Copper River Delta and Flats GRS	\$20,000
4	653X	Valdez Weather Buoy Data Analysis	\$15,100
5	703X	Fishing Vessel Readiness / Dock Walk	\$1, 074
6	6511	History of VMT C-Planning	\$25,000
7	7050	Out of Region Equipment Survey	\$30,000
8	65XX	OPA 90 Analysis	\$15,000

IE Committee – FY2022 Budget and Prioritization

IE Committee Prioritization	Project #	Project Name	Budget
Protected	3200	The Observer	\$8,400
Protected	3300	Annual Report	\$10,000
Protected	3610	Web Presence BAT	\$7,080
1	3530	Youth Involvement	\$50,750
2	3410	F/V Program Community Outreach	\$19,000
3	3XXX	Cultivating Robust Engagement	\$10,000
4	3903	Internship	\$4,000
5	6560	Peer Listener Training	\$35,000

TOEM Committee – FY2022 Budget and Prioritization

TOEM Committee Prioritization	Project #	Project Name	Budget
1	5XXX	Alyeska's Appeal of EPA's July 2020 Air Quality Rule	\$60,000
2	5XXX	Crude Oil Piping Inspection Review	\$52,000
3	5XXX	Tank 8 Floor and CP System Replacement Review	\$11,000
4	5XXX	Tanks 7 and 94 Maintenance Review	\$96,000
5	5XXX	Minimizing the Environmental Impacts of PFAS from the VMT	\$32,000

SA Committee – FY2022 Budget and Prioritization

SA Committee Prioritization	Project #	Project Name	Budget
Protected	9510	LTEMP	\$154,120
1	9XXX	Determining Concentration & Composition of Oxygenated HC from VMT	\$70,400
2	9511	PWS Forage Fish Survey	\$46,300
3	9520	Marine Invasive Species	\$2,500
4	9XXX	HC Sensor Monitoring of VMT Impacts in Port Valdez	\$4,700
5	9XXX	Toxicity of Treated Ballast Water to Copepods	\$105,238
6	9110	PWS Marine Bird Winter Survey	\$40,400

POVTS Committee – FY2022 Budget and Prioritization

POVTS Committee Prioritization	Project #	Project Name	Budget
1	8XXX	AIS / Radar Whitepaper	\$35,000
2	8012	Line Throwing Device Trials	\$77,500
3	8XXX	Emergency Ship Handling Training	\$30,000
4	8XXX	MASS Technology Review	\$35,000
5	9XXX	Survey of Geological Hazards in PWS	\$95,000

Figure 8 - Project Scoring Matrix

Sort Index	Staff	Lead Comm	Lead Comm Rank		FY2022 Projects	Projected FY2022 Budget	Assigned by Staff	Assigned by Board	Assigned By All
							Points	Points	Points
1	AS	POVTS	1	8XXX	AIS / Radar Whitepaper	\$35,000	79	52	131
2	AL	SAC	1	9XXX	Determining Concentration and Composition of Oxygenated HC from VMT	\$70,400	67	59	126
3	RR	OSPR	4	653X	Valdez Weather Buoy Data Analysis	\$15,100	64	53	117
4	AS	POVTS	2	8012	Line Throwing Device Trials	\$77,500	59	56	115
5	AL	TOEM	1	5XXX	APSC's Appeal of EPA's July 2020 Air Quality Rule	\$60,000	65	47	112
6	AL	TOEM	2	5XXX	Crude Oil Piping Inspections Review	\$51,744	52	54	106
7	AL	TOEM	3	5XXX	Tank 8 Floor and CP System Replacement Design Review	\$11,000	47	59	106
8	AL	SAC	2	9511	PWS Forage Fish Surveys	\$46,300	57	44	101
9	BO	IEC	1	3530	Youth Involvement	\$50,750	59	40	99
10	BO	IEC	2	3410	Fishing Vessel Pgm Community Outreach	\$19,000	55	43	98
11	AS	OSPR	1	65XX	Seal Rocks Wind Meter	\$42,000	49	48	97
12	LS	OSPR	3	6XXX	Copper River Delta and Flats GRS History	\$20,000	55	38	93
13	LS	OSPR	6	6511	History of VMT C-Planning	\$25,000	57	35	92
14	AS	OSPR	2	6534	Cape Hinchinbrook Wx Surveillance	\$500	52	36	88
15	AL	TOEM	4	5XXX	Crude Tank 7 and BW Tank 94 Maintenance Review	\$96,000	36	49	85
16	AS	POVTS	3	8XXX	Emergency Ship Handling Training	\$30,000	36	45	81
17	JR	OSPR	7	7050	Out of Region Equipment Survey	\$30,000	43	35	78
18	BO	IEC	5	6560	Peer Listener Training	\$35,000	44	30	74
19	AL	SAC	4	9XXX	Hydrocarbon Sensor Monitoring of VMT Impacts in Port Valdez	\$4,700	32	41	73
20	AL	SAC	6	9110	PWS Marine Bird Winter Survey	\$40,400	31	41	72
21	AL	SAC	3	9520	Marine Invasive Species	\$2,500	35	37	72
22	JR	OSPR	5	703X	Fishing Vessel Readiness / Dock Walk	\$1,074	27	39	66
23	AS	POVTS	5	9XXX	Review of Geological Hazards in PWS	\$95,000	21	45	66
24	AL	TOEM	5	5XXX	Minimizing the Environmental Impacts of PFAS from the VMT	\$32,000	39	26	65
25	BO	IEC	4	3903	Internship	\$4,000	20	42	62
26	BO	IEC	3	3XXX	Cultivating Robust Engagement	\$10,000	31	27	58
27	AL	SAC	5	9XXX	Toxicity of Treated Ballast Water to Copepods	\$105,238	30	28	58
28	AS	POVTS	4	8XXX	MASS Technology Review	\$35,000	23	21	44
29	LS	OSPR	8	65XX	OPA 90 Analysis	\$15,000	10	30	40

