

Division of Reclamation

2013-2015 Business Plan

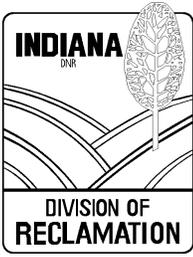
Leading a Change in Indiana Government through our People and our Partners
Measured by Results on the Land, in the Water, and with our Customers



Striking the balance between environmental protection, agricultural productivity, and the need for coal as an essential source of energy



IC 14-34-1-3



DIVISION OF RECLAMATION

VISION STATEMENT

The Division of Reclamation, *Leading a Change in Indiana Government* through our People and our Partners; Measured by Results on The Land, in The Water and with our Citizen-Customers.

It is the vision of the division to be the very best land reclamation organization.

Acknowledged for:

Creativity

Technical Expertise

Principle Centered Leadership

**Significant Natural Resources Achievements &
Meaningful Contributions To Indiana Citizens.**

MISSION STATEMENT

We, the employees of the Division of Reclamation, are dedicated to professional public service through effective administration of Indiana's mine reclamation laws. We are committed to ensuring balanced management of natural resources and public protection both during and after mining.

VALUES

Individual Integrity

Professionalism

Quality Work Environment



DIVISION OF RECLAMATION
serving our stakeholders

WE PROVIDE SERVICE TO:

Citizens

- Landowners**
- Interested Parties**

Business and Industry

- Coal and Clay/Shale Mine Operators**
- Utilities**
- Contractors and Vendors**

Colleagues

- Industry Consultants**
- Academia**
- Research Institutions**
- Division of Reclamation / DNR Employees**

Other Agencies

- State and Federal Agencies**
- Local Governments**
- Federal, State and Local Environmental Organizations**
- Special Interest Groups**

Future Generations

Program Purpose and Design

Statutory Authority

The Division of Reclamation has two primary program responsibilities: Regulatory and Restoration of Indiana coal mines. Statutory mandates for division programs can be found within Indiana Code (IC) 14-34. The law includes the following purposes for the Division as stated in IC 14-34-1-4:

- Implement and enforce the federal Surface Mining Control and Reclamation Act of 1977 (30 U.S.C. 1201 through 1328)
- Establish a statewide program to protect society and the environment from the adverse effects of surface coal mining operations.
- Assure that the rights of surface landowners and other persons with a legal interest in the land or appurtenances to the land are fully protected from surface coal mining operations.
- Assure that surface coal mining operations are conducted so as to protect the environment.
- Assure that the coal supply essential to the nation's energy requirements and economic and social well-being is provided and strike a balance between protection of the environment and agricultural productivity and the nation's need for coal as an essential source of energy.
- Promote the reclamation of mined areas left without adequate reclamation before August 3, 1977, and that which continue, in their un-reclaimed condition, to substantially degrade the quality of the environment, prevent or damage the beneficial use of land or water resources, or endanger the health or safety of the public.
- Assure that appropriate procedures are provided for the public participation in the development, revision, and enforcement of regulations, standards, reclamation plans, or programs established by the state.

Program Functions

The Regulatory Program oversees all active coal mining operations and the reclamation of land disturbed by mining. As mandated by statute, the Division has a unique and challenging responsibility of striking a balance of protecting citizens and the environment from the potentially adverse effects of surface coal mining operations while at the same time serving the national need for coal as an essential energy source.

The Division also has regulatory responsibility for the mining of clay, clay shale and oil shale. The Division does not regulate sand and gravel, crushed stone, dimension limestone, peat, marl, gypsum or any other Indiana mineral.

The Restoration Program reclaims areas disturbed by coal mining that occurred prior to inception

of the federal Surface Mining Act of 1977 for which there is no longer any private entity responsible for the site reclamation under state or federal law. Our purpose at these abandoned sites is to mitigate or eliminate safety, health and environmental hazards while improving land productivity and qualities of the land and water.

The Division of Reclamation is assigned to the Department of Natural Resources Bureau of Resource Regulation. Regulatory and Restoration personnel are headquartered in Jasonville, Greene County in the coal region of southwestern Indiana. Some administrative services support personnel and the bureau office are located in the Indiana Government Center in Indianapolis.

Historical Perspective

Bituminous coal was first discovered along the Wabash River in 1736. Actual mining began in the middle 1800s as an underground operation. When large steam-powered earth-moving technology was developed for construction of the Panama Canal, surface mining soon became the dominant method of coal removal. Like many Eastern coal states, early Indiana coal operations did not consider reclamation a priority. As mining increased, so did the degradation to land that was left unproductive, with little topsoil and acidic run-off into local waterways.

In 1926, Indiana coal mine operators pioneered the reclamation of surface mined land in the United States. The members of the Indiana Coal Producers Association voluntarily re-vegetated spoil banks primarily with pine species that grew in the rocky, acidic soils. However, not all mine operators joined the association so reclamation was not consistently applied at all sites.

In 1941, Indiana became the second state in the nation to pass a state law requiring tree plantings on spoil banks. In 1967 this law was amended to include provisions for:

- Planting farm crops, hay and grasses on mind land;
- Required the burial of acid-forming rocks and other materials; and,
- Areas reclaimed for agriculture had to be accessible by farm machinery.

Indiana became the first state to require mined land be graded to specific contours and performance bond had to be placed on the land to be mined.

In 1973 the Division of Reclamation was formed, breaking off from the Division of Forestry. The division offices were housed in Jasonville at a field office for the district foresters. From its meager beginnings, the passage of the federal law in 1977 created a huge expansion of program responsibilities, staffing levels, and budget.

On July 29, 1982, the Division of Reclamation received federal approval, or “Primacy”, for regulation of surface coal mining under the mandates and oversight of the federal coal law. Although other federal laws do impact surface coal mining operations, permitting, inspection and enforcement authority for regulation is specific to the statutory mandates of the Division of Reclamation. The Department of Interior, Office of Surface Mining Reclamation and Enforcement has oversight responsibilities for the Division’s performance to state and federal coal mining laws. Indiana’s coal mining industry remains strong. Record production occurred at over 37 million tons in calendar year 2011. Underground recovery mines have increased significantly over the past decade and now makes up approximately 45% of production. Coal continues to power nearly 95% of electrical production in Indiana.

Division Structure

The Division of Reclamation is the only Division in the Department of Natural Resources whose primary office is outside Indianapolis. This is due to the coal producing area being located solely in the southwestern part of Indiana. The main service delivery sections of the division are:

Inspection and Enforcement

Field inspectors have primary responsibility for the permit review and operational compliance to the laws. These Reclamation Specialists conduct inspections on a rule-specific schedule. Permittees are informed of any noted violations and civil penalties are assessed as appropriate. When required, an inspector may issue a cessation order. Bond is released based on the inspector's observation of the reclamation conditions being met in accordance with the mining plan and successful attainment of performance standard requirements contained within the regulations.

Technical Services

Permit details are reviewed by technical specialists in the fields of geology, hydrology, archaeology, fish and wildlife, biology, agronomy/soil science, and mine engineering. Blasting Specialists review proposed blasting plans and monitor blasting related activities at active sites. Permittee and Operator credentials are checked through a nation-wide database, the Applicant Violator System, to ensure those with a serious record of noncompliance do not receive mining permits. Bond amounts are determined within this section. A geographic information system has been invaluable to monitoring mining operations. The Division has been fortunate to maintain a cadre of competent professionals whose training is specific to Indiana coal mine issues. The result has been a positive relationship with the industry and ability to process coal permit documents in a quality and timely manner.

Restoration

This group is responsible for reclamation of any mined site that has been abandoned including pre-1977 Abandoned Mined Lands, forfeited bond, or Post 77 Abandoned Mine Fund. Staff:

- Inventory the sites to determine eligibility and determine priority;
- Submit applications for and financially monitor federal grant funds;
- Apply for necessary federal permits;
- Survey and generate engineering designs for lands to be restored;
- Prepare bid documents;
- Monitor contract compliance during construction;
- Perform post completion inspections for follow up maintenance.

Emergency projects, such as subsidences, landslides, and mine gas issues are performed by the Restoration Team. This section has won numerous national awards for innovative engineering and reclamation of particularly difficult sites.

Operational Support

Operational support is provided through centralized DNR functions as well as Division staff who provide direct internal support for daily operations of the Jasonville field office. The Division

has extensive computer and communications needs that must be coordinated with staff of other agencies and that must be implemented at the Jasonville office. Operational personnel coordinate the strategic planning, performance measurement and reporting, training, public outreach and education, and other non-programmatic functions that maintain high quality delivery of services to Hoosier customers.

Increasing Program Effectiveness

The Division has continually improved its program effectiveness. Effectiveness is measured from two aspects:

Production: Quantity, timeliness, and cost of work produced; and,

Production Capability: Ability of workforce to produce a quality work product within the limits of available resources.

The Division reached a peak staffing level of 105 in the late 1980s. Current staffing level is 58. Contributing reductions have been consolidation at the department level of administrative functions and consolidation at the statewide level of computer functions. However, prior to those mandated changes the division had voluntarily reduced positions through streamlining processes. Considerable credit can be given to the stability of the staff that has resulted in knowledge and experience throughout the Division. Decisions are made by field staff with the assurance that Division procedures and policies are being followed.

With all regulatory programs, statutory requirements drive performance. The Division has increased its production resulting in reduced time to process program actions. Reclamation Specialists now have double the acreage to inspect while still meeting required inspection frequencies. Streamlining cannot be accomplished at the expense of reduction in quality. Poor quality has expensive consequences.

Partnerships that Deliver Results

The Division makes every effort to ensure resources contribute to program results. For both programs the involvement and relationship with the citizenry determine our success. The division does not consider itself an “environmental cop” but rather a partner with the public, landowners, and industry to ensure proper mining of the coal resource and reclamation of the land to previous levels of productivity. This attitude has resulted in less conflict, less litigation, and more time and energy focused on program outcomes instead of enforcement actions.

The Restoration Program has been particularly successful in establishing local partnerships that can direct their attention on local restoration needs that are not high priority for bidding and contracting through state procedures.

Partners For Reclamation Program

The Division of Reclamation and a Southwest Indiana Resource Conservation and Development (RC&D) Council have joined together to provide opportunities to help local citizens fix the adverse effects of coal mining on their property. This program is designed to assist property owners who have been adversely impacted by abandoned coal mining operations.

Landowners work with their local Soil and Water Conservation District (SWCD) to develop a plan to correct the mining related problems unique to their property. The Division of Reclamation (DoR) will fund up to eighty-five percent of the project costs through the RC&D. The RC&D may assist the property owner with contracting and other aspects of the project. Typical submittals do not exceed \$20,000 in total division contributions.

Examples of typical mining related problems that may be appropriate are:

- Acidic water impacting land use
- Barren or poorly vegetated mine spoil
- Coal refuse and gob material
- Old mine haul roads
- Erosion problems associated with steep slopes
- Reduced drainage capacity that results in periodic flooding
- Drainage problems associated with sag type mine subsidence
- Other mining related issues on a case-by-case basis

Reclamation Re-Leaf

The Divisions of Reclamation and Forestry help landowners establish trees on their mined and reclaimed property. These tree planting projects help protect the soil and water, improve wildlife habitat and ultimately provide for timber harvest. Personnel work with the landowner to determine the appropriate species of trees based on soil conditions and the landowner's future use. Seedlings are purchased from one of the Division of Forestry nurseries and planted via contract with professional planting equipment.

Indiana Society of Mining and Reclamation

The Division actively participates in this annual technology seminar and provides supporting staff to help organize the event. In December approximately 150 industry personnel, academia, state and federal regulators, and others gather for two days of intensive seminars and presentations on the latest research and technology regarding coal mining and reclamation. This technology seminar has a regional reputation for bringing the "best-of-the-best" practices together. Results are reflected in the mining and reclamation conducted at Indiana operations.

Indiana Soils/Prime Farmland Team

The Division actively participates in a group of experts on the subject of farming reclaimed mine ground. The Indiana Soils/Prime Farmland Team was formed over a decade ago to develop and provide recommendations that ensure the protection, restoration, and management of soil resources affected by coal mining in Indiana. This team remains very active, holding field events at a coal mine site in southwestern Indiana every two years, and has generated two publications, [The Citizen's Soils Guide](#), and [Farm Management Practices for Reclaimed Cropland](#). These publications are available at the following web link: <http://www.in.gov/dnr/reclamation/3490.htm>

Strategic Planning

Development of Operation Excellence

Operation Excellence (OPEX) began as a process of setting goals and objectives for the Fiscal Year 1993-1994 (FY 93-94) to provide guidance and set priorities for staff. By the end of that fiscal year, the process had evolved into a comprehensive management style directed at reinventing the Division. In Phase II (FY 94-95), the Division moved into total quality management and began refining the performance objectives to obtain better measurable results. OPEX III for FY 95-96 became the Division's first comprehensive strategic plan. *Operation Excellence* has continued as a performance-based work plan, providing long-term guidance into the 21st century. The work plan has been a road map for accomplishing short-term objectives to ensure the long-term outcomes are met.

Operation Excellence has been successful due to the commitment and direct involvement of the staff and Division executive leadership who are dedicated to making the Division a peak performing government agency. *Operation Excellence* relies on the commitment of line supervisors to carry out the agreed upon work effort. *Operation Excellence* challenges everyone to attain the highest possible level of personal and team performance. A primary key to our Division success has been training in technical skills as well as in leadership, quality improvement, customer service, creative thinking, team building and meeting facilitation. This training is provided by in-house instructors with experience and expertise in these matters and by taking advantage of technical training courses that are typically provided at no cost by the federal Office of Surface Mining Reclamation and Enforcement. A learning organization is more flexible to shift to changing needs of the industry, technology advancements, and the changing conditions for government regulators.



