



Shiway Wang
Exxon Valdez Oil Spill Trustee Council
4230 University Drive, Suite 220
Anchorage, AK 99508 - 4650

September 8, 2021

Re: Prince William Sound Science & Technology Institute Facilities Replacement

Dear Ms. Wang,

Per an invitation from the *Exxon Valdez* Oil Spill Trustee Council (EVOSTC), the Prince William Sound Science & Technology Institute (dba Prince William Sound Science Center, also referred to as the Science Center or PWSSC) respectfully submits the enclosed request for an increase in funding for our facilities replacement and consolidation construction project, which is currently underway in Cordova, Alaska.

Due to unforeseen pre-pandemic price inflation & cost increases between 2018-2021 (after the initial round of project funding by the EVOSTC), as well as the unprecedented COVID-19 global pandemic and additional increases in materials, labor, and shipping costs, we learned in mid-December 2020 that the overall cost of our project had increased by a significant percent.

Therefore -- with unanimous EVOSTC approval -- in January 2021 we reduced the scope of the initial build and deferred portions of the original campus design. Those deferred elements include a residence building for visiting scholars and students and a seawater system that will advance important research into mariculture, fisheries, and more. Since then, additional challenges have arisen on our job site, and we are addressing them as they come.

The timing of the Trustee Council's interest in considering reinstating the full, original vision of the campus comes at an important time. Raising additional funds for these deferred elements will take years and delay critical research, including in the mariculture arena, which could benefit the spill-affected area in the near-term. Funding the full project now will avoid expensive re-mobilization costs, maximize efficiencies, deliver a debt-free new campus, stimulate our regional economy at a challenging time, and allow us to advance work to restore spill affected ecosystems. This is all in keeping with the goals and legacy of the EVOSTC. Thank you for the opportunity to submit this request. We look to partnering with you to bring the full original vision to fruition. Please contact me at 907-424-5800 or khoffman@pwssc.org with questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Katrina Hoffman", with a stylized flourish at the end.

Katrina Hoffman
President and CEO, PWSSC; Executive Director, Oil Spill Recovery Institute



Rendering of the forthcoming PWSSC campus in Cordova, Alaska. Credit: NorthForm Architecture.

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Project Status & Statement of Need

The Prince William Sound Science Center (“PWSSC” or “Science Center”) was notified that due to Cordova’s long-term harbor development plans, the aging city-owned dock and building that has been the Science Center’s home for decades was slated for eventual repurposing or removal. In recognition of this reality -- and after years of planning, fundraising, and work with the City of Cordova to identify and purchase a new site upon which to build -- the PWSSC broke ground in 2021 on a new campus dedicated to science and education that benefits Alaska.

The Science Center’s pre-development planning work in 2017 (via the Foraker Group and funded by the Rasmuson Foundation) produced a \$19.1 million cost estimate for the new campus, which originally included approximately 25,000 sq. ft. of facilities, storage, and yard space across a 5-acre waterfront parcel owned by the PWSSC. The three original structures planned for the campus were a main building containing administrative space (~5500 sq. ft.), research space (~5980 sq. ft.), and community programs/education space (~2075 sq. ft.). The heated warehouse facility was planned at ~4800 sq. ft., including partitioned areas for storage, fabrication, maintenance, and “wet” research involving running seawater, as well as approximately 2000 sq. ft. of adjacent covered outdoor storage, and up to 6000 sq. ft. of open yard storage. Finally, ~2025 sq. ft. of bunkhouse space and a ~4120 sq. ft. science residence including a commercial kitchen and dining area were planned to complete the complex. The project plan included an extension of over one mile of the city sewer system to the site (now mostly complete), utility distribution on the site, access roads, parking, landscaping, and outdoor storage. Also planned were a heat pump system to provide heat to the entire campus through district heating. The original plans called for a running seawater supply for scientific research and education as a top priority, with cost effective renewable energy and resource-conservation technologies integrated as much as possible.

The PWSSC’s successful proposal to the EVOSTC in 2018 for \$17.5 million in anchor funding was based on these 2017 designs and costs estimates. Since then, PWSSC has raised additional support from funders such as the M.J. Murdock Charitable Trust (\$650,000), ConocoPhillips Alaska (\$250,000), and the Rasmuson Foundation (\$150,000), as well as The Eyak Corporation, CoBank, John Garner, Meera Kohler, the Copper River/Prince William Sound Marketing Association, the Meacham Foundation, the Cordova Community Foundation, and many other individuals and corporations. We fulfilled our commitment to the EVOSTC to raise an additional \$1,600,000 for the project.