Figure 8 - Project Scoring Matrix (continued)

Protected Projects – Not Ranked

Staff	Lead Comm	Lead Comm Rank		FY2022 Projects	Projected FY2022 Budget
LS	OSPR	Protected	6510	State Contingency Plan Reviews	\$119,000
AS	OSPR	Protected	6530	Weather Data & Sea Currents	\$16,000
AS	OSPR	Protected	6531	Port Valdez Weather Buoys	\$45,000
AJ	IEC	Protected	3200	Observer Newsletter	\$8,400
AJ	IEC	Protected	3300	Annual Report	\$10,000
AJ	IEC	Protected	3610	Web Presence BAT	\$7,080
AL	SAC	Protected	9510	LTEMP	\$154,120

Project and Initiative Timeline

The LRPC and PWSRCAC management staff have prepared the projected new project and initiatives timelines based on the assumptions of fund availability as discussed above and management projections of staff availability. Some efforts are projected as continuing each year, some recur at intervals and some are one-year projects. These timelines are presented in Figure 6: FY2022-FY2026 Projected Cost and Completion Forecast.

6. Annual Evaluation and Update

The Planning Cycle

In the original planning effort, the LRPC had two objectives. The goal was to produce an annual five-year planning process and, within that framework, to develop the first annual iteration of the PWSRCAC five-year plan. The planning process detailed in Figure 5, Process for Five-Year Planning and Budgeting, is the LRPC recommendation for annual planning. The evaluation of current programs, new projects and initiatives and the timeline described in the previous section of this plan are the first three phases of the FY2022 five-year plan. The actual budget development and operational implementation by Board and staff will complete the first-year planning cycle. Annual continuation of the planning process is essential.

