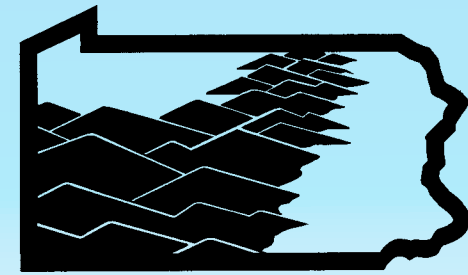




Pre (top) and post reclamation at the Triple C Recycling site adjacent to the village of Wyano



WPCAMR

WESTERN PENNSYLVANIA COALITION
FOR ABANDONED MINE RECLAMATION

Strategic Plan

February 7, 2013



2012 Abandoned Mine Reclamation Conference tour of the Manor Silo site

Statement of Adoption of WPCAMR Strategic Plan

February 7, 2013

The Western Pennsylvania Coalition for Abandoned Mine Reclamation Strategic Plan has been reviewed and revised through a facilitated Strategic Planning process. The staff, Board of Directors, and key stakeholders including local, state and federal agencies, private citizens, industries, watershed groups and organizational volunteers have been involved throughout the process.

The Strategic Plan as presented today, February 7, 2013 has been adopted by the Board of Directors.

By adopting the WPCAMR Strategic Plan, the Board of Directors, staff and key stakeholders agree to review the plan every January to ensure continued relevance and organizational growth.

President, Board of Directors

Secretary, Board of Directors

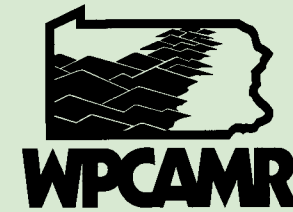


Table of Content

Mission and Visions.....	Pages 1-3
Core Values and Goals.....	Page 4
Action Plan Goal 1	Page 5
Action Plan Goal 2	Pages 6-7
Action Plan Goal 3	Page 8
Action Plan Goal 4 (a)	Page 10
Action Plan Goal 4 (b).....	Page 11
Action Plan Goal 4 (c)	
Appendix	Page 12-21
Goals with Strategies recorded at Core Group Planning Session.....	Pages 13-15
Strengths, Weaknesses, Opportunities, Threats Analysis.....	Pages 16-19
Board of Directors, Officers, Geographic Area Served.....	Page 20
Strategic Planning Committees	Page 21



Saint Vincent passive treatment systems dedication near Latrobe

Western Pennsylvania Coalition for Abandoned Mine Reclamation

Overview

The Western Pennsylvania Coalition for Abandoned Mine Reclamation (WPCAMR) is a coalition of Conservation Districts in the bituminous coal fields of western Pennsylvania created to advance the cause of reclamation of abandoned mine lands and degraded waters. Federal, state, and local government agencies, watershed organizations, private individuals and industry work collaboratively with WPCAMR to achieve its mission, vision and community vision.

WPCAMR is incorporated as a 501(c) 3 non-profit corporation. The Board of Directors is comprised of delegates, one each from its member Conservation Districts, and the following officers: president, vice-president, secretary and

treasurer. General membership is open to organizations and individuals. Meetings are held quarterly.

History of WPCAMR

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 massive abandoned mine reclamation issues of the region.

Through advocacy and outreach efforts to local officials, communities, state and federal agencies, watershed organizations, and Conservation Districts, WPCAMR was successful in obtaining funding to address Abandoned Mine Reclamation. A community partnership model has been the basis for the many reclamation projects in the thirty year history of WPCAMR.

AMR issues addressed have included degraded water quality, land reclamation, “Good Samaritan” legislation, reauthorization of SMCRA, digitizing data for abandoned mine sites, and creating the AMR Clearinghouse website, and providing operations and maintenance funds for emergency repairs on abandoned mine drainage treatment systems.

Significant WPCAMR Growth Steps

- Obtained Rural Abandoned Mine Program funding, a federal program designed to address Abandoned Mine Reclamation.
- Focused on the issue of degraded water quality due to Abandoned Mine Drainage.
- Received funding through the EPA Non-Point Source Section 319 program

(Administered by the PA DEP Bureau of Watershed Management) permitted the hiring of WPCAMR’s first employee, a Regional Coordinator.