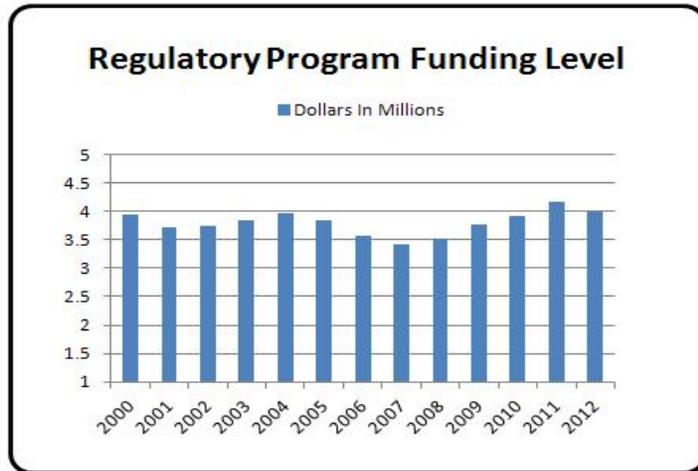
Division of Reclamation Staff, May 17, 2012

The Division of Reclamation measures success in achieving mission critical goals through:

- 1. Environmental protection and economic productivity;**
- 2. Maximum Return on Investment of entrusted financial resources.**

Regulatory Program

The Division of Reclamation’s Regulatory Program challenge is to assure that the coal supply essential to the nation’s energy requirements and economic and social well-being is provided while striking a balance with protection of the environment and agricultural productivity. The outcome of this challenge must be accomplished in a manner that is both cost efficient and programmatically effective. The Regulatory



Program is funded 50% by a federal grant from the U.S. Department of Interior’s Office of Surface Mining Reclamation and Enforcement with the other 50% from a dedicated fee on each ton of coal mined in Indiana. Through efficiencies, many discussed throughout this document, the Regulatory Program has been able to maintain a consistent funding level over the past decade. This has been accomplished even though cost of living and fringe costs have increased substantially.

Abandoned Mine Land Program

The Division of Reclamation’s Abandoned Mine Land Program challenge is to utilize available funds to reclaim coal mined areas that endanger the health and safety of the public or substantially degrade the environment that are the result of coal mining activities prior to implementation of the Surface Mining Act of 1977. The Abandoned Mine Land Program is funded entirely by a fee enacted by Congress on each ton of coal mined in the nation.

Measuring Division of Reclamation Success

The Division has an extensive tracking system to monitor success. Both State and Federal regulations require that certain actions take place within a specified time frame. The Division is evaluated against those time frames. Examples include: monthly partial site inspections or quarterly complete site inspections, permitting timeframes and bond release action timeframes. Each year the U.S. Department of Interior's Office of Surface Mining Reclamation and Enforcement produces a program evaluation of Indiana's Regulatory and Abandoned Mine Land Program focused upon determining if these programs are performing adequately and if they are as effective as the federal counterparts. The most recent report found that no Indiana problems or issues were identified during the Evaluation Year. The report is available at <http://odocs.osmre.gov/qdocs.aspx>

Performance is best measured at three levels:

1. The Division
2. The Work Unit
3. The Employee

Division Performance

The foundations for measuring Division performance are the Division's vision, mission, and goals. Values serve as foundational principles for decision-making and behavioral conduct.

Measuring output of program functions is not the only aspect of division performance considered important. The Division intentionally continues the evaluation of program management.

- Do processes deliver results to the customer with the least steps and delay?
- Does the structure of the division enhance or restrict performance?
- Does the budget support division program performance? Is revenue adequate to cover expenditures?
- Does staff receive timely information that allows them to maintain productivity levels with no down time or rework?
- Are the right people at the right levels involved in making the right decisions for the right reasons? (Level of Empowerment)
- Are employees being rewarded for their work? Are compensation levels commensurate with knowledge, skills, and experience and competitive with the market?

The Division recognizes the importance of its stable, highly trained, and experienced staff that are responsible for our award-winning results. Finally the Division's success is dependent upon a culture that is performance-based. Through development of managers and employees, leaders continually emerge to move the Division to its next level of excellence.



DIVISION OF RECLAMATION

GOALS

Division of Reclamation Economic Impact Goal:

We recognize the role of contributor to the economic welfare of Indiana citizens, business, and industry and will conduct its programs in a manner that enhances our State's economic growth while ensuring protection of the public and environment.

Management Goal:

To provide quality, accountable leadership for the successful fulfillment of the vision, mission and goals of the Division of Reclamation.

Regulatory Program Goal:

The Division of Reclamation shall maintain emphasis on permitting, bonding, and inspection elements to assure that coal mining and reclamation operations are conducted in an environmentally responsible manner while recognizing the nation's demand for coal.

Restoration Program Goal:

The Division of Reclamation shall continue to increase its level of performance in reclaiming abandoned sites through increased grant funding and attempting to secure additional program funding from diverse sources. The Division will ensure that such work is conducted in a cost effective, expeditious manner while reducing the environmental damage of pre-Surface Mining Acting operations and effects thereof on the public.

Administrative Services Goal:

The Division of Reclamation shall be recognized for effective management of Division operational resources; delivery of training and strategic planning; and public outreach directed at optimum program performance and customer services.

Achievement of our goals is founded on quality customer service in every action. Our long-term performance has been based on the level of service given in relation to our Customer Service Vision that begins on the next page.



Division Outcomes to Accomplish DNR Customer Service Value

In pursuit of excellence in program performance	Maintaining a healthy internal operating system
<ul style="list-style-type: none"> Issuance of permits Reclamation of abandoned sites Inspection and Enforcement actions Design and Engineering Bond Release Project management Blast monitoring Field operations Technical review and support Grants management Contract oversight Learning, innovation, creativity 	<ul style="list-style-type: none"> Leadership performance Personal performance Business process performance Continuous improvement to operate efficiently and Eliminate waste Technical Proficiency Strategic planning Management of all information systems Fiscal responsibility Operational support services Teamwork Accountable results

PURSUING EXCELLENCE IN CUSTOMER SERVICE

Division customers rely on us to make competent and timely decisions. Knowledge and expertise are important, but we must display the following **professional values** in all of our dealings with customers:

Accountability **Quality in Work** **Quality Performance** **Consistency**
Public Service **Responsibility** **Wisdom**

But in order to effectively serve our customers, we also need **personal values** like:

Courtesy **Credibility** **Empathy** **Patience** **Respect** **Caring**

To implement these values as a Division, we must be committed to:

- Dealing with our customers and implementing our programs in an ethical and honest manner.
- Viewing each contact with a customer as an opportunity to serve and improve a relationship with the Division.
- Serving each customer to the utmost limits supported by law, science, and available resources.
- Including customers' concerns in program decision-making.
- Listening to customers for their feedback and reporting the results.

We must internalize a culture in which everything starts with the customer and ends with the customer. Customers will then spread the word about the quality of service they receive from the Division; this directly translates to increased public confidence. This can be realized by using the following formula:

- Listen to our customers. Make changes to our processes based on what customers tell us.
- Use a variety of listening and learning strategies to continually obtain customer feedback about performance, expectations, and preferences; and
- Improve our operations based on the feedback received on a continuous and ongoing process.

Pursuing Excellence for Our Customers in Program Performance

Issuance of Permits: Applicants need timely permit actions in order to meet their contractual obligations while maintaining coal production to satisfy the nation's energy demands. We are obligated to communicate as clearly as possible the information we require to make factual, scientific decisions in accordance with applicable regulatory requirements. We are committed to conducting our reviews in a professional, timely manner to reduce delays to the applicant.

Inspection and Enforcement Actions: Society needs us to conduct the necessary inspections for the proper administration of the Law. We are committed to conducting quality inspections to assure that society and the environment are fully protected. We apply responsible, consistent, and accountable enforcement to ensure compliance with all laws, regulations, and permit conditions.

Bond Release: Our customers need us to monitor the level of reclamation success and improve the process leading to successful reclamation. We conduct timely and efficient bond release inspections in accordance with the Law and regulations so that the land can be returned to the landowner as quickly as possible while minimizing the cost of the Regulatory Program.

Blast Monitoring: Our customers want the maximum protection afforded by our program in order to protect properties and resources adjacent to mining operations. We empathize with customer concerns and communicate honestly so they know what to expect and how they can participate in the regulatory process. We use the best science and technology available to monitor blasting operations and provide timely feedback to our customers when complaints are investigated. We provide quality training for Division of Reclamation Blasting Specialists and for the blaster certification program and constantly seek out ways to improve our own knowledge base.

Technical Review and Support: Our customers need a technically competent staff to play an important role in the successful enforcement of the Law. We provide support to Division staff and our customers in the form of sound scientific and technical advice for the wise use of resources and protection of the environment. We also provide in-house training to meet the advanced technical needs of Division staff.

Learning, Innovation, and Creativity: We wisely invest time and money to fully train our staff, and then empower them to solve customer problems. We are open to new possibilities. We look for alternatives.

Reclamation of Abandoned Sites: We work with private landowners and contractors to eliminate the safety, health and environmental problems that remain from pre-Surface Mining Act abandoned coal mine sites. Each site will be reclaimed in accord with its priority rating, and every project will be a reflection of our commitment to quality work.

Design and Engineering: Reclamation plans will be developed in conjunction with sound scientific and engineering practices to maximize the effectiveness and efficiency of our resources. Input from owners and all concerned citizens will be used to guide the final reclamation design.

Project Management: Construction activity will be completed in a manner consistent with the plans and specifications for each project, maximizing the benefit to the owner and public, while simultaneously accomplishing the goals of the Restoration Program. Doing the right thing and quality of work are the overriding concerns.

Field Operations: We conduct quality inspections that meet or exceed the requirements of the Law. In-house training and the wisdom gained through years of experience enable us to assist operators in conducting better reclamation of mined sites.

Coordination of all components of investigation, prioritization, design, construction and follow-up will insure that a smooth, continuous flow of AML reclamation projects will be addressed within the bounds of our available resources. Consultation with all customers will insure that work is done in a quality manner, and portrays the professional nature of the Division.

AML Program Management: Program support will be conducted in a timely and program supportive manner to insure that maximum benefit is derived for the citizens of Indiana. Professional planning, precise accounting and cooperative program reviews, coupled with accurate reporting of activities, will insure the continuous availability of vital program funding.

Contract Oversight: All design, construction and investigative contracts will be administered to the benefit of all contractual parties. Building on our programmatic history and experience, a fair price will be paid for a quality product. All terms and conditions will be evenly enforced, and outstanding performance rewarded.

Pursuing Excellence Through Maintaining a Healthy Internal Operating System

To maintain a customer service vision, the Division must remain internally healthy while continuing to strive for excellence in the performance of its program functions. Absolutely essential to the effort is the Division's ability to obtain and use adequate resources in the form of "time, talent, and treasure". Internal operations should be transparent to the customer including those who create and maintain these operations. Work should be done in a routine manner with employees being able to plan, organize and carry out their daily assigned tasks. Crises arise in every organization, but should not be the standard way that business is conducted. The work environment should create conditions that will produce a measurable quantity of performance every day for which employees can feel a genuine sense of contribution. Factors contributing to this work environment include:

Leadership: Leadership is a commitment of ownership from every individual to contribute toward the success of the Division.

Personal performance: Each person is an actively contributing member of the Division's program functions based on a solid understanding of his/her roles and goals.

Business Process Performance: Work is conducted in a professional manner to the highest level of defined and agreed upon performance standards. The manner in which work is conducted shall be efficient and effective.

Continuous Improvement: Each person, work team, and program unit must continually look for better ways to conduct its tasks and structure its work load. There needs to be constant alertness to eliminate waste, rework, duplicity of effort, and implementation of developing technologies.

Technical Proficiency: Employees should feel challenged to seek new knowledge and ways to improve personally, professionally, and organizationally. Only through continuous learning can we find creative and innovative ways to conduct our work better, smarter, and faster.

Strategic Planning: *Operation Excellence* shall remain the division's business plan for excellence in performance. Division staff shall periodically take time to evaluate our success and adjust for the future. All staff are empowered to put forth ideas to better all aspects of the Division.

Management of all Information Systems: The Division takes pride in the utilization of advanced technologies absolutely essential for sound decision making. Communication of information with staff and with our external customers shall be facilitated through the use of high speed, high quality delivery systems.

Adequate Operational Support: Positive program results can only be achieved with adequate resources. Reliable financial resources are absolutely essential to support proper staffing levels at competitive salaries; maintain current levels of technology; sustain information systems accessible to both internal and external customers; provide field and office equipment, supplies, and training.

Teamwork: The Division of Reclamation is a team-based organization. Our foundational strength lies in our ability to work together for the betterment of our customers.

Accountable Results: It is the personal responsibility of each employee to assume accountability for results in program performance. This is our job.

Attainment of our Customer Service Vision is reflected within each of our program performance measures.



REGULATORY

Regulatory Program Goal:

The Division of Reclamation shall maintain emphasis on permitting, bonding, and inspection elements to assure that coal mining and reclamation operations are conducted in an environmentally responsible manner while recognizing the nation's demand for coal.

Mission Statements

Inspection and Enforcement

The Inspection and Enforcement Section promotes resource protection and public safety through effective implementation of the permitting and environmental protection performance standards of the Indiana Surface Mining Control and Reclamation Act.

Technical Services

The Technical Services Section provides support within the Division of Reclamation, to the Department of Natural Resources, industry, citizens and others in the form of sound scientific and technical advice for the wise use of resources and protection of the environment.

Customers

Citizens:

- Landowners
- Interested Parties

Industry

- Coal and Clay/Shale Mine Operators
- Utilities

Colleagues

- Industry Consultants
- Academia
- Research Institutions
- Division of Reclamation Employees

Other Agencies

- State and Local Government
- Federal, State, and Local Environmental Entities

The Environment and its Resources

Future Generations

RESTORATION

Restoration Program Goal:

The Division of Reclamation shall continue to increase its level of performance in reclaiming abandoned sites through increased grant funding and attempting to secure additional program funding from diverse sources. The Division will ensure that such work is conducted in a cost effective, expeditious manner while reducing the environmental damage and effect on public welfare.

Mission Statement

The Restoration team will reclaim abandoned mine lands to a safe, productive, environmentally sound and enduring condition through effective use of available resources which consider the need of our customers.

Customers

Concerned Citizens: Persons with an expressed stake in the results of the project/program.

Landowners: Owners of properties affected by the project/program.

Contractors: Architectural and Engineering firms, construction companies, suppliers, subcontractors, appraisal firms.

Government Agencies: Federal, state and local entities who are environmentally, economically, politically or technically affected.

Division Staff: All staff of the Division of Reclamation with whom we have a duty to provide a service or product.

Mining Industry: Those contributors of AML fees whose image is enhanced through reclamation of pre-law sites.

General Public: Those whose health and safety are affected by the Restoration Program.

PERFORMANCE METRICS

Regulatory Objectives/Targets:

Permit decisions within a time frame that enables coal producers to begin or continue mining operations without disruption caused by regulatory inaction or uncertainty.

1. Internal coordination of permitting actions to eliminate redundancy of multiple requests for information from the operator.
2. Communicate actions promptly with coal operators to improve their abilities to plan operations to meet the conditions of their contracts as coal suppliers.
3. Inspection schedule that not only meets federal requirements but maintains a consistent connection with the operator and the operation.
4. Immediate response to violations of regulations or permit requirements, alleged, observed or reported, that might cause environmental or health and safety impacts.