Although our pre-development work and design planning efforts included fiscal analyses by construction cost estimators, the proposals we received from the construction industry in December 2020 were a reality check, with bids coming in roughly 35% to 100% over the value of the remaining design-build funds we knew to be available after land purchase, geotechnical evaluations, and other offsite costs like sewer installation. Our project had gotten significantly underway by the time COVID-19 led to worldwide economic disruption. Although many planned construction projects across the nation were either cancelled or postponed as a result of COVID-19 and concomitant unanticipated cost increases, that option was not available to the Science Center due to the end of our lease and requirement to relocate as well as the substantial amount of activity already commenced. After being alerted to the large unanticipated price increases, the PWSSC Board of Directors made the prudent decision to continue with the project, but in a manner that would not require the Science Center to take on significant project-related debt. Therefore -- and with unanimous EVOSTC approval -- we elected to defer certain elements of the project, taking the overall footprint down to a warehouse and smaller main building, with a portion of the main building shelled out. The deferred project elements include the residence building for visiting scholars and students, the seawater system that will advance important research, and the seawater heat pump that will provide sustainable energy across the campus. Challenges experienced on-site during construction and other costs that far exceed those budgeted contribute to the difference between budgeted and actual costs for this project.

Select examples of contributing cost increase factors include:

- Significant pre-pandemic construction price inflation between 2018-2020 driven by a variety of factors, such as: a then-strong economy, major demand (and competition) for new projects and construction teams, low interest rates that were driving new construction, labor shortages, and material shortages due to over-demand and events such as the unprecedented wildfires across the western United States that drove up lumber prices.
- In 2020 and 2021, the unprecedented global COVID-19 pandemic and resulting increases in materials, labor, and shipping costs, as well as delivery delays due to supply chain and labor issues; for example, the cost of steel for our steel-framed building is up 215% in the last 1.5 years alone.
- Lumber and plywood went up more than 40% in a year, according to our contractor, Dawson Construction. All other materials and trades are up a minimum of 15 percent in the last year, and we are currently paying additional costs to mitigate unsuitable and/or contaminated soils (missed by previous geotechnical inspections) that have added complexity and cost. Finally, expensive COVID-related travel, preparation, and project mobilization are all adding to price increases.
- Parking lot lights were re-sized to be more appropriate to the local environment. This incurred a cost increase.
- The sewer lift station, which the contractor originally estimated at \$50,000, will come in closer to \$230,000. This is due, in part, to the city's unexpected requirement that the facility incorporate supervisory control and data acquisition (SCADA) capabilities in order to connect to the city sewer system, as well as unsuitable soils management at the installation location, and materials cost increases.
- Significant bonding and site insurance expenses.
- The lean-to for covered storage off the warehouse was not part of the contractor's base bid; this comes at an additional expense of roughly \$120,000.
- Analysis of laboratory air exchange needs incurred an additional \$75,000 in air handling unit installation costs.
- We expected to save hundreds of thousands of dollars by installing the sewer extension through a betterment agreement with AKDOT&PF, which was already scheduled to do road work and paving in the area, negating the need for us to remove and replace asphalt as part of our sewer installation (roughly 3,000 linear feet). However, bids for the work came in high, and we had to pay a portion of the mobilization and demobilization costs for the work being done. Instead of incurring roughly \$840,000 in costs, the work incurred closer to \$1,330,000 in costs.
- Although the owner did due diligence by hiring a geotechnical firm to perform several types of analyses prior to purchasing the lot from the City of Cordova, unsuitable soils were unexpectedly encountered in part of the area to be built upon. This is despite the fact that we designed the campus to avoid building on the existing parking lot, determined in the geotechnical evaluation to be "very poor quality fill". The removal of unsuitable soils, followed by replacement with Type A and Type D-1 rock before foundations could be poured, incurred over \$218,000 in unplanned labor and materials costs.
- A buried wooden vessel was known to be in the parking lot but was in a different location than predicted. It was unfortunately encountered when excavating the unsuitable soils necessary to proceed with warehouse foundation work. Along with this encounter came the unexpected discovery of a crushed fuel tank and engine crank case, which had been buried for decades. Unfortunately, there was also a visible presence of bunker oil associated with these items. Work was stopped, the Alaska Department of Environmental Conservation (ADEC) and an environmental engineering firm were engaged, a plan for stormwater treatment was approved and implemented, and extensive testing of soils transpired in accordance with ADEC protocols. Segregated out from the majority of the soils removed at that location are a not insignificant volume of soils that are considered contaminated and will have to be disposed of offsite. The work to excavate these soils, build lined, bermed areas onto which they had to be temporarily relocated, and test these soils was hundreds of thousands of dollars. The costs to move and dispose of it were not fully incurred at the time of writing but are expected to be approximately \$235,000.