- Coordinated 18 passive treatment demonstration projects involving federal, state, and county agencies and local watershed associations and partners.
- Played a key role in the establishment of the “Good Samaritan” legislation to insulate and encourage landowners to participate in allowing passive treatment systems to be built on their properties.
- Played a significant part in the reenactment of the SMCRA fund reauthorization.
- Digitized Scarlift abandoned mine sites; located, evaluated and prioritized mine refuse piles; created AMR Clearinghouse website
- Kept current on legislative concerns in the AMR community
- Led the way in bringing the issue of operations and maintenance of existing abandoned mine drainage treatment systems to the forefront with the FACTS program, designed to monitor treatment systems
- Administered the Quick Response Program, providing funds for emergency



Saint Vincent passive treatment system near Latrobe



WPCAMR Board of Directors meeting with key stakeholders

repairs of Growing Greener eligible water restoration projects which includes passive treatment systems.

- Coordinated the Pennsylvania Annual Conference on Abandoned Mine Reclamation, which is now in its 15th year.
- Hosted www.wpcamr.org, an organizational website; www.amrclearinghouse.com, an educational website; a YouTube channel; and a blog newsletter for social media as part of an outreach and education effort.
- Held regular, well-attended, meetings for its membership and the general public.

WPCAMR - Strategic Plan

WPCAMR's Strategic Plan is the result of a systematic process in which WPCAMR members and key stakeholders reviewed, revised and identified priorities which are essential to achieving its mission and vision. The following Strategic Plan is the result of this process.

Mission

WPCAMR's purpose is to return all Abandoned Mine Lands to productive use and restore all waters degraded by Abandoned Mine Drainage in Pennsylvania.

Vision

WPCAMR's Vision is to remain a valued partner in Pennsylvania's effort to return Abandoned Mine Lands to productive use and restore all waters that have been degraded by past mining through advocacy, partnerships, outreach and education.

Community Vision

WPCAMR's Community Vision is to improve the quality of life and the local economy by eliminating health and safety hazards and environmental degradation caused by past mining.



Nemaquin abandoned refuse pile



Hughes Bore Hole discharge in Cambria County

Core Values

- Integrity - We earn the trust of our service community by maintaining high ethical standards.
- Collaboration – We work to find the common ground between industry, government and the environmental community.
- Leadership – We have thirty (30) years experience of locally led, regionally focused advocacy and action.
- Innovation – We embrace new ideas, technologies and funding sources that advance the science of Abandoned Mine Drainage (AMD) remediation/ Abandoned Mine Lands (AML) reclamation.

Goals

- WPCAMR will be an advocate for AML/AMD issues in Pennsylvania.
- WPCAMR will build partnerships, public and private, with individuals, industries and organizations.
- WPCAMR will develop outreach and educational programs and materials that promote effective, efficient and practical solutions to AML/AMD.
- WPCAMR will provide the financial, human, and physical resources necessary to fulfill its mission.

High Priority Strategies

High priority strategies as identified by the Core Group Committee are summarized as follows:

- Maintain and build relationships and be a facilitator with government agencies, watershed organizations, industry and legislators
- Educate the public and funders about AML/AMD issues
- Provide professional growth opportunities for staff
- Hire support staff and a grant writer
- Re-invigorate relationships with Conservation Districts
- Develop a financial plan and diversify funding sources
- Provide for Board of Directors development and training
- Expand office space to include a meeting room and adequate storage space
- Secure up-to-date office equipment

The Action Plan charts provide additional strategies and details.

Action Plans

Action Plans specify the actions needed to address organizational issues and to reach associated goals, who will complete the action, and according to a time frame.

Goal 1 High Priority Strategy ■

WPCAMR will be an advocate for Abandoned Mine Lands/Abandoned Mine Drainage issues in Pennsylvania.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will this strategy be implemented?	How will we know we are successful?
Maintain and build relationships with government agencies, watershed organizations, industry and legislators.	-Be an advocate for AMR -Facilitate projects & programs	-Provide adequate staff time -Funding -Additional professional staff or volunteers -Utilize skill sets among partners to promote AMR	-Staff members -Board of Directors -Potential Volunteers	-Continue current efforts and expand as necessary -Dependent upon availability of funding	-Board of Directors and staff evaluation of relationships -Increase in partnerships
Educate the public and funders about AML/AMD issues.	-Be an advocate for AMR -Generate an informed public and funders base	-Continue and expand AMR Conf., Abandoned Mine Posts, Website, videos -Activate social media -Create an in-school program -Create a funders educational packet	-Board of Directors -Staff members -Potential Volunteers	-Continue current efforts and expand as appropriate	-AMR Conf. evaluations -Facebook, Twitter activity -Website "hits" -"Hits" on educational videos -Industry partners - supporting educational programs -Functioning in-school program
Provide professional growth opportunities for staff.	-Permits staff to stay abreast of the latest developments in AMR -Advocate effectively	-Seek professional growth/training opportunities -Seek funding	-Board of Directors -Staff members	-Continue current efforts and expand as appropriate	-Attendance at professional growth and training activities
Hire support staff.	- Permit more advocacy by Regional Coordinator and Watershed Coordinator	-Seek funding -Determine specific duties to justify hiring.	-Board of directors -Staff members	-Implement strategy as needed or appropriate.	-The hiring of a staff support person.

