

Division of Reclamation

2008-2010 Business Plan

“Thought Provoking Reclamation”



**Responsible energy production with environmental protection;
Award-winning restoration**

**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.**





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

Principled-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

WE PROVIDE THIS SERVICE TO OUR STAKEHOLDERS THROUGH:

Optimum Management of the Environment and its Resources
that are affected by Coal Mining.

Part 1: Program Purpose and Design

Statutory Authority

The Division of Reclamation has two primary program responsibilities: Regulatory and Restoration of surface coal mines. Statutory mandates for division programs can be found within 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 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 that mining. 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; however, this program is quite small. 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 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 the productivity and aesthetic qualities of the land and water.

The Division of Reclamation is assigned to the Department of Natural Resources Regulatory Management Team. 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 coalmine operators pioneered the reclamation of surface mined land in the United States. The members of the Indiana Coal Producers Association voluntarily decided to re-vegetate their 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.

Division Structure

The Division of Reclamation is the only division in the Department of Natural Resources whose primary office is outside Indianapolis. 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. Reclamation specialists conduct inspections on a rule-specific schedule. Operators are informed of any noted violations and civil penalties 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 accord with the mining plan. Certain reclamation specialists are assigned to monitor blasting at the active sites. Blasting has been a continuing concern to adjacent landowners.

Technical Services

Permit details are reviewed by technical specialists in the fields of geology, hydrology, archaeology, fish and wildlife, biology, agronomy, and mine engineering. Operator credentials are checked through a nation-wide applicant violator system. Bond amounts are controlled through 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 coalmine issues. The result has been a positive relationship with the industry and ability to process coal permit documents in an expeditious manner.

Restoration

This group is responsible for reclamation of any mined site that has been abandoned regardless of funding source: federal Abandoned Mined Land monies, 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;
- Surveying and engineering designs for lands to be restored;
- Prepare bid documents;
- Monitor contract compliance during construction;
- Post completion inspections for follow up maintenance.

Emergency subsidence work as well as long-term site maintenance is supported 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 provided at the field 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 64. 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 to 75 positions through streamlining processes and evaluation prior to filling vacated positions. Considerable credit can be given to the stability of the staff that has resulted in knowledge and experience throughout the division. Decisions can be made by field staff in consultation with the coal operator or contractor 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. (See Section 4 for performance reports.) 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 industry and landowner 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 Indiana 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. Forestry 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. The Re-Leaf Program has resulted in 307,100 trees being planted on 389 acres from 2002 through 2005.

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 coal operators, academia, researchers and others involved in coal mining come together for two days of intensive seminars on the latest research and technology on coal mining and reclamation. This technology seminar has a regional reputation for bring the "best-of-the-best" practices together. Results are reflected in the mining and reclamation conducted at the Indiana coal operations.

Defining our Success: Program Outcomes

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

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

Part 2: 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 team who are dedicated to making the Division a peak performing government agency. *Operation Excellence* relies on the commitment of the 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. A learning organization is more flexible to shift to changing needs of the industry, technology advancements, and the changing conditions for government regulators.

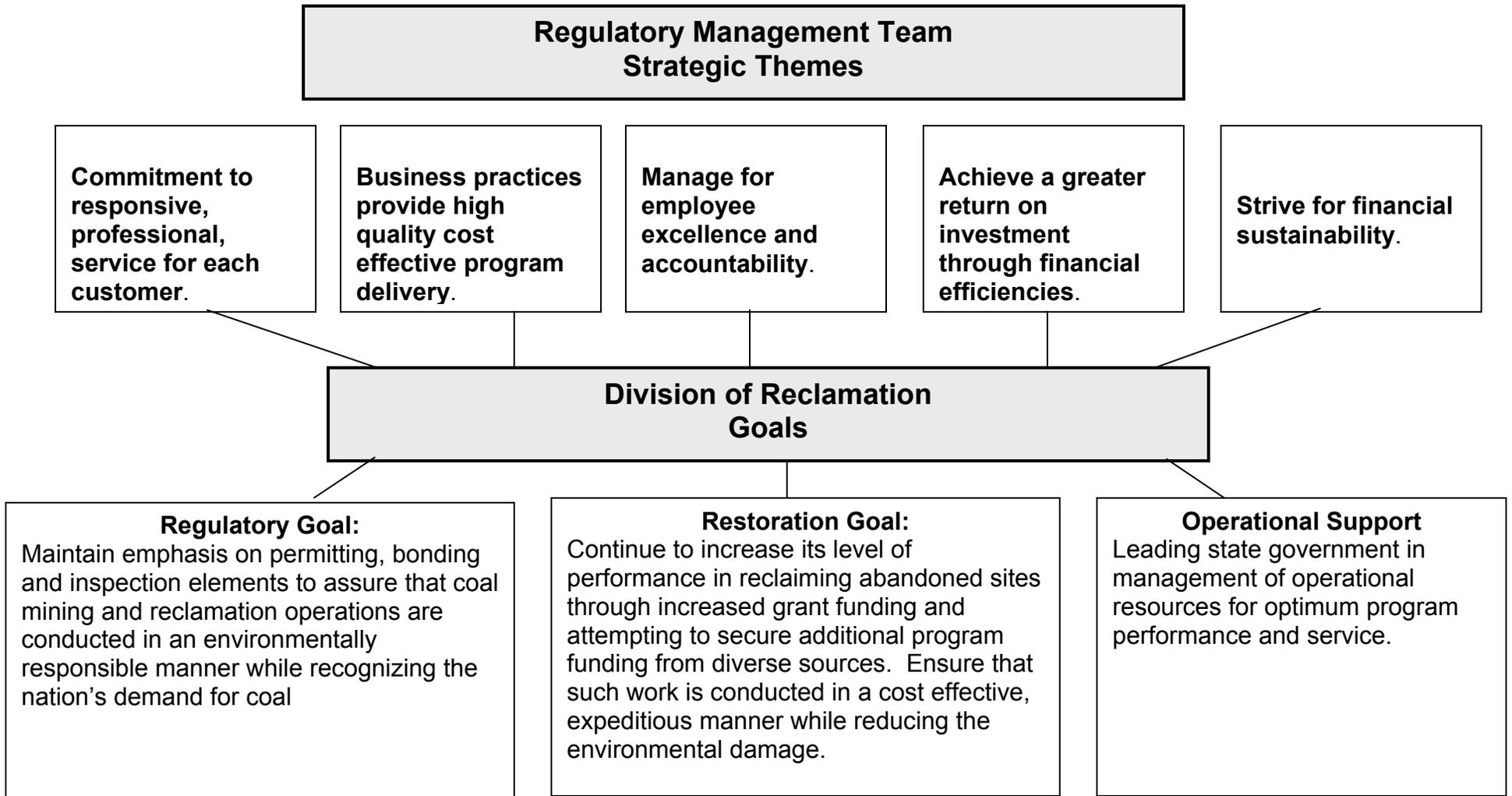
Going from Good to Great

In the summer of 2002, the Division of Reclamation was integrated into a new bureau configuration now called the Regulatory Management Team (RMT). The bureau currently consists of five divisions headed by a bureau director:

1. Division of Entomology and Plant Pathology
2. Division of Historic Preservation and Archaeology
3. Division of Oil and Gas
4. Division of Reclamation
5. Division of Water

As part of the preparation of the 2005-2007 Biennial Budget, the RMT directors developed a Business Plan titled "Going from Good to Great". Through a series of training sessions in the summer of 2004, five overarching themes for the bureau were developed. The RMT document is the "front-end" performance plan for this planning effort. The relationship of the division goals to the RMT priorities are reflected on the next page.

RMT Performance Challenge
Timely, Accurate and Complete Service Delivery
For efficient and effective management of our program responsibilities
 Derived from the Government Efficiency Commission Report, November 8, 2004



Focusing Resources on Results

In the summer of 2005, all DNR divisions were asked to define performance measures that could be used to identify program progress. This effort was part of a statewide government directive to develop a better system to measure against a common standard. This common standard is a three part rating system whereby:

Green = Metrics accomplished that are best-in-class performance.

Yellow = Acceptable progress but not exceptional performance.

Red = Metrics indicate progress is below standard performance.

Agencies were given the opportunity to define their scorecards that define “green-yellow-red” performance.

For DNR, six strategic goals that were chosen for 2005-2007 as follows:

Stewardship Goal

DNR will preserve, protect, restore, regulate, manage, educate, and recreate Indiana’s natural, cultural, historical and cultivated resources.

Customer Interaction Goal

DNR pledges to conduct each customer interaction in a professional, responsive manner. By the nature of our responsibilities, we recognize that not everyone may agree with the outcome but will feel that they have been treated fairly and with respect.

Economic Development Goal

DNR recognizes its role as a 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.

Business Practices Goal

DNR recognizes that sound management principles drive efficient and effective service. Through this biennium, DNR will focus on implementation and refinement of improvements to department infrastructure and program processes.