- As a result of the time taken up by removal and replacement of unsuitable soils and removal, testing, and disposal of contaminated soils, a work delay was incurred onsite. This necessitated the steel crew demobilizing for two weeks at a cost of roughly \$10,000 to the owner. Additionally, it has extended the completion date of the project by three weeks. The additional labor, housing, and administration costs that the contractor will bill the owner for due to this date extension are roughly \$136,000.
- The originally planned location for the electrical transformer was recently deemed to be inappropriate by the local utility. It has to be installed at a different, approved location, at an additional cost of roughly \$115,000 to owner (some of that will be to pay the local utility for installation at the new location; with the bulk of it being the cost of the line that will have to be run a greater distance to the building and installation thereof, being completed by contractor + subs).
- To offset the high energy use of the future seawater system, the owner must integrate conduit that can accommodate future on-site or near-to-site renewable power generation capabilities. The contractor did not plan for this capability in their base bid despite our emphasis on future renewables capabilities. The additional conduit/infrastructure comes at a cost of \$33,000.

At the invitation of the EVOSTC, the Science Center seeks to restore the campus to its full, original vision while construction crews are onsite. This means restoring elements of the main building (additional cost of \$1.463 million), while also restoring the larger deferred project elements (cost of \$10.6 million), for a total of \$12.1 million.

The Trustee Council's request that we provide more information about some of the cost increases we have encountered and an estimate of what it will take to reinstate the full vision of the project comes at an important time. The unanticipated costs and cost increases incurred have rapidly drained the owner's contingency, which was incorporated into the original budget. This leaves no wiggle room for other unanticipated factors which may arise during construction. Raising additional funds for the deferred elements will take years, during which costs will continue to mount, and delay critical research (example: mariculture work that could take advantage of running seawater labs) that could economically benefit the spill-affected area. By moving ahead now, the project will save money and our contractor (and subcontractors) will not have to re-mobilize equipment and crews to Cordova at a later time (which would also be a significant cost). Moving ahead now would maximize efficiencies, continue to stimulate the regional economy at a time when economic stimulus is desperately needed, and deliver a debt-free new campus that will support coming generations. Once complete, the center will support high-wage Alaska-based jobs and the long-term, post-spill recovery of the region.

Connection to EVOSTC Priorities

It's well-established that Prince William Sound (PWS) remains economically and ecologically the hardest-hit region in the wake of the *Exxon Valdez* Oil Spill (EVOS). Lingering oil remains on many beaches, and numerous species have yet to recover from the spill. The Science Center is foundational to executing the Trustee Council's policy that, "Restoration will take an ecosystem approach to better understand what factors control the populations of injured resources," and since our founding in 1989, more than 80 percent of our organization's research, education, and community engagement projects have addressed EVOSTC priorities.

The Science Center is a place-based, non-profit community benefit organization; the only one of its type on Prince William Sound. We are also the administrative home of the Prince William Sound Oil Spill Recovery Institute, established by Congress via the Oil Pollution Act of 1990. The Science Center competed for and has been awarded over \$26 million in EVOSTC funding (prior to our \$17.5 million facilities grant in 2018) and has raised an additional \$22 million for education and research directly related to and complementing the Trustee Council mission. That is an additional 85 cents of program leverage for every dollar EVOSTC invested in Science Center programs. The majority of our work

portfolio over 30+ years has had a tight nexus to the Trustee Council's multi-pronged mission to address injured species and services while understanding and restoring the ecosystem of Prince William Sound. From 1992-2017 for example, more than 82% of PWSSC's work took place in the EVOS spill-affected area and was focused on EVOSTC-related priorities.

This under-construction project is a once-in-a-generation opportunity for our region that's critical to advancing the EVOSTC mission and legacy for the next 100+ years, and the PWSSC is a perfect fit for the distribution of funds in support of our facilities that will advance important new research and programming. Additional details on the currently-deferred elements of the project include:

Seawater System & Accompanying Seawater Heat Pump

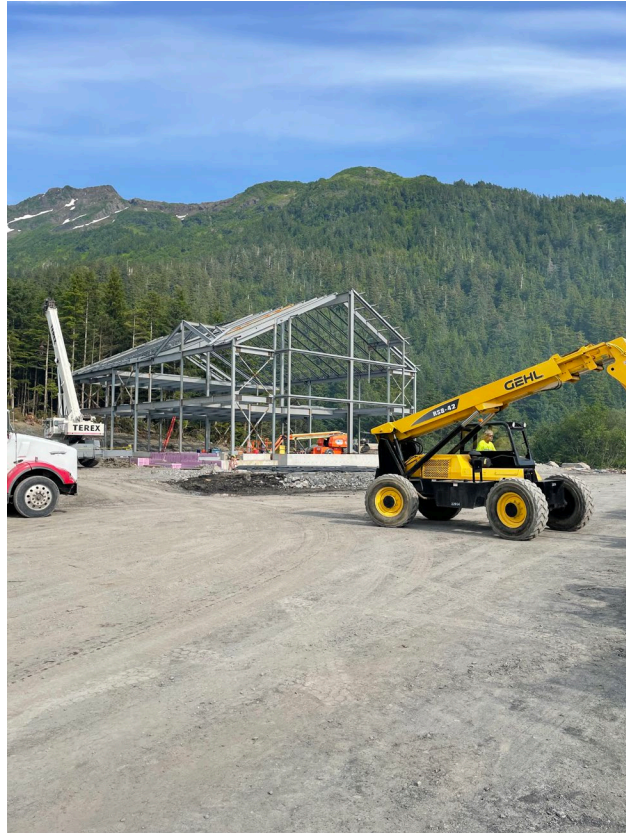
Specifically, the ability of the deferred seawater system to bring mineral-rich water from Prince William Sound directly into the research laboratories will enable the study of shellfish and aquatic plant cultivation techniques for the spill area's long-term benefit. Labs with running seawater are key to supporting the Council's mariculture vision and hold the potential to help Alaska become the mariculture capital of the world. This work will be especially important to conduct in Prince William Sound, an area seen as one of the state's primary potential areas of mariculture production and study; our intent is to play a key role in increasing the profitability, participation, and coordination for expedited development of the mariculture industry, amongst other efforts. The mineral-rich waters of Prince William Sound and the Copper River watershed provide a unique location upon which to study and develop this industry, and our work will support the development priorities of this industry per the Alaska Mariculture Development Plan and the Final Report to Governor Dunleavy produced by the Alaska Mariculture Task Force. In addition to mariculture, this seawater system can also advance timely research into other fisheries and global change research priorities that are threatening our fisheries and way of life in the region. Accompanying the running seawater system will be a heat pump that will offset the operations costs of the campus by serving as a heat source for the buildings. The buildings already under construction were designed to accommodate this heat source. The running seawater and heat pump system will require their own small pump house building adjacent to the warehouse. This design addition improves human safety by keeping chemical treatment systems (such as ozone generators) away from spaces where people will be working. Given what we now know about unsuitable soils on site, cost estimates for the seawater system build have been adjusted to accommodate for this build.

Science Residence

The development of a two-level science residence building for researchers and students will welcome researchers of all types, including mariculture researchers, to the world's richest waters. This residence will also address a critical shortage of housing/lodging in the region. One area will be comprised of two, 2-bedroom apartment-style bunkhouse spaces for graduate students, post-doctoral fellows, technicians, and visiting scientists and faculty. The other area will be a dormitory for visiting students and more. This facility can support some of the needs of the Mariculture Research Training Center. As an example, it can be used for mariculture workforce development by hosting trainings and workshops, as well as convening conferences to share technical advances and best practices with mariculture industry stakeholders. Hosting researchers and practitioners (and others across the disciplines) will allow PWSSC to play a key role in advancing our region toward a sustainable economic future.

We are deeply grateful for your interest in and consideration of this request. Expanding the Science Center's research and education programs is relevant to all of Alaska. The new facility will make the Science Center and Alaska more competitive for national-level research funding and provide support to state university collaborators. New money coming from outside funders generates economic impacts well beyond the initial program supported. Our educators offer diverse science, technology, engineering and

math programming in Title 1 school districts, Alaska Native communities, and rural Alaska by regularly utilizing in-person and distance learning approaches. Investment in this capital project will lead to further Alaska jobs and advancement of industries in coastal communities. We are driven to play a key role as we continue pursuing our vision of communities that maintain socioeconomic resilience among healthy ecosystems here in Alaska, and with the help of the EVOSTC, we can expand our role.



The main building is erected at the future PWSSC campus in Cordova on July 16, 2021.

Summary of Project Budget & Details

The numbers below reflect conditions at the time of writing and represent contemporary pricing. Potential supplemental funding from the EVOSTC would operate as an extension of the current award, with any unused dollars to remain with the EVOSTC.