ACTION PLANS

Goal 2 High Priority Strategy ■

WPCAMR will build partnerships, public and private, with individuals, industries and organizations.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will the strategy be implemented?	How will we know we are successful?
Partner on project grants.	-Additional successful projects will result -To reaffirm and expand connection with others	-Find appropriate partners -Find appropriate projects -Identify funding sources	-Board of Directors -Staff members -Potential Volunteers	-Maintain current project partnerships -Seek new partners as new projects present themselves	-New partnership projects funded
Build relationships with the shale gas industry.	-Better understand the shale gas industry and its possible relationship to AMR -Potentially alleviate or eliminate mine pools and/or AMD discharges -Potential source of operating income -AMR advocacy	-Define approaches to industry -Seek partner(s) in industry -Determine staff needs to carry on this project	-Board of Directors -Staff members	- Ongoing	-Industry involved in AML/AMD projects.
Re-invigorate relationships with Conservation Districts using state -of -the art tools. (communication media)	-Gain greater support for all programs and projects - Create “ stakeholder ownership” of programs and projects -WPCAMR becomes a stronger organization	-Identify what can be done to gain more participation with WPCAMR by Conservation Districts -Examine cost factors to institute new communication media -Determine feasibility	-Board of Directors -Staff members -Potential Volunteers	-When appropriate	-Conservation Districts more involved in all areas of programs and projects.
Initiate building relationships with industry.	-Creates goodwill between industry and the AMR community Gets more projects done -Potential partners -AMR advocacy	-Seek industries interested in working with WPCAMR	-Board of Directors -Staff members	-When appropriate	Additional industry partners working with WPCAMR
Strengthen partnerships with watershed associations.	-Support for specific watershed programs -Community outreach strengthened using local sources -WPCAMR providing assistance to specific watershed projects/programs	-Identify specific watershed associations and projects WPCAMR can assist	-Board of Directors -Staff members -Potential Volunteers	-As soon as possible -When appropriate	-Increase in watershed association partnerships and assistance provided

ACTION PLANS

Goal 2 continued High Priority Strategy ■

WPCAMR will build partnerships, public and private, with individuals, industries and organizations.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will the strategy be implemented?	How will we know we are successful?
Maintain and build relationships with government agencies.	-Be an advocate for AMR -Facilitate projects & programs	-Provide adequate staff time -Keep communication lines open with government agencies	-Board of Directors -Staff members -Potential Volunteers	-Ongoing	- Government agencies attend our WPCAMR board meetings and other functions. -Government agencies support AMR conference
Be a facilitator between government, industry, public and organizations.	-To build a stronger coalition for AMR -Maintain our AMR organizational credibility	-Identify issues/projects that need to be facilitated.	-Board of Directors -Staff members -Potential Volunteers	-Ongoing	-AMR conference ongoing -Quarterly meeting attendance. -Increased AMR project implementation



Nemacolin abandoned refuse pile

ACTION PLANS

Goal 3 High Priority Strategy ■

WPCAMR will develop outreach programs and educational materials that promote effective, efficient and practical solutions to AML/AMR.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will the strategy be implemented?	How will we know we are successful?
Create a “Marketing Plan Committee”.	-To create a “Marketing Plan”	-Organize the committee -Establish what is to be included in the plan -Create the “Marketing Plan”	-Board of Directors -Staff members -Marketing Plan Committee	-When appropriate	-Marketing Plan Committee operating and creating plan -Plan completed -Plan implemented
Create a social media program.	-Serves as a resource about WPCAMR -Increased communication -Easily accessible to anyone with internet -Inexpensive platform to implement marketing programs -Fosters awareness of WPCAMR	-Identify what “social media” is to be used -determine if training is necessary -Determine cost associated with different social media types -Seek funding	-Board of Directors -Staff members -PotentialVolunteers -Marketing Committee	-When appropriate	-Increase in followers, subscribers, and friends on social media.
Partner with other groups to create educational and/or outreach grant applications.	-Gain support for outreach and educational programs -Increases outreach and educational capacity of WPCAMR	-Submit for educational and outreach grants -Create educational booklets, lesson plans and brochures -Offer “senior” projects for high school students -Connect with colleges and universities -Continue hosting AMR Conference -Continue supporting the Ohio River Watershed Celebration -Seek additional partners -Continue AMR Clearinghouse -Create educational videos	-Board of Directors -Staff members -Potential Volunteers	-When educational/outreach opportunities present themselves	-Current educational/outreach partnership programs continue -New educational and outreach partnerships are formed -Grants received for educational/outreach programs
Diversify events attended.	-Reach new audiences -Gain greater support for all programs and projects -WPCAMR becomes a stronger organization	-Identify new events to attend -Determine additional costs -Seek funding to attend	-Board of Directors -Staff members -PotentialVolunteers	-Ongoing	-New events are being attended

