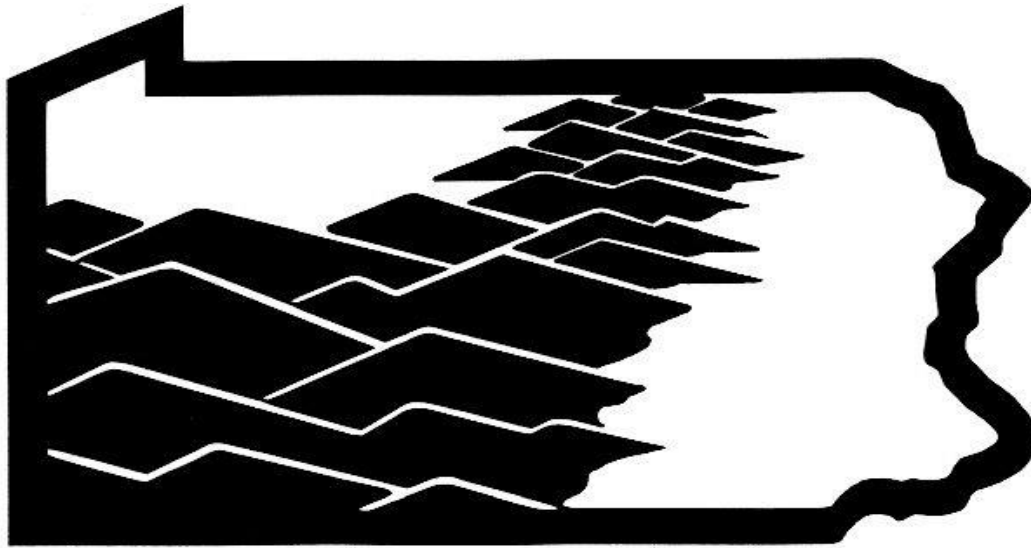


**Western Pennsylvania Coalition for  
Abandoned Mine Reclamation**



**WPCAMR**

**7-Year**

**Strategic Plan**

**May 2022**

**Strategic Plan Steering Committee**

**Board of Directors' Officers**

Dennis Beck - President.....Cambria County Conservation District  
Jared Zinn - Vice President..... Greene County Conservation District  
Amy Miller - Secretary.....Allegheny County Conservation District  
Chelsea Walker - Treasurer.....Westmoreland Conservation District

**WPCAMR Staff**

Regional Coordinator.....Andy McAllister  
Watershed Coordinator.....Anne Daymut

**Partners**

PA DEP Bureau of Abandoned Mine Reclamation.....Brian J. Bradley  
Trout Unlimited.....Jenn Orr-Greene  
Cambria County Conservation District.....Jackie Ritko  
ARIPPA\* .....Cristy Sweeney

*\*Appalachian Region Independent Power Producers Association*

**Planning Facilitator**

Rita Graham, COLEMAN-GRAHAM

**This document was adopted by the Western Pennsylvania Coalition of Abandoned Mine Reclamation Board of Directors on May 12, 2022.**

## Table of Contents

Acronyms	Page 3
Introduction	Page 4
Plan Development, Distribution and Usage	Page 5
Brief Overview of the WPCAMR	Page 5
Mission and Vision Statements	Page 6
Critical Issues/Needs	Page 7
Summary of Goals and Objectives	Page 8
Communications Plan	Page 11
Implementation, Monitoring and Evaluation of Plan	Page 12
Goal A: Promote and Advocate for AMR	Page 14
Goal B: Address OM&R for AMD Passive Systems	Page 17
Goal C: Promote Awareness of Benefits of AMR	Page 19
Goal D: Optimize Financial and Organizational Resources	Page 22
Goal E: Enhance/Expand WPCAMR's Role	Page 26
Appendix	Page 28
● Summary of Stakeholder Meeting	Page 29
● Summary of Customer Surveys	Page 38
● OM&R Hub Concept Graphic	Page 47

## COMMON ACRONYMS

**AMD - Abandoned (sometimes referred to as Acid) Mine Drainage**

**AML - Abandoned Mine Land**

**AMR - Abandoned Mine Reclamation**

**ARIPPA - Appalachian Region Independent Power Producers Association**

**BMPs - Best Management Practices**

**CD - Conservation District**

**DEIJ - Diversity, Equity, Inclusion and Justice**

**DEP - Pennsylvania Department of Environmental Protection**

**EPA - United States Environmental Protection Agency**

**GG - Growing Greener**

**NGO - Non-Government Organization (e.g., Watershed association)**

**OM&R - Operation, Maintenance and Rehabilitation**

**OSMRE - United States Office of Surface Mining Reclamation and Enforcement  
(Department of the Interior)**

**RFP - Request for Proposal**

**SMCRA - Surface Mining Control and Reclamation Act of 1977 (Amended)**

**TMDL – Total Maximum Daily Loads**

**WPCAMR – Western Pennsylvania Coalition for Abandoned Mine Reclamation**

## Introduction

Strategic plans were developed by the Western Pennsylvania Coalition for Abandoned Mine Reclamation (WPCAMR) in 2004 and 2013 to provide the organization with guidance. The process for the 2022 Strategic Plan began in the spring of 2021 and, once implemented, the plan will guide us seven years into the future. With the re-authorization of the fee collection of the Surface Mining and Control Act (SMCRA) and the passing of the Bi-partisan Infrastructure Bill in November of 2021, Pennsylvania will see a huge influx of reclamation funding. WPCAMR's Strategic Plan aims to help the organization develop goals and projects to assist with the implementation of those reclamation funds.

The five goals of the 2022 strategic plan focus on advocacy of programs and policies around Abandoned Mine Reclamation (AMR), addressing the Operations, Maintenance, and Rehabilitation (OM&R) of existing Abandoned Mine Drainage (AMD) treatment systems, increasing the awareness of AMR's environmental and economic benefits, optimizing WPCAMR's resources to fulfill its mission, and expanding WPCAMR's role in the region. Specific items that are focused on include but are not limited to expanding and strengthening WPCAMR's partnerships at all levels of government, with universities, local watershed organizations, and with our member Conservation Districts (CDs); establishing and maintaining a social media presence, education efforts, and organizational marketing; increasing the funding and necessary additional resources to support current and future projects.

## Plan Development

WPCAMR's 7-Year Strategic Plan identifies the Coalition's priorities and lays out its steps to achieve the goals. The plan was created through a facilitated strategic planning process that involved the WPCAMR's Board of Directors, partners, leaders, staff and stakeholders. The steps used to develop the plan follows:

- Sent out a Request for Proposals (RFP) to planning facilitators who had experience with environmental organizations
- Reviewed and selected a facilitator, and contracted Rita Graham of COLEMAN-GRAHAM as the facilitator to guide the Coalition through the planning process
- Formed a Steering Committee to work with the facilitator throughout the planning process and to monitor progress. The Steering Committee was comprised of the Board of Directors' Officers, WPCAMR staff and key partnering organizations.
- The Steering Committee conducted 6 meetings to work on the 3 Phases of the Planning Process:
  - **Where are we now?** (internal and external input, trends, current situation)
  - **Where do we want to be and how will we get there?** (mission, vision, goals, objectives, critical success factors, barriers, strategies and action plans)
  - **How will we implement and monitor?** (strategic plan document, monitoring and communication plans)
- Survey Monkey<sup>®</sup> was used to conduct an on-line customer survey to solicit input on critical issues and the role of WPCAMR. (see Appendix for input)
- An organizational assessment was conducted using Staff and Board surveys to assess where the organization is today and what the critical areas are for success in the future.

- A facilitated stakeholder meeting was conducted on September 23, 2021, involving WPCAMR Board of Directors' Officers, WPCAMR staff and representatives from PA DEP BAMR, ARIPPA, Foundation for Pennsylvania Watersheds, Blacklick Creek Watershed Association and representatives from the following County Conservation Districts; Allegheny, Cambria, Clearfield, Greene, Indiana, Jefferson and Westmoreland. The session was used to gain ideas on critical issues to be addressed, trends, analysis of strengths, weaknesses, opportunities and threats (S.W.O.T.) and potential goal strategies. (see Appendix for input)
- The steering committee considered the internal and external input in the development of the goals, objectives and action plans.
- Over a series of meetings, the committee created the draft plan content.
- The facilitator and WPCAMR staff compiled the information into a draft strategic plan for the steering committee and board consideration and approval.



## Plan Distribution

A printed copy of the plan will be provided to all Board of Directors, steering committee members and staff. The plan will be posted on WPCAMR's website and copies will be made available to others upon request.