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Process permit applications and permit revision documents within prescribed timeframes enabling coal producers to begin or continue mining operations without disruption caused by regulatory inaction or uncertainty.

Outcome: Process permit applications and permit revision documents within specified timeframes.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Coal Mine Permit Applications	Technical Services Section Reclamation Specialist	270 days following submission
-Bond Submittals	Reclamation Specialist Appropriate Technical Services Staff	30 days following submission
-Condition Modifications	Reclamation Specialist Field Supervisors	30 days following submission
-Incidental Boundary Revisions	Reclamation Specialist Appropriate Technical Services Staff	60 days following submission
-Land Use Changes	Reclamation Specialist Appropriate Technical Services Staff	90 days following submission
-Mid-Term Reviews	Reclamation Specialist	30 days following submission
-Insignificant Permit Revisions	Reclamation Specialist Appropriate Technical Services Staff	30 days following submission
-Permit Renewals	Permit Coordinator Reclamation Specialist	120 days following submission

-Permit Transfers	Permit Coordinator Reclamation Specialist	120 days following submission
-Clay/Shale Permit Applications	Field Supervisor	45 days following submission
-Clay/Shale Permit Renewals	Field Supervisor	45 days following submission

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Ensure land is properly protected during mining.

Outcome: Inspect all surface and underground coal, clay, and shale mining operations at or above the frequency set by law to assure compliance with public safety and environmental protection performance standards. 100% of the required inspections shall be achieved.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Inspect all jurisdictional coal, clay, and shale operations at required frequencies.	Reclamation Specialists	Monthly, Quarterly, or Annually dependent upon status, attain 100% inspection frequency
-Monitor end-of-month reports to validate inspections occur at designated frequencies.	Program Coordinator Field Supervisors	Monthly
-Modify, as appropriate, inspector assigned mine lists	Field Supervisors	Monthly
-Modify status on IU list as warranted	Field Supervisors	Monthly

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Ensure land is properly protected during mining.

Outcome: Provide immediate response to violations of regulations or permit requirements, alleged, observed or reported, that might cause imminent harm in regard to environmental or health and safety impacts.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
Receive report	Anyone	Immediate
Forward to appropriate Regulatory Program staff member	Anyone	Immediate
Respond	Reclamation Specialist	Immediate

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Ensure land is properly protected during mining.

Outcome: Inspection of all actions undertaken by operators to correct or abate violations within time frames defined in the enforcement document.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Inspect violation location	Reclamation Specialists	Within timeframe set in notice of violation
-Determine if action was appropriate to terminate violation	Reclamation Specialists	Immediately at inspection
-Terminate, Modify, or take additional action	Reclamation Specialists	Within one day following inspection

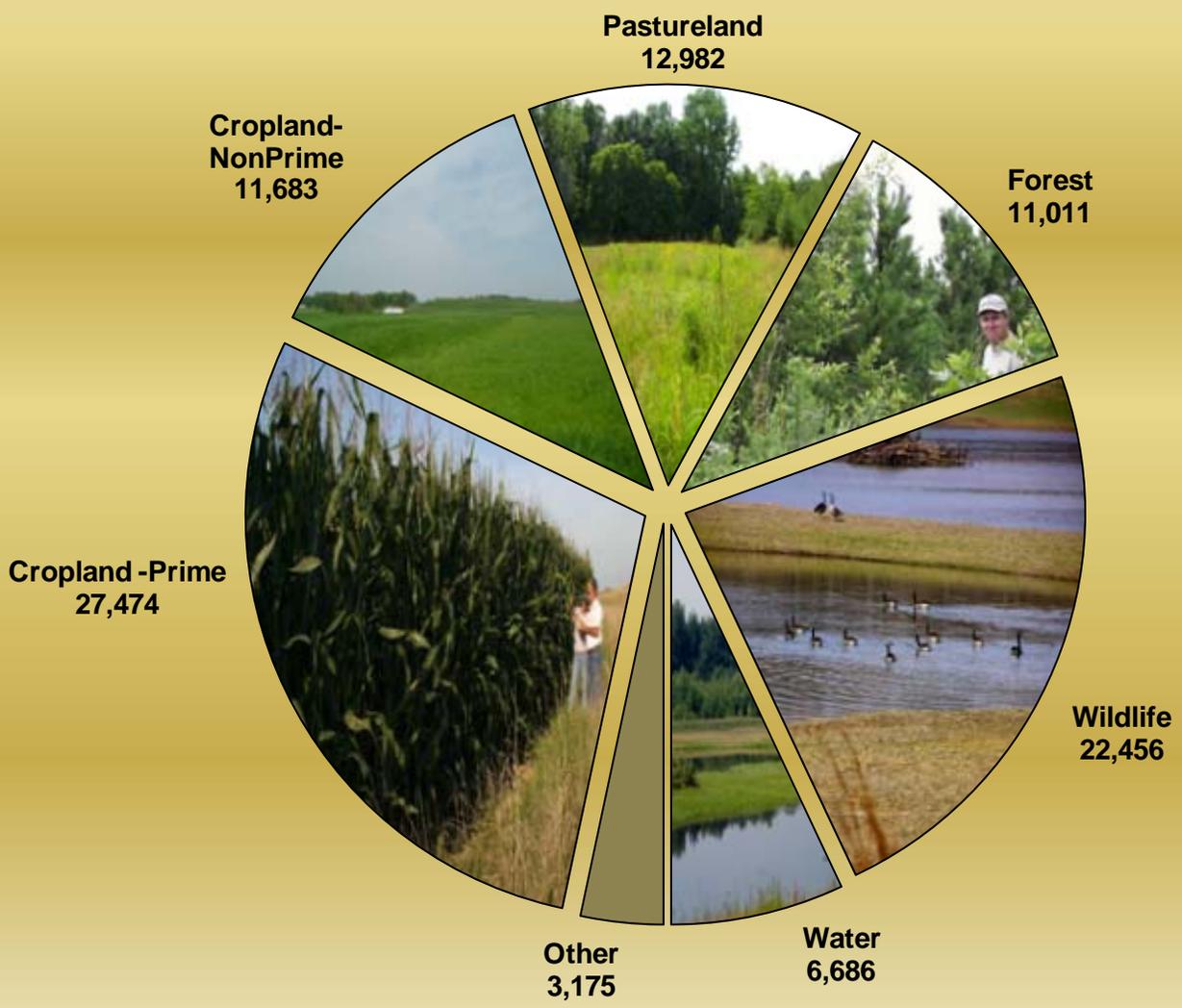
DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Ensure consistency of enforcement procedures that protect the environment and human health and safety while being responsive to industry needs.

Outcome: When the approved land form is restored by successful grading, soil replacement, control of surface drainage, and conformance with all applicable bond release and performance standard criteria, the Performance Bond for Phase 1, Phase 2, and/or Phase 3 shall be released upon a request by the permittee and fulfillment of all mandated processes.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Administrative Completeness Review	Reclamation Specialist	Within 20 days of Receipt
-Site Inspection	Reclamation Specialist	Within 30 days of Complete Request
-Inspection Deficiency Notification, as necessary	Reclamation Specialist	Within 14 days of Inspection
-Inspection Result Notification Letter	Reclamation Specialist	Within 60 days of Complete Request
-Finalize Release Packet to Bond Coordinator	Reclamation Specialist	30 Days after date on last date on last certified mail receipt

Landuse Acres Returned to Landowners Between 1996 to 2011



DoR STRATEGIC PLAN
ACTION PLAN

DoR Objective/Target: **Ensure consistency of enforcement procedures that protect the environment and human health and safety.**

Outcome: Offer Educational Opportunities for Certified Blasters that will meet continuing education unit requirements as mandated by law and regulation.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Consider allowance of requests for training.	Blasting Specialists	Within 10 days of submission.
-Provide forum at Indiana Society of Mining and Reclamation Conference	Blasting Specialists Assistant Director of Technical Services Section	Annually

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Ensure consistency of enforcement procedures that protect the environment and human health and safety while being responsive to industry needs.

Outcome: Offer education opportunities for non-certified blasters to become proficient in blasting related technical matters for preparation in taking certification examination.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
Conduct course	Blasting Specialists	As needs assessments dictate
Provide testing opportunities	Blasting Specialists	Upon request
Certify those meeting the minimum standards.	Blasting Specialists	Within 3 days following successful testing
-Provide forum at Indiana Society of Mining and Reclamation Conference	Blasting Specialists Assistant Director of Technical Services Section	Annually

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Process permit applications and permit revision documents within prescribed timeframes enabling coal producers to begin or continue mining operations without disruption caused by regulatory inaction or uncertainty.

Outcome: Review and assess internal coordination of permitting and bond release functions to eliminate redundancies and evaluate timeframes.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review permitting functions	Division Director Regulatory Program Assistant Directors Permit Coordinator Field Supervisors	Semi-Annually or as needs dictate
-Review bond release functions	Division Director Regulatory Program Assistant Directors Bond Coordinator Field Supervisors	Semi-Annually or as needs dictate

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Process permit applications and permit revision documents within prescribed timeframes enabling coal producers to begin or continue mining operations without disruption caused by regulatory inaction or uncertainty.

Outcome: Ensure communication occurs with coal operators to ensure their abilities to plan operations and meet the conditions of their contracts as coal suppliers.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Input for or attend Regulatory Affairs Committee meetings of the Indiana Coal Council	Division Director Regulatory Program Assistant Directors	Annually or as need dictates
-Information exchange at Indiana Society of Mining and Reclamation Technology Transfer session operators	Division Director Regulatory Program Assistant Directors	Annually

Restoration Objectives/Targets to Accomplish the DNR Stewardship and Economic Impact Goals:

1. Restore all abandoned mine lands back to productive use.
2. Partner with local groups to restore smaller sites not feasible for division work.
3. Utilize cost effective, non-traditional restoration materials and methods that produce award-winning results.
4. Maintain low administrative overhead resulting in maximum use of federal and dedicated dollars for on-the-ground reclamation.

Goal: Ensure land impacted by previous mining events is properly restored.



**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Restore all abandoned mine lands back to productive use.

Outcome: Respond to AML-caused emergencies within 24 hours of notification.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Receive report of potential emergency.	Any Reclamation staff member.	Immediately
-Forward to appropriate Abandoned Mine Land Program staff member.	Any Reclamation staff member.	Immediately
-Respond and investigate.	AML Technical Section Staff AML Project Management Staff	Immediate response with determination within 24 hours of initial contact.

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Restore all abandoned mine lands back to productive use.

Outcome: Plant 25,000 trees annually through Re-Leaf Program.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Evaluate potential sites for reforestation.	Project Management Staff	Annually by February 1
-Site selection.	Project Management Staff	Annually by March 1
-Secure contract.	Field Operations Coordinator	Annually by December 1- as needed for annual planting
-Plant trees.	Project Management Staff	Commence in April and complete by June annually

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Cost effective, non-traditional restoration materials and methods will be employed that produce award winning results.

Outcome: Identify and incorporate in reclamation designs the best available reclamation technology and implement new technologies as they evolve. (Note timeframes below are for a project that would commence in the spring following design)

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Select site(s).	Project Development Group consisting of: Assistant Director for Restoration Program Field Operations Coordinator Technical Support Section Supervisor	By previous 6-01
-Perform Engineering Support (surveying, topo, etc...)	Engineering Support Section	By previous 12-01
-Consider best technologies to accomplish project.	All Program Staff	By 6-01
-Design project.	Engineering Section	Complete by 12-01

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Maintain low administrative overhead resulting in maximum use of federal dollars for on-the-ground reclamation.

Outcome: Review previously reclaimed AML sites for conditions necessitating maintenance and to determine most frequently determined maintenance issues.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review previously reclaimed sites.	Project Management Section	Ongoing
-Identify maintenance needs.	Project Management Section	December 31
-Determine greatest areas of maintenance issues to consider enhanced measures in future design.	Senior AML Program Staff	December 31

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Partnership with local groups to restore smaller sites not feasible for Division work.

Outcome: Seek opportunities for effective reclamation partners to advance the twin missions of the AML Program to produce better reclamation, and at reduced cost.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
<p>-Provide information on partnering during outreach opportunities.</p> <p>-Attend meetings of partnering groups and support these partners already in-place through technical support and funding.</p>	<p>All AML staff</p> <p>Assistant Director for AML Field Operations Coordinator</p>	<p>Ongoing</p> <p>Quarterly</p>

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Restore all abandoned mine lands back to productive use.

Outcome: Reclamation projects that allow for the highest and best use of the land for the owner. (Note timeframes below are for projects that would commence in spring following design)

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Seek landowner input during design phase.	Project Management Section	By 6-01
-Consider input for potential development into design.	Project Management Section Engineering Design Section	By 12-01
-Decision and implementation into design as appropriate.	AML Program Management Project Management Section	By 12-01

MANAGEMENT MISSION

The Division of Reclamation Management Team consists of all supervisors. The Management Team provides quality leadership holding itself accountable for the fulfillment of the vision, mission and goals of the Division. To constantly strive for success, the Management Team subscribes to the following principles of responsible leadership:

- ★ Promote mutual respect, trust and confidence throughout the Division of Reclamation;
- ★ Display integrity in all behavior;
- ★ Lead by example through coaching and mentoring;
- ★ Promote consistent, prompt, informed decisions based on law, science, or quality of service;
- ★ Commit to timely, clear and open communication;
- ★ Promote innovation by fostering a learning environment open to diverse perspectives;
- ★ Involve employees in continuous improvement of Division programs through input, support, feedback, and accountability for results;
- ★ Properly manage Division resources including personnel, fiscal, equipment and property;
- ★ Foster the professional growth of every employee to sustain excellence and to increase responsibility and leadership within the Division.

Management Goal:

To provide quality, accountable leadership for the successful fulfillment of the vision, mission and goals of the Division of Reclamation.

Employee Development Goal: To provide adequate resources so each employee can conduct daily work to the highest level of achievement. The foundation for success rests with the opportunity for each employee to attain excellence.

Division Outcomes to Achieve this Goal:

Specific performance results are defined in action plans located within the program units. A well trained, highly skilled and experienced staff complete work assignments faster with a higher level of quality and less rework.

Build and maintain quality service and trusting customer relationships.

Increase organizational effectiveness through an empowered workforce capable of adjusting their leadership, authority and responsibility levels with the changing dynamics of their work environment.

Exposure to new concepts and ideas that stimulate creativity and innovation for improvement of processes and systems.

Increased effectiveness of supervisors to develop employees and manage teams combined with employee's ability to be empowered, manage time, and accept accountability for more difficult tasks and levels of decision-making.

Continual communication enhancements for consistent delivery of program functions and services.

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Maintain staff expertise in core competencies of knowledge, skills, and experience required for successful completion of program responsibilities.