Financial Sustainability. Fiscal Responsibility Goal

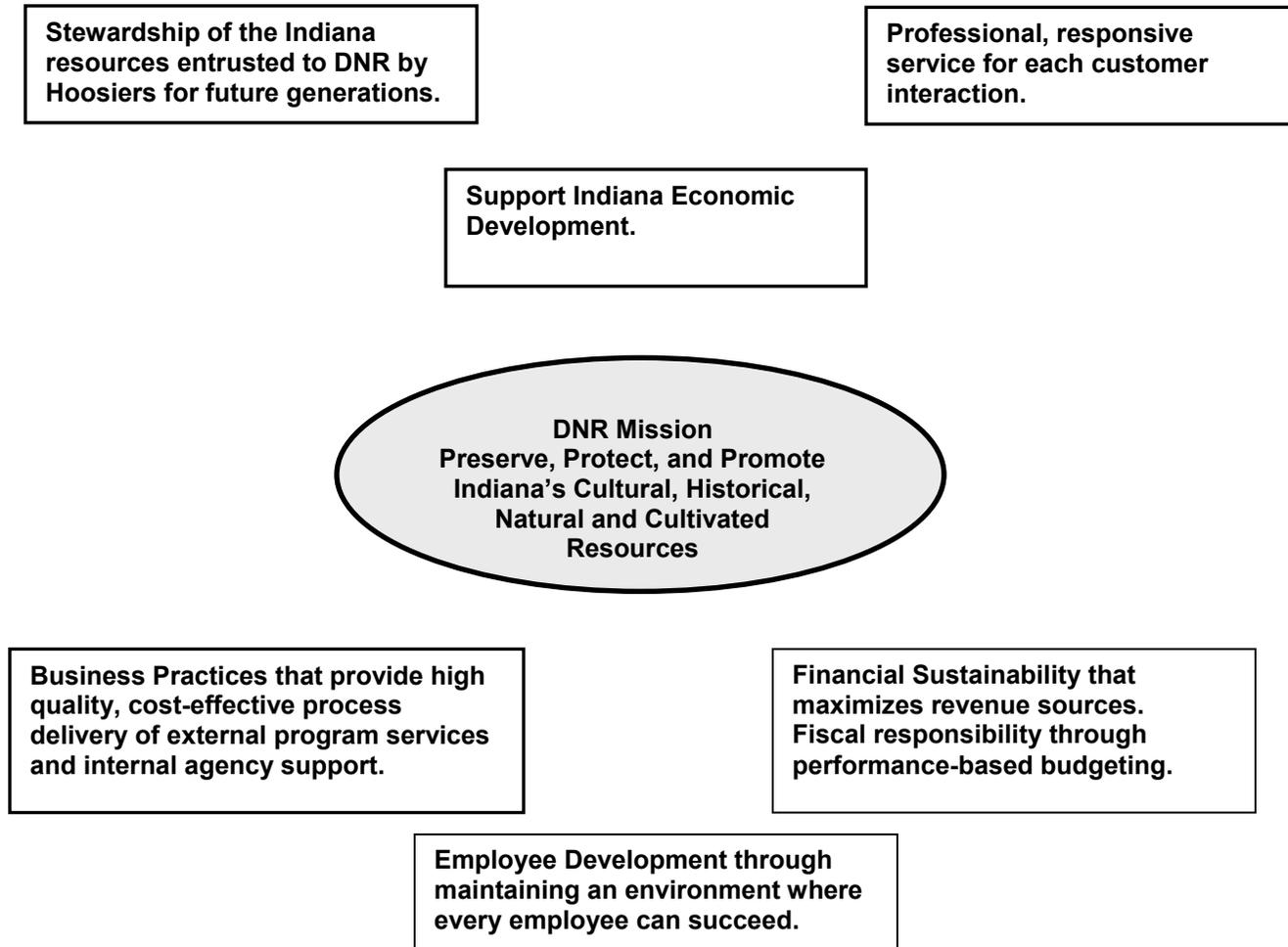
The DNR will seek ways to ensure long-term financial sustainability for all programs within our mission and Legislative directives. Effectiveness results not only from excellence in service delivery to Indiana citizens but also in wise use of our physical assets and human capital. DNR shall institute a performance-based budget to support effective decision-making.

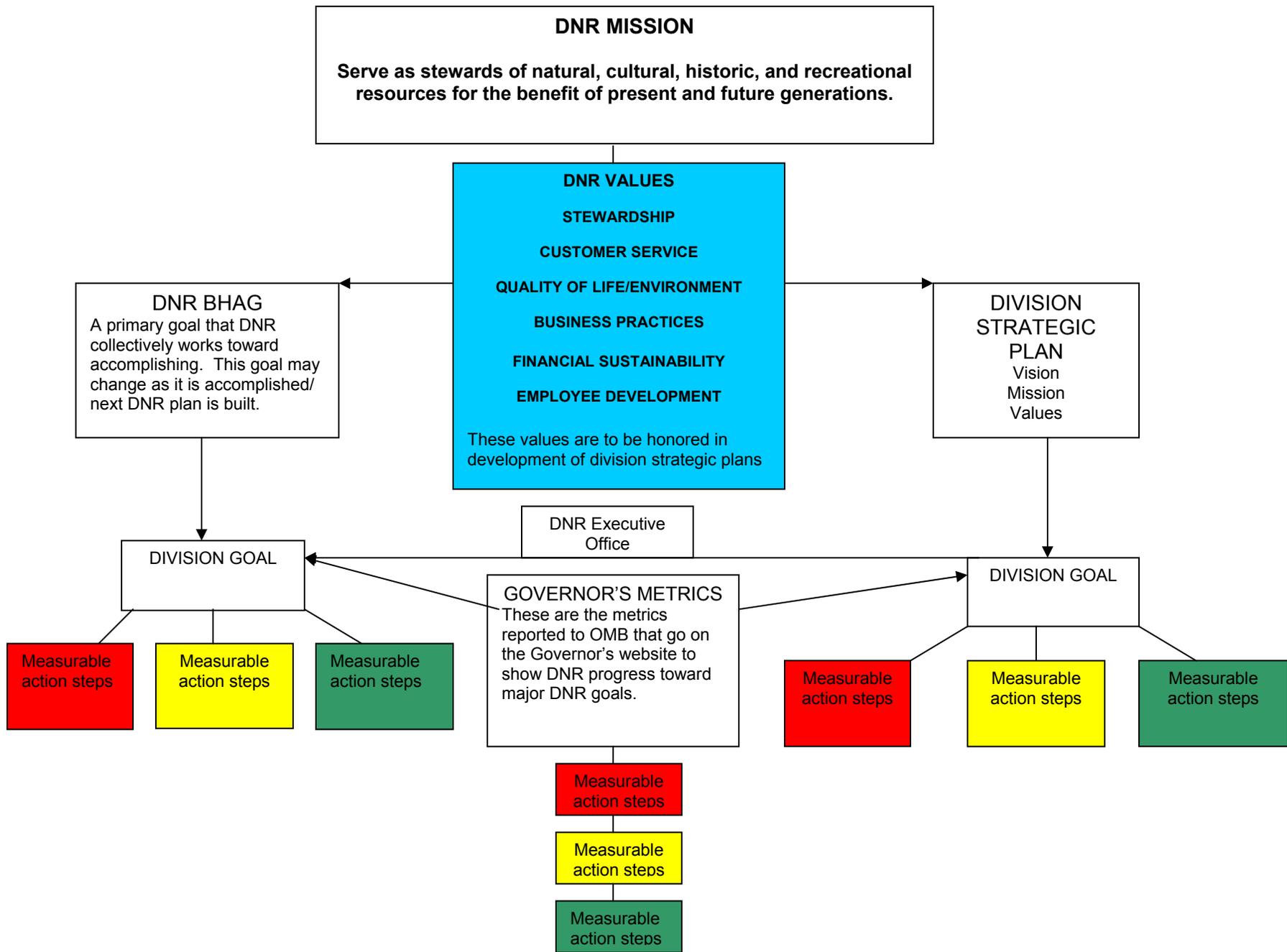
Employee Development Goal

DNR strives to provide adequate resources so each employee can conduct daily work to the highest level of achievement. DNR recognizes that the foundation for success rests with the opportunity for each employee to attain excellence.

Focusing DNR Resources on Results

2005-2007 Business Plan





DNR programs, daily work procedures, employee work profiles drive all performance.

DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 1: To conserve an additional 100,000 acres by 2016

Objective/Target: Through public and private partnerships, protect critical natural, cultural, historic and recreational resources.

Outcome: Save areas of significance so they are not lost for future generations of Hoosiers

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
Resource inventory --Existing resources --Identify critical resources	All divisions, coordinated by Land Acquisition	complete by 12/31/2008
Customer/partner assessment	SCORP, TNC, others as available – Use existing division survey processes as applicable What are our partners' plans, needs priorities?	complete by 06/30/2009
Gap analysis	IN Conservation Action Plan, other sources, coordinated by landholding divisions through the bureau.	complete by 12/31/2009
Economic needs assessment and impact analysis	Budget team coordinate	complete by 6/30/2010
Communicating our vision-education, marketing, etc.	Communications, interp/ed staff in all divisions	begin 1/1/2009
Develop support for financial resources/funding strategy	Executive Office, Budget, all divisions	complete by 06/30/2010 for 2011-2013 biennial budget

Scoreboard:

Create graph or other visual to tally acres conserved beginning 1/1/08
Project management chart to monitor interim task completion

Future Action Steps:

Alternative funding sources

Developing public access to land acquisitions

DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 2:

Increase points of access for communication, information, and service delivery for DNR customers.

Objective/Target:

Capitalize on technology to communicate a consistent message that leads to increased participation and use of DNR programs, services, and products (with a specific targeted increase to be determined upon creation and assessment of baseline information).

Outcome: More citizens see an increased value to the existence of DNR. Simplify and maximize delivery of services and content for our users.

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
To create a baseline, Divisions submit an audit of current customers.	All Divisions and Executive staff Coordination through Communications Division	7/01/2008
Comprehensive research on satisfaction, expectations and desires of stakeholders.	Create a DNR marketing team.	6/30/2009
Set specific targeted increase.	DNR marketing team, Division senior leadership, and Executive staff	9/01/2009
DNR website provides public access for all Divisions' basic service delivery (permits, licenses)	Each DNR Division to be responsible for determination of and access to appropriate information.	1/01/2010
DNR Intranet to provide on-line instructions for employees on administrative processes	Communications Division to acquire Adobe Captivate or similar software. Administrative Divisions to determine subject matter and define a time frame to have instructions available on-line for in-service training.	12/31/2008 09/30/2008; Update annually between 10/01 and 12/01
Set new objectives/make recommendations	Marketing team, Division directors, Executive staff	1/01/2010

Scoreboard:

Future Action Steps:

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DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 1: Assess current DNR workforce.

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possesses adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
Compile/Document what we are required to do (e.g., statutory obligations)	Human Resources Division Directors/ Strategic Plans	Division Directors – 06/15/2008
Analyze what we currently have	HR for DNR	06/01/2008
Comparative manpower analysis of other like organizations(public & private)	Divisions benchmark to peer groups; other states; federal counterpart	6/30/2008
Identify best practice methods (i.e., administrative		

DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 2: Determine workforce capacity required to meet program responsibilities.

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possesses adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
Needs assessment – skills, technology, etc.		06/30/2009
Financial assessment w/ regards to identified needs Wage and classification assessment		12/31/2009
Complete Succession plan		03/31/2010

DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 3: Set strategic direction to meet workforce needs

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possesses adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
1) Implement a training plan- a) provide knowledge employees need to better perform their current duties b) enhance the base of knowledge and experience of the dept to better respond to changes in the demands and future succession c.) Metrics established for quantitative measurement		04/01/2008
2) Determine how to fix inequities		
3) Obtain adequate funding		Complete for 2011-2013 biennium

Scoreboard:

Future Action Steps:

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.

Monitor mining and concurrent reclamation activity on over 4,500 acres disturbed annually during production of 35 million tons of coal for electricity generation. Indiana is among the top states nationally in coal production.

Verify compliance by conducting more than 2000 inspections each year on 75,000 acres of mined land on over 100 mine sites in 14 counties under state SMCRA jurisdiction guaranteed by more than \$300,000,000 in performance bond.

Measure blast vibration on 15 seismographs maintained at various mine sites to accumulate performance / compliance data on over 7,800 production mine blasts each year.

Assure that the restored land uses are balanced in the same proportion as pre-mining lands and are capable of similar agricultural productivity. Final performance standards are met on more than 5,000 acres each year and lands are returned to the use of the owner.

