

EPCAMR Strategic Plan

December 2011

Mission

The Mission of the organization is to encourage the reclamation and redevelopment of land affected by past mining practices. This includes reducing hazards to health and safety, eliminating soil erosion, improving water quality, returning land affected by past mining practices to productive use, thereby improving the economy of the region (*from Preamble to EPCAMR Bylaws*).

Long Term Goals “Five Year Vision”

In five years, EPCAMR will

- Shape our technical expertise and services to support coalition partners in the region
- Diversify funding not only to prevent cutting, but also to expand services
- Pursue strategic partnerships that will enhance EPCAMR’s capabilities
- Build capacity within community groups, partners and educational institutions to aide in watershed improvement goals

Implementation of the Mission and Vision

EPCAMR staff completes a yearly Work Plan in cooperation with the EPCAMR Board, PA DEP Non Point Source Program and EPA Region III Non Point Source Program to define the EPCAMR Scope of Work for the 319 Program, the majority funding source (see Appendix A). In addition, the EPCAMR Staff seek funding and opportunities that meet the Mission and goals to supplement the 319 funding and scope. EPCAMR Board members also work on a voluntary basis to support the Mission and Vision of the organization, provide direction, and seek funding sources (see Appendix B).

Short Term Goals “Next Steps”

Specific components of EPCAMR Work Plan (see Appendix A) to be developed by Strategic Planning Committee and Board

1. Review of Mission Statement – EPCAMR Board responsibility to suggest changes, deletions, insertions that will have to be considered for amendments to the By-Laws at a future date (suggested e-mail communication “reply to all” board members and staff).

2. Create a Board Development Strategy to Diversify the Board – CPA, Attorney, Fund Raiser, Environmental Lawyer, Industry Executive, Marketer, Photographer, Community Activists that are consensus builders
3. Provide Professional Development Financial Assistance for EPCAMR Staff to increase staff credibility and in-house organizational capacity to complete works competitively.
4. Expand internship program and marketing to local colleges and universities to aide in staff workload and provide a beneficial work experience for the individual.
5. Build and Implement a Revenue Generation Plan (Marketing Plan?) to sustain EPCAMR's current staffing levels at a minimum three years out.
 - a. Each EPCAMR Board Member should bring the name of at least one individual or company that will be followed up by the Executive Director or by way of introduction through the individual EPCAMR Board Member to look for funding opportunities or sponsorship.
 - b. Establish several sponsorship levels beyond general EPCAMR membership that would sustain the EPCAMR Operational Budget annually.
 - c. Each EPCAMR Board Member should consider having local partner groups within their service areas participate in some way financially at EPCAMR Fundraising Dinners.
6. Increase sale of Iron Oxide to provide general funding and environmental education
 - a. Look at price and packaging of products (i.e., shirts, AMD Chalk Boxes, pigment and etc.).
 - b. Mix additional iron oxide stains to have available for community projects.
 - c. Market iron oxides to target customers for commercial development.
7. Market the Environmental Education Brochure to Schools, Nature Centers, and Camps to increase Programs that will increase revenues or at least cover time, travel, and supplies.
8. Continue grant writing and seek foundation proposals or other Technical Professional Services Opportunities with the private and public sectors throughout the Anthracite Region. There is a funding gap for the entire operation of the EPCAMR Program, when funded at the budgeted level requested of \$125,000.00. Approximately 21% will be made up, in terms of matching funds indirectly from EPCAMR and other grant/foundation sources. Therefore, approximately 80% of the EPCAMR Program Staff's time and hours will be spent on implementing the 319 Scope of Work, with the remaining 20% spent on administration and management of other grants, projects, and programs that will complement our Scope of Work. (See EPCAMR Organizational Budget.)

Appendix A

EPCAMR Work Plan (Tasks and Deliverables) for Fiscal Year 2012-2013:

A. Continue providing technical assistance to at least one watershed association in each sponsoring County Conservation District of EPCAMR and to municipal governments requesting assistance with grants & watershed projects related to AMD/AML reclamation.

Responsible Party: Executive Director, Program Manager

Completion Date: June 30, 2013;

Output: List of Conservation Districts and watershed groups that have requested assistance on AMD/AML Projects, Monthly Reports

Outcome: Additional grant applications submitted by Conservation Districts, municipal governments, and watershed groups, for AMD/AML Projects in the EPCAMR Region

B. Maintain EPCAMR Program Coordination to Conservation Districts in Eastern PA through Monthly Progress Report documentation and Annual Reports.