Outcome: Identify core competencies for every position.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Perform analysis of current and future customer needs	Division Director Assistant Directors Executive Assistant Project Coordinator	Annually
-Determine needs for various staff positions	Division Director Assistant Directors Supervisor	Annually
-Implement needs into work profiles, curriculum, succession plan	Supervisor	At next prescribed work profile

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Maintain staff expertise in core competencies of knowledge, skills, and experience required for successful completion of program responsibilities.

Outcome: Continue succession plan to replace staff turnover due to retirement and attrition.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review and modify as necessary the Reclamation succession training manual	Division Director Assistant Directors	Annually
-Determine most likely positions to need replaced in next two year period	Division Director Respective Assistant Director	Annually
-Consider current staff member, if appropriate for potential replacement	Division Director Respective Assistant Directors	Ongoing
-Initiate training for position	Supervisor	Ongoing

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Maintain a comprehensive training program that addresses both the personal and professional growth of every employee.

Outcome: Review employee training record to develop employee work profile to ensure staff obtains knowledge and competencies for the position.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review previous employee trainings	Supervisor	Annually
-Develop future training requirements	Supervisor	Annually
-Implement training requirements	Supervisor Assistant Director	Annually

DoR STRATEGIC PLAN ACTION PLAN

DNR Employee Development Value: The foundation of our success rests with the opportunity for each employee to strive for personal excellence. We are committed to creating an environment where every employee can learn, develop, and be challenged to attain the highest level of achievement.

Objectives/Target: Ensure employees receive regular feedback on job performance.

Outcome: Conduct annual performance evaluations for period 01-01 through 12-31.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review fact file and training record	Supervisor	In prescribed timeframe
-Meet with staff member for discussion of evaluation year's achievements and for potential growth opportunities	Supervisor	In prescribed timeframe
-Evaluate	Supervisor Staff Member	In prescribed timeframe

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Ensure employees receive regular feedback on job performance.

Outcome: Annually review and update employee work profiles and job descriptions.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Review and modify work profile and job descriptions as necessary	Supervisor Reviewer	In prescribed timeframe

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Maintain a comprehensive training program that addresses both the personal and professional growth of every employee

Outcome: Participate in OSM sponsored training sessions within NTPP and TIPS and other potential opportunities by those appropriate to attend.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
<p>-Consider training sessions to enhance knowledge base</p> <p>-Require training sessions necessary to perform job functions</p>	<p>Individual</p> <p>Supervisor Assistant Director</p>	<p>Ongoing</p> <p>Annually at Work Profile generation; ongoing.</p>

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Maintain a comprehensive training program that addresses both the personal and professional growth of every employee.

Outcome: Provide in-house training events to support personal and professional growth.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Suggest topics	Any staff member	Ongoing
-Determine topic	Division Director Appropriate Assistant Director(s) Program Coordinator	Semi-Annually
-Initiate training event	Division Director Appropriate Assistant Director(s) Program Coordinator	Semi-Annually

**DoR STRATEGIC PLAN
ACTION PLAN**

DoR Objective/Target: Maintain a comprehensive training program that addresses both the personal and professional growth of every employee

Outcome: Encourage program staff to attend or present at the Indiana Society for Mining and Reclamation annual technology seminar every December.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
-Provide agenda	Education Coordinator	By October 1 annually
-Register staff for attendance	Education Coordinator	By November 1 annually

DoR STRATEGIC PLAN ACTION PLAN

DoR Objective/Target: Provide an electronic backup of the official DoR Title V paper filing system and increase accessibility to all current coal mine permits and associated documents for each permit through the use of scanned imagery and the establishment of metadata.

Outcome: Scan all active records in the Jasonville File Room and attach documents to the Mine Database to provide additional metadata for retrieval purposes.

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Time Frames/Performance Measures for each Task or Action Step
Scan backlog of active records	Project Administrator Clerical Staff Part-time interns	March 2013
Scan incoming new records	Project Administrator Clerical Staff	Daily or as needs dictate

Division of Reclamation Performance Plan Model

<p>Personnel Placement Plan (Right People. Right Bus)</p> <ul style="list-style-type: none"> ▪ Recruitment ▪ Retention ▪ Replacement ▪ Retirements (Impact) ▪ Cross-training, Backup <p>Performance-Based Culture</p> <ul style="list-style-type: none"> ▪ Managerial Development ▪ Leadership Development <p>Technical Excellence</p>	<p>Division Performance</p>	<p>Vision-mission-values-goals</p> <p>Division Strategic Plan Program Management Plan</p> <ul style="list-style-type: none"> ▪ Right Processes ▪ Right Structure ▪ Right Budget ▪ Right Information ▪ Right Decisions ▪ Right Rewards <p>Program Progress Evaluation Results-Stakeholder Satisfaction</p>
<p>Work Requirements</p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills ▪ Experience <p>Strengths & Weaknesses</p> <p>Feedback Performance Reviews</p>	<p>Work Unit Performance</p>	<p>Work unit goals</p> <p>Performance Standards</p> <p>Performance Reporting</p>
<p>Work Requirements</p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills ▪ Experience <p>Strengths & Weaknesses</p> <p>Feedback Performance Reviews</p>	<p>Employee Performance</p>	<p>Job Description</p> <p>Work Profile</p> <ul style="list-style-type: none"> ▪ Personal Goals ▪ Performance Standards ▪ Learning & Growth Plan

Performance Plan Model cont.

Objectives and Strategies: Focus on Program Management Plan

<p>Personnel Placement Plan (Right People. Right Bus)</p> <ul style="list-style-type: none"> ▪ Recruitment ▪ Retention ▪ Replacement ▪ Retirements (Impact) ▪ Cross-training, Backup <p>Performance-Based Culture</p> <ul style="list-style-type: none"> ▪ Managerial Development ▪ Leadership Development 	<p>Division Performance</p>	<p>Vision-mission-values-goals</p> <p>Division Strategic Plan Program Management Plan</p> <ul style="list-style-type: none"> ▪ Right Processes ▪ Right Structure ▪ Right Budget ▪ Right Information ▪ Right Decisions ▪ Right Rewards <p>Program Progress Evaluation Results-Stakeholder Satisfaction</p>
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Program Mgt Plan Section	Plan Description	Reporting Mechanisms
<p><u>Right Business Processes:</u> How well we can do our work considering the:</p> <ol style="list-style-type: none"> 1. Product/service to be delivered, AND 2. Our workforce capability to deliver the product/service to our customer? 	<p>What are the optimal step-by-step processes that help people work together in an effective and efficient manner? Do we have enough people to complete the job right, on time, every time? Are there outdated or non-essential tasks or steps? How can these steps be mitigated?</p>	<p><u>Evidence of:</u> Critical path work flowcharts; project management task and duty charts, timeframes, costs, results.</p> <p>Availability of accurate procedures or policies. Work instructions/ manuals for employee guidance. Time tracking to assess workload.</p> <p>Identification of bottlenecks/barriers inside and outside the work unit.</p>
<p><u>Right Programs:</u> How well are we meeting our mission and the mission of DNR?</p>	<p>Assessing program performance through:</p> <ul style="list-style-type: none"> ▪ Statutory mandates; ▪ Services expected and value-added services; ▪ Non-essential or redundant services best handled by other agencies; <p>Defining and evaluating future trends and opportunities. Program decisions based on mission, values, vision, strategy, fact and science.</p>	<p>Strategic Plan that set priorities for Best-in-Class program achievement.</p> <p>Mission and goals that reflect program outcomes; performance measures that define quality, quantity, timeliness, costs, effectiveness of results produced. Award-winning reclamation.</p> <p>Benchmarking best practices with other state coal regulatory/restoration programs.</p> <p>Annual evaluation by the Office of Surface Mining.</p>

Performance Plan Model cont.

Program Mgt Plan Section	Plan Description	Reporting Mechanisms
<p><u>Right Structure</u> How well are we aligned to get results?</p>	<p>Clear reporting relationships. Clear lines of authority for decision-making. Internal administrative systems that support quality program results:</p> <ul style="list-style-type: none"> ▪ Human Resources ▪ Purchasing ▪ Budget ▪ Accounting ▪ Admin Pool ▪ Attorneys ▪ Management Information Systems 	<p>Organizational design that reflects accurate reporting systems.</p> <p>Definition of ownership for tasks, assignments, reporting, decision-making.</p> <p>Performance review on delivery of service metrics of quality, quantity, timeliness, cost.</p>
<p><u>Right People</u> Do we have the right people doing the right jobs in the right positions?</p> <p>“Right people on the right seat on the right bus” Jim Collins, author of <u>Good to Great</u>.</p>	<p>Ability to hire people who have the right job skills and right fit for DOR.</p> <p>Defined training program to meet and enhance job knowledge and skills.</p> <p>Communications of goals, roles, and expectations to all employees.</p> <p>Maintenance of critical core program knowledge, skills, and experience.</p>	<p>Recruitment procedures.</p> <p>Job descriptions and work profiles that define performance standards.</p> <p>Evidence of empowerment of people through increasing levels of decision-making and challenging work experiences.</p> <p>Fair pay for performance; equity with other DNR/State agencies and competitive with the market.</p> <p>Reward and recognition of excellence.</p>
<p><u>Right Information</u> How do we communicate information to facilitate peak performance of our employees?</p> <p>How do we communicate information with our customers?</p>	<p>Information flow to the people who need the information to conduct work.</p> <p>Information that communicates the “big picture”—where we are going and what your part in the plan is.</p> <p>Communicating information to business and industry; regulated community; our stakeholders and partners.</p> <p>Educating others about division programs.</p>	<p>Work unit/organizational reporting systems. Accuracy and method of delivery.</p> <p>Availability of managers to employees.</p> <p>Culture of secrecy or openness.</p> <p>Meeting management and effective public meeting management. Dealing with conflict.</p> <p>Minerals Education Workshop; Earth Day, State Fair, science fairs, speakers bureau.</p>
<p><u>Right Budget</u> Are adequate financial resources available for performance excellence?</p>	<p>Adequate financial resources to: Hire and retain best-in-class employees; Supply and equip employees for peak performance; Provide advanced training including out-of-state growth opportunities; Maintain a computer system that</p>	<p>Appropriations; allotments. Access to revenue and expenditure information when needed. Trends and projections on expenditures and revenue patterns.</p> <p>Evidence of cost efficiencies.</p>

	supports <u>every</u> employee's daily	
<p>Work Requirements</p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills ▪ Experience <p>Strengths & Weaknesses</p> <p>Feedback</p> <p>Performance Reviews</p>	Work Unit Performance	<p>Work unit goals</p> <p>Performance Standards</p> <p>Performance Reporting</p>
Program Mgt Plan Section	Plan Description	Reporting Mechanisms
<p><u>Work Requirements</u></p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills ▪ Experience 	<p>Definition of the core competencies of the work unit to conduct assigned work.</p> <p>Analysis of strengths and weaknesses.</p>	<p>Work unit goals that align with division plans. Performance standards set to meet those goals.</p>
<p><u>Performance Reviews</u></p>	<p>Work unit evaluation of the team's ability to meet its goals.</p>	<p>Quarterly DNR OPS Reviews</p> <p>Annual reports submitted with the closeout of administrative grants.</p> <p>OSM annual review</p>

<p>Work Requirements</p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills ▪ Experience <p>Strengths & Weaknesses</p> <p>Feedback</p> <p>Performance Reviews</p>	Employee Performance	<p>Job Description</p> <p>Work Profile</p> <ul style="list-style-type: none"> ▪ Personal Goals ▪ Performance Standards ▪ Learning & Growth Plan
Program Mgt Plan Section	Plan Description	Reporting Mechanisms
<p><u>Work Requirements</u></p> <ul style="list-style-type: none"> ▪ Knowledge ▪ Abilities ▪ Skills 	<p>Knowledge-skill-abilities-experience required to do the job</p>	<p>Current Job Description accessible by employee</p> <p>Training plan to increase strengths and minimize weaknesses.</p>
<p><u>Performance Reviews</u></p> <p>Annual employee performance evaluation</p>	<p>Routine feedback to discuss progress between supervisor and employees</p>	<p>Annual evaluation/SPD schedule</p> <p>Work Profile</p> <ul style="list-style-type: none"> ▪ Personal Goals ▪ Performance Standards <p>Learning & Growth Plan</p>

Program Performance

Measuring Our Results

The Division of Reclamation has continually measured and reported its program performance for two decades. These measures are used not only as quarterly targets, but also to look at trends of how well we are doing toward our program goals and financial sustainability. Many measures are set by federal statute such as the number and types of mine site inspections. Other measures are based upon Division experience regarding what is required to ensure the coal laws are being followed. As the industry has gained competency in their knowledge, understanding, and experience with the state and federal laws as well as our Division's philosophy and requirements, our focus has also changed. Technology such as GIS mapping, aerial photography and CAD mapping of the coal permits has enabled the reclamation specialists to gain a much better picture of the coal operation thus enhancing their decision making abilities. Technologies have evolved tremendously over the past decade and refinements and enhances made yearly. The Division has put into place many tools and services to better perform duties and provide higher service levels. For example, all plans and specifications are not available to potential Abandoned Mine Land Program contractors via the internet thus cutting down on printing expense and providing more time for bid generation. Also, through a mobile computing and file scanning effort, the Regulatory Program mine inspectors have access from remote locations to any document within the official file or within the many Division of Reclamation databases.

The Division has been fortunate to maintain an experienced, knowledgeable staff that can be empowered to make the majority of program decisions without having to wait for a "chain-of-command" system prior to processing an action. This aspect of our Division alone has contributed significantly to getting results in a timely manner for our industry customers.

In the next sections of this plan the Division's various program measures are identified.



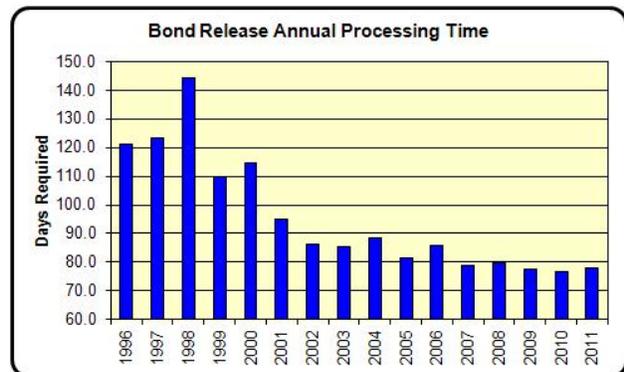
TITLE V INSPECTION/ENFORCEMENT SECTION

Reclamation Success

The overall success of reclamation is partially measured by the release of performance bonds. During Federal Evaluation Year 2011, grading and soil replacement was successfully completed on 3,055 acres (Phase I liability release). The successful establishment of permanent vegetation was achieved on 1,835 acres (Phase II release) and required land productivity was demonstrated for 2,983 acres (Phase III release) achieving completion of all other regulatory requirements. While the time required to process these releases involves statutorily defined time requirements that limit the ability to improve beyond those already achieved, the Division will continue to seek to minimize processing times. A marked decrease has been achieved over the life of the program.