## Plan Usage

This is intended to be a living document, not a plan to be placed on a shelf and forgotten. The Coalition's mission and its responsibilities include areas that are subject to rapid change in today's world. Equipment, technology, grant funding and forms of communication are just a few examples. As the Coalition fulfills its role and adapts to change, this document will serve as a guide, helping keep WPCAMR focused and providing markers by which it can measure its progress toward meeting its goals and mission.

## Western Pennsylvania Coalition for Abandoned Mine Reclamation Overview

WPCAMR came into being in 1981 when a group from Western Pennsylvania, intent on improving the devastation resulting from over a century's worth of unregulated coal mining, was formed. Comprised of conservation district leaders, federal conservation professionals, and other conservation-minded individuals, the group believed more resources should be made available and applied to the monumental Abandoned Mine Reclamation (AMR) issues of the region. WPCAMR's board of directors is comprised of delegates, one each from its 24-member Conservation Districts in the bituminous coal fields of western Pennsylvania. WPCAMR has four officers: President, Vice-President, Secretary, and Treasurer. General membership is open to organizations and individuals. WPCAMR is incorporated as a 501(c)(3) non-profit corporation that works collaboratively with many partners to achieve its mission and vision. Meetings are held quarterly.

Over the last forty years, advocacy and outreach efforts have allowed WPCAMR to be instrumental in the efforts to obtain funding to address AMR. AMR issues addressed have included degraded water quality, land reclamation, "Good Samaritan" legislation, reauthorization of SMCRA in 2006 and 2021, digitizing data for abandoned mine sites, and creating the AMR Clearinghouse website, coordination of the PA AMR Conference, now nearly 25 years running, acting as a pass-through agency for funding aimed at Non-Government Organizations (NGOs), and providing funds for urgent/emergency repairs on abandoned mine drainage treatment systems and other Growing Greener-eligible water quality Best Management Practices (BMPs) in the form of the Quick Response Program.

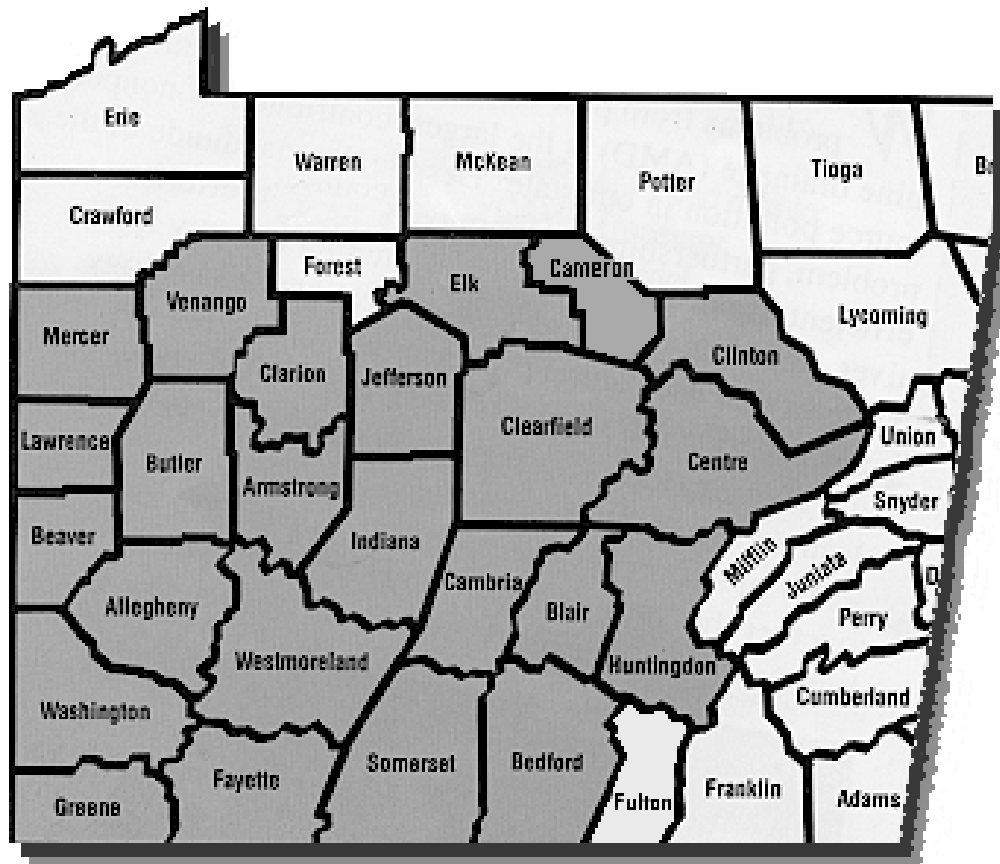
The organization's revised mission and vision statements are included below.

### **MISSION STATEMENT**

***Advance, promote, and advocate for all Abandoned Mine Reclamation (AMR) aspects to further environmental improvements of the Commonwealth's land and water resources to foster economic revitalization in our communities.***

### **VISION STATEMENT**

***WPCAMR envisions the Commonwealth with healthy, clean streams and productive land resulting in a prosperous economy free of the lingering effects of abandoned mines.***



## Critical Issues/Needs

The committee evaluated and considered the list of critical issues generated at the Stakeholder meeting, those identified in the customer surveys and the issues raised in the board and staff surveys. Most issues were consistent in the sources of input. The critical issues selected for inclusion in the strategic plan are:

- **Legislative/Advocacy** (funding, legislation, promoting benefits)
- **Operation Maintenance & Rehabilitation** (OM&R funding, central hub to assist with NGO OM&R needs)
- **Education/Outreach** (messaging, partnerships, increase AMR work and effectiveness)
- **Organization Operations/Funding** (sustainability, partnerships, identity/purpose/resiliency, board/staff development, new diverse organizational funding, project/program funding options, staff recruitment/development/retention)
- **Enhance/Expand WPCAMR's Role** (partnerships, innovation, environmental improvements)



## Summary of Goals and Objectives

The strategic plan identifies five strategic goals to address the critical issues/needs.

### **FIVE STRATEGIC GOALS**

**Goal A:** Promote and advocate for the AMR Programs and policies that lead to significant water quality improvements and reclaimed lands.

**Goal B:** Address critical aspects of OM&R for AMD passive treatment systems to sustain environmental improvements.

**Goal C:** Promote awareness of the environmental and economic benefits of AMR.

**Goal D:** Optimize the financial and organizational resources necessary to fulfill our mission.

**Goal E:** Enhance or expand WPCAMR's role to achieve and maintain environmental improvements in the region.

The following measurable objectives were developed to monitor progress and achieve the goals over a 7-year period.

### **GOAL A: Promote and advocate for the AMR Programs and policies that lead to significant water quality improvements and reclaimed lands.**

#### **Objectives:**

1. Obtain support from all PA federal and state legislators for considering all AMR-positive legislation and retain the support at the time of pending legislation. (*Baseline is 19 Federal and 253 state*)
2. Maintain existing partnerships and increase new partnerships with related local, state and national groups and industry so that all are actively and consistently promoting the need and benefits AMR. (*Baseline is past meeting/conference attendees; increase by 5 new organizations by 2024 and by 10 more by 2029*)
3. Grow our resources to obtain an annual \$2,000 cash match for ARIPPA award to advance advocacy partnerships. (*Baseline is \$0*)
4. Increase WPCAMR's use of social media and update the website by 2023 to promote the messaging plan that streams are important infrastructure. (*Baseline is 100-150 views on YouTube, increase average to 200-300 views*)
5. Increase attendance and sponsorships at PA AMR Conference by 5% annually. (*Baseline: 120 of in person attendees, 120 of virtual only, 6 sponsorships*)

### **GOAL B: Address critical aspects of OM&R for AMD passive treatment systems to sustain environmental improvements.**

#### **Objectives:**

1. Increase the amount of OM&R funding obtained for passive treatment systems in the region by 25% by 2025 and add another 10 % by 2029. (*Baseline \$200,000*)

2. Facilitate the development of 10 OM&R Plans for NGOs' existing projects by 2029. *(Baseline 0)*
3. Maintain legislative contacts and develop new relationships with respect to OM&R needs with at least 5 new legislative offices by 2025. *(Baseline 19 – Federal only)*

### **GOAL C: Promote awareness of the environmental and economic benefits of AMR.**

#### **Objectives:**

1. Increase the educational efforts to elected officials on the benefits of AMR by reaching all 24 county commissions, all 19 PA Federal legislators, all western/bituminous region state legislators by 2024.
2. Increase the education of CD staff/mgmt. regarding services offered and benefits of AMR to reach 10 least-involved CDs by 2024 and all 24 by 2029.
3. Increase AMR awareness via a social media and/or email campaign to reach an additional 250 people by 2024. *(Baselines – 0 follows/likes/views, 250 current subscribers to Abandoned Mine Post, 100-150 views per YouTube video)*
4. Increase WPCAMR's collaboration between local university environmental programs and watershed groups by 5 by 2024 to broaden our outreach *(Baseline – 0 contacts with local universities, 10-12 watershed groups)*
5. Increase WPCAMR's presence at AMR and other relative water quality conferences by 3 by 2027. *(Baseline – 6/year)*
6. Continue to participate in youth education activities like Trout-in-the-classroom and Envirothon as those opportunities arise.