On the ground results through protection of the environment during mining and return to productivity after mining.

Partnering with the coal industry to provide 35 million tons of coal/year for low cost electricity that contributes \$5 billion to Indiana economy



Hydrologic Outcomes
 ► Monitor surface water for compliance to NPDES water quality standards.
 ► Monitor adjacent ground water sources for quantity and quality impacts.

Blast Performance Outcomes
 ► Measure results through placement of multiple seismographs on adjacent land.
 ► Investigate blast damage reports.
 ► Train and certify mine blasters.

Defining Reclamation Outcomes
 acres reclaimed per bond release phase
 P1: Restore to grade and soil replacement
 P2: Land re-vegetated to post-mine plan.
 P3: Productivity of vegetation—density and diversity to post-mine plan.



Result: Nationally recognized award winning reclamation

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.

In the last twenty years, Indiana's Abandoned Mine Land Program has performed activities to enhance 6500 acres of abandoned and derelict land including more than 142,000 feet of highwalls, more than 800 dangerous mine openings and subsidences, 300 structures, 130 acres of trash and 2200 acres of environmentally threatening coal refuse materials.

Division of Reclamation staff have been recognized nationally for their creative and innovative approach to restoration.

- ▶ Soilermaker. An artificial soil product developed in partnership with Lilly Pharmaceuticals and Purdue University.
- ▶ Unit Price Contracting. A cost per unit bid option that allows for multi-site reclamation under one contract. Finalist for Innovation Award through Council of State Governments.
- ▶ Multiple Mid-Continent Region Office of Surface Mining awards. 2002 National Award Recipient.

Result: Nationally recognized award winning reclamation.

2008 Mid-Continent OSM Award for Log Creek Church Area in Pike County. Former barren areas now well vegetated attract rabbits, deer, turkey and bobwhite quail. Wetland areas serve a variety of wildlife and waterfowl.

Determining priority through set criteria and site inventory



In-house technical expertise and engineering determine method of restoration and design saving \$thousands in outside consulting cost that can be used in project construction.

\$10 million annual federal grant used to clean-up abandoned coal mined lands. Work is done by private contractors through state bid process that returns this money into local economy.



Part 3: Program Management

The evolution of the Division of Reclamation strategic plan initiatives culminated in a 2006 version following in the footsteps of previous efforts. In early 2006 the Division of Reclamation published its 2006 through 2009 Business Plan. It was this plan that implemented the DNR's six strategic goals discussed above.

The Department of Natural Resources management group comprised of Executive Office staff and all Division Directors met in October 2007 for the purpose of determining Department wide direction that could be assimilated throughout all Divisions for determining specific goal setting. It was determined each Division would generate a Division specific Strategic Plan with implementation of goals determined by the management team.

The following page summarizes the results of that initiative and the anticipated alignment concept established for all Divisions.

The Department created a new mission statement and identified six agency values.

- Stewardship
- Customer service
- Quality of life / environment
- Business practices
- Financial sustainability, and
- Employee development

Three goals of significant magnitude for Divisions to consider and fall beneath were generated. As a result, the Division of Reclamation determined the best manner in which to implement the Department goals is to modify the current 2006 – 2009 Business Plan to bring the Department goals within it. Moreover, Division of Reclamation management believed it time to make adjustment to other aspects of the current plan as well and that has occurred in the following sections. The Division of Reclamation is pleased to produce the latest version of their strategic plan titled Division of Reclamation, 2008 – 2011 Strategic Plan

THE INDIANA DEPARTMENT OF NATURAL RESOURCES

MISSION STATEMENT: Serve as stewards of natural, cultural, historic, and recreational resources for the benefit of present and future generations.

DNR Goals

DNR Goal 1: To conserve an additional 100,000 acres by 2016

DNR Goal 2: Increase points of access for communication, information, and service delivery for DNR customers.

DNR Goal 3: Define the strategic configuration for the IDNR workforce

DNR Values

Stewardship

As stewards of Indiana's natural, cultural, historic, and recreational resources, the Department's responsibilities are fulfilled by our commitment to:

- Preserve;
- Protect;
- Restore;
- Regulate;
- Manage;
- Educate.

Customer Service

The Department pledges to conduct each customer interaction in a professional, respectful, and responsive manner.

Quality of Life/Quality of Environment

We shall conduct our programs in a manner that enhances our State's quality of life and the quality of the environment.

Business Practices

The Department recognizes sound management principles drive efficient and effective service. We shall focus on the implementation and refinement of improvements to department infrastructure and program processes.

Financial Sustainability/Fiscal Responsibility

The Department is committed to long-term financial sustainability for all programs within our mission and legislative directives. Effectiveness results from excellence in service, wise use of our physical assets, and human capital.

Employee Development

The foundation for 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.

DNR STRATEGIC PLAN ACTION PLAN

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Outcome: Save areas of significance so they are not lost for future generations of Hoosiers

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DNR STRATEGIC PLAN ACTION PLAN

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Future Action Steps:

DNR STRATEGIC PLAN ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 1: Assess current DNR workforce.

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possess adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
Compile/Document what we are required to do (e.g., statutory obligations)	Human Resources Division Directors/ Strategic Plans	Division Directors – 06/15/2008
Analyze what we currently have	HR for DNR	06/01/2008
Comparative manpower analysis of other like organizations(public & private)	Divisions benchmark to peer groups; other states; federal counterpart	6/30/2008
Identify best practice methods (i.e., administrative)		

Scoreboard:

Future Action Steps:

DNR STRATEGIC PLAN

ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 2: Determine workforce capacity required to meet program responsibilities.

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possess adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
Needs assessment – skills, technology, etc.		06/30/2009
Financial assessment w/ regards to identified needs Wage and classification assessment		12/31/2009
Complete Succession plan		03/31/2010

Scoreboard:

Future Action Steps:

DNR STRATEGIC PLAN

ACTION PLAN

DNR Goal 3: Define the strategic configuration for the IDNR workforce

Objective/Target 3: Set strategic direction to meet workforce needs

Outcome: An appropriately educated, skilled and experienced workforce that is sufficient in number and possess adequate technical and financial resources to fulfill the goals, actions, and objectives of their section, division, and department.

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
1) Implement a training plan- a) provide knowledge employees need to better perform their current duties b) enhance the base of knowledge and experience of the dept to better respond to changes in the demands and future succession c.) Metrics established for quantitative measurement		04/01/2008
2) Determine how to fix inequities		
3) Obtain adequate funding		Complete for 2011-2013 biennium

Scoreboard:

Future Action Steps:

Measuring Division of Reclamation Success

The Division has an extensive tracking system to monitor success. Federal rules 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. Each year the Office of Surface Mining produces a program evaluation of the State Program.

The types of information collected and monitored support program goals. Program priorities are adjusted based on this information; resources allocated; and Division strategy and decision-making are set. Program managerial performance is evaluated against these goals. At the end of each administrative grant, a close-out document is prepared that evaluates Division performance against federal standards and Division goals. Copies of these documents are available for review.

Performance is best measured at three levels as shown on page:

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

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 and effect on public welfare.

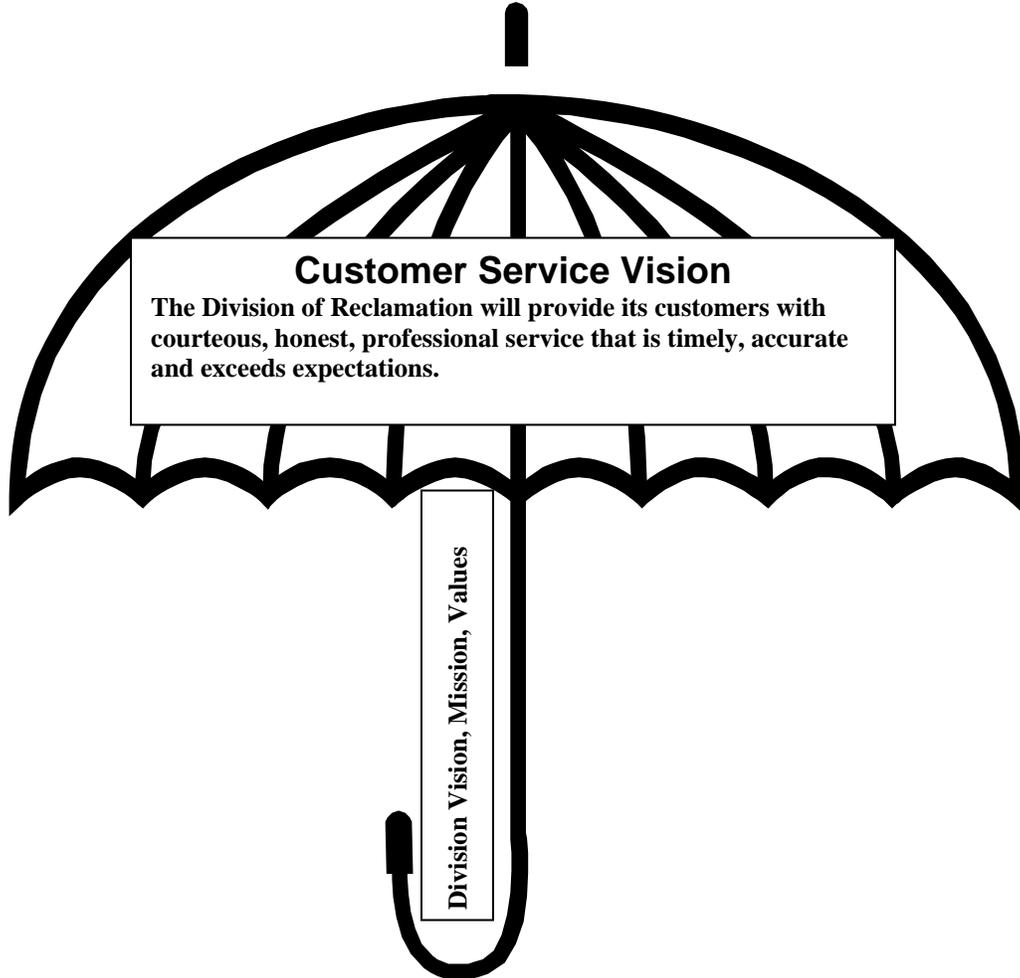
Administrative Services Goal:

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.

DNR Customer Service Value: The Department pledges to conduct each customer interaction in a professional, respectful, and responsive manner.

Division Outcomes to Accomplish DNR Customer Service Value:



In pursuit of excellence in program performance	Maintaining a healthy internal operating system
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	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 a citizen 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: The applicants need timely permit reviews 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. 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 from the adverse affects of surface coal mining operations. 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 program. 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 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: People, not technology, answer customer problems. 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 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 limited resources. Input from owners and all other 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 we gain through the years enable us to help operators conduct better reclamation of mined sites. We have a deep respect for the environment and truly care about public service.