Responsible Party: Executive Director, Program Manager

Completion Date: June 30, 2013

Output: Monthly Progress Reports and Monthly Request for Reimbursements Financial Documentation; Annual Report

Outcome: Progress Reports and Project Updates are posted monthly on the www.epcamr.org website to inform the public of our work

C. Ensure and support the implementation of local watershed restoration and protection plans such as WRAS, WIPS, and QHUPs, including plans to meet Total Maximum Daily Load (TMDL) objectives and to restore AMD impacted watersheds.

Responsible Party: Executive Director, Program Manager

Completion Date: June 30, 2013

Output: List and number of watersheds EPCAMR will have worked with to plan, assess, develop, and implement TMDL objectives & watershed restoration action strategies

Outcome: Watershed groups will have completed plans that will move forward to implementation based on recommendations of their respective plans.

D. Plan, Co-Sponsor, and Conduct the 14th Annual PA AMR Conference in partnership with WPCAMR and other planning partners on the Planning Committee and participate or sponsor Regional Workshops on AMD throughout PA.

Responsible Party: Executive Director, Program Manager

Completion Date: *TBA in 2012 and 2013*

Output: Conference, Participants List, List of Sponsors, Presentations, Website with Information on Conference Proceedings at www.treatminewater.com

Outcome: Continued state-wide coordination, networking, information exchange, educational opportunities, tours, and technology transfer related to AMD/AML in PA

E. Provide data, layers, and maps, as a public service to watershed groups and municipalities impacted by AMD/AML and a list of the data available (on our EPCAMR website) in areas impacted by AMD/AML through the EPCAMR GIS Technical Assistance Center (TAC) in the EPCAMR Office.

Responsible Party: Program Manager

Completion Date: June 30, 2013

Output: List of the public and other organizations assisted by EPCAMR through the use of our GIS TAC Logbook

Outcome: A free publically accessible GIS workstation for use by watershed, conservation district and non-profit groups invested in AML issues

F. Provide general EPCAMR Board Administration to increase communication and facilitation with the EPCAMR Board in order to strategically plan and conduct meetings.

Responsible Party: Executive Director, Program Manager

Completion Date: Quarterly Board Meetings (TBA) on EPCAMR Website

Output: Staff report to the EPCAMR Board (same as Monthly Reports submitted to the PA DEP 319 Program; Progress Reports on grants; Board minutes, and agenda posted on EPCAMR Website

Outcome: Provision of a forum where essential and meaningful decisions are made to assist groups in the EPCAMR Region in their function and structure; Improved organizational capacity, direction, and effectiveness of the EPCAMR organization

G. Continue to participate as a member of the Office of Surface Mining's National Geo-Spatial Data Task Force Committee to develop uniform standards and metadata and GIS data layers for surface, underground, and abandoned mine lands.

Responsible Party: Executive Director, Program Manager

Completion Date: June 30, 2013

Output: List of Standards Drafted and Approved by the Task Force

Outcome: Assistance of a local, grass roots, on-the-ground, non government organization to a federal committee to develop standards for development of GIS layers

H. Maintain www.epcamr.org and www.treatminewater.com and provide information to the WPCAMR www.AMRClearinghouse.org websites.

Responsible Party: Program Manager and Executive Director

Completion Date: June 30, 2013

Output: Website statistics, content updates

Outcome: Maintenance & addition of new features to continue to provide "one-stop shopping" to interested parties to enhance the flow of information about watershed protection and restoration, coalition building, technical assistance, funding & grant writing, research & current technology of AMD treatment and AML reclamation techniques

I. Suggest to the PA DEP Section 319 Program 4-6 Stream Segments in the EPCAMR Region that should be reassessed where improvements have been made to streams or segments previously on the 303 (d) List that stand a good chance of being removed from the List with supporting water quality monitoring or biological monitoring evidence.

Responsible Party: Program Manager and Executive Director

Completion Date: June 30, 2013

Output: Summary Reports of 4-6 Stream Segments within the EPCAMR Region that should be reassessed by the PA DEP for removal from the 303 (d) List of Impaired Waters with supporting water quality or biological monitoring evidence

Outcome: Removal of segments from the 303 (d) List; Report on improved water quality and biological health of stream segments.