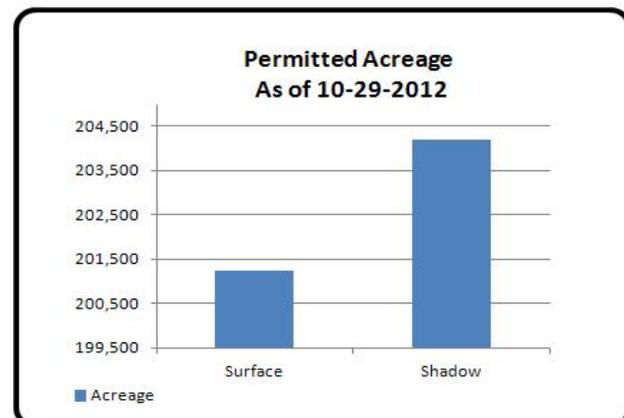
Bond Release Actions

The chart represents the average number of days required by the Department to evaluate and complete action on a company's request for a reclamation release. The maximum time required to complete all steps necessary to consider bond release in accordance with statutory requirements is 170 days. Improvements can be achieved when there is agreement between parties. The Division continues work to improve levels of cooperation among the various parties involved in the process (operators, landowners, and other interested parties) to obtain faster resolution of issues and minimize the time required to complete the statutory steps. Weather and difficulties in coordinating inspections between multiple interested parties, variables not under the control of the agency, now account for most process delays. The agency will continue to search for means of minimizing the time required to complete these actions



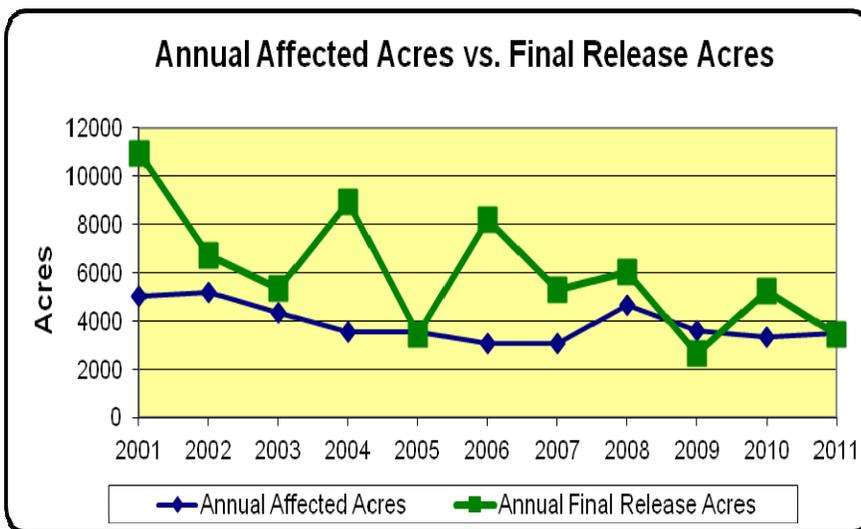
Current Permitted/Bonded Acreage

The Division continues to encourage mine operators to obtain performance bond release as quickly as regulations will allow. This has resulted in quicker return of the land to the property owners and helps minimize the cost of the Indiana Regulatory Program. The results of both Division and industry initiatives over the last few years have led to a decline in the total number of acres under bond. Of the 201,427 acres associated with coal mine permits under the permanent program, approximately 65,989 remained under bond as of 10-29-2012. The current number of shadow acres approved for underground coal extraction is 204,205 acres. This is the first time in Indiana's regulatory history for shadow acreage to exceed surface acreage.



The acreage under bond and subject to regulatory jurisdiction and activity is in a constant state of flux as acres are permitted, placed under performance bond, mined and reclaimed to the land use objectives and, finally, released. Efforts will continue under this plan to reduce program liabilities through improved bond release practices. Two of the most significant purposes of the Act are to assure that adequate procedures are undertaken to reclaim surface areas as contemporaneously as possible with coal mining operations and assure that the coal supply essential to the nation's energy requirements and economic and social well-being is provided while striking a balance between protection of the environment, agricultural productivity and the nation's need for coal.

The following table represents the Division's emphasis on timely reclamation and bond release. Over the last ten years, the inventory of bonded acres has been reduced by the prompt achievement of final reclamation and land productivity. Once appropriate productivity is demonstrated, as mandated, the final amount of performance bond is released. The land reverts to the control of the owner. Ideally the number of acres disturbed and released each year would be approximately equal, although it typically takes at least seven years to achieve final release after mining. The greater amount of acres released represents acres that were reclaimed but had not been proposed for release.



Land Uses on Permits Released

The following table provides information on the restoration of approved land use and the accomplishment of land productivity needed for final bond release and return of land to the owner. Prime cropland continues to be the dominant land use. Each acre of prime soils affected must be reclaimed as prime cropland. Since 1996 the Division has approved the creation of over 6,600 acres of lakes and ponds left as a result of mining operations.

Summary of Land Use Totals																	
Land Use	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Permanent Program Final Release																	
Cropland -Prime	674.8	552.9	1517.1	961.2	973.7	2865.1	1278.8	1606.5	4018.5	1395.5	1891.0	2184.2	3160.2	1021.4	1498.8	1874.0	27,474
Cropland-NonPrime	832.4	408.1	667.6	710.5	1086.6	1886.9	616.8	516.5	1046.6	421.8	838.7	625.5	719.7	208.6	739.6	357.2	11,683
Pastureland	1034.6	700.9	1701.1	801.2	1963.4	1819.9	1084.7	995.9	342.5	125.4	736.7	289.7	502.2	189.1	563.9	131.3	12,982
Forest	162.6	166.3	655.4	704.1	1450.9	1561.7	898.9	470.3	876.6	269.3	1349.1	689.9	575.3	406.2	600.4	173.6	11,011
Fish & Wildlife	850.7	197.2	2958.6	904.3	2653.3	2137.5	2036.5	1304.9	2018.5	964.4	2541.0	750.4	568.7	701.7	1237.2	630.7	22,456
Water	335.7	233.4	1255.7	405.6	520.3	400.3	491.1	270.4	431.5	234.3	620.4	306.6	411.7	108.0	420.2	241.0	6,686
Recreation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	0.6	3
Residential	28.3	19.2	32.6	14.4	55.9	11.4	59.4	33.4	10.7	5.6	7.3	108.8	2.2	0.9	5.8	11.3	407
Public roads	62.6	73.9	195.7	22.4	104.4	108.4	37.2	37.9	68.2	15.5	77.3	54.7	41.8	29.7	68.2	45.2	1,043
Access Roads	3.4	3.8	329.7	18.8	20.8	31.2	15.7	22.9	25.6	5.8	30.5	35.8	12.4	16.5	81.4	8.0	662
Indus/Commercial	34.7	4.5	0.0	17.8	30.5	81.2	28.8	59.8	70.4	0.0	16.3	278.3	29.0	0.0	28.6	0.7	681
Other	0.5	0.0	0.0	6.0	15.4	19.0	195.1	24.6	8.1	23.4	79.7	0.0	6.6	0.0	0.8	0.0	379
Total(Annual)	4020.3	2360.2	9313.5	4566.4	8875.1	10922.7	6743.1	5343.0	8917.3	3461.0	8187.9	5326.4	6029.8	2682.0	5244.9	3473.6	95,467

Bond Forfeiture Sites

Indiana is one of very few states to have zero forfeiture sites pending reclamation. A bond forfeiture site is one in which the permittee did not comply with applicable regulatory provisions such as permit revocation and bond forfeiture occurs. Each permittee is required to post between 3,000 and 10,000 dollars for each acre to be disturbed for use in reclamation in the event the permittee does not comply with performance standard regulations. The zero bond forfeiture site figure enjoyed by Indiana is a result of efforts to ensure permittees understand requirements and early awareness being raised of problems encountered such that timely actions can be ensued to correct them prior to permit revocation and bond forfeiture proceedings being undertaken. Any owner or controller of a permit with bond forfeiture is banned from receiving a coal mining permit from any state in the nation.

Protection of Water Resources

To better protect water resources in the vicinity of mining operations, a comprehensive computer database for recording and analysis of water data associated with the Regulatory Program was developed in August, 2001. The Division has entered over 85,384 individual monitoring records of both surface and groundwater points in and around mining operations. The system has a very useful graphics capability and the ability to automatically compare data to applicable water quality standards. The standards for groundwater have been incorporated into the database functions to provide a visual representation of the acceptable levels of regulated parameters. Water monitoring points are also being captured in the field by GPS units and downloaded into a Geographic Information System (GIS). When completed, the interface of the GIS and monitoring data will allow a significant evolution in the ability of the DoR to evaluate and address potential impacts of mining to water resources.



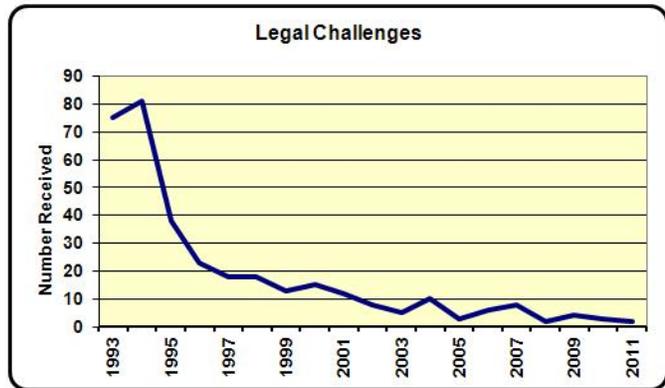
Further additions to the water database in 2011 include programming to accommodate electronic submittal of water data from the coal mining industry. All water data, with exception of that from four companies, is now received electronically. Water data in paper format was previously entered by a staff member. This task took approximately 40 hours each quarter to complete. Electronic water data submission has reduced this time to approximately one hour. This allows staff to promptly analyze the data. By working with laboratories and permittees, the Division now

receives the data early and can quickly review it for errors in a spread sheet form instead of individual laboratory reports. Once loaded into the database, staff can quickly generate a report that can identify results outside of set parameters that might pose problems. With numerous parties interested in water quality issues all across the country, this process makes it infinitely easier for the Division to track and review monitoring data received from permittees.

To further aid in protecting Indiana’s water resources, a Water Quality Specialist was hired in September 2010. This employee has a chemistry degree and over 10 years of laboratory experience in water sampling and analysis. This employee monitors the quality of groundwater and surface water at each site under the Regulatory Program. The position also monitors the submittal and accuracy of National Pollution Discharge Elimination System (NPDES) data for each permit. The position works closely with mine inspectors to investigate and respond to any water quality issues that may arise.

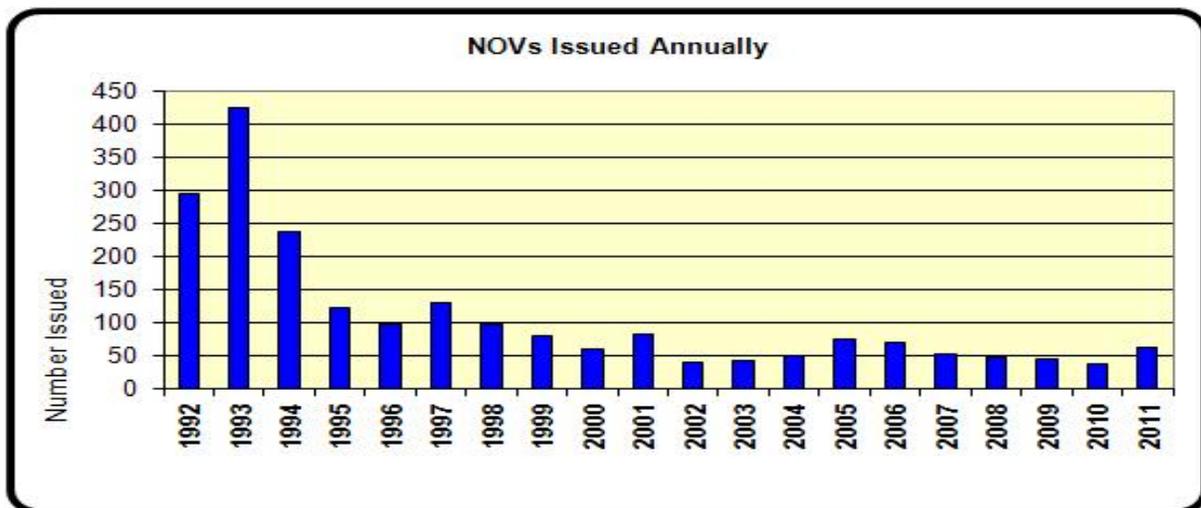
Enforcement Activity

One measure of the effectiveness of enforcement and permitting actions taken by the division continues to be the low number of requests for administrative review of decisions or enforcement actions. The following chart depicts the number of request for review of DoR decisions filed with Division of Hearings. The reduction is due to an improved level of industry compliance and the maturation of the Regulatory Program. The Division



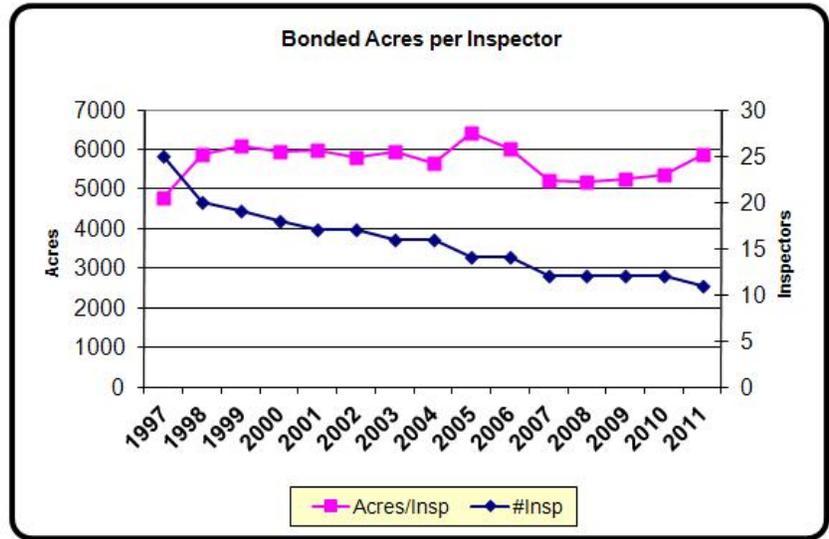
will continue to focus upon maintaining solid documentation and technical support for decisions while working with industry to maintain high levels of compliance. The explicit goal will be to keep requests for administrative review at as low of frequency as possible while meeting the agency mission.