Unanticipated Costs / Remaining Main Building Needs

\$240,000:	Contaminated soils remediation (removal/disposal)
\$218,000:	Remove and replace unsuitable soils with Type A and D-1
\$240,000:	Sewer lift station + trenching + connections
\$115,000:	Transformer relocation
\$200,000:	Lab casework
\$33,000	Conduit to accommodate future renewable energy sources
\$22,500:	Interior architecture (railings, casework, etc.)
\$13,500:	Lighting: exterior & laboratory
\$136,000	Contractor 22-day extension: labor, housing, admin.
\$150,000:	PWSSC project management, grant/fiscal admin, Owner's Representative
\$95,000	Contingency
<i>\$1,463,000:</i>	<i>Funding needed for main building (subtotal)</i>

Reinstatement of Deferred Major Project Elements

\$260,000:	Additional design / build for residential dormitory
\$80,000	Additional design / build for seawater system
\$10,000:	Additional design / build for office shell
\$75,000:	Third-party special inspections (e.g., concrete testing; steel work inspections)
\$4,000,000:	Residential dormitory + bunkhouse construction + site prep
\$3,000,000:	Running seawater system + seawater heat pump + heat loop + directional drilling
\$700,000:	Finish shelled-out portion of main bldg., 2 nd floor
\$400,000:	Solar PV system to offset cost of pumping seawater
\$350,000:	Project management, grant/fiscal admin, Owner's Representative
\$1,775,000:	Contingency
<i>\$10,650,000:</i>	<i>Monies needed to restore deferred major project elements (subtotal)</i>

\$12,113,000: Total funds needed to complete project in its original form

Appendix 1: Future Economic Impact

Dr. Sarah Kruse of Resilient Economics LLC determined in 2017 that the PWSSC has contributed at least \$50.5 million dollars to our local economy, while its contribution to the state economy is over \$106.2 million, with the vast majority of our work focused on EVOS-related research. Those numbers have increased significantly over the last 4 years.

Since its inception in 1989, the PWSSC had cumulative expenditures (through 2017) of ~\$94 million, with an estimated 42.8% being local, and 25.4% of those expenditures occurring at the state level, respectively. In total, almost 70%, or \$61.4 million, of the Institute's expenditures during this time frame supported the local or state economy. Some specialized oceanographic and fisheries research assets have had to be obtained Outside; in many cases, there is only one vendor in North America for a given item.

PWSSC has generated substantial economic benefits for the local Cordova community and Prince William Sound since its inception in 1989. However, the economic benefits of both for-profit and non-profit organizations extend beyond their direct effects on the local, regional, or state economy. These additional benefits are called *multiplier effects*. A multiplier of 1.7 means that for each \$1.00 increase in spending, there is a corresponding \$0.70 increase in demands for goods and services in the local area. The multiplier effect is a way of assessing how change in one industry (e.g. PWSSC's research and education programs) affects all industries in the study area. The secondary effects of spending should not be overlooked. Secondary effects are a combination of both indirect and induced effects. Indirect effects can be considered the changes in sales, income, and jobs in sectors that support PWSSC and staff. Induced effects are the increased sales in the region due to household spending of income earned by PWSSC employees. All in all, secondary effects contribute strongly to the economic robustness of the community in which PWSSC is situated.

We expect the expansion of PWSSC to have a significant positive impact on EVOS-related research. This campus consolidation and expansion project will eventually enable more than 30 year-round employees to be supported on a unified campus containing research facilities, housing, office, storage, and yard space — more than doubling our contribution to Cordova, Prince William Sound, the state economy, and EVOS-injured resources.

For each additional million dollars of output, an estimated 7.5 jobs will be created in Prince William Sound and 10.9 jobs will be created in the State of Alaska – the majority of them focused on EVOS-related research, recovery, and resilience. This would be an incredible injection of economic activity into a region whose economy is still depressed as a result of the spill. This growth can only be achieved if the PWSSC expands its physical assets, as we are currently more or less at the limit of how many staff we can accommodate comfortably in the 3,500 square foot city-owned building we occupy in Cordova.

2026		\$ Millions (Constant Dollars)		
Economy	Final Demand Multiplier	Direct Impact	Indirect/Induced Impact	Total Impact
PWS	1.3085	\$ 3.27	\$ 1.01	\$ 4.27
Alaska	1.7283	\$ 5.20	\$ 3.79	\$ 8.98

2017–2026		\$ Millions (Constant Dollars)		
Economy	Final Demand Multiplier	Direct Impact	Indirect/Induced Impact	Total Impact
PWS	1.3085	\$ 27.05	\$ 8.34	\$ 35.39
Alaska	1.7283	\$ 43.04	\$ 31.35	\$ 74.39

2026		
Area	Expenditures	% of Total
PWS	\$ 3,266,200	43.2%
Alaska - Outside PWS	\$ 1,931,700	25.6%
Outside Alaska	\$ 2,361,900	31.2%
Total	\$ 7,559,800	—

2017–2026		
Area	Expenditures	% of Total
PWS	\$ 27,046,100	43.2%
Alaska - Outside PWS	\$ 15,995,500	25.6%
Outside Alaska	\$ 19,557,600	31.2%
Total	\$ 62,599,200	—

Our fiscal management over nearly 30 years in operation remains excellent, with clean audits and a positive position. Our income stream remains strong, ranging from national science funding to overhead support from our administration of other organizations such as OSRI. With the ability to pay for our full, new facility and not carry debt from construction, we are confident that we will maintain a healthy financial status for decades.