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 *entire* 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, and duplicity of effort.

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, 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.

Management of all Information Systems: The division takes pride in the availability of advanced technology that is 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, training, and travel.

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.

Public Utilities: Customers of the coal industry whom we assist in providing a more economical fuel and by recycling waste products.

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

DNR PERFORMANCE METRICS

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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

1. Permit decisions within a time frame that enables coal producers to begin or continue mining operations without disruption caused by regulatory inaction or uncertainty.
2. Internal coordination of permitting actions to eliminate redundancy of multiple requests for information from the operator.
3. Communicate actions promptly with coal operators to improve their abilities to plan operations to meet the conditions of their contracts as coal suppliers.
4. Inspection schedule that not only meets federal requirements but maintains a consistent connection with the operator and the operation.
5. 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

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Value: DoR recognizes its role as a 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.

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	180 days following submission
-Bond Submittals	Reclamation Specialist	30 days following submission
-Condition Modifications	Reclamation Specialist	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	180 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

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DNR recognizes its role as a 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.

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
-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

Scoreboard:

Future Action Steps:

**DoR STRATEGIC PLAN
ACTION PLAN**

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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

Scoreboard:

Future Action Steps:

ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DNR Economic Impact Goal: DoR recognizes its role as a 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.

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

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DNR Economic Impact Goal: DoR recognizes its role as a 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.

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

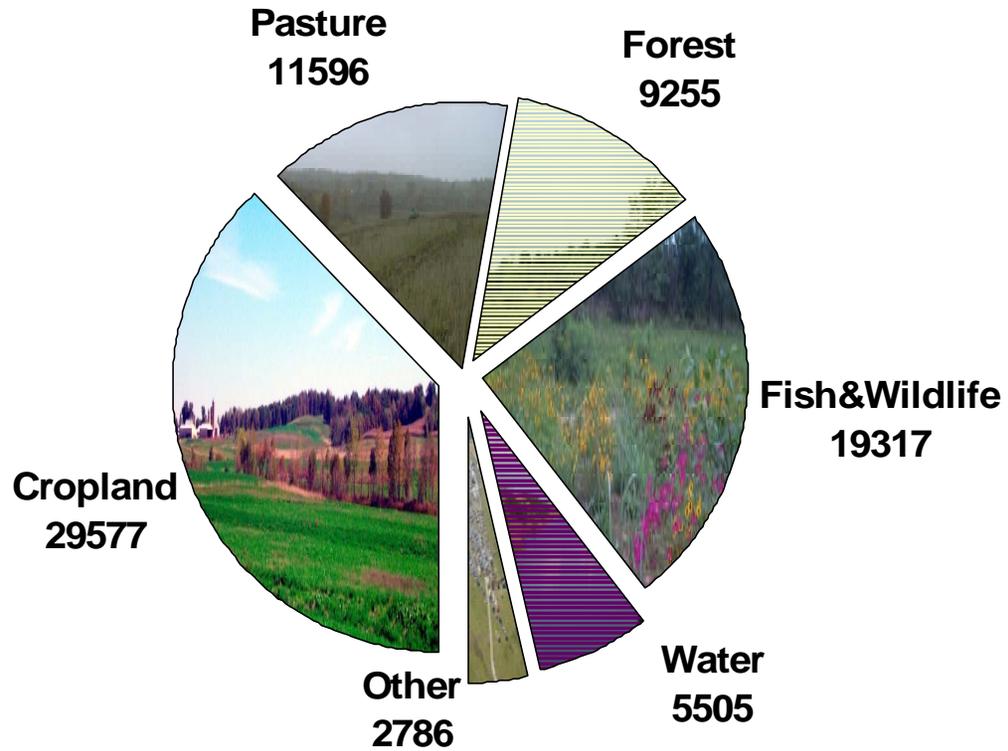
Outcome: When the approved land form is restored by successful grading, soil replacement and control of surface drainage the performance bond for Phase 1, Phase 2, and/or Phase 3 shall be released upon a request by the permittee.

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

Scoreboard:

Future Action Steps:

Landuse Acres Returned to Landowners Between 1996-2007



DoR STRATEGIC PLAN

ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Value: DoR recognizes its role as a 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.

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 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

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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 Permit Coordinator Field Supervisors	Semi-Annually or as needs dictate

Scoreboard:

Future Action Steps:

**DoR STRATEGIC PLAN
ACTION PLAN**

DNR Stewardship Value: To preserve, protect, restore, regulate, manage, educate, and provide for recreation for Indiana’s natural, cultural, historical and cultivated resources.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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	Quarterly
-Information exchange at Indiana Society of Mining and Reclamation Technology Transfer session operators	Division Director Regulatory Program Assistant Directors	Annually

Scoreboard:

Future Action Steps:

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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. Cost effective, non-traditional restoration materials and methods that produce award-winning results.
4. 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

DNR Stewardship Value: To preserve, protect, restore, regulate, manage, educate, and provide for recreation for Indiana’s natural, cultural, historical and cultivated resources.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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.

Scoreboard:

Future Action Steps:

**DoR STRATEGIC PLAN
ACTION PLAN**

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

DoR Objective/Target: Restore all abandoned mine lands back to productive use. Partnership with local groups to restore smaller sites not feasible for Division work.

Outcome: Plant 10,000 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
-Plant trees.	Project Management Staff	Commence in April and complete by June Annually

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: To preserve, protect, restore, regulate, manage, educate, and provide for recreation for Indiana’s natural, cultural, historical and cultivated resources.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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).	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.	Engineering Section, Technical Support Section	By 6-01
-Design project.	Engineering Section	Complete by 12-01

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

DoR Objective/Target: 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, 2009
-Determine greatest areas of maintenance issues to consider enhanced measures in future design.	Project Management Section Engineering Section	December 31, 2009

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Goal: DoR recognizes its role as a 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.

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
-Provide information on partnering during outreach opportunities. -Attend meetings of partnering groups and support these partners already in-place through technical support and funding.	All AML staff Assistant Director for AML Field Operations Coordinator	Ongoing Quarterly

Scoreboard:

Future Action Steps:

DoR STRATEGIC PLAN ACTION PLAN

DNR Stewardship Value: As stewards of Indiana’s natural, cultural, historic, and recreational resources, the Department’s responsibilities are fulfilled by our commitment to: preserve, protect, restore, regulate, manage, and educate.

DoR Economic Impact Value: DNR recognizes its role as a 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.

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

Scoreboard:

Future Action Steps:

MANAGEMENT MISSION

The Division of Reclamation management team consists of all supervisors. The management team provides quality and leadership that holds 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.

DNR PERFORMANCE METRICS

DNR 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.

Improved communication for more consistent delivery of program functions and services.

A learning organization is one in which people at all levels, individually, and collectively, are continually increasing their capacity to produce results they really care about....A learning organization is continually expanding its capacity to create its future.

---Peter Senge

One of the goals described in Part 2 is Department Goal 3-: Define the strategic configuration for the IDNR workforce. The following section describes the manner in which the Division of Reclamation will implement sub-goals beneath this overarching goal.

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

Objectives and Strategies:

**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.

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 SWOT Analysis of current and future industry needs	Division Director Assistant Directors Executive Assistant Project Coordinator	03-31-09
-Determine needs for various staff positions	Division Director Assistant Directors Supervisor	08-31-09
-Implement needs into work profiles, curriculum, succession plan	Supervisor	At next prescribed work profile

Scoreboard:

Future Action Steps:

**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.

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

Outcome: Identify peak performers for career development.

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
-Develop criteria to identify peak performers	Division Director Assistant Directors Executive Assistant Project Manager	3-31-09
-Determine peak performers	Division Director Assistant Director in specific area of consideration	08-31-09
-Initiate leadership growth criteria into individual training curriculum	Division Director Assistant Director in specific area of consideration Supervisor	At next prescribed work profile

Scoreboard:

Future Action Steps:

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.

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

Outcome: Actively implement succession plan to replace estimated 40% staff turnover due to retirement and attrition beginning in 2008 to extend to 2015.

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 overview of Reclamation succession training manual	Division Director Assistant Directors	07-31-08
-Determine most likely positions to need replaced in next two year period	Division Director Respective Assistant Director	09-30-08
-Consider current staff member, if appropriate for potential replacement	Division Director Respective Assistant Directors	Ongoing
-Initiate training for position	Supervisor	Ongoing

Scoreboard:

Future Action Steps:

The goal pertaining to succession planning has been partially completed by a combination of effort by management of the Division of Reclamation and more importantly by support of those in the Executive Office and Human Resource Divisions. The Division of Reclamation has generated a Succession Plan that is implemented. The plan has numerous exercises and considerations while determining the best manner in which to anticipate and proceed with succession of key positions. The result has been anticipating for vacancies and double filling those of a significant and complex nature. This has allowed staff moving into these positions to be trained by the person currently in the position and who intends to retire in the near future. Typically the double fill is only necessary for an approximate three month period. This has saved the Division of Reclamation countless hours in training, has expedited review timeframes and deadlines for permitting actions, and enhanced contractual processes for the Abandoned Mine Land Program.

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.

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

Scoreboard:

Future Action Steps:

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.

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

Outcome: Annually review training curriculum for all staff utilizing the DNR Training Plan

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 trainings.	Supervisor	Annually
-Determine next phase of training	Supervisor	Annually

Scoreboard:

Future Action Steps:

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	Within 2 weeks following close of evaluation period
-Meet with staff member for discussion of evaluation year's achievements and for potential growth opportunities	Supervisor	Within 2 weeks following close of evaluation period
-Evaluate	Supervisor Staff Member	In prescribed timeframe

Scoreboard:

Future Action Steps:

**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.

DoR Objective/Target: Goal 2: 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

Scoreboard:

Future Action Steps:

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.

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 NTTIP 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
-Consider training sessions to enhance knowledge base	Individual	Ongoing
-Require training sessions necessary to perform job functions	Supervisor	Annually at Work Profile generation; ongoing.

Scoreboard:

Future Action Steps:

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.

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	Quarterly
-Initiate training event	Division Director Appropriate Assistant Director(s) Program Coordinator	Quarterly

Scoreboard:

Future Action Steps:

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.

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

Scoreboard:

Future Action Steps:

DNR PERFORMANCE METRICS

DNR Business Practices Value: The Department recognizes sound management principles drive efficient and effective service. We shall focus on the implementation and refinement of improvements to department infrastructure and program processes.

Division Outcomes to Achieve this Value:

A properly trained, experienced, and empowered employee saves a minimum of \$100/hour in work effort not requiring redundant reviews or return for rework.

Streamlined processes contribute to the economic wealth of the \$6 billion coal industry investment in Indiana. Every business process will contain the least number of steps necessary for service delivery from the point of entry into the system to final product output.