Enforcement actions continue to have an importance in achieving compliance with the requirements of law. While various factors have led to a dramatic decrease in the number of violations cited over the years, a comparison to requests for administrative review indicates the violations issued (and permit action decisions) are well supported. The Division will continue to improve documentation related to decisions and will work diligently with industry to maintain high levels of compliance.



Inspector Responsibility

The Division has continued to adjust for the changing workloads resulting from fluctuations in mining and bond activities over the years through adjustments in staffing and assignments. Due to changes in the nature of the Indiana coal mine industry and enhancements in technology, it has been possible to decrease the number of inspection and some administrative staff. The result has been an increase in the ratio of acres



under agency jurisdiction to staffing, while maintaining a sound regulatory program. The optimum ratio for inspection staff appears to be slightly less than 6,000 acres per inspector. When relationships to the quality of work are considered, that ratio was surpassed during 2005, but adjustments have resulted in stable workloads over the past 6 years.

Citizen Protection - Pre-Blast Surveys

A mine operator is required by law to conduct a pre-blast survey of any structure within 1 mile of a permit area upon request by an owner. This allows a later comparison of a structure's condition before and after blasting operations at a nearby mine. The Division's database indicates that 132 pre-blast surveys were received and logged during the year 2011. This involved 14 different permits and 8 different coal companies. There are over 6,716 surveys listed in the database. That total is dynamic and changes as both new surveys are submitted and those no longer needed are archived.

Citizen Complaints/Requests

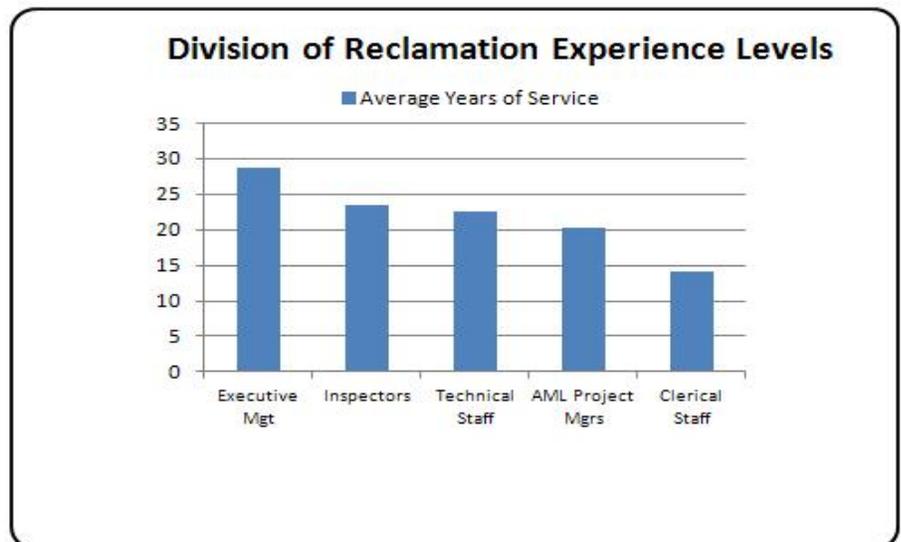
Mining program regulations mandate all citizen complaints alleging a violation must be investigated within 10 days. In 2011, the Division responded to 19 citizen complaints and information requests. The majority of the contacts dealt with blasting issues and concerns about reclamation plans.

Division Staffing

The following provides a graphic history of staffing levels. It should be noted this has not come about as result of decreased coal production in Indiana. Indiana continues to be a top ten national coal production state. In fact, Indiana has recently set new records for annual coal production. A mature program, technology, and an experienced staff have allowed the Division of Reclamation to obtain these accomplishments.



The Division will continue to monitor trends in the industry and the resulting changing ratios. Staff adjustments will be made accordingly taking into consideration not only the quantity of work but also the types of technical competencies required to meet a changing mining industry and statutory requirements. Critical to the Division is the retention of a knowledgeable, experienced staff. The Division has had numerous recent retirements and is projecting up to a 23% turnover in the next five years as many staff will be eligible for retirement. The Division is in a constant state of planning for this “changing of the guard” to ensure that institutional knowledge is passed on to the next generation of leaders.



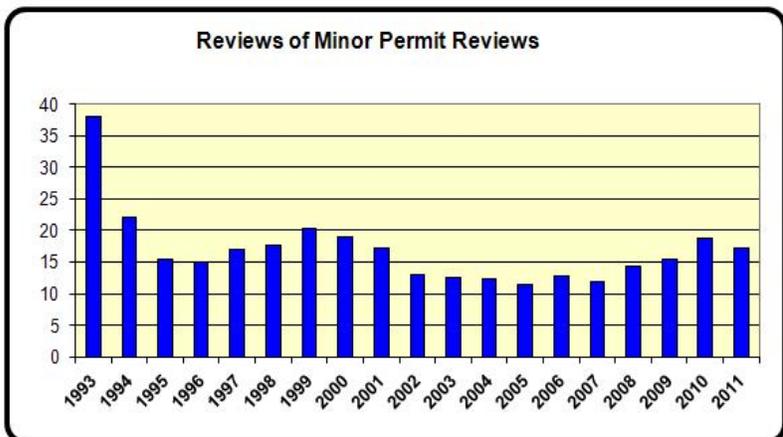
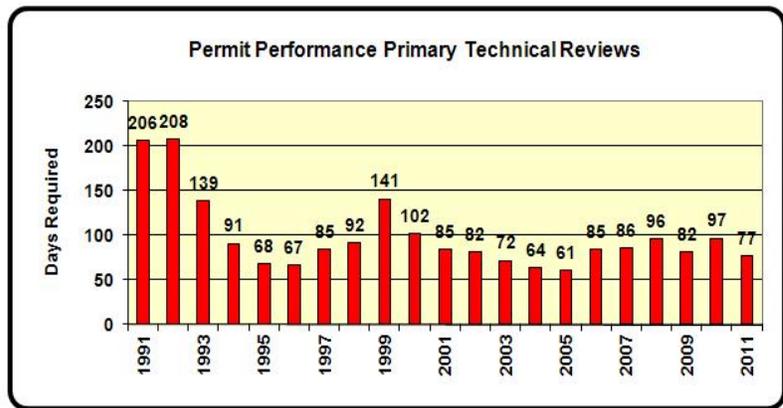
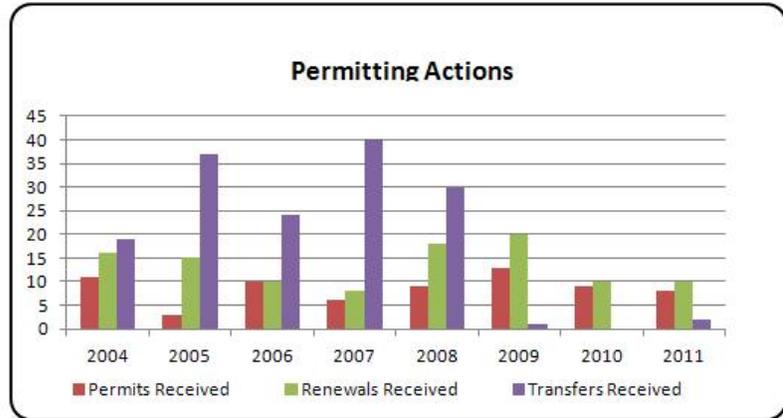
Electronic Access to Data

The Division of Reclamation maintains numerous databases integral to the success of the program. These include comprehensive permitting, bonding, enforcement, training, surface water, ground water, and coal combustion residue databases. Each is vital to tracking information and ensuring all requirements are attained for both the Regulatory Program and the Abandoned Mine Land Program.

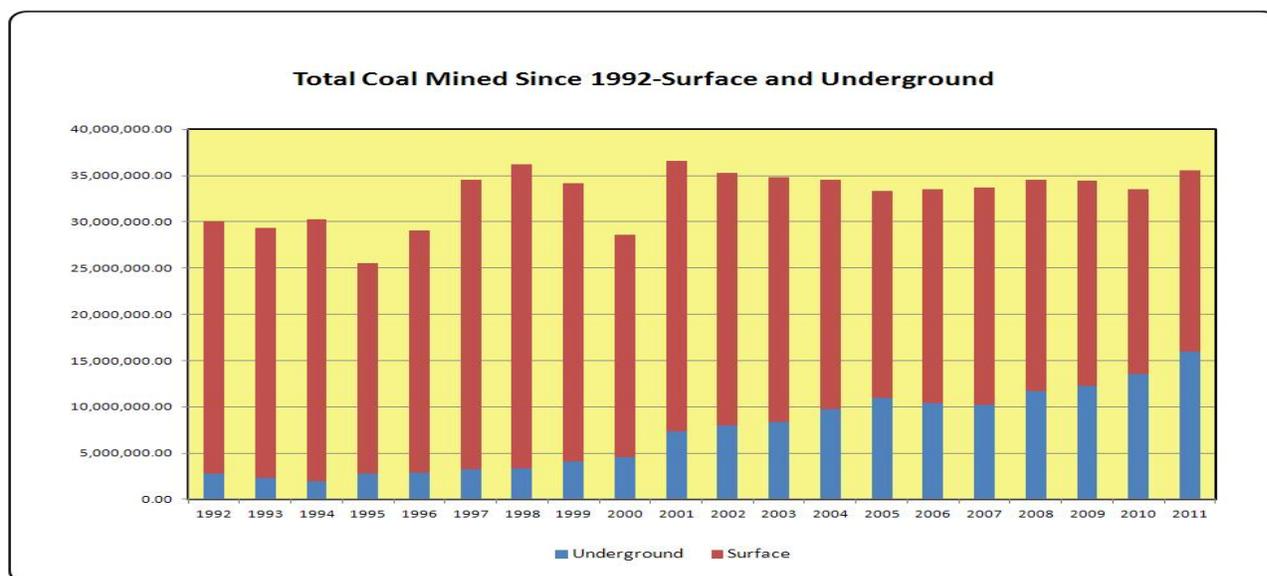
Permitting Activity

The number of acres newly permitted during 2011 was 1,912.09. The number of new permits received in 2011 was 4 (all surface permits). In addition to the new permits, 14 existing permits were renewed and 1 request for transfer in ownership and control of a permit was received during 2011. The Division processed 354 minor revisions, including incidental boundary revisions and land use changes, to existing permits during the year continuing a steady trend in the number of these proposals by permittees noted over the past few years.

The first chart is the compilation of permitting activity involving new permits received, renewal of existing permits and transfer activity on existing permits based on the calendar year. Although the number of applications has declined, renewal of existing permits remains fairly constant. The agency has worked hard to minimize the time required to process all permitting submissions over the years with a goal to minimize the time required to render a decision. This general goal will continue, where the Division is in control of the process. The goal will be achieved through constant measurement and systemic analysis of all aspects of the processes involved. The other two charts demonstrate continued improvement toward the Division goals related to permitting.



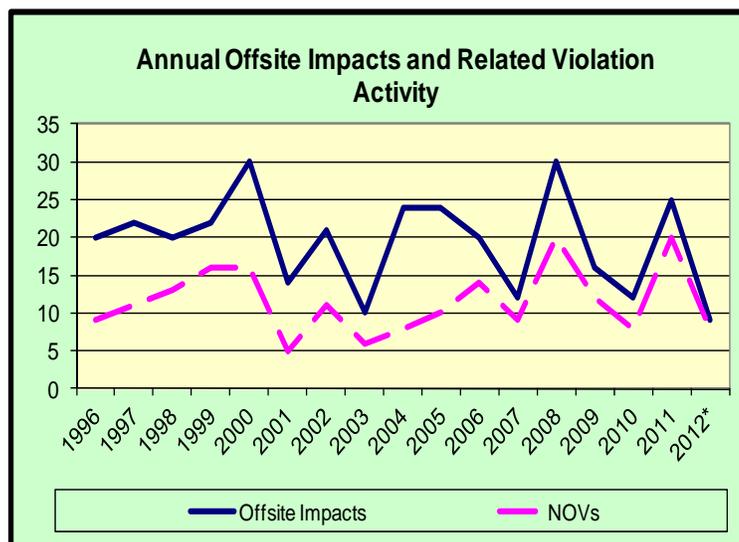
Coal Production Activity



Overall coal production in the state remains steady and is expected to remain strong. Indiana’s underground coal production has continued to increase from its 1995 level. It is anticipated that underground mining will continue to increase in Indiana due to the availability of larger underground coal reserves.

Off Site Impacts (OSI)

An off-site impact as anything resulting from a coal mining activity causing a negative effect on resources (people, land, water, and structures). To measure effectiveness, data pertaining to off-site impacts is collected during inspections whenever an off-site impact is observed. The impact may result in enforcement action if a violation of a permit or rule is involved. Of the 25 impacts observed during 2011 inspections, 16 were Hydrologic impacts, 4 were Blasting, 3 were Land Stability and 2 were Encroachment affects to land and water by erosion or sedimentation beyond the mine site. Impacts were observed on a total of 15 inspectable units. The relative low incidence of off-site impacts is indicative of the protection afforded to the citizens and lands of Indiana through regulatory provisions.



Administrative Improvements

The DoR official paper records of all approved permits and subsequent associated documents are located in the Jasonville Field Office File Room. In 2009, a document backup or recovery system did not exist in the event of fire or a major catastrophe. Moreover, new technologies made it possible to provide access to files electronically from remote locations. Review of several electronic filing system software packages and meetings with several private vendors for information on costs related to scanning the file room occurred, and in the end, a decision was made to perform the scanning project in-house. Utilizing current clerical staff and receiving the welcome addition of federally paid summer interns, the Division has steadily made progress in scanning all active coal mine permits. As shown in the table below, there are only two areas yet to scan, the Notices of Violation and the transfer documents, both of which are in process. After each item is scanned, it is linked to the Mine Database to enable a larger source of meta-data to be available for each document. Staff may then review the scanned images while using the Mine Database at the same time. Each document has also been scanned with object character recognition (OCR) to facilitate searching for specific words within the body of the text. The entire project, which had been quoted for costs of \$80,000 and more, cost the division a total of \$16,167. We could not have accomplished this without the gifts of two large map scanners and the physical help of summer interns from our federal counterpart, the Office of Surface Mining, Reclamation and Enforcement.