ACTION PLANS



At the Marchand Treatment System in Lowber, PA, iron oxide is recovered for industrial purposes including pigment for stains and paint.



ACTION PLANS

Goal 4 (a) High Priority Strategy ■

WPCAMR will provide the financial resources necessary to fulfill its mission.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will this strategy be implemented?	How will we know we are successful?
Hire a grant writer.	-Not enough time for staff to research, write and submit the grants -Secure funding to fulfill WPCAMR's Mission	- What is necessary to hire a grant writer -Determine the types of grants to be written -Justify reasons for increased funding -Apply for additional grants -Seek funding	-Board of Directors -Staff members	-When appropriate	-Grant writer is hired -Grants are received by WPCAMR
Diversify funding sources.	-Current funding sources won't support all the goals -Ensure WPCAMR's success over the years -If the current major funder withdraws support, WPCAMR's services could be curtailed	-Identify and seek new funding sources such as: Private donations Fundraisers Private foundations Industry Fees for services	-Board of Directors -Staff members -Potential Volunteers	-Ongoing -When appropriate	-Additional funders identified -New funding sources acquired
Develop a "Financial Plan"	-Provide guidance to the Board of Directors and staff	-Create a "Financial Plan Committee" to create the plan Create the "Financial Plan"	-Board of Directors -Staff members	-When appropriate	-Financial Plan created and implemented
Create a needs list.	-Permits better financial planning -Donations can be sought to meet the needs	-Identify needs -Create list of needs	-Board of directors -Staff members	-When appropriate	-Needs list completed and implemented



Phillips abandoned mine discharge

ACTION PLANS

Goal 4 (b) High Priority Strategy ■

WPCAMR will provide the human resources necessary to fulfill its mission.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will this strategy be implemented?	How will we know we are successful?
Hire an Executive Assistant	-Take care of office work -Increase productivity	-Write a job description -Seek funding -Advertise, interview, and hire	-Board of Directors -Staff members	-When appropriate	-Executive Assistant hired
Share support staff and services with other organizations.	-Routine office work done at reduced cost -Increase productivity	-Identify similar group who may want to share staff -Determine how this would work -Determine cost and funding	-Board of Directors -Staff members	-When appropriate	-Shared services program implemented
Develop an internship program.	-Provides program and project assistance -Community outreach	-Determine which programs and projects would benefit by an internship -Paid or non-paid	-Board of Directors -Staff members	-When appropriate	Interns hired -Internship program implemented
Provide for Board of Directors development and training	-Invigorate board members -Explain board member responsibilities	-Seek funding to hire an organization to lead training and development sessions -Conduct board retreat.	-Board of Directors	-When appropriate	Training and development session completed

Goal 4 (c) High Priority Strategy ■

WPCAMR will provide the physical resources necessary to fulfill its mission.

What is to be done? (strategy)	Why do It?	What are the major steps?	Who will do this?	When will this strategy be implemented?	How will we know we are successful?
Expand office space to include meeting room, adequate storage space.	-Inadequate storage space -No meeting room -Offices currently cramped – used for storage and meetings -Present a more professional appearance -Creates a better working environment	-Find new space to meet needs -Seek funding	-Board of Directors -Staff members	-When appropriate	Adequate office/storage space found
Secure new and up to date office equipment.	-Increase productivity	-Identify what is needed -Seek funding to purchase -Seek equipment donations	-Board of Directors -Staff members -Potential Volunteers	-When appropriate	-New office equipment received

Appendix



Brinkerton Treatment System, Westmoreland County

Goals with Strategies as recorded at the Core Group planning session.

Goal 1

WPCAMR will be an advocate for Abandoned Mine Lands/Abandoned Mine Drainage issues in Pennsylvania.