Internal processes designed to create a backup system to retain workflow in the short and long-term absence of key employees or supervisors.

Utilization of computer technology to maximize customer service and provide exceptional work resources for employees.

Sound management practices reduce litigation.

Department Goal #2:

One of the goals described in Part 2 of this Business Plan is **Department Goal 2-: Define the strategic configuration for the IDNR workforce by increasing points of access for communication, information, and service delivery for DNR customers.** The intent of this Goal is to capitalize on technology to communicate a consistent message that leads to increased participation and use of DNR programs, services, and products (with a specific targeted increase to be determined upon creation and assessment of baseline information).. The following section describes the manner in which the Division of Reclamation will implement sub-goals beneath this overarching goal.

DoR Strategic Plan Action Plan

DNR GOAL: Increasing points of access for communication, information, and service delivery for DNR customers.

DoR Objective/Target: Utilization of computer technology to maximize customer service and provide exceptional work resources for employees.

Outcome: Establish Division wide team of program content experts for ongoing review and updating of Division webpage content for clarity, accuracy and usefulness.

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 Webpage Team Members	Division Director, Assistant Directors, Team Leaders, Section Heads, and Division Webpage Coordinator.	Selection complete and Team set by 5/30/09
Team Charter devised with Webpage Goal and member duties.	Division Director, Assistant Directors, Team Leaders and Section Heads, and Webpage Team Members.	Team Charter and Webpage Goals by 8/29/09
Division Webpage reviewed for corrections and updates of current information.	Division Webpage Team.	Corrections and required editing complete by 10/31/09.

Scoreboard:

Future Action Steps:

DoR Strategic Plan Action Plan

DNR GOAL: Increasing points of access for communication, information, and service delivery for DNR customers.

DoR Objective/Target: Utilization of computer technology to maximize customer service and provide exceptional work resources for employees.

Outcome: Provide readily available and immediate visual access to areas of proposed mining and reclamation operations.

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>Contact Department IOT staff for availability of interactive mapping possibilities.</p> <p>Explore Division capabilities for posting visual map data.</p>	<p>Division Webpage Coordinator, Communications staff and IOT/GIS contact.</p> <p>I&E Webpage Team Member(s) and Division Webpage Coordinator with assistance from IOT/GIS contacts.</p>	<p>Initiate contact and outline Division proposal by 4/25/09.</p> <p>Explore and generate recommendations by 6/27/09.</p>

Scoreboard:

Future Action Steps:

DoR Strategic Plan Action Plan

DNR GOAL: Increasing points of access for communication, information, and service delivery for DNR customers.

DoR Objective/Target: Utilization of computer technology to maximize customer service and provide exceptional work resources for employees.

Outcome: Provide clear instruction and direct connection to industry contractors who may wish to track and/or bid on Division Restoration projects.

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
Develop step-by-step flow chart of State bidding process.	Restoration Webpage Team Member(s) and Division Webpage Coordinator.	Flow chart and contacts outlined by 6/20/09
Flowchart graphic design completed for posting.	Restoration Webpage Team Member(s) and Division Webpage Coordinator.	Flowchart graphic completed and ready for posting by 7/25/09.
Appropriate agency contact and contact information identified for Webpage posting.	Restoration Webpage Team Member(s) and Division Webpage Coordinator.	Contacts and contact information identified and ready for posting by 7/25/09.
Completed project submitted to DNR Communications for addition to Division Webpage.	Division Webpage Coordinator.	Website Update ticket submitted by 8/22/09.

Scoreboard:

Future Action Steps:

DoR Strategic Plan Action Plan

DNR GOAL: Increasing points of access for communication, information, and service delivery for DNR customers.

DoR Objective/Target: Utilization of computer technology to maximize customer service and provide exceptional work resources for employees.

Outcome: Update or revise appropriate I&E forms including a writable software format and properly titled for beneficial and easy access by customers.

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
Identify forms to be made available to stakeholders, and review for currency and accuracy.	I&E Webpage Team Member(s) and Division Webpage Coordinator.	Forms identified and reviewed for updates and re-titling by 6/20/09.
Update, re-title and correct as necessary.	I&E Webpage Team Member(s).	I&E forms revised to final draft standards by 7/25/09.
Pursue form revision process and writeable software.	Division Webpage Coordinator.	Software and permission to post revised forms by 7/25/09.
Assemble package of revisions for submittal to Division of Communications.	I&E Webpage Team Member(s) and Division Webpage Coordinator with assistance from Communications staff.	Submit Webpage Update ticket to Communications by 9/15/09.

Scoreboard:

Future Action Steps:

DoR Goal : To enhance and continuously improve division business practices using the following Program Management Model:

**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? “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. 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? 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 supports <u>every</u> employee’s daily</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>

<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>	<p>Work Unit Performance</p>	<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>	<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
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>

Part 4: Program Performance

Measuring our Results

The Division of Reclamation has continually measured and reported its program performance for more than ten years. 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.

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.

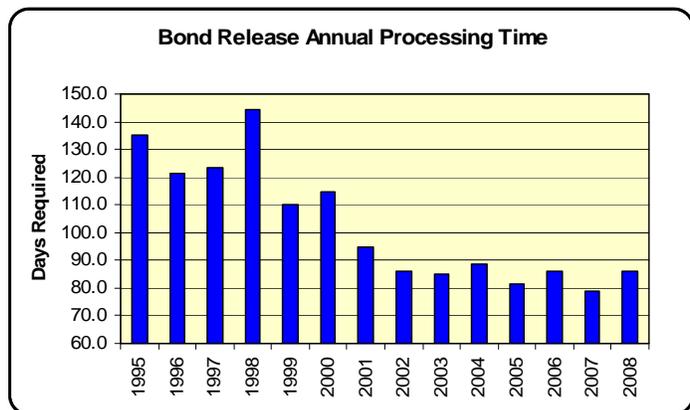
TITLE V INSPECTION/ENFORCEMENT SECTION

Reclamation Success

The overall success of reclamation is partially measured by the release of performance bonds. During 2007, grading and soil replacement was successfully completed on 5,326 acres (Phase I liability release). The successful establishment of permanent vegetation was achieved on 4,634 acres (Phase II release) and required land productivity was demonstrated for 4,941 acres (Phase III) release achieving and 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

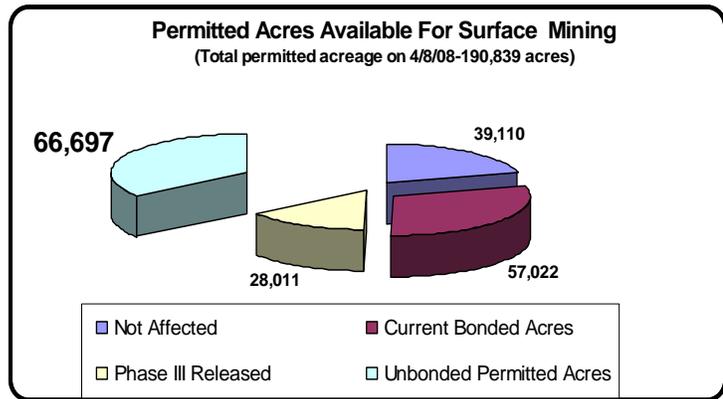
The following chart represents the average number of days required by the department to evaluate and complete action on a company's request for a reclamation release. The maximum time required to complete all steps necessary to release bond in accordance with statutory requirements is 170 days. Improvements can be achieved when there is agreement between parties. The Division has been working 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 following graphic displays the results of past efforts. The agency will continue to search for means of minimizing the time required to complete these actions



Current Permitted/Bonded Acreage

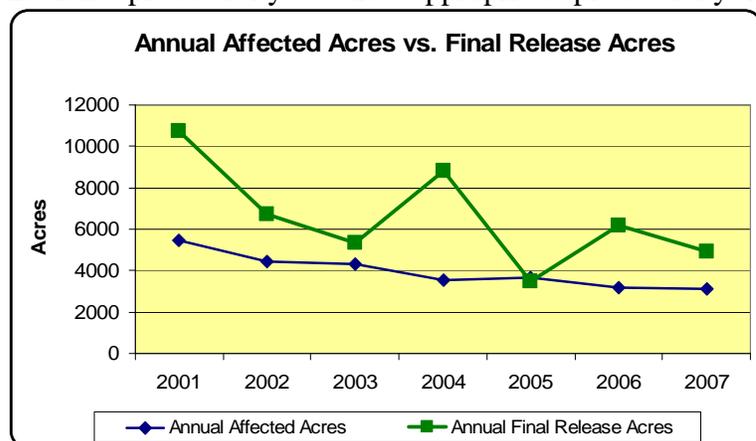
The division continues to encourage mine operators to obtain release as quickly as regulations will allow. This has resulted in quicker return of the land to the property owners and helps minimize the cost of the Indiana Regulatory Program. The results of both division and industry initiatives over the last few years have led to a decline in the total number of acres under bond. Of the 190,839 acres associated with Surface Mine Permits currently permitted under the permanent program, approximately **57,022** remained under bond as of 4/8/08. An analysis of the bonding database conducted on April 8 indicates that over 66,696 approved permitted acres are currently available to mine operators for surface mining if placed under performance bond. There

is over 4681 additional acres of surface acres bonded that are associated with Underground and Processing Permits. The current number of shadow acres approved for underground coal extraction is over 130,000 acres. The acreage under bond and subject to regulatory jurisdiction and activity is in a constant state of flux as acres are constantly being 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 the surface 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 seven 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 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 acres of prime soils affected must be reclaimed as prime cropland. Since 1996 the division has approved the creation of over 5500 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	Total
Permanent Program Revegetation Release													
Cropland -Prime	463.20	767.80	2003.35	1035.42	2615.90	4438.09	1708.63	1891.00	2663.11	1976.6	2,372.30	2161.6	24097.00
Cropland-NonPrime	961.40	522.60	805.88	813.15	1167.00	1020.20	494.80	292.30	466.80	151.4	392.79	638.2	7726.52
Pastureland	891.55	911.75	799.25	473.15	2323.51	793.60	860.41	549.00	154.00	44.5	410.33	265.4	8476.45
Forest	870.50	242.09	677.34	915.13	2173.44	1189.20	617.63	630.50	521.80	318.7	768.60	365.7	9290.63
Fish & Wildlife	1884.10	447.20	2992.78	1256.85	2559.67	2538.98	1056.18	985.44	1346.50	694.4	1,033.51	476.88	17272.49
Water	389.32	310.57	1255.61	230.52	541.35	659.83	384.46	343.94	530.50	228.7	535.90	246.4	5657.10
Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.4	0.00	1	12.40
Residential	30.50	13.00	33.95	8.30	24.90	10.90	41.16	21.96	3.90	7.8	5.10	89.4	290.87
Public roads	77.00	70.20	250.81	63.80	39.38	106.46	63.80	39.90	64.40	1.9	56.70	30	864.35
Access Roads	2.50	27.80	34.71	18.80	26.90	31.30	49.20	37.00	12.20	5	29.20	33.3	307.91
Indus/Commercial	15.00	4.50	0.00	11.20	19.01	55.29	17.00	50.10	67.10	0	9.00	326.1	574.30
Other	0.50	0.00	0.00	7.80	51.20	186.30	22.90	48.89	11.10	24.1	60.50	0	413.29
Total (Annual)	5585.57	3317.51	8853.68	4834.12	11542.26	11030.15	5316.17	4890.03	5841.41	3464.5	5673.93	4633.98	74983.31

Permits Achieving 100% Release

The following table represents the sixteen mines, both interim and permanent program, where operators have demonstrated that successful reclamation has been achieved on all of the land mined under the permit. During 2007-2008 the last of the reclamation obligations was completed and appropriate land productivity was demonstrated allowing termination of Division of Reclamation jurisdiction on the sites; return of the land to the owner's management; and, resultant decreased expense to Indiana's Regulatory Program as each inspection costs approximately \$450.