Planning Tools

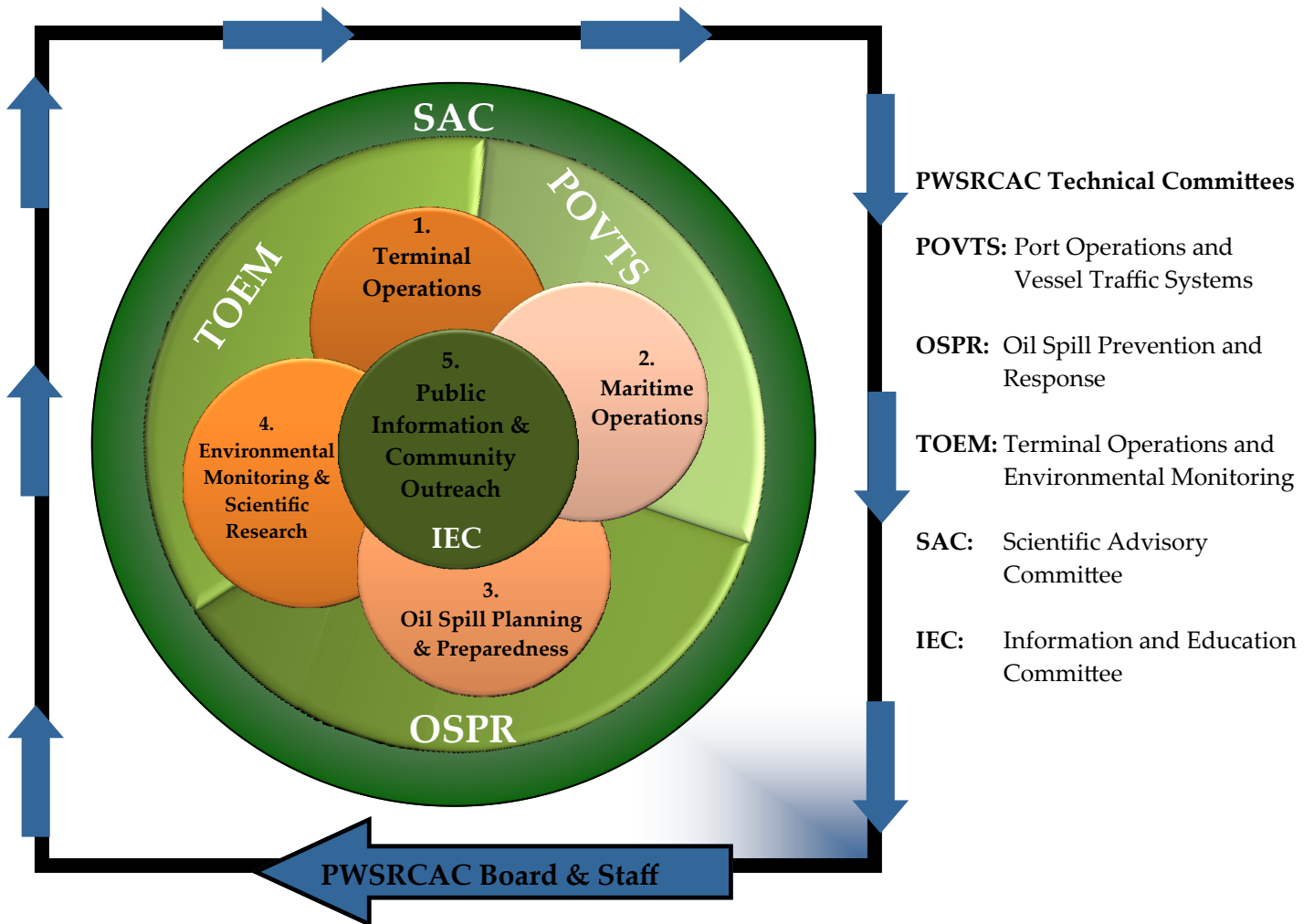
This plan was developed through several steps involving the gathering, sorting, rating and displaying of input data. Appendices B and C contain samples of the tools used in the preparation of this plan. It is recommended that they be utilized in the annual update cycle.

Projects Outside of the Planning Cycle

The Council evaluates unsolicited project proposals and requests for project support under the same standards as any other proposal to expend Council funds. Whenever possible, projects and concepts should be submitted as part of this process. However, unsolicited project proposals may be suggested or brought to the Council outside of the normal Long Range Planning process and timeline as identified in Figure 5. These proposals will be evaluated through the Unsolicited Proposal Procedure found in Appendix D.

Appendix A

PWSRCAC's Internal Structure and Relationships



1. **Terminal Operations Program (TOEM Committee):** This program addresses actual and potential environmental effects of operations at the Valdez Marine Terminal, including air and water quality issues, oil spill prevention and fire protection. The program is linked to Environmental Monitoring (4).
2. **Maritime Operations Program (POVTS Committee):** This program addresses tanker and escort operations and vessel traffic issues, including navigational safety, tug trials and exercises, tanker maintenance and structural integrity, incident monitoring, ballast water management, human factors, and training programs. This program is closely linked to the oil spill program (3), particularly regarding prevention requirements for contingency plans, and it coordinates with the environmental monitoring program (4) on issues such as non-indigenous species.
3. **Oil Spill Planning and Preparedness (OSPR Committee):** This program has two major components: oil spill planning, and preparedness for oil spill response. State, federal, and industry oil spill prevention and response plans (contingency plans) are reviewed and recommendations are developed based on regulatory requirements, stakeholder concerns, new information and technological developments. Response capability is monitored through observations of and participation in drills and exercises. This program is linked to Environmental Monitoring (4) especially regarding research into and development of response technologies such as dispersants, in-situ burning, and bioremediation, and it coordinates with Terminal (1) and Maritime operations (2) for relevant portions of the contingency plans.
4. **Environmental Monitoring & Scientific Research (SAC):** This program develops and implements environmental monitoring projects throughout the region, including PWSRCAC's Long Term Environmental Monitoring program which has been in place since 1993. Additionally, this program reviews and advises on all PWSRCAC scientific studies and technical reviews.
5. **Public Information and Education (IEC):** This program fosters public awareness, responsibility, and participation in PWSRCAC's programs described above through information and education. The components of this program include public information, community outreach and education, and volunteer coordination.
6. **PWSRCAC Board & Staff:** The Board provides the framework for PWSRCAC's work including policies, program and project priorities, official positions and management oversight. The staff provides professional leadership and support for the Board, the committees and all programs and projects, any carries out the daily operations of the Council.