- Maintain an advocacy presence with legislators.
- Show relevance of AML/AMD issues to the public and funders.
- Educate the public/funders.
- Continue and expand existing programs – AMR Conference, newsletter, website, social media, internet, videos and work with industry.
- Continue to stay abreast of issues.
- Develop, with partners, an in-school program to present the AML/AMD issues.
- Utilize the skill sets among partners to advocate.
- Obtain support staff to allow current staff to advocate
- Encourage and partner with AML/AMR “case-studies” to get data for advocacy work.
- Secure funding to allow advocacy trips to Harrisburg, Washington D.C.

Goal 2

WPCAMR will build partnerships, public and private, with individuals, industries and organizations.

- Partner on grants for projects.
- Build relationships with the shale gas community.
- Re-invigorate relationships with the Conservation Districts using state of the art tools
- Initiate building relationships with industry.
- Strengthen partnerships with watershed associations by assisting watershed specialists.
- Show interrelationship of industry and environmental improvement for the greater good.

- Overcome perceptions and misconceptions by educating the public and the AMR community itself. (re: industry partnerships)
- Maintain and build relationships with government agencies.
- Be a facilitator between government, industry, public and organizations.

Goal 3

WPCAMR will develop outreach and educational programs and materials that promote effective, efficient and practical solutions to Abandoned Mine Lands/Abandoned Mine Drainage.

- Engage Conservation Districts less impacted by AMD in development of marketing and education.
- Diversify the types of events that WPCAMR attends– seek a broader audience.
- Place educational signage at high visibility AMD treatment systems.
- Partner with others on educational and outreach grant applications.
- Partner with others on booklets, lesson plans, and brochures.
- Provide internships.
- Offer “Senior” projects for high school graduation.
- Connect to colleges
- Build/maintain contacts database.
- Market “Abandoned Mine Posts” and WPCAMR activities to get new readers and participants.
- Create a “marketing plan” sub-committee.
- Create educational videos.
- Continue sponsoring AMR Conference.
- Continue Abandoned Mine Posts.
- Continue AMR Clearinghouse.

- Update and maintain website.
- Use social media.
- Continue outreach through Ohio River Watershed Celebration.
- Youth Outreach – Provide lesson plans, create an outreach policy, investigate fee for service.

Goal 4

WPCAMR will provide the financial, human, and physical resources necessary to fulfill its mission.

Goal 4 (a) Human Resources

- Share support staff and services with other organizations.
- Provide an internship.
- Provide impetus for college class projects.
- Hire an Executive Assistant.
- Get staff input on what activities and work could be “farmed out” to partner organizations or individuals.
- Secure new equipment to increase efficiency.
- Encourage watershed groups to include WPCAMR in their grants or budgets.
- Provide Board of Directors development and training.
- Provide better membership benefits.

Goal 4 (b) Financial Resources

- Hire a grant writer.
- Apply for more grants.
- Diversify funding sources: industry, private foundations, tax deductible donations.
- Become a “water provider” - abandoned mine pools for “frack” water.
- More fundraisers like golf outing.
- Develop a financial plan