A new facility will support PWSSC’s development of new programs, new and expanded partnerships, and enable revenue-generating opportunities to benefit EVOSTC-related priorities in the region. For example, the dormitory building on our new campus presents a transformative engagement opportunity. It will allow us to host student groups from throughout the spill-affected area as well as teachers, extending ecosystem and oil spill response programming to a much greater cohort of individuals while generating sufficient revenue to cover the operations and maintenance costs of the extremely efficient structure. Further, scientists and trainees in industries like mariculture will be able to be housed in these facilities.

Appendix 2: PWSSC / EVOSTC Campus History

In our first 32 years, the Science Center has generated more than \$120 million for science and education in Alaska, contributing an estimated \$60 million dollars to the local economy. Today, the Science Center supports 17-20 year-round employees and many more seasonal and contract staff, spread across nearly 15,000 sq. ft. of rented facilities distributed disparately around Cordova. This campus consolidation and expansion project will accommodate more than 30 employees on a unified campus, greatly increasing the Science Center’s contribution to the regional and state economies while making the organization’s work more efficient and impactful. A typical annual budget is \$3 million to \$5 million. The Science Center is among Cordova’s top-five non-governmental employers in the winter months, providing meaningful opportunities for the Cordova workforce.

The new campus is located on Prince William Sound’s Orca Inlet, adjacent to the Copper River Delta and the northern Gulf of Alaska. The region serves as one of the world’s most remote and wonderful living laboratories, home to the world’s richest waters. The project site is next to a salmon bearing stream and tidally influenced lagoons, which provide teaching opportunities for the Science Center’s award-winning education programs. The Copper River Watershed Project, another local nonprofit with which the Science Center collaborates, received title to over 120 acres of adjacent, upstream property whose future uses are restricted to conservation and recreation. Together, the area creates a world-class research, education, recreation, and conservation district that will provide benefits for current and future generations.

We believe this new campus is vital, as decades of research by PWSSC and others has revealed that true recovery may still be decades if not hundreds of years away. For our institution to continue to generate

recovery benefits through long-term research and to retain and attract staff, we must not only replace our facility, but offer expanded research assets such as running seawater and updated laboratory space. Support by the EVOSTC for this project will benefit ecosystem research as well as economic and educational opportunities in our heavily spill-affected region for the next 50-100 years. Consolidated and expanded facilities are key to PWSSC's strategy to continue serving as a significant contributor to the resilience and recovery of the region for the next 100 years.

We are a key partner in implementing both of the long-term research programs to which the Trustee Council has devoted funding: Gulf Watch Alaska and Herring Research and Monitoring. We earned our administrative and research roles in these programs through open competitions. We measure, interpret, catalogue, and share what we understand of the transitions experienced in the ecosystems of the spill-affected region as a result of the spill. PWSSC has over 25 active concurrent research and education projects, including, but not limited to: herring condition monitoring; oceanographic condition monitoring; marine circulation; zooplankton abundance and diversity; movement of fishes; migration and reproduction of hatchery and natural pink salmon; oil spill herding and burning; and more. The PWSSC has implemented over 100 scientific research and education projects within the spill-affected area.

The Science Center has also been part of a major shift in the way scientific information is conveyed through regular publication of datasets affiliated with the Trustee Council-funded research programs. By conveying the latest scientific information to the public, we help the public understand the extent to which recovery has occurred, which will help to restore passive uses. In addition to direct research and our support through our administrative role, we help in broadly conveying the results of the Trustee Council's large research programs to the management agencies responsible for the resources. We help support management agencies that can influence restoration progress. Additionally, by conveying results to the public via our community engagement space and education programs, we raise awareness about the impacts of oil spills and the potential effects of human interactions with natural assets in the spill-affected area.

Over the past 32 years, we have supported the EVOSTC mission from an old icehouse at the end of a city-owned dock. The dock pilings have reached the end of their service life. The 3,500 sq. ft. building holds more staff than it is suited for, in some cases four people to an office space. All of the scientists share one small (390 sq. ft.) laboratory. Opportunities to pursue expanded research and education programs and collaborations are limited, to a large degree, by the facilities. The new facilities will be an important part of EVOSTC's legacy and will enable us to expand upon our track record of understanding and ameliorating effects on resources injured by the *Exxon Valdez* oil spill. Support by the Trustee Council will benefit ecosystem research focused on unrecovered spill impacted species. The investment will also contribute to the economy of Cordova and beyond.