Company	Mine	Permit	Date
Little Sandy Coal Co.	L.S. #8	S-306	1/9/2007
Foertsch Con. Co.	Skelton	S-280	2/22/2007
Buck Creek Coal Co.	Buck Creek	u-014	6/20/2007
Indiana Land and Mineral Solar Sources	West Field	S-33	7/31/2007
	Oatsville	S-263	8/23/2007
Black Beauty Coal Co.	Rio Grande	S-203	9/6/2007
Black Beauty Coal Co.	Owen	S-278	9/24/2007
Five Star Mining	Terminal	P-038	11/7/2007
Phoenix	Tipple	P-009	1/11/2008
Foertsch	#2	S-209	1/31/2008
Foertsch	Hunley Creek	S-316	2/8/2008
Black Beauty Coal Co.	Northeast Eel	S-305	2/14/2008

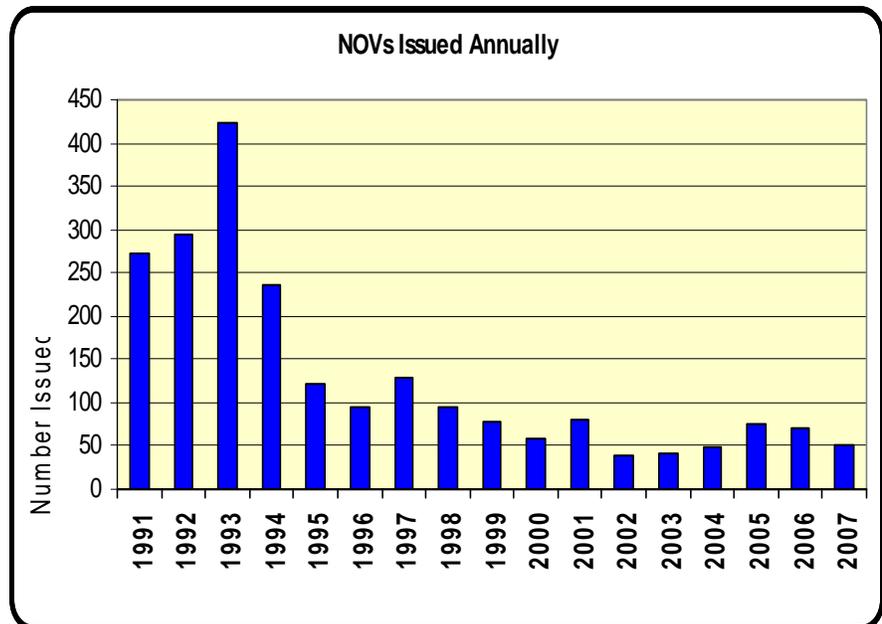
Enforcement Activity

One measure of the effectiveness of enforcement and permitting actions taken by the division continues to be seen in the decline in requests for administrative reviews. 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.



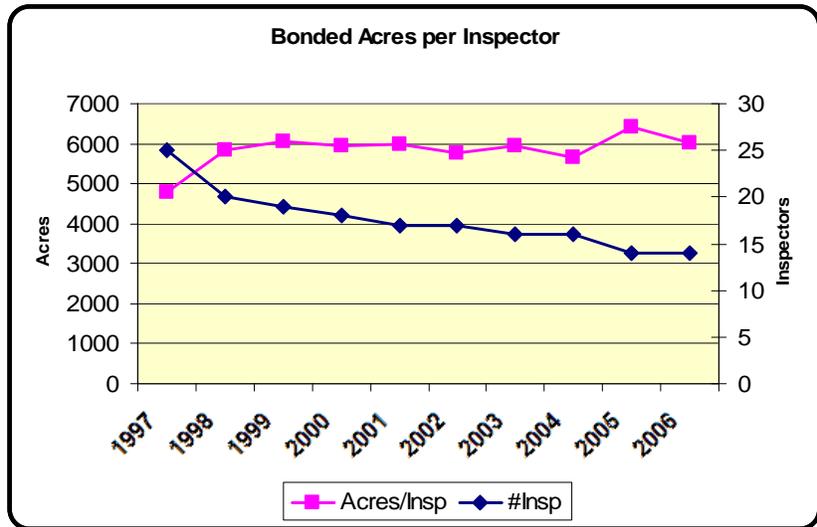
The Division will continue to focus upon maintaining solid documentation and technical support for decisions while working with industry to maintain high levels of compliance. The explicit goal will be to keep requests for administrative review at as low of frequency as possible while meeting the agency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

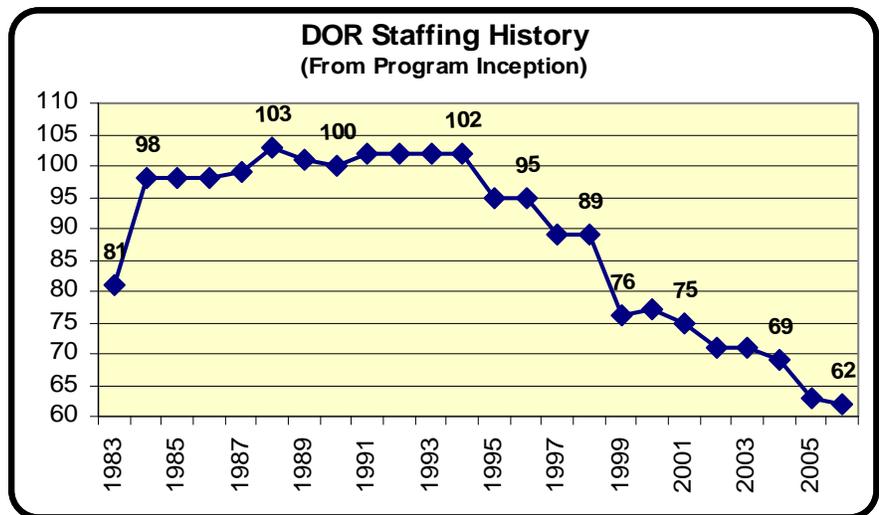


increase in the ratio of acres under agency jurisdiction to staffing, while maintaining a sound regulatory program. The optimum ratio for inspection staff appears to be slightly less than 6,000 acres per inspector. When relationships to the quality of work are considered, that ratio was surpassed during 2005 and is currently the largest in the history of the program.

Division Staffing

The following provides a graphic history of the ratio and 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 and in 2002 set a new Indiana record for production. A mature program, technology, and an experienced staff have allowed the Division of Reclamation to obtain these accomplishments.

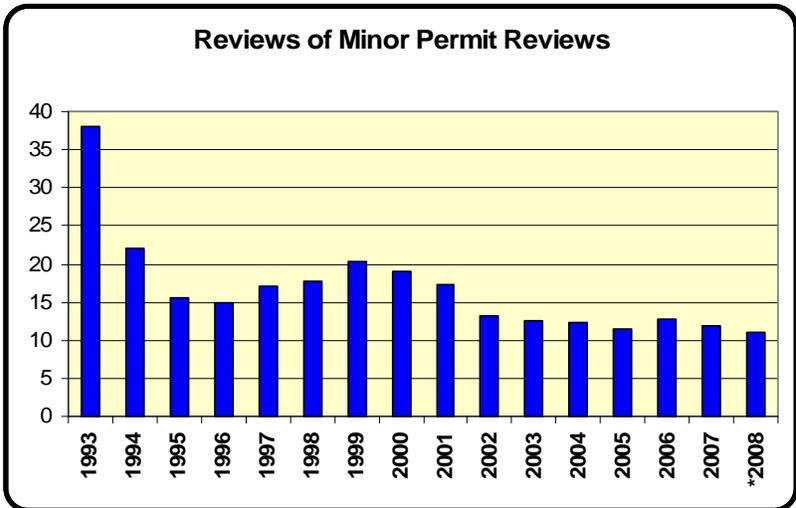
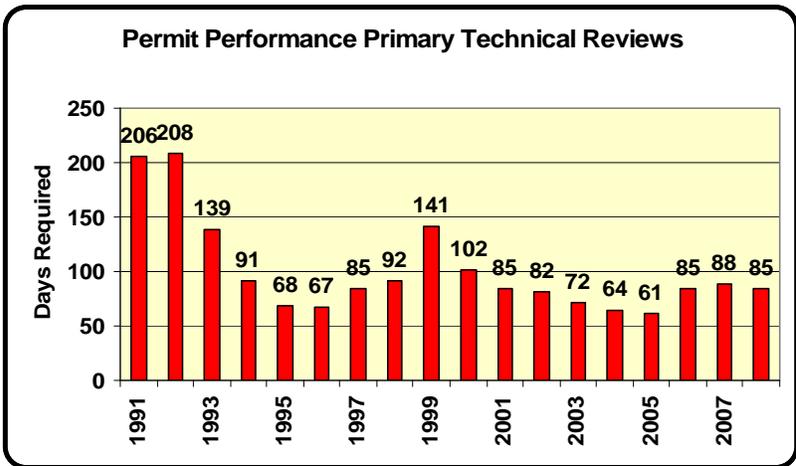
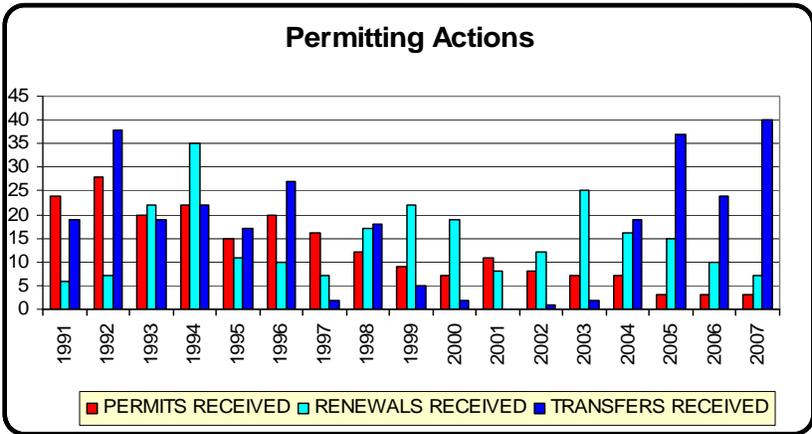
The Division will continue to monitor trends in the industry and the resulting changing ratios. Staff adjustments will be made accordingly taking into consideration not only the quantity of work but also the types of technical competencies required to meet a changing mining industry and statutory requirements. Critical to the division is the retention of a knowledgeable, experienced staff. The division is projecting up to a 40% turnover in the next eight years as many staff will be retiring, either by age qualifications or the “85 rule”. The division is planning for this “changing of the guard” to ensure institutional knowledge is passed on to the next generation of division leaders.