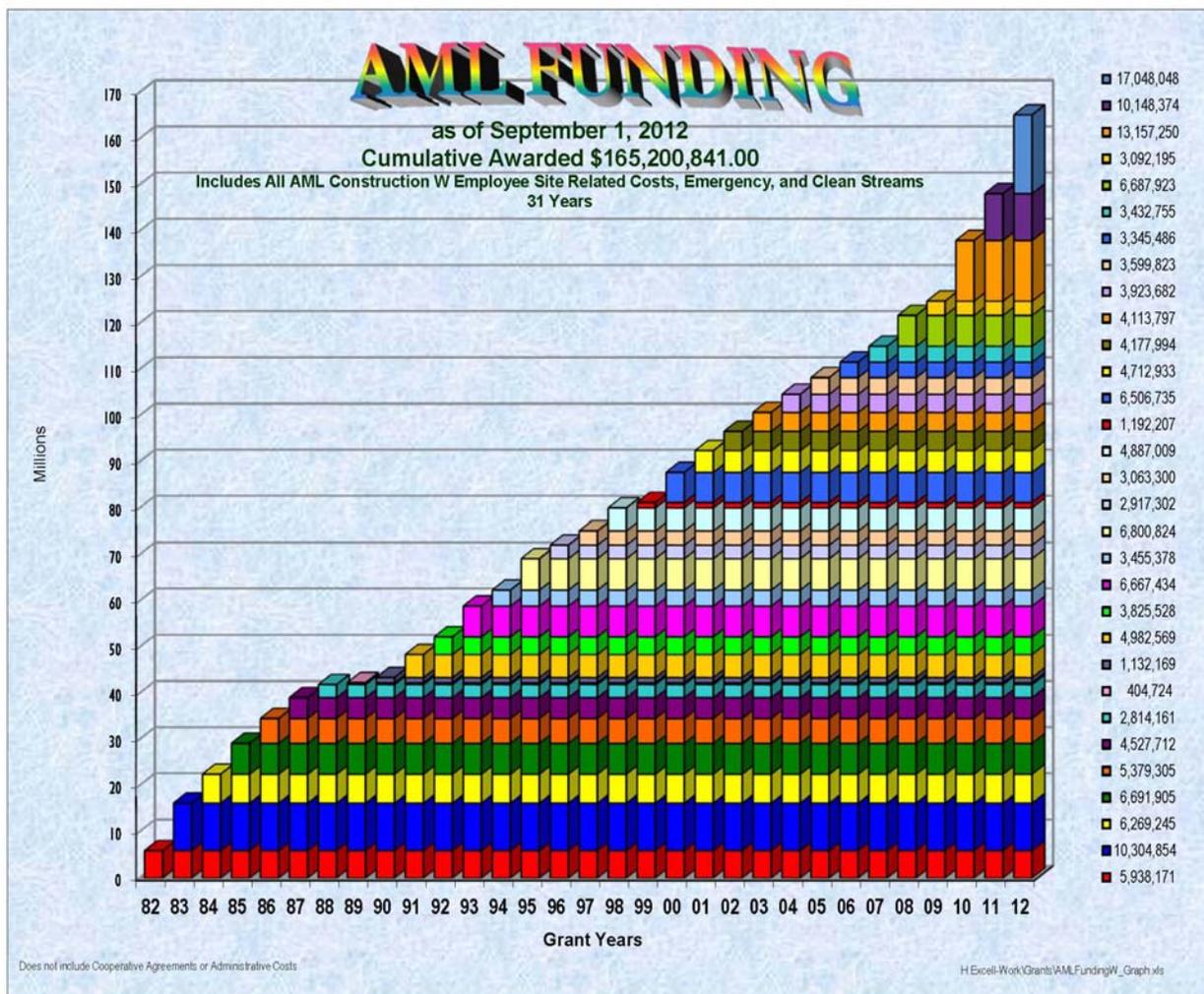
Document Image Scanning Project			
As of October 30, 2012			
Type of Document	Total Possible	Total Scanned	Percentage Complete
On Inspectable Unit List (Can achieve 100% in each category)			
Original Permits	104	104	100.00%
Significant Amendments	227	227	100.00%
Transfers	202	182	90.10%
Incidental Boundary Revisions	626	626	100.00%
Inspections On Units	97	97	100.00%
Central Ownership And Control	38	38	100.00%
Interim Permit (RAA and Permit Record - Records that were on-site)			100.00%
Released SMCRA Permits (RAA, Permit Record, Map) (Complete for all records on-site)			
Folder 1 - Correspondence	104	104	100.00%
Folder 2 - Informal Conference	104	104	100.00%
Folder 3 - Permit Record	104 (Only scan once released in full)		
Folder 4- Bond Letters/Maps	104	104	100.00%
Folder 5 - Claim Vouchers	104	104	100.00%
Folder 6 - Conditions	104	104	100.00%
Folder 7 - Permit Renewal	241	241	100.00%
Folder 8 - Nonsigs	8000+	8000+	100.00%
Folder 9 - Rebonded	104	104	100.00%
Folder 10 - PMLUC	104	104	100.00%
Folder 11 - Seeding Reports	104	104	100.00%
Folder 12 - Test Plots	104	104	100.00%
Folder 13 - Report of Affected	104	104	100.00%
Folder 14 - Bond Releases	104	104	100.00%
Folder 15 - Mulching Exemption:	4	4	100.00%
Folder 16 - Sediment Ponds	104	104	100.00%
Folder 17 - Fly Ash Analysis	16	16	100.00%
Folder 18 - Blasting Monitoring (May not be scanned - decision to still be made.)			
Folder 19 - Water Monitoring	104	104	100.00%
Folder 20 - Insp. Rpts (Prior 1995)	104	104	100.00%
Folder 21 - NOV's	104	43	41.35%
Folder 22 - Ten Day / MEIRS	104	104	100.00%
Folder 23 - Show Cause	15	15	100.00%
Folder 24 - Citizen Complaints	104	104	100.00%
Folder 25 - Underground Mine I	104	104	100.00%
Folder 26 - NPDES (Will not be scanned.)			
Folder 27 - Pre Blast Survey Re	104	104	100.00%
Folder 28 - Mid-Term Revisions	61	61	100.00%
Folder 29 - Legal	104	104	100.00%
Folder 30 - Bondcal (No permits under Bondcal)			
Folder 31 - CCW	16	16	100.00%
Folder 32 - Mining Below Navig:	4	4	100.00%
Folder 33 - Beneficial Use	24	24	100.00%
Folder 34 - Refuse Pile Inspecti	12	12	100.00%

TITLE IV ABANDONED MINE LAND SECTION

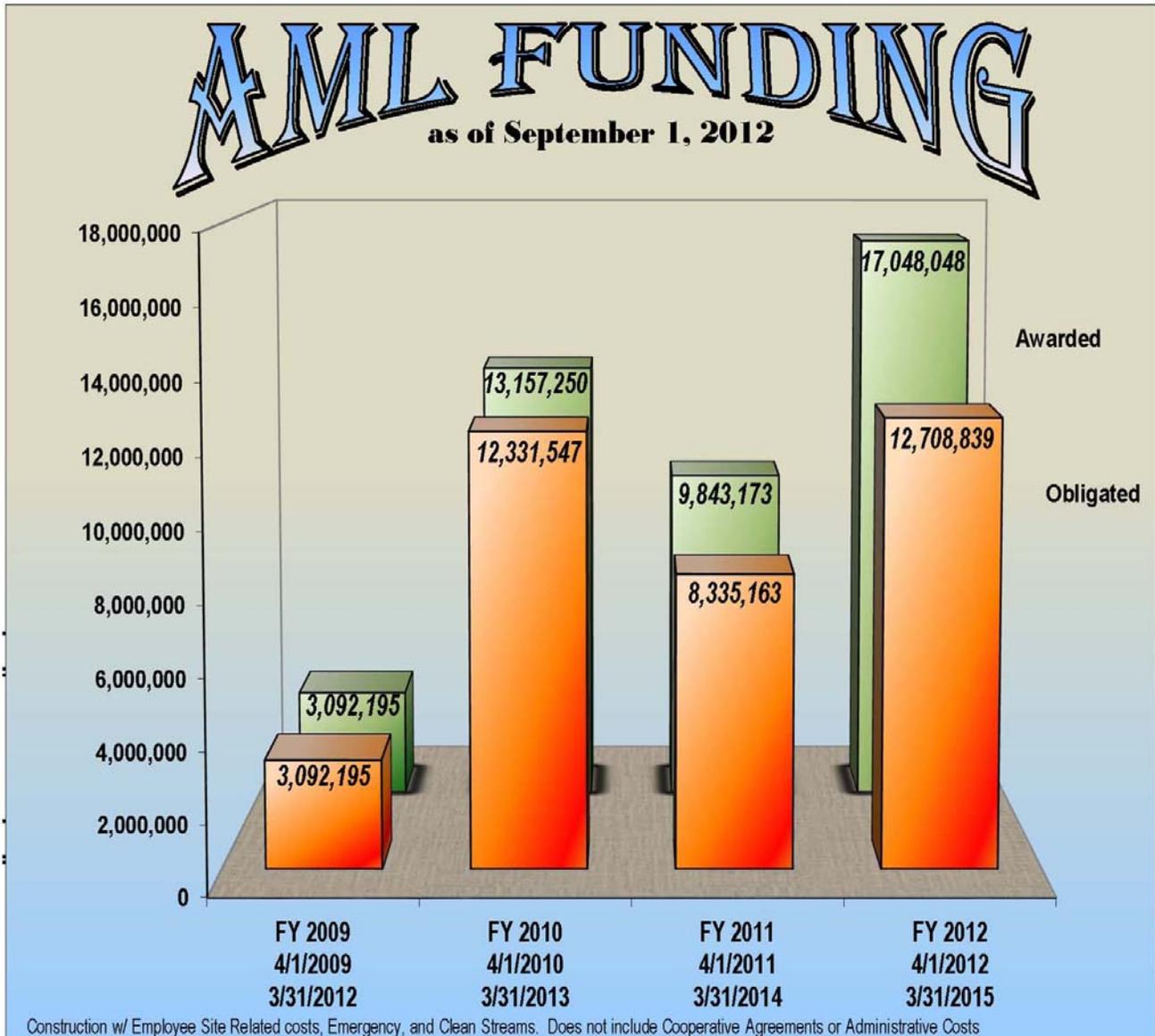
The Indiana Abandoned Mine Lands (AML) Program performs reclamation of sites that were mined for coal and abandoned prior to the implementation of the federal Surface Mining Control and Reclamation Act of 1977 (SMCRA). The purpose of this reclamation is to eliminate or reduce the public health, safety and environmental hazards of past coal mining practices while improving land productivity and enhancing the landscape. Since the adoption of the AML Program in Indiana, the Division of Reclamation has provided the means by which over one thousand acres of hazardous and/or unproductive land has been restored

Abandoned Mine Land Program Funding

Funding for the Abandoned Mine Land Program is derived from a federal fee placed on each ton of coal mined in the nation. A portion of the money collected is then returned to Indiana for use in reclamation of sites abandoned prior to the implementation of SMCRA. The graph below shows the cumulative funding since inception of the AML Program.



The Division of Reclamation maintains detailed records on each grant and work plan. All phases of a reclamation project are tracked with timelines and financial data so program managers have instant access to the status of any site. The graph below shows the funding status of the currently active grants.



Congress approved amendments to the Surface Mine Control and Reclamation Act in 2006 that returned large sums of previously unappropriated dollars to Indiana. This action resulted in an increase of funding of approximately \$7 million annually. The result has been a significant increase in workload for staff to design, bid, contract, and implement numerous additional projects. This opportunity has allowed for many additional dangerous AML sites to be reclaimed that may not have been otherwise.

Cost Effective Reclamation

One of the primary goals of the AML Program is to ensure proper use of all federal funds received. Division personnel track contracted expenditures by grant, project, and contract. Each work plan extends over a three-year period and a particular site may receive funding from several grant work plans. It is critical for the AML Program to maintain accurate records of all costs. The ledger sheet shown below is one example of the type of financial records used by division personnel to monitor expenditures.

FY 2010			FY 2011			FY 2012		
Construction Grant		11,018,855.02	Construction Grant		9,106,859.95	Construction Grant		16,102,328.73
AML Expd	10,152,727.70		AML Expd	1,210,423.16		AML Expd	0.00	
AML Encmb	670,627.11		AML Encmb	6,927,274.89		AML Encmb	15,601,237.00	
Bd/St Expd	46,891.75		Emg Encmb	305,200.74		Emg Encmb	169,186.85	
Bd/St Encmb	0.00		Bd/St Expd	0.00		Bd/St Expd	0.00	
Total AML Obligated	10,823,354.81		Total AML Obligated	8,442,898.79		Total AML Obligated	15,601,237.00	
Balance	195,500.21		Balance	663,961.16		Balance	501,091.73	
2010 % Obligation		98%	2011 % Obligation		93%	2012 % Obligation		97%

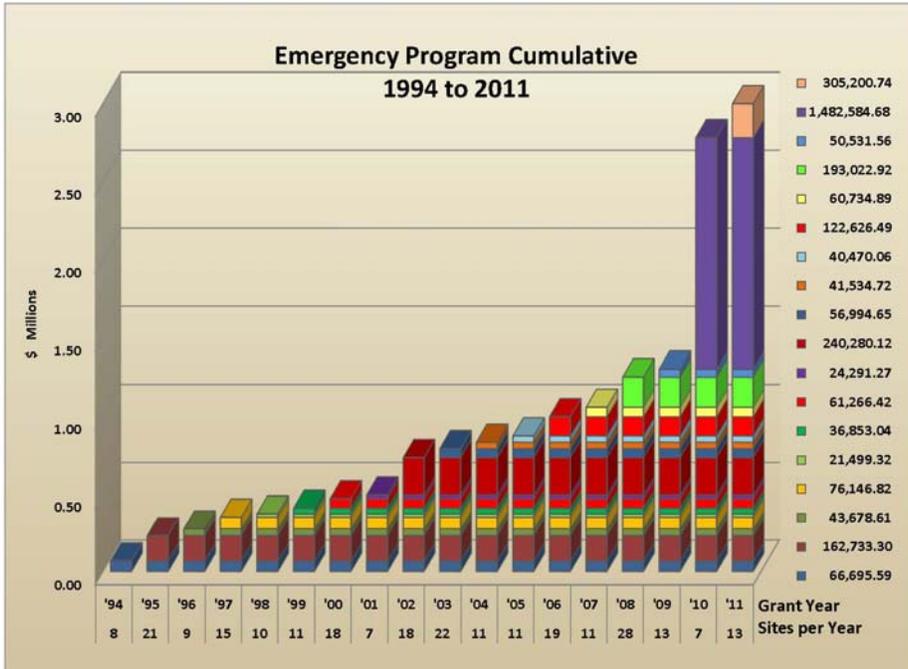
2010 Unit Price Contract			2011 Unit Price Contract			2012 Emergency UPC North		
009-171	Lilly Timber Service	56,868.00	009-196	S & G Excavating	117,050.00	007-111	S & G Excavating Inc.	75,050.00
AML Expd	27,516.00		AML Expd	48,947.19		AML Expd	6,606.25	
AML Encmb	0.00		AML Encmb	0.00		Actual Contract Balance	68,443.75	
Bd/St Expd	29,352.00		Bd/St Expd	0.00		2012 % Obligation		9%
Bd/St Encmb	0.00		Bd/St Encmb	0.00		2012 Emergency UPC South		
Contract Obligation	56,868.00		Contract Obligation	48,947.19		007-115	Jerry Aigner Const.	93,550.00
Contract Obligated Balance	0.00		Contract Obligated Balance	68,102.81		AML Expd	0.00	
Actual Balance	0.00		Actual Balance	68,102.81		Actual Contract Balance	93,550.00	