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APPENDIX B

PWSRCAC Long Range Planning NEW 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?

**PWSRCAC Long Range Planning
NEW PROJECT
PROPOSAL TEMPLATE**

1. Submitted by (name, title, address, phone, email).
2. Title of new project.
3. Provide a project description including methods, goals, objectives, and approximate timeline including reporting dates. For projects collecting data, indicate the proposed sample size(s) and approximate cost per sample. Applicants are encouraged to use tables, graphs, and maps to delineate project sampling especially as they relate to study design and sampling analysis.
4. What would be accomplished as a result of successfully completing this new project? How will the results of this project be shared with our organization, our constituents, and/or the public? What products are expected?
5. What is the likelihood of successfully completing this project? Are there challenges that are likely to impact the success or timing of the project?
6. How would this project support the PWSRCAC organization and mission?
7. Project budget: provide estimated budget information for personnel involved, travel, sample collection and analysis, equipment and supplies, report writing, report presentation, and administration as applicable. Does the project leverage other, non-PWSRCAC funds or activities? Is maintenance or follow-up work anticipated after completion of this project?

APPENDIX C

FY22 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 FY22.

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



Staff	Lead Committee	Lead Comm Rank		FY2022 Projects	Projected FY2022 Budget	Assigned Points
AS	OSPR	1	65XX	Seal Rocks Wind Meter	\$42,000	
LS	OSPR	2	6534	Cape Hinchinbrook Wx Surveillance	\$500	
RR	OSPR	3	6XXX	Copper River Delta and Flats GRS History	\$20,000	
JR	OSPR	4	653X	Valdez Weather Buoy Data Analysis	\$15,100	
LS	OSPR	5	703X	Fishing Vessel Readiness / Dock Walk	\$1,074	
AS	OSPR	6	6511	History of VMT C-Planning	\$25,000	
JR	OSPR	7	7050	Out of Region Equipment Survey	\$30,000	
LS	OSPR	8	65XX	OPA 90 Analysis	\$15,000	
BO	IEC	1	3530	Youth Involvement	\$50,750	
BO	IEC	2	3410	Fishing Vessel Pgm Community Outreach	\$19,000	
BO	IEC	3	3XXX	Cultivating Robust Engagement	\$10,000	
BO	IEC	4	3903	Internship	\$4,000	
BO	IEC	5	6560	Peer Listener Training	\$35,000	
AL	TOEM	1	5XXX	APSC's Appeal of EPA's July 2020 Air Quality Rule	\$60,000	
AL	TOEM	2	5XXX	Crude Oil Piping Inspections Review	\$51,744	
AL	TOEM	3	5XXX	Tank 8 Floor and CP System Replacement Design Review	\$11,000	
AL	TOEM	4	5XXX	Crude Tank 7 and BW Tank 94 Maintenance Review	\$96,000	
AL	TOEM	5	5XXX	Minimizing the Environmental Impacts of PFAS from the VMT	\$32,000	
AL	SAC	1	9XXX	Determining Concentration and Composition of Oxygenated HC from VMT	\$70,400	
AL	SAC	2	9511	PWS Forage Fish Surveys	\$46,300	
AL	SAC	3	9520	Marine Invasive Species	\$2,500	
AL	SAC	4	9XXX	Hydrocarbon Sensor Monitoring of VMT Impacts in Port Valdez	\$4,700	
AL	SAC	5	9XXX	Toxicity of Treated Ballast Water to Copepods	\$105,238	
AL	SAC	6	9110	PWS Marine Bird Winter Survey	\$40,400	
AS	POVTS	1	8XXX	AIS / Radar Whitepaper	\$35,000	
AS	POVTS	2	8012	Field Trials of Messenger Line Throwing Devices	\$77,500	
AS	POVTS	3	8XXX	Emergency Ship Handling Training	\$30,000	
AS	POVTS	4	8XXX	MASS Technology Review	\$35,000	
AS	POVTS	5	9XXX	Review of Geological Hazards in PWS	\$95,000	

\$1,060,206

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APPENDIX C
Protected Projects

Staff	Lead Committee	Lead Comm Rank		FY2022 Projects	Projected FY2022 Budget	
LS	OSPR	Protected	6510	State Contingency Plan Reviews	\$119,000	
AS	OSPR	Protected	6530	Weather Data & Sea Currents	\$16,000	
AS	OSPR	Protected	6531	Port Valdez Weather Buoys	\$45,000	
AJ	IEC	Protected	3200	Observer Newsletter	\$8,400	
AJ	IEC	Protected	3300	Annual Report	\$10,000	
AJ	IEC	Protected	3610	Web Presence BAT	\$7,080	
AL	SAC	Protected	9510	LTEMP	\$154,120	

Appendix D

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 D

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 D

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.

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Proposed Projects FY 2022