### **GOAL D: Optimize the financial and organizational resources necessary to fulfill our mission.**

#### **Objectives:**

1. Increase annual operational funding by \$25,000 by 2025 and by \$40,000 by 2029. *(Baseline: \$130,000/year from 319 as operations funding)*
2. Increase the number of actively participating Board members, who regularly attend meetings and serve on committees, to 10 organizations by 2024 and 15 by 2029. *(Baseline: 6 organizations)*
3. Meet the professional development and technology training needs of staff annually.
4. Achieve succession planning for key positions by 2027.
5. Increase WPCAMR's capacity to meet its mission and vision by adding one full-time staff position by 2024.
6. Meet the professional development and technology training needs of board members annually as needed.
7. Increase WPCAMR's ability to leverage financial resources by 2023.
8. Update office equipment and technology abilities to meet the needs of staff by 2024.
9. Increase WPCAMR's efficiencies by streamlining how it conducts day-to-day business by 2023.

### **GOAL E: Enhance or expand WPCAMR's role to achieve and maintain environmental improvements in the region.**

#### **Objectives:**

1. Grow WPCAMR's OM&R capabilities to execute an OM&R Hub concept. Hub operational by 2029. (see Appendix for draft OM&R Hub concept diagram)

2. Increase WPCAMR's ability to be a pass-through for finances for Conservation Districts and NGOs by 2025. (*Baseline: 2 organizations for WCAP funding*)
3. Increase WPCAMR's ability to be a technology transfer source for CDs and NGOs by 2025.
4. Expand partnerships to achieve and maintain environmental improvements in the region by 5 partners by 2029. (*Baseline: many*)



## Communications Plan

### Western Pennsylvania Coalition for Abandoned Mine Reclamation

#### STRATEGIC PLAN IMPLEMENTATION

Various groups will need to learn about the strategic plan. The communications plan indicates to whom and how the strategic plan will be communicated.

The steering committee identified the following communication methods:

1. Full Plan
2. Goals Objectives Document
3. Presentation (PowerPoint)
4. Fact Sheet

Audience	What	How	Who	By When
Board	Full Plan	WPCAMR Board meeting	Regional Coordinator	5/2022
Partners	Full Plan	WPCAMR Board meeting	Regional Coordinator	5/2022
Potential Funders	Full Plan	Website	WPCAMR staff/board	ongoing
General Public	Goals	Social Media/e-newsletter/website	Watershed Coordinator	12/2022
Elected officials/partners	Goals/Fact Sheet	Face to face meetings/virtual meetings	WPCAMR staff/board	August 2022 & ongoing

## Implementation of Strategic Plan

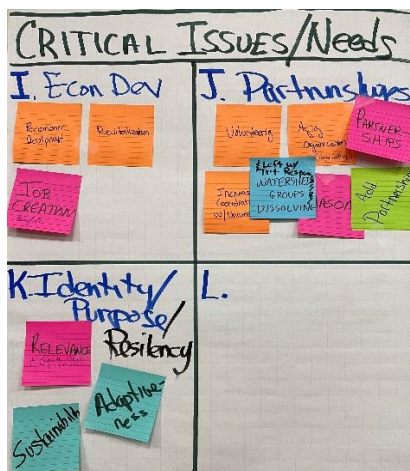
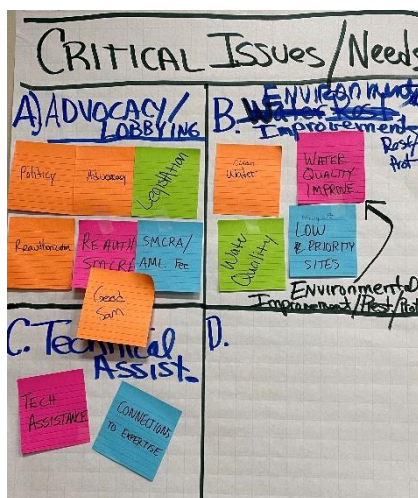
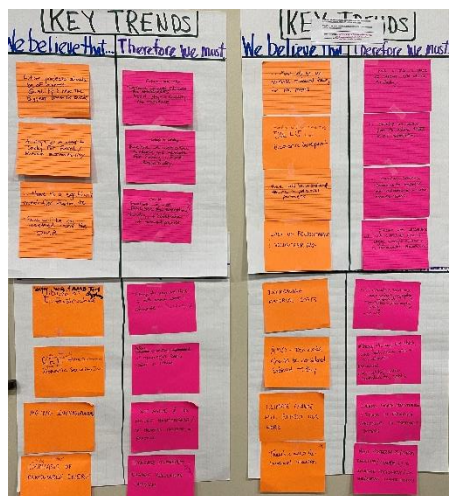
WPCAMR staff and board members will implement the Strategic Plan and prioritize the Goals and corresponding Objectives. The Regional Coordinator will assist in determining target dates for completion of identified tasks. Staff and board meetings will be utilized to form teams to work on various action items, as needed.

## Monitoring and Evaluation of Strategic Plan

The strategic plan will be implemented upon adoption by WPCAMR's Board. The Regional Coordinator will monitor the implementation of specific goals and corresponding objectives and action items on a regular basis. The WPCAMR board will be updated as needed.

An annual review and evaluation of the strategic plan may be completed by the Regional Coordinator to the Board at WPCAMR's Annual Board Meeting.

Additionally, part of the annual employee performance evaluation of WPCAMR staff may include the status of the implementation of those goals and corresponding objectives identified in the strategic plan.



# **Strategic Goals, Objectives Action Plans**

**GOAL A: Promote and advocate for the AMR programs and policies that lead to significant water quality improvements and reclaimed lands.**

**Concern due to anticipated trends:**

- We believe that there will always be a need to lobby for fiscal/financial sustainability, therefore we must continue to educate and advocate for funding and fiscal responsibility.
- We believe that water, water quality and AMD treatment systems should be viewed as “infrastructure”, therefore we must change the way we think and talk about “water” and advocate in this new language
- We believe that if treatment systems are infrastructure then Good Samaritan Protection will be critical, therefore we must focus on this legislation.

**Critical issues addressed:** Legislative advocacy (funding, legislation, promoting benefits)

**ACTION PLAN**

**Objective #1:** Obtain support from all PA federal and state legislators for considering all AMR-positive legislation and retain the support at the time of pending legislation.

*(Baseline is 19 Federal and 253 state)*

<b>Action Step</b>	<b>Who will do it?</b>	<b>By When?</b>
1. Stay informed and up to date on pending federal and state AMR-positive legislation and issues	Staff and Board	ongoing
2. Prepare informational materials to inform PA federal and state legislators on the relevant issues	Staff	ongoing
3. Track contacts with PA federal and state legislators and their positions relative to pending legislation	Staff	ongoing
4. Encourage Board members and partners to share any legislative contacts and use personal relationships with legislators to assist staff	Staff Board Partners	ongoing
5. Meet with legislators and their staff, as needed	Staff and Board	ongoing
6. Maintain working relationship with the PA AML Campaign and other partners	Staff and partners	ongoing

**Objective #2:** Maintain existing partnerships and increase new partnerships with related local, state and national groups and industry so that all are actively and consistently promoting the need and benefits of AMR.

*(Baseline is past meeting/conference attendees, increase by 5 new organizations by 2024 and by 10 more by 2029)*

Action Step	Who will do it?	By When?
1. Continue PA AMR Conference and increase participation	Staff and Planning Committee	ongoing
2. Identify potential/additional conferences and web forums to participate in	Staff	ongoing
3. Identify funding to support additional conference participation by staff and Board	Staff and Board	ongoing
4. Send staff and Board to conferences and web forums	Staff and Board	ongoing
5. Maintain working relationship with the PA AML Campaign and other partners	Staff	ongoing
6. Participate, as time permits, in meetings of partner organizations	Staff and Board	ongoing

**Objective #3:** Grow our resources to obtain an annual \$2,000 cash match for ARIPPA award to advance advocacy partnerships.