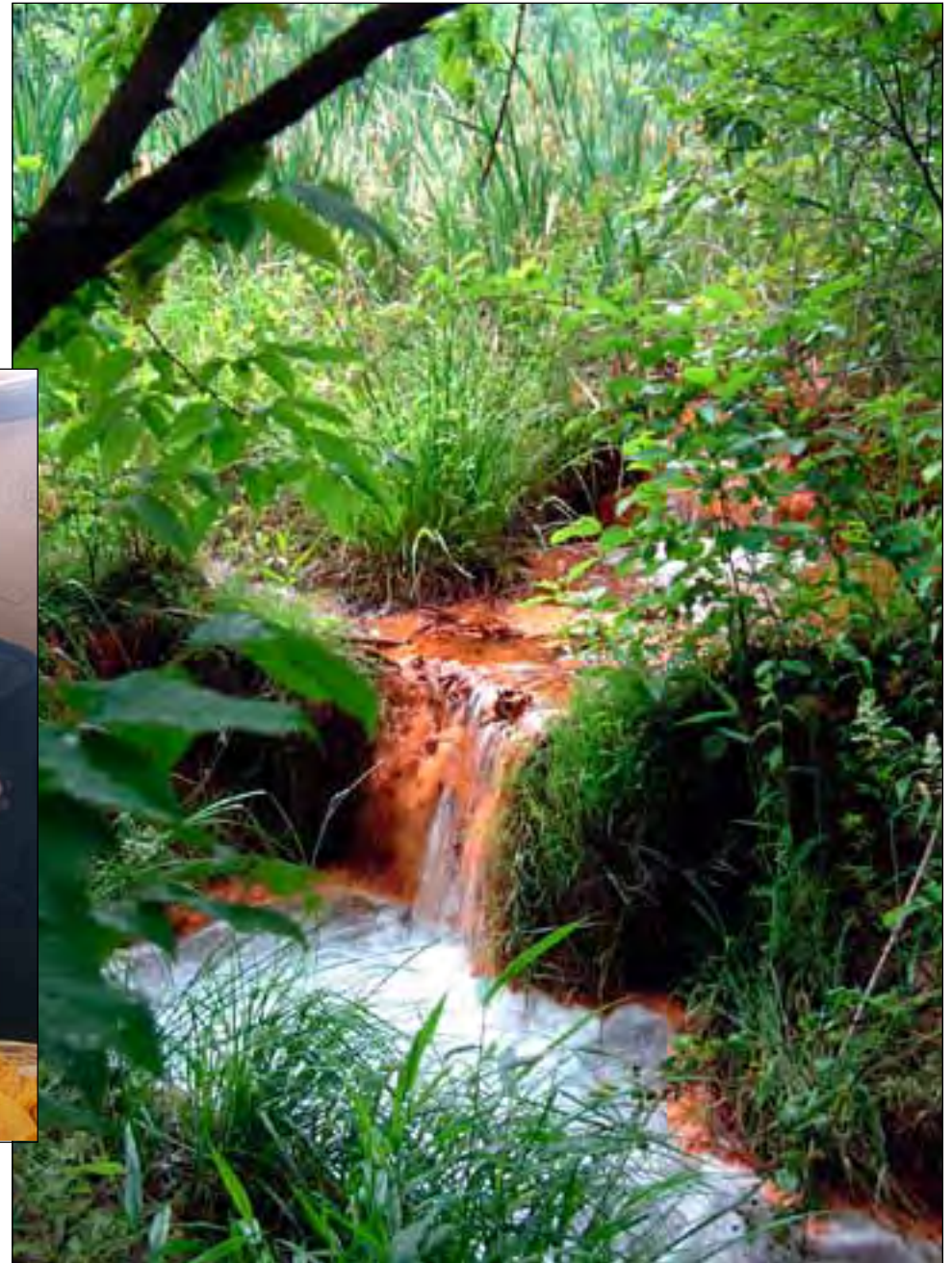


Adjusting the final flow control box where treated mine water from the Brinkerton Treatment System enters the Sewickley Creek in Westmoreland County.

- Engage the Board of Directors in fundraising.
- Create a “needs” list.

Goal 4 (c) Physical Resources

- Create a “wish list” for donated goods.
- Maintain and expand office to support staff and organization.
- Increase storage area.
- Create a list of potential projects.



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

The SWOT analysis was conducted to gather data about the past, present and future of WPCAMR. It provides a framework for identifying issues. The results aid in:

- Developing common perceptions
- Identifying strengths, weaknesses, trends and conditions
- Gathering internal and external information
Focusing on internal and external openness and honesty to changing conditions

Internal Strengths

- Quarterly BOD meetings
- PA AMR Conference
- Has maintained/sustained itself for 30 years
- Little staff turnover
- Qualified staff
- Qualified Board of Directors
- Creates professional educational videos
- Excellent newsletter
- Committed Board of Directors
- 30 year record of successful funding through state, federal, foundations and private sources
- Adherence to WPCAMR values
- Low operating overhead
- Flexibility – staff and Board of Directors
- Physical space (Having own office)
- Partnering ability –Conservation Districts, Watershed Assoc., NGO’s, Industries
- Outreach
- 501 (c) 3 Non-profit organization
- Legacy
- Diversity
- Diligence
- Impartiality
- Trust
- Caring
- Communication skills
- Use of technology
- Integrity
- Positive government relations
- Accountability
- Networking
- Vision
- Ability
- Capacity
- Commitment
- Thinking “outside the box”
- Resource for others
- No basin-wide government organization directing work (SRBC, DRBC, drilling regulations, etc.)
- Fluidity –responsiveness
- Information clearing house
- Industry listens to WPCAMR
- Bridge builder, not competitor