Appendix 3: Project Timeline (completed + forecast)

2016	Future PWSSC site location investigations
2017	PWSSC board approval to proceed with full project
2018	Funds raised to purchase new site (land) from City of Cordova
2018	Legal agreements secured to proceed with City of Cordova
2018	MOU with City of Cordova, Copper River Watershed Project
2018	Geotechnical, survey, and other work completed on new site
2018	Full funding proposal submitted to EVOSTC
2019	Project preparation and major fundraising
Jun 2019	PWSSC issues Temporary Construction Easement to AKDOT&PF
Oct 2019	Owner's 35% Design Consultant RFP released
Dec 2019	Owner's 35% Design Consultant Proposals received
Jan 2020	Owner's Project Manager hired* and relocates to Cordova <i>*Rich Rogers, PE oversaw completion of the EVOSTC-funded Cordova Center</i>
Feb 2020	Award to 35% Design Consultant (MCG Explore Design, Anchorage)
Mar 2020	MCG Site Visit #1
Mar 2020	Submit DNR MLW Application for Easement
Mar 2020	MCG Visit #2 (virtual)
Apr 2020	PWSSC Facilities Committee reviews final 2 layout options w/MCG (virtual)
May 2020	PWSSC board of directors approves exterior design/layout
May 2020	Ongoing design meetings with MCG
Jun 2020	Finish Bathymetric contours offshore (seawater intake preparation)
Jun 2020	DOT advertises the Culvert/Sewer/Force Main project
Jun 2020	Design meetings with MCG
Jun 2020	MCG Explore Design 35% design submittal to PWSSC
Jun 2020	Submit Partial/Early Plans to State Fire Marshal
Jul 2020	DOT Awards Culvert/Force Main Sewer Project to Harris Sand & Gravel
July 2020	Request for Statements of Qualifications from Design/Build contractor/architecture teams
July 2020	Score and select top three finalists from RFSOQ process
July 2020	Running seawater lab systems design meetings
July 2020	Wetland delineation onsite
July 2020	Onsite Cultural Assets Survey for State Historic Preservation Office
Aug 2020	Road/sewer contractor mobilizes to site
Nov 2020	Issue Design/Build Request for Proposals
Dec 2020	Receive & review Design/Build proposals
Jan 2021	Design/Build Notice of Intent to Award to Dawson Construction
Feb 2021	Prelim site visit by contractor
March 2021	State Fire Marshall Building Plan Review certification issued
April 2021	Road work / sewer installation continues through July
May 2021	Contractor mobilize on site/site work begins
June 2021	Concrete footers and foundation work
Jul7 2021	Steel framing begins
Sept 2021	Cordova Electric Cooperative transformer installation
Sept 2021	Interior framing begins
Oct 2021	Roofing complete
Oct 2021	Drywall begins
Dec 2021	Siding complete
April 2021	Flooring installation
June 2021	Substantial completion of main building + warehouse

Appendix 4: Major Project Funders

<i>Exxon Valdez Oil Spill Trustee Council</i>	\$17,500,000
Murdock Charitable Trust	\$650,000
ConocoPhillips Alaska	\$250,000
Rasmuson Foundation Challenge Grant (2020)	\$100,000
Rasmuson Foundation grant	\$50,000
CoBank	\$40,000
Eyak Corporation	\$30,000
Meacham Foundation	\$30,000
Copper River/PWS Marketing Association	\$25,000
Cordova Electric Cooperative + CoBank “Sharing Success” grant	\$13,000
Individuals and Other Corporations	\$314,951
PWSSC	\$100,000
TOTAL	\$19,102,951