*(Baseline is \$0)*

Action Step	Who will do it?	By When?
1. Identify and approach potential funders	Staff and Board	ongoing
2. Investigate opportunities to leverage donations with additional matching contributions	Staff and Board	ongoing

**Objective #4:** Increase WPCAMR's use of social media and update the website by 2023 to promote the messaging plan that streams are important infrastructure.

*(Baseline is 100-150 views on YouTube per upload, increase average to 200-300 views per upload)*

Action Step	Who will do it?	By When?
1. Create new video and outreach materials for this message	Staff	annually
2. Increase reader/distribution base of the Abandoned Mine Posts	Staff	ongoing
3. Investigate and use other social media platforms.	Staff	2023
4. Work with the Board to identify content to post on the website	Staff and Board	2023 ongoing
5. Use all available media outlets to drive views to all outreach materials including YouTube	Staff	ongoing



**Objective #5:** Increase attendance and sponsorships at PA AMR Conference by 5% annually. (Baseline: 120 of in person attendees, 120 of virtual only, 6 sponsorships)

Action Step	Who will do it?	By When?
1. Advertise the conference more	Staff, Board and Partners	ongoing
2. Search out and pursue additional sponsors	Staff, Board and Partners	ongoing
3. Research sponsors, presenters, exhibitors of similar conferences and approach them to be part of AMR conference.	Staff and planning committee	ongoing
4. Consider the virtual conference option going forward	Staff and planning committee	ongoing



**GOAL B: Address critical aspects of OM&R for AMD passive treatment systems to sustain environmental improvements.**

**Concern due to anticipated trends:**

- We believe there is a significant need for funding of OM&R due to aging AMD systems, therefore we must facilitate the evaluation of this need and costs then secure the funding for construction of the relevant OM&R projects.
- We believe there is aging AMR infrastructure, therefore we must set aside money for future maintenance and be proactive instead of reactive.

**Critical issues addressed:** OM&R (OM&R funding, central hub to assist with NGO OM&R needs)

**ACTION PLAN**

**Objective #1:** Increase the amount of OM&R funding obtained for passive treatment systems in the region by 25% by 2025 and add another 10 % by 2029. *(Baseline \$200,000)*

Action Step	Who will do it?	By When?
1. Resurrect the OM&R workgroup to update info	Staff	2024
2. Apply for increased Quick Response funds (GG, etc.)	Staff	2025
3. Obtain funding for central hub preliminary plan	Staff/Board	ongoing
4. Find OM&R funding for central hub	Staff/Board	ongoing

**Objective #2:** Facilitate the development of 10 OM&R Plans for NGOs' existing projects by 2029. *(Baseline 0)*

Action Step	Who will do it?	By When?
1. Find out which NGOs don't have OM&R Plans	Staff/Partners	ongoing
2. Find out which NGOs need updating of plans	Staff/Partners	ongoing
3. Collect and house plans	Staff/Partners	ongoing
4. Develop funding sources to update and/or complete plans	Staff/Partners	ongoing
5. Development of plans (subcontractors, BAMR, etc.)	Staff/Partners	2029

**Objective #3:** Maintain legislative contacts and develop new relationships with respect to OM&R needs with at least 5 new legislative offices by 2025. *(Baseline 19 – Federal only)*

Action Step	Who will do it?	By When?
1. Maintain relationship with AML Campaign	Staff	ongoing
2. Reach out to new offices to explain OM&R needs (State and Federal)	Staff/Board	ongoing
3. Investigate the possibility of hiring govt liaison	Staff/Board	2023
4. Increase video work aimed at legislators	Staff	2023



**GOAL C: Promote the awareness of the environmental and economic benefits of AMR.**

**Concern due to anticipated trends:**

- We believe that water, water quality and AMD treatment systems should be viewed as “infrastructure”, therefore we must change the way we think and talk about “water” and advocate in this new language.
- We believe there will be a continued decline in potential partners, therefore we must develop creative solutions to empower local residents for dealing with water resource issues.
- We believe that there is a lack of volunteering and recruitment, therefore we must partner with universities and create a strategic plan to engage younger audiences in environmental stewardship.

**Critical issues addressed:** Education/outreach (messaging, partnerships, increase AMR work and effectiveness)

**ACTION PLAN**

**Objective #1:** Increase the educational efforts to elected officials on the benefits of AMR by reaching all 24 county commissions, all 19 PA Federal legislators, all western/bituminous region state legislators by 2024.

<b>Action Step</b>	<b>Who will do it?</b>	<b>By When?</b>
1. Adapt a consistent message using the language needed to secure funding and stay current with programs and policies at federal and state level	Staff	Sept. 2022
2. Organize a database of county commissioner offices and western/bituminous region PA state legislators and update it annually	Watershed Coordinator	Oct. 2022
3. Develop materials for legislators at all levels of government	Watershed Coordinator	Oct. 2022
4. Organize and conduct an email campaign to legislators	Watershed Coordinator	Jan. 2023
5. Target important legislators for virtual or in-person meetings	Staff	Apr. 2023

**Objective #2:** Increase the education of CD staff/mgmt. regarding services offered and benefits of AMR to reach 10 least-involved CDs by 2024 and all 24 by 2029

Action Step	Who will do it?	By When?
1. Develop Fact Sheet for CD for services and benefits of WPCAMR and include in Board orientation materials	Staff	Early 2022
2. Attend 10 least-involved CD meetings virtually when possible and in-person as budget allows to enhance a working partnership	Staff	Dec. 2023
3. Develop an annual report that includes all services	Staff/Board	Feb. 2023
4. Develop a video on the benefits of services of WPCAMR to send via mass email to CD staff/mgmt. and Board members	Staff	Dec. 2024
5. Attend all 24 member CD meetings	Staff	Dec. 2028
6. Request that CDs host WPCAMR quarterly board meetings and offer a field trip	Regional Coordinator	annually

**Objective #3:** Increase AMR awareness via a social media and/or email campaign to reach an additional 250 people by 2024.

*(Baselines – 0 follows/likes/views, 250 current subscribers to Abandoned Mine Post, 100-150 views per YouTube video)*

Action Step	Who will do it?	By When?
1. Establish and maintain a thread in the River Network Online Community Forum and look for other supportive community social groups to participate in.	Watershed Coordinator	ongoing
2. Send an initial invitation to join or update your contact information for the Abandoned Mine Post to all CD staff	Watershed Coordinator	June 2022
3. Advertise the Abandoned Mine Post in all WPCAMR Materials (Legislative, CD, general community)	Watershed Coordinator	ongoing
4. Publish 2 new videos to WPCAMR's YouTube account pertaining to environmental and economic benefits	Watershed Coordinator	annually
5. Identify a potential social media platform, develop a protocol for posting and investigate need and return for volunteer to manage posts	Staff/Board	Feb. 2023
6. Continue to publish bi-monthly Abandoned Mine Post newsletters/editorials of AMR updates	Staff	ongoing

**Objective #4:** Increase WPCAMR’s collaboration between local university environmental programs and watershed groups by 5 by 2024 to broaden our outreach.

*(Baseline – 0 contacts with local universities, 10-12 watershed groups)*

Action Step	Who will do it?	By When?
1. Identify all western PA colleges’ environmental programs involved in Abandoned Mine-related work and establish a contact with professors to connect them with their local watershed groups	Staff/Board	Nov. 2022
2. Advertise conference and offer presentation RFPs	PA AMR Conference Committee/Staff	annually
3. Invite professors and students to subscribe to Abandoned Mine Post	Watershed Coordinator	ongoing

**Objective #5:** Increase WPCAMR’s presence at AMR and other relative water quality conferences by 3 by 2027.

*(Baseline – 6/year)*

Action Step	Who will do it?	By When?
1. Identify AMR and water quality conferences that we don’t already attend, exhibit, or present.	Staff	ongoing
2. Attend and/or participate in the identified conferences	Staff/Board	ongoing
3. Promote the option that WPCAMR board members can attend conference on behalf of WPCAMR with WPCAMR’s financial support	Staff	ongoing
4. Continue to have a presence at local and national conferences that we currently participate in	Staff	ongoing
5. Identify and obtain funding to attend conferences	Staff	ongoing

**Objective #6:** Continue to participate in youth education activities like Trout-in-the-classroom and Envirothon as those opportunities arise.

*(Baseline – 4/year)*

Action Step	Who will do it?	By When?
Accept requests to participate in youth education opportunities as time permits	Watershed Coordinator	ongoing

**GOAL D: Optimize the financial and organizational resources necessary to fulfill our mission.**

**Concern due to anticipated trends:**

- We believe that there will always be a need to lobby for fiscal/financial sustainability, therefore we must continue to educate and advocate for funding and fiscal responsibility.