For the fiscal year 2012-2013, the EPCAMR Program Staff will follow the afore-mentioned Work Plan as well as the Implementation Plan (below) and continue to coordinate and mobilize local community support for the improvement of water quality through the remediation of abandoned mine drainage sites and unreclaimed abandoned mine lands through some of the new partnerships and grant opportunities that have been highlighted in the earlier sections of the proposal. Minor changes may be made to the Work Plan and/or Implementation Plan in consultation with the EPCAMR Board, PA DEP, and EPA Region III 319 Programs on an as needed basis.

Implementation Plan for the EPCAMR Work Plan

EPCAMR implements a watershed approach supported by the EPA-Section 319 Program as a coordinating framework for management that focuses public and private sector efforts to address the highest priority water-related problems within geographic areas, considering both surface, abandoned mine drainage, and ground water flow.

The watershed approach is commonly characterized by four principles: (a) diverse, well-integrated partnerships; (b) a specific geographic focus; (c) action driven by environmental objectives and by strong science and data; and (d) coordinated priority setting and integrated solutions.

As a result, EPCAMR has improved our programs and our capacity to solve non-point source (NPS) pollution problems at the local and regional watershed scale. At the same time, EPA and the States have sharpened their focus upon water bodies listed by States as impaired under Section 303(d) of the Clean Water Act, a particularly critical issue as responsible parties are defined clean up point source pollution through NPDES permits. NPS pollution often does not have a responsible party. The two key steps needed to solve NPS problems within a watershed context are the development of a watershed-based plan that addresses a water body's water quality needs (i.e., Total Maximum Daily Loads (TMDLs) and the actual implementation of the plan with a holistic approach.

The guidelines published by the EPA maintain the approach of focusing a portion of the Section 319 Program funds on the development and implementation of watershed-based plans to achieve NPS TMDLs. NPS TMDLs, together with watershed-based plans designed to implement the NPS TMDLs, provide the necessary analytic link between actions on the ground and the water quality results to be achieved. In the absence of such an analytic framework, it is difficult to develop and implement a watershed project that will achieve water quality standards, or to determine causes of failure when that occurs.

Therefore, EPCAMR believes that continuing to focus on an analytic and implementation framework that integrates NPS TMDLs, watershed-based plans to implement these NPS TMDLs, and actual implementation of those plans, will provide the most effective means to accelerate achievement of water quality standards. Based on previous EPA's recommendations, EPCAMR will continue to provide the following information to watershed groups developing watershed-based plans to restore waters impaired by NPS pollution, upon request, when enough data are available:

- a. An identification of the causes and sources or groups of similar sources that will need to be controlled to achieve the load reductions estimated in this watershed-based plan (and to achieve any other watershed goals identified in the watershed-based plan);
- b. Sources that need to be controlled should be identified at the significant subcategory level with estimates of the extent to which they are present in the watershed;
- c. An estimate of the load reductions expected for the management measures, recognizing the natural variability and the difficulty in precisely predicting the performance of management measures over time;
- d. EPCAMR will work with Conservation District Watershed Specialists, Office of Surface Mining, Watershed Groups, and other PA DEP Agencies and Departments to determine where the loading decreases have occurred and where previous biological impairments have improved where clusters of remediation or reclamation projects have occurred.

Appendix B

Board Brainstorming on Organizational Capacity Building Strategies 8/19/2010

Facilitated by Karen Bracey-PSU Cooperative Extension, Wyoming County

Critical Issues:

1. Shaping our technical expertise and services to support our coalition partners in a very large geographical area given a very limited staff and a growing need for our services;
2. Diversifying our funding basket to prevent the organization from cutting services or staff;
3. Pursuing strategic partnerships with other organizations that have complementary strengths;
4. Building capacity within AMD impacted watersheds with community groups, partners, and educational institutions.