Permitting Activity

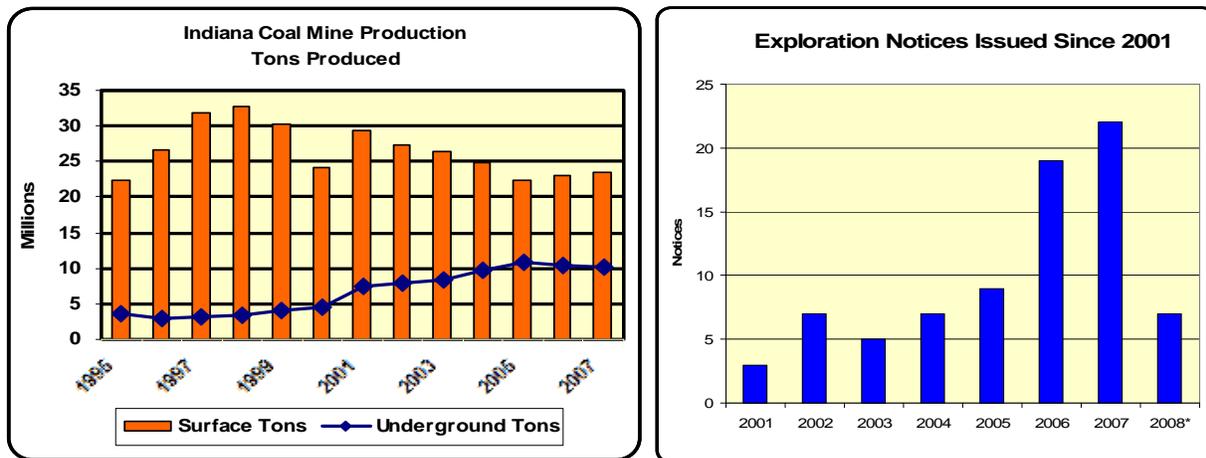
The number of acres newly permitted during 2007 was 2710.10, a slight decrease in comparison to the two previous years. The number of new permits received in 2007 was 4 (3 surface and 1 underground permits). It is anticipated that the number of new permits submitted will average around 5 over the next five years, but the proportion of new permit applications for underground mining is expected to rise. In addition to the new permits, 9 existing permits were renewed and 38 requests for transfers in ownership and control of a permit were received during 2007. The department processed 379 minor revisions, including incidental boundary revisions (IBRs) and land use changes (LUC), to existing permits during the year continuing a trend of annual increases in the number of these proposals by operators 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 constant and transfer of permits between operations has resulted in increased permit activity. 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.



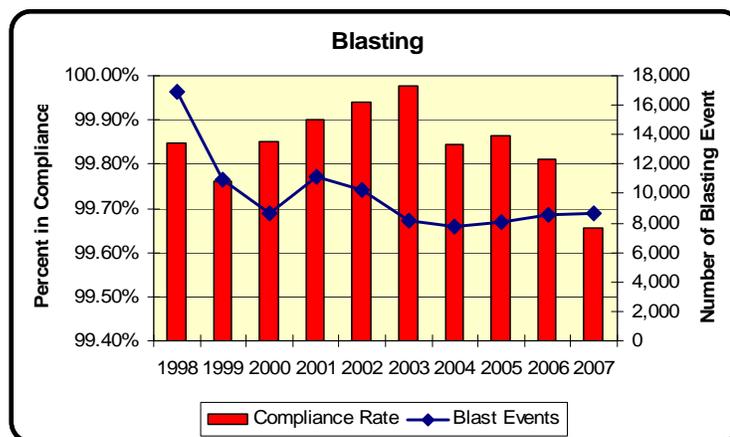
Coal Production Activity

Overall coal production in the state has remained steady and is more highly correlated with agency activity. Industry's perspective is that Indiana's coal production rate will 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. Exploration permits can be an indicator of future Permitting activity as well as future mining activity. Since 2006 the number of annual exploratory drilling permits approved has increased dramatically. 2008*(1st qtr. only) is currently on a pace to exceed the 2007 total of 22 permits and promises to be our busiest year yet.



Blasting Activity

The number of blasting events at coalmines has averaged between 9,000 and 13,000 during recent years. Blasting continues to be a main source of citizen complaints to the agency. The frequency of blasting events at coalmines is expected to remain relatively consistent over the next five years. State regulations set maximum limits for ground vibration and airblast to protect neighboring structures from damage. The industry maintains a very high rate of compliance with the limits. Of the 8671 blasts that occurred in Indiana in 2007, only 30 events exceeded the legal limits (compliance rate of 99.65 %). Through the blaster certification and continuing education program and continued diligence in inspections, the industry compliance is expected to remain focused on protecting the interests of the citizens of the state. The Division of Reclamation's Structural Engineer continues to strive to minimize time required to respond to and investigate claims of structural damage. Timelines vary depending on the quantity of blasting being done at the various mines and the prevalence of blasting concerns related to any one mine operation. Indiana is the only coal mining state with one employee devoted to blast investigations.



Citizen Protection

Pre-Blast Surveys

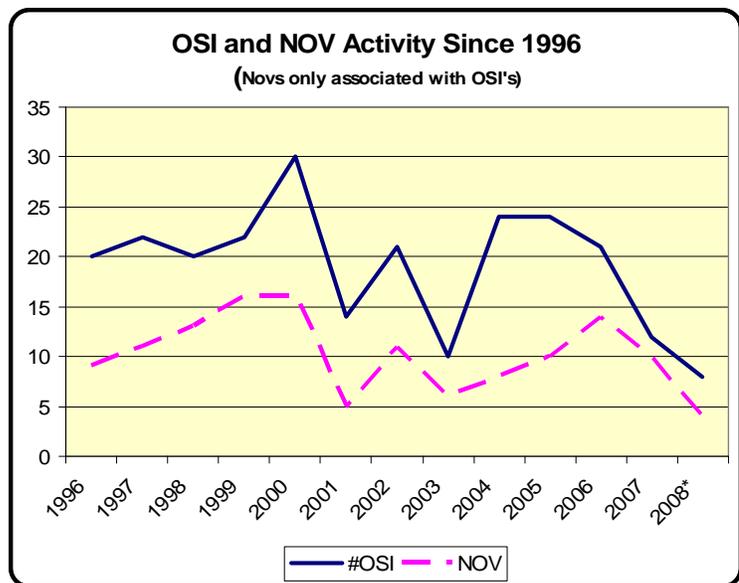
A mine operator is required by law to conduct a pre-blast survey of any structure within 1 mile of a permit area upon request by an owner. This allows a later comparison of a structure's condition before and after blasting operations at a nearby mine. The division's database indicates that 95 pre-blast surveys were received and logged into the database during the year 2007. They involved 15 different permits and 5 different coal companies. There are over 6296 surveys listed in the database at the division. That total is dynamic and changes as both new surveys are submitted and older ones get archived.

Citizen Complaints/Requests

Mining program regulations mandate all citizen complaints alleging a violation must be investigated within 10 days. Our 2007 data tracking indicates the division responded to 33 citizens' complaints and information requests. The majority of the contacts dealt with blasting issues and concerns about well water quantity or quality. Many requests related to alleged structural and blasting damage (19 of the 33) did not result in an issued violation. Each allegation was investigated by the structural engineer. None of the responses concluded that mining was responsible for the damages.

Off Site Impacts (OSI)

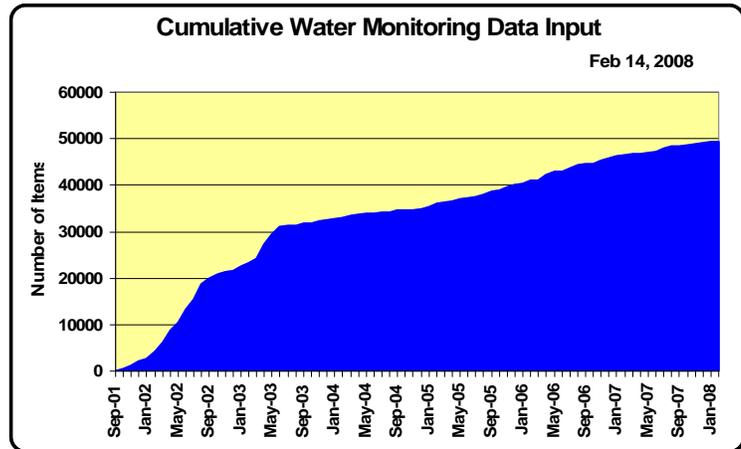
It is not possible to protect adjacent areas for all potential adverse impacts caused by mining. Neither is it possible to prevent such impacts caused by weather and other uncontrollable situations. However, to measure the effectiveness of regulations, data pertaining to off-site impacts is collected 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. An off-site impact is NOT an indication that a violation has occurred.



Heavy precipitation can overcome even the best drainage control and treatment systems. Of the 12 impacts, observed during 2007 inspections, 7 were hydrologic impacts with affects to land and water by erosion or sedimentation beyond the mine site. None of the impacts were considered major. Impacts were observed on just 8 of 120 + permits. The percentage of permits free of off-site impacts is 93%. The low incidence of off-site impacts is indicative of the protection afforded to the citizens and lands of Indiana through the conscientious efforts of the operators.

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 of 2001. The division has entered over 49,424 individual monitoring records of both surface and ground water points in and around mining operations. The system has a very useful graphics capability and the ability to automatically compare to various water quality standards that apply to the mining industry. The standards for ground water have been incorporated in the database functions to provide a visual representation of the acceptable levels of regulated parameters. Water monitoring points are also being incorporated into the DoR Geographic Information System (GIS). When completed, the interface of the GIS and monitoring data will allow a significant evolution in the ability of DoR to evaluate and address potential impacts of mining to water resources. The following chart indicates the number of data entries made on a monthly basis from the inception of the water database. The earlier high monthly totals were a result of the backlog of data to be entered and the monthly input totals have leveled off.