**Critical issues addressed:** Organization Operations/Funding (sustainability, partnerships, identity/purpose/resiliency, board/staff development, new diverse organizational funding, project/program funding options, staff recruit/develop/retain)

**ACTION PLAN**

**Objective #1:** Increase annual operational funding by \$25,000 by 2025 and by \$40,000 by 2029. (Baseline: \$130,000/year from 319 as operations \$)

Action Step	Who will do it?	By When?
1. Request additional funding for next 319 grant in 2024	Regional Coordinator	2024
2. Organize our finance committee to discuss update of financial plan including diversification of funding	Staff/ financial committee	Nov. 2022
3. Carry out suggestions in the updated finance plan	Regional Coordinator/ financial committee	ongoing after Nov 2022

**Objective #2:** Increase the number of actively participating Board members, who regularly attend meetings and serve on committees, to 10 organizations by 2024 and 15 by 2029. (Baseline: 6 organizations)

Action Step	Who will do it?	By When?
1. Attend CD board meetings	Regional Coordinator/ Watershed Coordinator	as able/ ongoing
2. Develop annual report and fact sheet /distribute to Board	Regional Coordinator/ Watershed Coordinator Board	Feb 2023

3. Continue to request CDs host board meetings for WPCAMR and encourage highlighting of CD's projects	Regional Coordinator/ Watershed Coordinator/ Board	ongoing
4. Develop and distribute a board member packet for all the board and use for orientation of new members	Regional Coordinator/ Watershed Coordinator	2022 & as needed

**Objective #3:** Meet the professional development and technology training needs of staff annually.

Action Step	Who will do it?	By When?
1. Identify the needs for development/training	Staff/Board	ongoing
2. Identify and secure funding	Staff/Board	ongoing
3. Locate avenues/instances where development/training can occur	Staff	ongoing

**Objective #4:** Achieve succession planning for key positions by 2027.

Action Step	Who will do it?	By When?
1. Investigate the process and how to plan	Staff/Board	Jan 2023
2. Create committee to start the process	Staff/Board	Jan 2023
3. Write the plan	Staff/Board	2026
4. Implement the plan	Staff/Executive Committee	2027

**Objective #5:** Increase WPCAMR's capacity to meet its mission and vision by adding one full-time staff position by 2024.

Action Step	Who will do it?	By When?
1. Assess the specific need/job duty for a full-time position and write a job description	Staff	2022
2. Find funding	Staff/Board	2023



3. Present recommendations to Board Executive Committee	Staff	2024
4. Interview and hire staff person	Staff/Board	2024

**Objective #6:** Meet the professional development and technology training needs of board members annually as needed.

Action Step	Who will do it?	By When?
1. Assess the needs of the Board members	Staff/Board	ongoing
2. Send Board members to training/conferences/etc. depending on finances	Staff/Board	ongoing
3. Promote this to Board members to engage them more	Staff	ongoing
4. Identify and secure funding	Staff/Board	ongoing

**Objective #7:** Increase WPCAMRs ability to leverage financial resources by 2023.

Action Step	Who will do it?	By When?
1. Increase line of credit and open new accounts, if needed.	Board/Treasurer	2023
2. Investigate audit requirements of new funds	Staff	ongoing as needed
3. Increase consultation with accountant	Staff/Treasurer	as needed

**Objective #8:** Update office equipment and technology abilities to meet the needs of staff by 2024.

Action Step	Who will do it?	By When?
1. Evaluate the equipment, hardware and software needs and costs	Staff	2022 & ongoing
2. Determine funding available	Staff/Board	ongoing
3. Purchase equipment, hardware and software	Staff	once funded
4. Seek funding and identify and hire a web designer to update the website	Staff	2023

5. Investigate establishing a business phone number and call forwarding service	Staff/Board	Mid 2022
6. Evaluate options and upgrade internet service for staff to assure adequate remote connections	Staff	ongoing

**Objective #9:** Increase WPCAMR’s efficiencies by streamlining how it conducts day-to-day business by 2023.

Action Step	Who will do it?	By When?
1. Review Bylaws to investigate the needs for streamlining of processes	Staff/Committee	Fall 2022
2. Present draft bylaw and/or process changes to board for review and approval	Staff/Committee	Fall 2022
3. Submit bylaw changes to pertinent agencies	Board	2022
4. Implement the amendments to the bylaws to streamline process upon board approval	Staff/Board	2023
5. Revisit bylaws	Staff	2027



**GOAL E: Enhance or expand WPCAMR’s role to achieve and maintain environmental improvements in the region.**

**Concern due to anticipated trends:**

- We believe there will be a continued decline in potential partners, therefore we must develop creative solutions to empower local residents for dealing with water resource issues.
- We believe that there is a lack of volunteering and recruitment, therefore we must partner with universities and create a strategic plan to engage younger audiences in environmental stewardship.
- We believe that material costs are increasing, therefore we must find innovative solutions.
- We believe there is a need for treatment innovation, therefore we must develop new partnerships with the energy industry and academia to increase efficiency.

**Critical issues addressed:** Enhance/Expand Role (partnerships, innovation, environmental improvements)

**ACTION PLAN**

**Objective #1:** Grow WPCAMR’s OM&R capabilities to execute an OM&R Hub concept. Hub operational by 2029. (see Appendix for diagram of initial draft OM&R Hub concept)

Action Step	Who will do it?	By When?
1. Re-establish OM&R workgroup	Staff/Partners	2024
2. Research funding sources to develop OM&R Hub concept	Staff/OM&R Workgroup	ongoing
3. Obtain funding to hire someone to develop OM&R Hub Concept	Staff/OM&R Workgroup	ongoing
4. Develop OM&R Hub Concept	Staff/OM&R Workgroup/Others as necessary	Mid 2025
5. Expand WPCAMR’s Administrative capacity to implement the OM&R Hub Concept plan (expanded operational capacity, staff, and funding resources)	Staff/Board	2027
6. Implement the OM&R Hub Concept plan	Staff/OM&R Workgroup/Partners	2029

**Objective #2:** Increase WPCAMR’s ability to be a pass-through for finances for Conservation Districts and NGOs by 2025. *(Baseline: 2 organizations for WCAP funding)*

Action Step	Who will do it?	By When?
1. Survey the NGO community to evaluate if there is a need to increase WPCAMR’s ability to act as pass-through	Staff/Board	2023
2. Examine financial resource capabilities (i.e., banking, line of credit, audits, etc.)	Staff	2024
3. Explore additional administrative mechanisms to improve processes as needed	Staff	2024

**Objective #3:** Increase WPCAMR’s ability to be a technology transfer source for CDs and NGOs by 2025.

Action Step	Who will do it?	By When?
1. Establish a Technology Transfer Committee	Staff/Board	2023
2. Evaluate CDs and NGOs training/resource needs	Staff/Board/Partners	2023/ ongoing
3. Research funding options for trainings/resources	Technology Transfer Committee	2024
4. Create list of qualified contractors	Technology Transfer Committee	2024

**Objective #4:** Expand partnerships to achieve and maintain environmental improvements in the region by 5 partners by 2029. *(Baseline: many)*

Action Step	Who will do it?	By When?
1. Increase distribution of Abandoned Mine Post Newsletter	Staff	June 2022/ ongoing
2. Build upon media contacts to get more stories out	Staff/Board	2025
3. Expand WPCAMR’s role in external workgroups	Staff/Board	as arise
4. Participate/present at additional conferences	Staff/Board	as arise

## **APPENDIX**

# **Stakeholder Meeting Summary**

# Western Pa Coalition for Abandoned Mine Reclamation (WPCAMR)

## Strategic Planning Stakeholder Meeting

September 23, 2021

*Location: the new Indiana County Conservation District Office  
435 Hamill Road, Indiana, PA 15701*

### Agenda

***Purpose: to gather input to aid WPCAMR in writing its' strategic plan for next 7 years. Gain your ideas on critical issues/needs to be addressed, trends, strengths, weaknesses, opportunities & threats (S.W.O.T) and potential goal strategies.***

- 9:00 Welcome & Introductions
- What WPCAMR does now – [Andy McAllister](#)
- Planning Process
- Input
  - Timeline
- Critical Issues/Needs to Address in Plan
- Trends Which May Impact the WPCAMR
- S.W.O.T. Analysis
- Noon **LUNCH – provided**
- Ranking Critical Issues/Needs
- Criteria
  - Lobbying & Voting
- Potential Goal Strategies
- Wrap-Up
- 2:00 **Adjourn**

## Summary of Stakeholder Input

The following are the facilitator's notes of input provided during the 9/2/21 stakeholder meeting.