Weaknesses

- Locations of quarterly meetings
- Lack of Executive Committee meetings
- Timing of AMR Conference – Conflicts with other meetings
- Need more personal contacts and site visits
- Rely heavily on one funding source
- Lack of support staff
- Lack of unrestricted funds for operations
- Lack of full participation/involvement of committees
- Lack of direct involvement with industry
- Lack of clarity to voting members
- Need for “at-large” voting
- Need other social media, web conferencing, conference calls for meetings, webinars
- No volunteers to accept leadership positions on Board of Directors
- Use of technology – communications – all aspects
- Contact information (not up to date & for data dissemination)
- No operations plan or transition plan
- Serve large geographic (increases work load for staff)
- Small number of staff
- Funds – need more than available – new sources
- Limited people resources (same people)
- Financials – bills
- Budget – make one and adjust
- No set aside “rainy day funds”
- No discretionary funding
- Diversification
- Too broad job descriptions
- Staff/volunteers not doing what they do best – not enough staff or support staff
- Outreach and education is not attractive to funders (on the ground projects are)
- Finding the right resources (volunteer/people resources)
- Ephemeral dollars
- No employee benefits
- Media/PR (No ability due to small staff)
- Board of Directors – recruitment/guidance/direction/staff
- No technology sub-committee
- Voting delegates – look at changes
- By-laws – structure and clarity
- Administrative support staff
- 319 funding –static and uncertain
- Need new equipment
- Staff benefits/compensation
- Storage space
- Annual review- goals/strategies –program evaluation
- Dues structure – limited and low
- Low grant administrative dollars
- No “fee for services”





Barnes-Watkins Refuse Pile, Cambria County

Opportunities

- Create an operations manual – standard operating procedures
- Technology training workshop
- Staff training and “after-care”
- Hire an Executive Assistant (Information technology, finances, etc.)
- AMD mine pools for shale gas
- Set aside funds available through Growing Greener this round
- Working with industry (fees for service, fee from industry)
- Be an advocate for industry
- Letter writing campaign for “Good Samaritan”
- ARIPPA = industry partnership funding
- Education – EPA et.al. PR on our work
- Restructuring – WPCAMR, BOD, staff, operations, etc.
- Impact fee – source of funds
- AMD/Marcellus legislation advocacy
- Operation and Management (AMD treatment systems) regional need
- Water quality trading – WPCAMR as a broker
- Sharing support staff
- AML inventories – mine pools, gob piles
- Expand communications/ grow partners, social networking
- Internships/projects
- “Marry” restoration to the economy
- Shale gas “fracking” offers potential to partner with the energy industry
- Recruit youth
- Seek foundation/non-traditional funding
- Educate the public about increased quality of life through AMR
- Work on federal Good Samaritan and partnerships we formed
- People can now see they can change “orange” streams – educational outreach – tell the story

External Threats

- Lack of funding – Growing Greener, Title IV, transparency
- Lack of Federal Good Samaritan law
- Movement away from coal – fees drop, beneficial re-mining stops
- Not using beneficial fly ash for reclamation
- AMR getting pushed to “back burner” because of interest in Marcellus Shale Gas
- Coal has less hazards, so less concern
- Public perception of WPCAMR possibly being in the pocket of industry
- Better public relations that work is getting done and what it means
- Some people getting older
- 3rd party lawsuits – relation to abandoned mine drainage
- Shrinking volunteer base
- Economic conditions
- Changes in funding trends
- Government regulations/over-regulation
- AML Fund is down from initial projections
- Spin control – Who yells the loudest?
- Dollars for media campaigns – winning the public opinion battle
- WV federal Court decision on AMD/NPDES Permit – Good Samaritan
- Government changes and transitions (PA DEP, OSM, EPA)
- Fierce competition for funds
- Unite environmental groups
- Board of Directors/staff turnovers
- SMCRA funding down
- Set aside funding
- Growing Greener funding down
- Watershed Associations sustainability
- Conservation Districts involvement
- Lack of funds for health insurance
- Government/319 funding dependent – no diversification



The Three Sisters mine water discharge in Blacklick Creek, Indiana County

WPCAMR Board of Directors – consists of a representative from each of the county Conservation Districts in the bituminous coal fields of PA. (Listed below)