2010 Unit Price Contract			2011 Unit Price Contract			2012 % Obligation		
009-178	S & G Excavating	40,340.35	009-197	Turner Contracting Inc	108,007.00	2012 % Obligation		
AML Expd	40,340.35		AML Expd	38,903.27		0%		
AML Encmb	0.00		AML Encmb	26,123.70				
Bd/St Expd	0.00		Bd/St Expd	0.00				
Bd/St Encmb	0.00		Bd/St Encmb	0.00				
Contract Obligation	40,340.35		Contract Obligation	65,026.97				
Contract Obligated Balance	0.00		Contract Obligated Balance	42,980.03				
Actual Balance	0.00		Actual Balance	69,103.73				

2010 Unit Price Contract			2011 Unit Price Contract			2012 % Obligation		
009-179	Wolf Excavating	123,794.78	009-198	Jerry Aigner Construction	130,650.00	2012 % Obligation		
AML Expd	123,794.78		AML Expd	37,931.61		0%		
AML Encmb	0.00		AML Encmb	0.00				
Bd/St Expd	0.00		Bd/St Expd	0.00				
Bd/St Encmb	0.00		Bd/St Encmb	0.00				
Contract Obligation	123,794.78		Contract Obligation	37,931.61				
Contract Obligated Balance	0.00		Contract Obligated Balance	92,718.39				
Actual Balance	0.00		Actual Balance	92,718.39				

2010 Unit Price Contract			2011 Unit Price Contract			2012 % Obligation		
009-180	Ruhe Drainage & Excava	45,831.10				2012 % Obligation		
AML Expd	28,291.35					0%		
AML Encmb	0.00							
Bd/St Expd	17,539.75							
Bd/St Encmb	0.00							
Contract Obligation	45,831.10							
Contract Obligated Balance	0.00							
Actual Balance	0.00							

Abandoned Mine Land Emergency Program

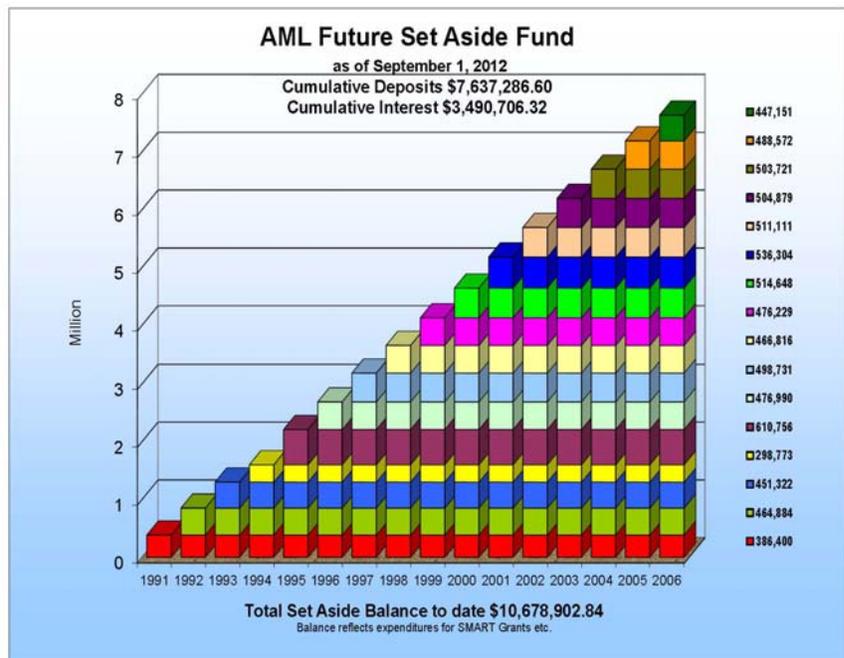


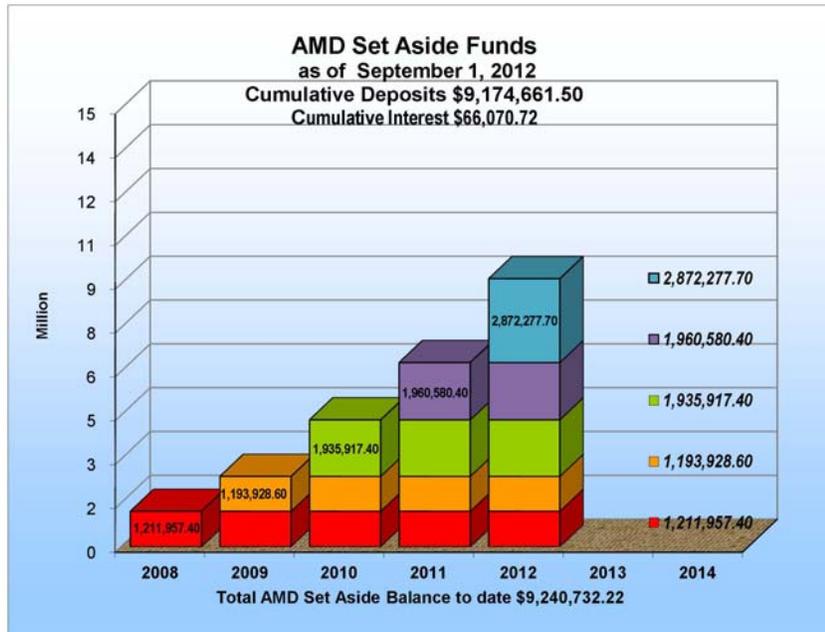
The AML Emergency Program resolves any sudden and problematic abandoned mine related event which affects public health and safety. These issues are typically subsidence related events in which a dangerous opening suddenly occurs. These problem areas are often located in city streets, backyards, school playgrounds, etc. Also, landslides or slope failures associated with past mining may affect public roads or structures.

The graph above shows the number of emergencies that have occurred since Indiana took responsibility for the emergency reclamation program in 1994, and the funds expended for this service. In most cases, the hazardous condition is mitigated in a matter of a few days as staff work with local contractors to evaluate and provide remedy for the safety hazard.

Future Set-Aside and AMD Set-Aside Funds

Prior to 2006, Indiana set aside 10% of its annual grant allocations for future reclamation needs. The 2006 amendments to SMCRA allows the State to now set aside up to 30% of the state share and historic coal share portions of each grant for future reclamation activities associated with acid mine drainage at abandoned mine sites. Therefore, the Indiana AML Program is now administering two set aside funds as shown in the graphs at right and below. The AML Program is committed to setting aside as much federal funding as allowed by law for future reclamation purposes.

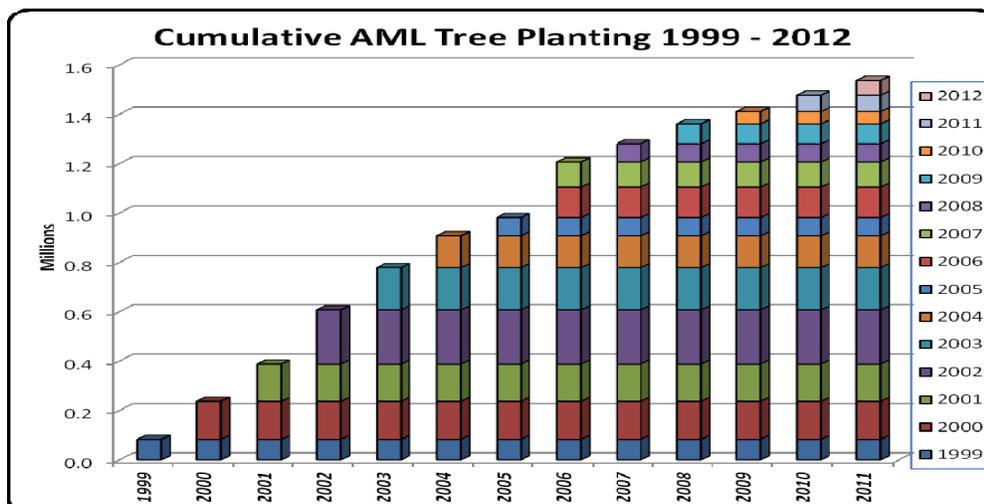
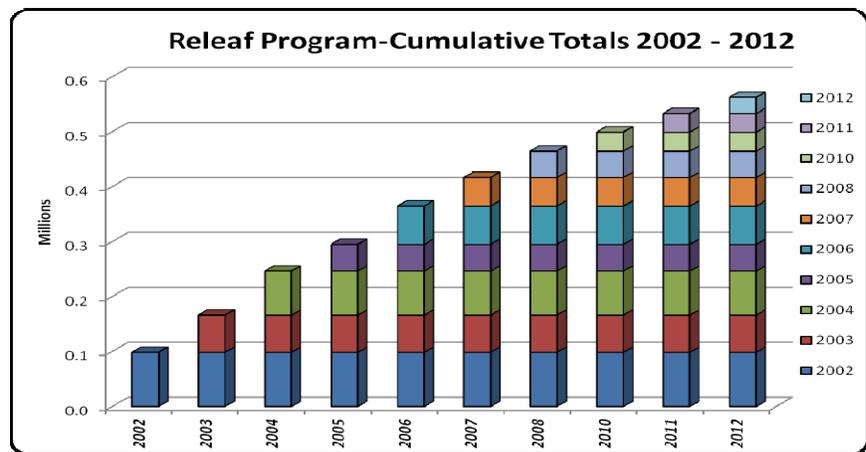




These funds will be used as a perpetual funding mechanism for the Indiana AML Emergency Program, once the federal AML fee collection ceases in 2021.

Abandoned Mine Land Program Reforestation Initiative

The Abandoned Mine Land Program has developed and implemented a reforestation initiative to plant trees as part of the reclamation process. Since 1999 the AML program has planted over 1.5 million trees on reclaimed mines sites in Indiana. Tree plantings are often incorporated into the normal AML reclamation process. The ReLeaf Program partners with local landowners and provides funding and expertise for tree plantings on reclaimed Title V mine sites. The graphs above and below demonstrate this worthwhile program's success.



Restoration by County

Indiana counties were once scarred with public health, safety and environmental hazards from abandoned surface and underground coal mines. Today, many of these lands have been restored, unrecognizable to their previous mining use; hazards have been mitigated; and continuing environmental damage to rivers and streams eliminated. Much work has been completed, but a large amount of AML work remains in our coal region.

AML Reclamation Completed by County, September 1, 2012

County	Number of Sites	Costs
Clay	192	7,982,500.75
Daviess	24	4,984,487.15
Dubois	9	175,682.98
Fountain	4	31,533.13
Gibson	6	286,959.63
Greene	135	9,893,708.66
Knox	30	12,512,701.85
Martin	6	1,771,618.15
Owen	4	29,995.83
Parke	25	642,337.44
Perry	6	391,945.16
Pike	73	35,105,660.58
Spencer	14	2,942,140.89
Sullivan	96	13,410,665.31
Vermillion	21	1,189,174.51
Vigo	123	23,042,126.14
Warrick	154	30,810,839.87
Grand Total	922	145,204,078.03

The Partners for Reclamation Program

The Abandoned Mine Land Program and area Resource Conservation and Development (RC&D) Councils have joined together to provide an opportunity to help local citizens remedy adverse effects of coal mining on their properties. The program is designed to assist property owners who have been adversely impacted by abandoned coal mines. Landowners work with their local Soil and Water Conservation District (SWCD) to develop a plan to correct the mining related problems unique to their property. Once a reclamation plan has been accepted by the SWCD, the Division of Reclamation will review the proposed project for compliance with all applicable regulations to determine its appropriateness. Funding is available through the AML Program and is based upon the technical and financial aspects of the individual site. These projects are 85% funded by the AML Program through the RC&D, the remainder being the responsibility of the landowner.

**Partners for Reclamation Sites
January 1, 2008 to July 30, 2012**

Site Number	SiteName	SiteCost	Final Date
273	Chinook	\$35,033.38	04/24/2012
481	Atlas	\$28,746.90	09/12/2010
1327	Youngblood Shaft – STRC&D	\$7,328.48	02/23/2008
1351	Paul & Nancy Allsup - STRC&D	\$6,299.73	05/02/2008
1392	John Allsup – STRC&D	\$3,887.10	09/30/2008
1395	Bennett Lane & Route 40	\$3,743.25	08/28/2008
1396	Ronald Eppert Opening – STRC&D	\$7,926.63	08/21/2008
1397	Sherwood Templeton – STRC&D	\$21,768.15	05/06/2008
1399	Ketter Highwall – STRC&D	\$43,858.50	07/21/2009
2501	Vigo County Rights-of-Way	\$23,368.80	07/06/2009
2503	William Marr - STRCD	\$572.36	03/28/2009
2504	Max & Verna Fredericks – STRC&D	\$10,227.90	08/10/2009
2506	Stadler Slump	\$4,979.34	09/21/2009
2507	Dietz Recreation Park, Inc.	\$2,526.90	09/07/2010
2508	Scott Hayes	\$4,782.79	09/14/2010
2509	Vermillion Spoil Area	\$12,563.22	07/22/2010
2510	Vigo County Rights-of-Way 2	\$10,526.69	09/17/2010
2512	Osborn Revegetation	\$476.83	11/10/2010
2513	Reece Agricultural Flooding	\$4,272.48	05/31/2011
2514	Stephens Spoil Area	\$9,134.66	09/15/2011
2518	Lee Storey	\$4,665.88	07/12/2012
21 Sites		\$246,689.97	