**When I think of WPCAMR, I think of \_\_\_\_\_:**

- Connection – WPCAMR brings all of the various “moving parts” of AMR work
- AMD treatment
- Passive AMD treatment systems
- PA AML Conference
- Quick response
- Quick response - help, expertise - legislative
- Clearer streams, reduced AMD pollution, increased political connections
- Projects & grants
- SMCRA outreach
- Support and Andy & Anne!!
- Partnerships
- Partnerships/connections between watershed groups, nonprofits, state & federal agencies, county conservation districts, industry, academia, working for policies & programs supporting AMR



**TRENDS which have the potential to impact the WPCAMR over the next 7-years:**

**We believe that \_\_\_\_\_, therefore we (WPCAMR) must \_\_\_\_\_.**

1. We believe that future projects should be of the highest quality and have the biggest bang for the buck, therefore we must educate stakeholders about project quality and relevance.
2. We believe that there will always be a need to lobby for fiscal/financial sustainability, therefore we must continue to educate and advocate for funding and fiscal responsibility.
3. We believe there is a significant need for funding of OM&R due to aging AMD systems, therefore we must facilitate the evaluation of this need and costs then secure the funding for construction of the relevant OM&R projects.
4. We believe there is aging AMR infrastructure, therefore we must set aside money for future maintenance and be proactive instead of reactive.
5. We believe that 2 CFR 200 is a funding limitation, therefore we must advocate DEP legal staff to change their determination.
6. We believe that water, water quality and AMD treatment systems should be viewed as “infrastructure”, therefore we must change the way we think and talk about “water” and advocate in this new language.
7. We believe that if treatment systems are infrastructure then Good Samaritan Protection will be critical, therefore we must focus on this legislation.
8. We believe that rare earth elements are a concern and a domestic security issue, therefore we must define, in deeds, ownership of mineral rights for what exists in the water and refuse.
9. We believe there will be continued emphasis on renewable energy, therefore we must increase awareness and change the regulatory landscape.
10. We believe there will be an increase in federal funding for AML projects, therefore we must have a plan in place to capture and utilize the funding.
11. We believe that funding will be tied to DEIJ and economic development, therefore we must develop an action plan to address DEIJ in our organization.
12. We believe there will be a continued decline in potential partners, therefore we must develop creative solutions to empower local residents for dealing with water resource issues.

13. We believe that there is a lack of volunteering and recruitment, therefore we must partner with universities and create a strategic plan to engage younger audiences in environmental stewardship.
14. We believe that material costs are increasing, therefore we must find innovative solutions such as larger systems, aggregating treatment, pooling or jointly making purchases or a co-op effort.
15. We believe that AMD's iron oxide should be considered "sediment", therefore we must change the way we think and talk about AMD and advocate it be treated as sediment in not just the Bay but all watersheds and considered in TMDLs.
16. We believe that climate change will impact our work, therefore we must address higher precipitation and flows in designing processes in treatment systems.
17. We believe there is a need for treatment innovation, therefore we must develop new partnerships with the energy industry and academia to increase efficiency, have less OM&R and address climate change impacts.

One last trend was suggested: "We believe that everything is influenced now by federal politics" but no team developed a WPCAMR position statement for the trend.

## **Critical Issues Grouped by Categories**

*(#) Is the scoring as result of ranking to set priorities*

**A. Advocacy/Lobbying (14)**

Policy, advocacy, legislation, reauthorization of SMCRA, SMCRA/AML fee, Good Samaritan

**B. Environmental Improvements/Restoration/Protection (11)**

Clean water, water quality, water quality improvements, string of low priority sites

**C. Technical Assistance (5)**

Technical assistance, connections to expertise

**D. OM&R (19)**

Operation, maintenance & repair, aging projects OM&R

**E. Operations/Funding (28)**

Funding, lack of Growing Greener, funding diversity, increased costs, effective use of money, streamlining contracts & grants, COVID, staff retention, DEIJ

**F. Education/Outreach (10)**

Education, outreach, promote technologies for treatment, public outreach & education

**G. Innovation (23)**

Technology, new research

**H. Economic Development (1)**

Economic development, revitalization, job creation benefit

**I. Partnerships (16)**

Partnerships, volunteering, additional partnerships, liaisons, increased coordination with universities, population of organization aging, watershed groups dissolving leaving treatment responsibilities unaddressed

**J. Identity/Purpose & Resiliency (17)**

Adaptiveness, sustainability, relevance if reauthorization work is no longer needed

**The priority ranking process sorted out 8 of the 10 as high to medium-high priority. The 2 low priority ranking issues are economic development and technical assistance.**

## STAKEHOLDERS' INPUT

### Critical Issues to Address in Strategic Plan in Priority Order

1. Operations/Funding (28)
2. Innovation (23)
3. OM&R (19)
4. Identity/Purpose & Resiliency (17)
5. Partnerships (16)
6. Advocacy/Lobbying (14)
7. Environmental Improvements/Restoration/Protection (11)
8. Education/Outreach (10)

### Critical Issues were selected by Teams to brainstorm potential strategies

<b>Issue Category</b>	<b>Potential Strategies (verb, object, purpose)</b>
Advocacy/Lobbying	<ol style="list-style-type: none"> <li>1. Advocate for funding to support AML restoration.</li> <li>2. Provide information and resources to partners regarding AML legislation.</li> </ol>
Environmental Improvement	<ol style="list-style-type: none"> <li>1. Prioritize and develop projects that have the greatest environmental impact.</li> <li>2. Maximize partnerships for effective/efficient regional water quality improvements.</li> </ol>
OM&R	<ol style="list-style-type: none"> <li>1. Develop and execute an OM&amp;R strategy/plan for AMD treatment systems statewide to ensure OM&amp;R continuity.</li> </ol>
Operations/Funding	<ol style="list-style-type: none"> <li>1. Secure additional operations funding to complete our mission.</li> </ol>
Education/Outreach	<ol style="list-style-type: none"> <li>1. Reinvigorate the public for increased participation.</li> <li>2. Develop the message to increase awareness and support.</li> <li>3. Create educational opportunities for more participation or involvement.</li> <li>4. Use new website to conduct outreach to those currently not participating.</li> </ol>
Innovation	<ol style="list-style-type: none"> <li>1. Develop an Innovation Plan that identifies and includes research from academia, consultants, and stakeholders to understand changes or improvements.</li> <li>2. Create an Innovation Working Group to showcase information at conferences.</li> </ol>
Partnerships	<ol style="list-style-type: none"> <li>1. Foster an attitude to encourage collaboration.</li> <li>2. Combine expertise to increase effectiveness.</li> </ol>
Identity/Purpose/Resiliency	<ol style="list-style-type: none"> <li>1. Develop a better website which includes a phone number and establish a unified identity and use uniform vocabulary such infrastructure, sediment issue, economic development.</li> <li>2. Acquire a new phone number and answering service with feature to route to specific staff.</li> <li>3. Create an exceptional website to enhance WPCAMR's virtual location.</li> </ol>

## S.W.O.T Analysis

Format: attribute + its impact

**Strengths** – positive **internal** conditions that can be used in strategies to help carry out goals & objectives

- Established relationships that help us direct stakeholders to proper contacts
- Reputation which funders trust that helps in advocacy
- Retention of dedicated staff to carry out mission
- Open-mindedness in a willingness to find alternative solutions (technology or operations)
- Flexibility of staff leads to timely service to stakeholders
- Quick response providing immediate and agile assistance
- Accessible so approachable for quick resolutions
- Staff with experience and education so able to relate to member issues/concerns
- Members/board directly connected to CDs so members can impact/change organizational direction
- We're an NGO which allows us to work with multiple entities without a lot of restrictions
- Advocacy so being the voice for Districts with info
- Large Geographic coverage so can focus on important regional needs

**Weaknesses** – negative **internal** conditions that are potential barriers to address for success of goals & objectives

- Only 2 staff which limits capacity of organization
- Lack of succession plan which could lead to a loss of continuity
- No guaranteed funding for operation so organizational instability
- Large Geographic coverage which can limit effectiveness
- Too large of a board so impacts efficiency
- No physical office, phone, address so sharing personal phone numbers, lack of walk-in ability and no idea who to call so Organizational identity is less defined
- Poor internet service (Andy) impacting effectiveness of remote work
- Limited board & member participation so less work gets done and representation is unequal