Appendix 5: Core Project Team

- **Dawson Construction**, Design/Build Contractor. Dawson is a full-service general contractor serving Alaska and Northwest Washington. They specialize in commercial and government construction, and previously led the construction of the EVOSTC-supported Cordova Center.
- **NorthForm Architecture**, Design/Build Architect. The Anchorage-based staff share more than six decades of pertinent experience.
- **Katrina Hoffman**, PWSSC President & CEO and Executive Director, Oil Spill Recovery Institute. Hoffman guides all aspects of the project.
- **Rich Rogers**, Owners Project Manager. Formerly the City of Cordova Public Works Director, Rogers is a licensed Professional Engineer with 44 years of varied engineering and construction experience. He served as a Combat Engineer Officer with Army Engineer troop units in Germany and the U.S, and then worked as a consulting environmental & civil engineer in private practice from Wyoming to the Northeast to Afghanistan before returning to Cordova.
- **Scott Pegau**, Ph.D., Research Program Manager. Pegau plays a role in design consultation and fiscal administration.
- **Linnea Ronnegard**, PWSSC Finance Director. Ronnegard oversees all aspects of PWSSC’s finances, capital expenditures, and grants management.
- **Signe Fritsch**, Development and Communications Manager. Fritsch has been with PWSSC since 2000 and manages charitable giving, special events and campaigns, and a portfolio of communication outlets.
- **Seth Walker**, Principal Consultant, Curate.org. Walker is a former PWSSC board member, former director of philanthropy at the Russell Family Foundation, and has served as PWSSC’s development team lead for several years.
- **Caryn Rea**, Board Chair, PWSSC. Rea was the Senior Science Advisor for ConocoPhillips Alaska (retired) and serves as the chief spokesperson for the Board of Directors. Rea is on several committees, including the Facilities Committee.
- **Laura Meadors**, Board 1st Vice Chair, PWSSC. Health, Safety, Environment and Quality Director (retired), Alyeska Pipeline Service Company. Meadors is Chair of the Facilities Committee.
- **Dan Hull**, Board Secretary, PWSSC. Hull is the retired chair of the North Pacific Fisheries Management Council and a commercial fisherman based out of the Cordova small boat harbor.

Hull serves on the Facilities Committee.

- **R.J. Kopchak**, PWSSC Founder Emeritus. Kopchak serves on the Facilities Committee.

Appendix 6: Site Information

Figure 1. PWSSC (circa 1989): converted former processor & mechanic shop building.



Figure 2. Prince William Sound Science Center today (refurbished building on pier, left) with *M/V New Wave*.



Figure 3. New Science Center property (in green) and relevant adjacent assets.

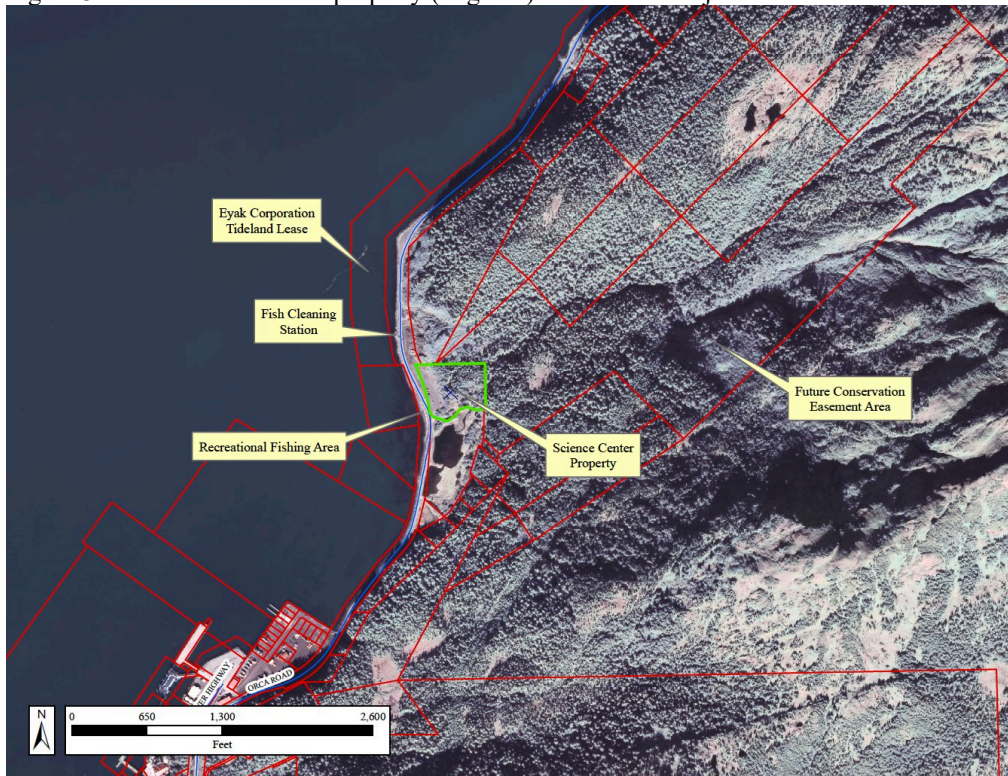


Figure 4. Site preparation by Dawson Construction and Southeast Earthmovers, June 2021.



Figure 5. Radiant heat system installation in main building, August 2021.



Figure 6. Design schematic of planned science residence as of August 2021.