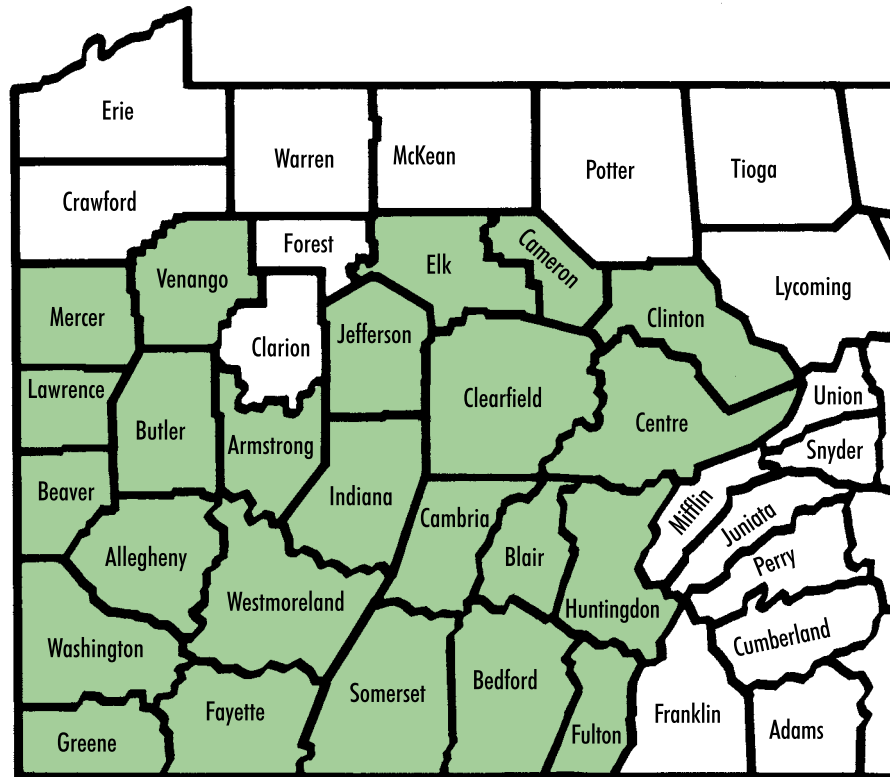
Officers - 2013

- President Dennis Beck
- Vice President Vacant
- Secretary Jim Eckenrode
- Treasurer Greg Phillips



Geographic Area Served

- | | |
|-------------------|---------------------|
| Allegheny County | Fayette County |
| Armstrong County | Fulton County |
| Beaver County | Greene County |
| Bedford County | Huntingdon County |
| Blair County | Indiana County |
| Butler County | Jefferson County |
| Cambria County | Lawrence County |
| Cameron County | Mercer County |
| Centre County | Somerset County |
| Clearfield County | Venango County |
| Clinton County | Washington County |
| Elk County | Westmoreland County |



WPCAMR Strategic Planning Committees

Steering Committee

Title or Affiliation

Denny Beck WPCAMR President
 Greg Phillips..... WPCAMR Treasurer
 Jim Eckenrode..... WPCAMR Secretary
 Donna Carnahan PA Department of Environmental Protection
 Rachel Kester Trout Unlimited
 Eric Cavazza PA Department of Environmental Protection
 Bob Hedin Hedin Environmental
 Robb Piper District Manager, Cambria Conservation District
 Andy McAllister WPCAMR Regional Coordinator
 Anne Daymut..... WPCAMR Watershed Coordinator

Core Group Committee

WPCAMR Staff

Title

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

Conservation Districts

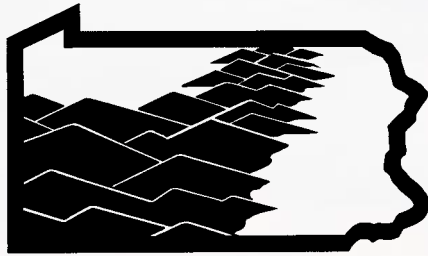
County *Representative, Title*
 Armstrong Dave Beale, Watershed Specialist
 Blair Jim Eckenrode, Watershed Specialist
 Cambria Robb Piper, District Manager
 Cambria Denny Beck, Cambria Conservation District
 Board of Directors

Greene.....Julie Maxwell, Watershed Specialist
 Westmoreland.....Greg Phillips, District Manager

AMD/AMR Supporting Organizations

<i>Organization</i>	<i>Representative</i>
Foundation for PA Watersheds.....	Branden Diehl
Stream Restoration Inc.	Margaret Dunn
PA Department of Environmental Protection.....	Donna Carnahan, Pam Milavec, Eric Cavazza
Stonycreek River Improvement Project.....	Thurman Korns
Kiski-Conemaugh Stream Team	Melissa Reckner
Western Pennsylvania Conservancy.....	Alysha Trexler
Cambria County Conservation and Recreation Authority.....	Dee Columbus
Hedin Environmental	Bob Hedin
Trout Unlimited.....	Rachel Kester
Strategic Planning Facilitator.....	Thomas Grote
Graphic Design.....	Mark Jackson, Westmoreland Conservation District





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