**Opportunities – positive external possibilities that can be used in strategies to help carry out goals & objectives**

- Potential of increased funding will allow for more environmental benefits
- Increased opportunities and need for OM&R funding will guide us to locate suitable long-term funding for critical infrastructure
- Increased environmental awareness & literacy will result in more educational opportunities, partnerships and lobbying
- Rare earth elements value could lead to project funding and new technology
- DEIJ can lead to greater outreach potential & funding
- Education to obtain new connections and new projects
- Water quality improvement means clean H2O and economic development
- Partner with Districts, Universities & Agencies for technical assistance with projects, grant writing, etc.
- New technologies for outreach can yield new partners & increased participation
- Increased connectiveness via Zoom (conference) so staff able to attend more professional development events and talk to more diverse people
- Remote learning/access so less money spent on travel and increased development opportunities

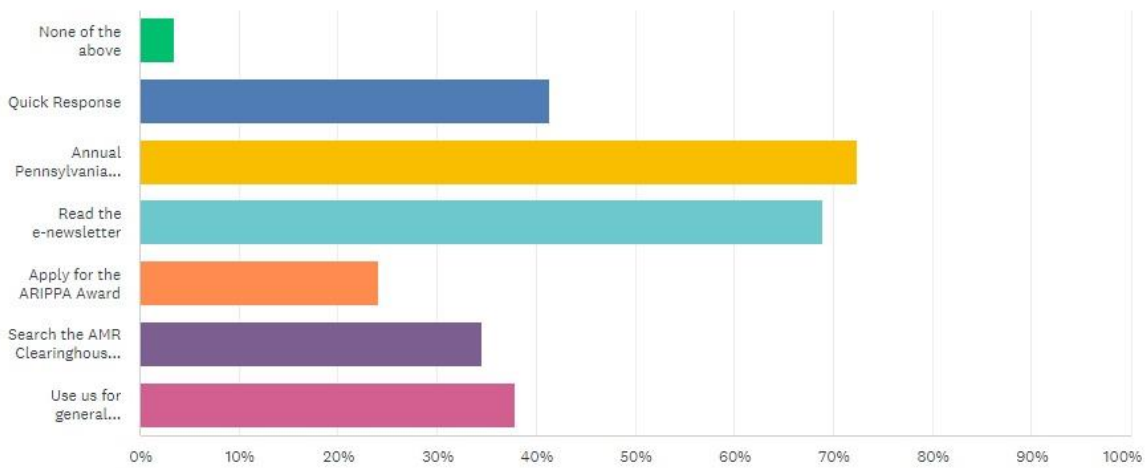
**Threats – negative external possibilities that are potential barriers to address for success of goals & objectives**

- Reduction in funding resulting in fewer systems/projects and reduced admin capacity thus reducing vitality
- Lack of additional/independent source of funding for projects leading to failure of projects
- Lack of funds for WPCAMR operations leading to failure of operations
- Restructure of funding for Ches. Bay results in less project implementation outside of the Bay area
- Legislation eliminating funding opportunities
- Political party in office determines if more or less funding
- Outside competition or duplication of effort means split of funding, membership & resources
- Competing issues, interest (i.e., Climate change) so less focus on AMD
- Trend of high demands on volunteers' free-time so they have less time for watershed volunteering
- The "me-society" or "what's in it for me" trend takes away from addressing community needs and leaves fewer people willing to contribute time
- Lack of relevance to the problem so loss of partnerships/projects

# **Summary of Customer Surveys**

### Which services of WPCAMR's do you utilize?

Answered: 29 Skipped: 0



QUESTION 1 ANSWER CHOICES	RESPONSES
None of the above	3.45% 1
Quick Response	41.38% 12
Annual Pennsylvania Abandoned Mine Reclamation (AMR) Conference	72.41% 21
Read the e-newsletter	68.97% 20
Apply for the ARIPPA Award	24.14% 7
Search the AMR Clearinghouse for information	34.48% 10
Use us for general networking and support, for example, attending WPCAMR Board Meetings	37.93% 11
Total Respondents: 29	



QUESTION 2: Considering WPCAMR has limited funding, resources, and staff, which of the above choices is the single most important to you?

- Answered: 27
  - Skipped: 2
  - I think their time spent on [Quick Response](#) and grant pass-through is most important.
  - Creating a support network and avenues of communication and contacts between local groups working on AMD and land reclamation and all the government entities and the professionals that can support those groups' efforts in some way
  - [Quick Response](#)
  - information
  - [Conference](#). However, I still use the Clearinghouse a good bit particularly for the digital Scarlift reports.
  - [Quick response](#)
  - [Conference](#)
  - [Quick response](#)
  - [quick response](#)
  - [Quick Response grant](#)
  - [Quick Response grants](#)
  - Grant Funding, [Conference](#)
  - Networking and support
  - The ARRIPA award
  - [quick response](#)
  - Networking and support
  - [Quick Response](#) availability.
  - [Conference](#)
  - [AMR Conference](#)
  - Keeping up the awareness of these abandoned mines. If people don't know about them, out of sight, out of mind.
  - The ARIPPA Award. The AMR Clearinghouse would be much more useful if the website was updated.
  - Networking and Support, but as things progress with AMD reclamation projects, the [quick response grants](#) may become more valuable
  - [Quick Response](#)
  - [Quick Response Grants](#)
  - Newsletter
  - PA [AMR Conference](#)
  - General networking and support of reauthorization of SMCRA
-

Rate WPCAMR's work from one star to five stars by clicking on the stars.

Answered: 28 Skipped: 1

4.2★  
average rating

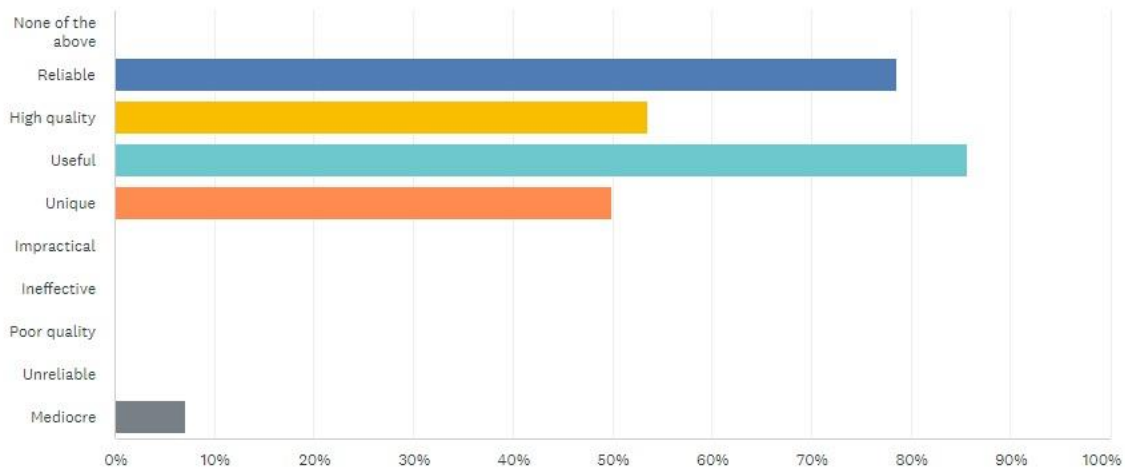


### QUESTION 3

	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
S	0.00% 0	10.71% 3	7.14% 2	35.71% 10	46.43% 13	28	4.18

Which of the following words would you use to describe our services? Select all that apply.

Answered: 28 Skipped: 1

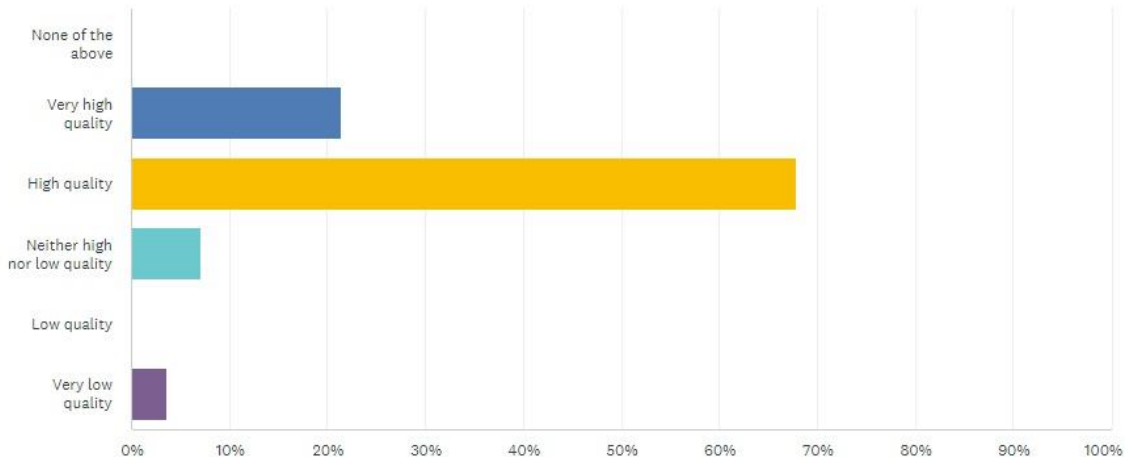


QUESTION 4 ANSWER CHOICES	RESPONSES
None of the above	0.00% 0
Reliable	78.57% 22
High quality	53.57% 15
Useful	85.71% 24
Unique	50.00% 14
Impractical	0.00% 0
Ineffective	0.00% 0
Poor quality	0.00% 0
Unreliable	0.00% 0
Mediocre	7.14% 2