Solutions to Critical Issues:

Some steps EPCAMR can take to improve the situation:

1. Market EPCAMR's more "commercial" services (prepare a Marketing Plan):
 - *Identify services to market –
 - a. Classroom Education (elementary thru secondary)
 - b. Outdoor Classroom Watershed Education
 - c. Watershed Tours
 - d. Grant Writing
 - e. GIS Mapping – coal/stone/gas/water resources
 - f. Statistical Analysis-RAMLIS Tool
 - g. Grant Administration
 - h. Project Management
 - i. AMD Water Quality Monitoring
 - j. AMD Treatment
 - k. Iron Oxide Recovery
 - l. Wetlands ID & Delineations
 - m. Environmental Assessments
 - n. Underground Mine Pool Mapping
 - o. AMD Water Quality Analysis
 - p. Internships
 - q. Volunteer Opportunities
 - r. Historic Preservation/Interpretation

*To whom (audience)- Develop targeted brochures- non-profit, education sector, private industry, & consultant sector driven

- I. Arts & Entertainment Groups
- II. Coal Companies
- III. Municipalities/Chamber Groups
- IV. Watershed Groups/Conservation Districts

- V. Marcellus Shale Groups/Companies
- VI. PA DEP, SRBC, DRBC
- VII. County GIS Dept
- VIII. Non-Coal Industries See-> www.rigdata.com for potential partnership to show drilled well locations. Show Bluestone Quarries and Non-Coal quarry operations and other water withdrawal customers.

For Example, EPCAMR has recently completed the *Mine Drainage Menu of AMD Education Programs for Educators*

2. Current Funding Specifics: ~80% DEP 319 Grant / ~20% other grants and fees (including "overhead"- nonprofit vs. commercial rates)
 - a. "The 80%" - 3 year PA DEP Grant Agreement (July 1, 2009 thru June 30, 2012) administered by EPCAMR; Limited to \$123,500 each year with no increases for COLAs, merit increases, inflation, health care benefits, or other program expenses; Currently in 2nd year of grant agreement (July 1, 2010-June 30, 2011).
 - b. "The 20%" - Constantly seek grant opportunities, foundation proposals, or offering our technical professional services to collect fees that will compensate for the estimated funding shortage that can be anticipated yearly.
 - c. Look at new funding sources like Water Withdrawal, AMD as a Resource, Non-Coal and Others.
 - d. Refrain from providing services that no longer meet the Mission statement.
 - e. Examine "meeting/committee" presence time that does not relate to the Mission or convey info in other ways.
 - i. Have a board member represent EPCAMR at these meetings.
 - ii. Provide brief comment such as phone call, e-mail or letter.
 - iii. Prioritize and be sure to attend meetings that are critical and could have funding attached to them.

3. Shape technical expertise and services to support our coalition partners in a very large geographical area, given a very limited staff and growing need for EPCAMR's services.
 - a. Meet the demand without spreading our staff too thin;
 - b. Make use of seasonal internships and OSM/VISTA AmeriCorps Volunteers to offset additional anticipated workload, however, it would require upfront training
 - c. What are we currently doing and what **SHOULD** we be doing?
 - d. Current services: Technical Expertise-Time Management
 - ~60% GIS/GPS Mapping (Mike)
 - ~20% Project Management & Budget Development (Mike)
 - ~10% Environmental Education Programs & Outreach (Mike)
 - ~10% Website Development, Content Management, Updates (Mike)
 - ~30% Grant Writing, Project Development, Building New Partnerships (Robert)
 - ~30% Project Management & Budget Development, Grant Administration, Grant Reporting (Robert)
 - ~30% Environmental Education & Outreach (Robert)

- ~10% Participation on State-wide Advisory Committees, Planning Committees, & other Appointments (Robert)
4. EPCAMR has developed a strong reputation and has become a formidable ally in the fight against AMD for clean water throughout PA since 1996; EPCAMR is seen as the clearinghouse of information related to Anthracite Region AML, Community Capacity Building, Environmental Education Initiatives, and Innovative AMD Treatment Technology & Transfer; Again, stay true to the Mission.

Are we ready and looking at technical applications in the “AMD WORLD”?

- a. MicroHydro Turbines
 - b. Hydro Electric
 - c. Resource Recovery of Iron Oxides
 - d. Aquaculture/Fisheries Management
 - e. Pigment Manufacturing Industry
 - f. Mine Water Re-use, Consumptive Use, Low-Flow Augmentation, Underground Reservoir Storage
5. MAXIMIZE – USE TECHNOLOGY - The Internet - IDENTIFY future opportunities
- a. Capitalize on existing EPCAMR Staff’s Technical Expertise
 - b. Invest in areas where staff can fill markets & needs through professional development. (e.g., Professional Geologist Licenses for Robert and Mike)