Total Respondents: 28

### How would you rate the quality of the service?

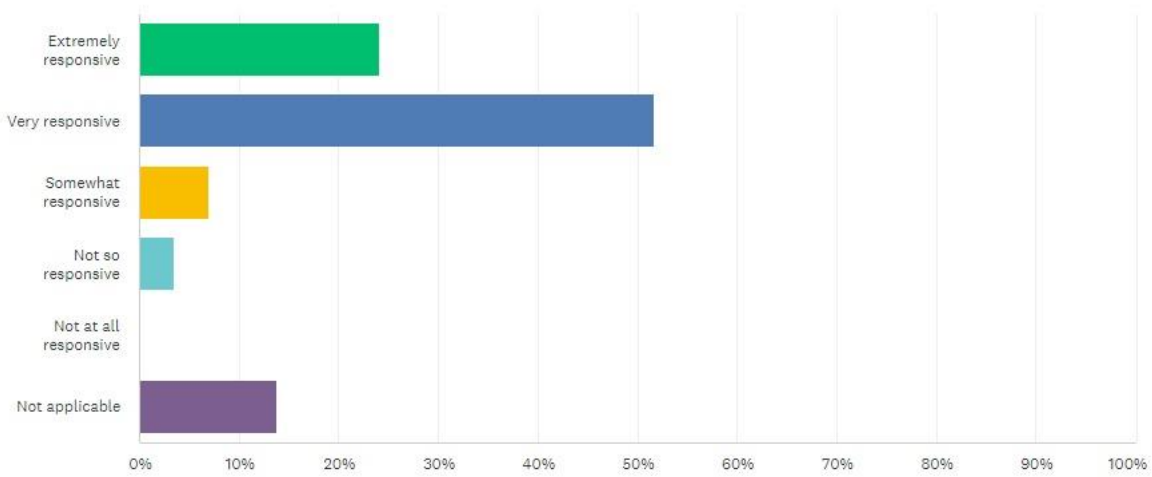
Answered: 28 Skipped: 1



QUESTION 5 ANSWER CHOICES	RESPONSES
None of the above	0.00% 0
Very high quality	21.43% 6
High quality	67.86% 19
Neither high nor low quality	7.14% 2
Low quality	0.00% 0
Very low quality	3.57% 1
<b>TOTAL</b>	<b>28</b>

**How responsive have we been to your questions or concerns about Abandoned Mine Reclamation?**

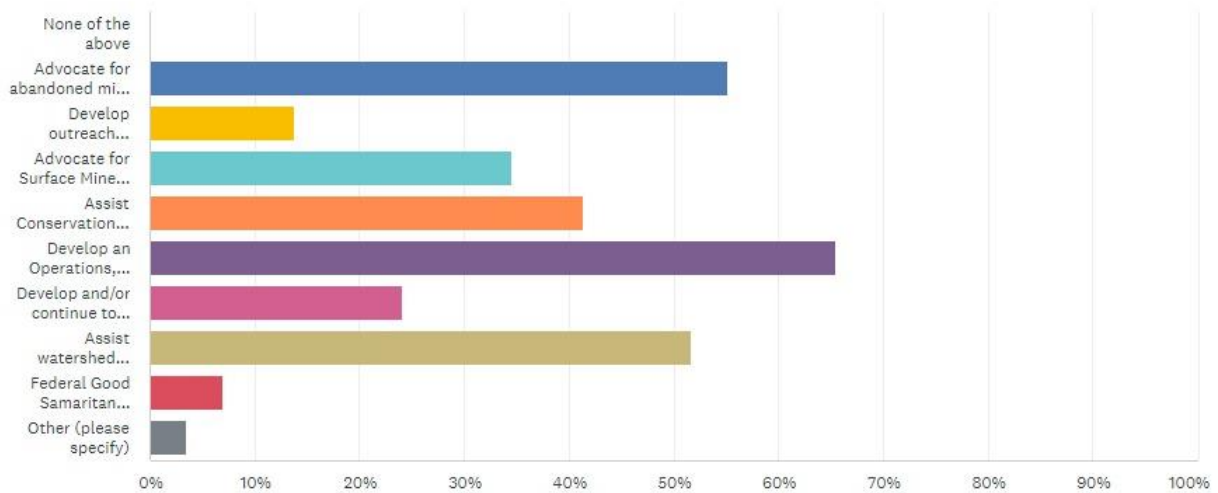
Answered: 29 Skipped: 0



QUESTION 6 ANSWER CHOICES	RESPONSES
Extremely responsive	24.14% 7
Very responsive	51.72% 15
Somewhat responsive	6.90% 2
Not so responsive	3.45% 1
Not at all responsive	0.00% 0
Not applicable	13.79% 4
<b>TOTAL</b>	<b>29</b>

Which of these priorities should WPCAMR have over the next 7 years? Please choose ONLY 3

Answered: 29 Skipped: 0



QUESTION 7 ANSWER CHOICES	RESPONSES
None of the above	0.00% 0
Advocate for abandoned mine reclamation (AMR) issues in PA	55.17% 16
Develop outreach programs	13.79% 4
Advocate for Surface Mine Control and Reclamation Act reauthorization	34.48% 10
Assist Conservation Districts with abandoned mine drainage (AMD)/AMR projects and/or provide training opportunities	41.38% 12
Develop an Operations, Maintenance and Rehabilitation (OMR) program and trust fund for AMD remediation projects	65.52% 19
Develop and/or continue to build partnerships with industry, govt, ngos, etc	24.14% 7
Assist watershed groups with AMD/AMR projects and/or provide training opportunities	51.72% 15
Federal Good Samaritan protection for AMD/AMR projects	6.90% 2
Other (please specify)	3.45% 1

Total Respondents: 29

## QUESTION 8: What stakeholders should WPCAMR work with?

- Answered: 24
  - Skipped: 5
  - continue serving existing base
  - Local groups, govt. entities and conservation districts
  - All. Private industries, watershed groups, governmental agencies from local townships to the feds, private landowners, foundations, conservation organizations, universities
  - conservation groups
  - Watershed groups as they need the most assistance. However, being an advocate to elected officials are where you are assisting the most currently.
  - watershed groups, conservation districts, citizen groups, padep,
  - ?
  - Conservation Districts, Watershed Associations
  - Conservation Districts and watershed assoc.
  - Conservation organizations, DEP, OSM, consulting firms, engineers
  - Robindale Energy, Rosebud Mining...
  - Local watershed groups and conservation districts.
  - CD's, DEP, OSM, private sector coal companies
  - Federal, state, local governments; NGOs; industry; conservation districts
  - Conservation Districts, BAMR, OSM, Watershed groups.
  - Conservation Districts, watershed groups, TU chapters, conservancies, municipalities, local/state/federal government leaders, legislators, industry
  - community leadership, renewable energy developers, investment firms
  - State and County agencies, watershed groups, and landowners with AMD discharges on or impacting their properties.
  - Conservation Districts, Watershed organizations, Legislators, DEP, OSM, and other related organizations focused on AMD/AML issues
  - Watershed groups, conservation districts and other non-profits
  - watershed groups, state regulators and funders
  - State and Federal government (OSMRE, EPA), local soil/water conservation offices, watershed groups, academia, youth outreach - volunteer tree planting
  - I would say anyone interested in AML issues
  - ALL stakeholders
- 

## QUESTION 9: What is your name and what organization do you represent? Optional

- Answered: 15
  - Skipped: 14
  - FPW
  - =
  - Roaring Run Watershed Association
  - Tom Clark, SRBC
  - Jacqueline Ritko, Cambria County Conservation District
  - Alyssa Davis, Westmoreland Conservation District
  - Dave Rupert, ACD
  - Conservation District
  - Rachel Kester - PA Trout Unlimited
  - Alder Energy Systems
  - Eric Skrivseth, Moshannon Creek Watershed Association
  - Blacklick Creek Watershed Assn.
  - Arthur Rose, Clearfield Creek Watershed Assoc.
  - Sarah Kreitzer, OSMRE
  - Bob Onyshko Harsco Environmental
-

# OM&R Hub Concept Graphic