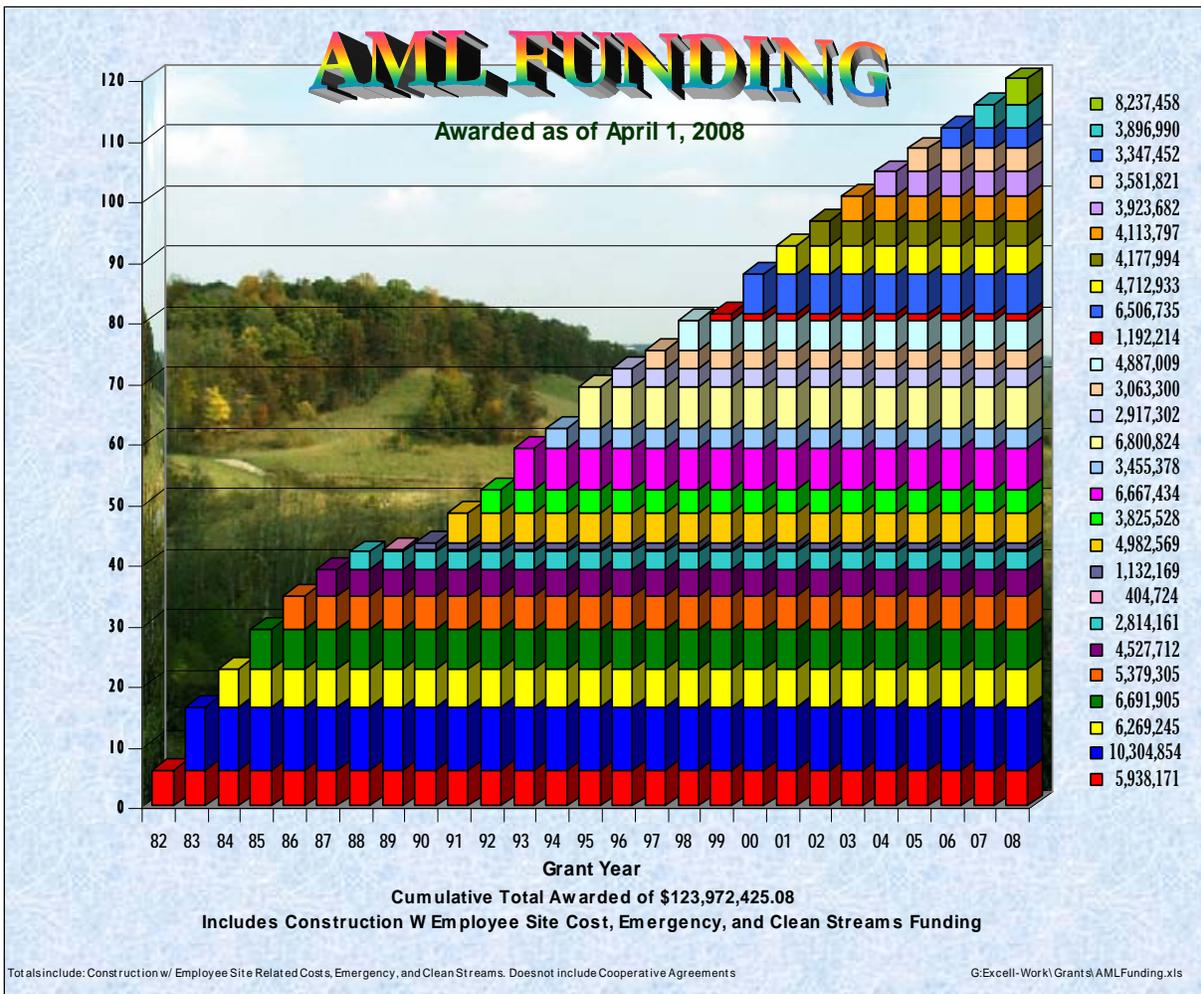


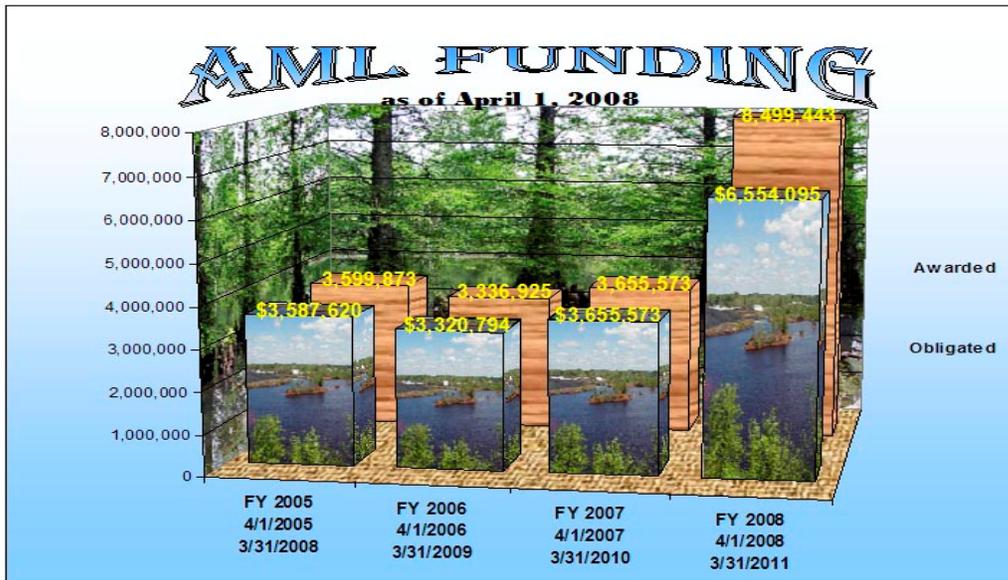
TITLE IV ABANDONED MINES SECTION Making Things Green Again

The Division of Reclamation maintains a detailed project management record keeping system on each grant and work plan. The majority of these records are in Excel and too expansive for inclusion in this report. All phases of a reclamation project are tracked with timelines and financials so that program managers have instant access to status of any site. Examples of our record keeping are included for illustrative purposes. Electronic or hard copy reports can be provided in Excel or Access.

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 which is returned to the states. A portion of the money collected from Indiana is then returned for use in reclamation of sites abandoned prior to implementation of the Surface Mining Act of 1977. These graphs show cumulative funding since the time of the inception of the AML Program and the current state of the most recent grant cycles.





Cost Effective Reclamation

A primary goal of the Restoration program is to ensure proper use of all funds received. Division personnel keep extensive records to track contracted expenditures by grant, project, and contract. Since a work plan extends over a three-year period and a particular site may receive funding from several grant work plans, it is critical to keep accurate records of all costs. The ledger sheet shown is one example of the type of financial records used by division personnel to monitor expenditures.

FY 2006		FY 2007		FY 2008	
Construction Grant	2,612,878.87	Construction Grant	2,837,593.00	Construction Grant	7,456,937.60
AML Expended	2,165,975.38	AML Expended	471,326.57	AML Expended	61,676.50
AML Obligation	430,772.00	AML Obligation	2,371,015.00	AML Obligation	5,449,913.00
Bd/St Expd	0.00	Bd/St Expd	34,733.70	Bd/St Expd	0.00
Bd/St Oblig	0.00	Bd/St Oblig	0.00	Bd/St Oblig	0.00
Total AML Obligated	2,996,747.38	Total AML Obligated	2,942,341.57	Total AML Obligated	5,511,589.50
Balance	16,131.49	Balance	-4,748.57	Balance	1,945,348.10
2006 % Obligation	99%	2006 % Obligation	100%	2006 % Obligation	74%

No Unit Price Contract		2007 Unit Price Contract		2008 Unit Price Contract	
009-092	Maint/SouthSmS	66,250.00		008-121	
AML Expd	0.00	AML Expd	0.00	AML Expd	31,676.50
AML Oblig	0.00	AML Oblig	0.00	AML Oblig	0.00
Bd/St Expd	0.00	Bd/St Expd	0.00	Bd/St Expd	0.00
Bd/St Oblig	0.00	Bd/St Oblig	0.00	Bd/St Oblig	0.00
Contract Obligation	0.00	Contract Obligation	0.00	Contract Obligation	31,676.50
Contract Obligation Balance	66,250.00	Contract Obligation Balance	66,250.00	Contract Obligation Balance	31,676.50
Actual Balance	66,250.00	Actual Balance	66,250.00	Actual Balance	0.00
008-093	Maint/NorthSmS	63,855.00		008-122	
AML Expd	0.00	AML Expd	0.00	AML Expd	30,000.00
AML Oblig	2,655.50	AML Oblig	2,655.50	AML Oblig	0.00
Bd/St Expd	0.00	Bd/St Expd	0.00	Bd/St Expd	0.00
Bd/St Oblig	0.00	Bd/St Oblig	0.00	Bd/St Oblig	0.00
Contract Obligation	2,655.50	Contract Obligation	2,655.50	Contract Obligation	30,000.00
Contract Obligation Balance	61,199.50	Contract Obligation Balance	61,199.50	Contract Obligation Balance	30,000.00
Actual Balance	63,855.00	Actual Balance	63,855.00	Actual Balance	0.00
009-094	Tree Planting	135,600.00		2008 Emergency UP Contracts	
AML Expd	38,348.00	AML Expd	38,348.00	007-003	UP North
AML Oblig	0.00	AML Oblig	0.00	AML Expd	0.00
Bd/St Expd	17,052.00	Bd/St Expd	17,052.00	Actual Contract Balance	74,175.00
Bd/St Oblig	0.00	Bd/St Oblig	0.00		
Contract Obligation	55,400.00	Contract Obligation	55,400.00	007-004	UP South
Contract Obligation Balance	80,200.00	Contract Obligation Balance	80,200.00	AML Expd	0.00
Actual Balance	80,200.00	Actual Balance	80,200.00	Actual Contract Balance	67,925.00
2007 Emergency UP Contracts					
007-001	UP North	74,300.00			
AML Expd	19,675.19	AML Expd	19,675.19		
Actual Contract Balance	54,624.81	Actual Contract Balance	54,624.81		
007-002	UP South	67,925.00			
AML Expd	0.00	AML Expd	0.00		
Actual Contract Balance	67,925.00	Actual Contract Balance	67,925.00		

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 fix the adverse effects of coal mining on their properties. The 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. 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. Sites selected are funded 85% by the Division of Reclamation's AML Program through the RC&D.

Since the adoption of the Abandoned Mine Lands Program by Indiana in 1982, the Department of Natural Resources, Division of Reclamation, has provided the means by which many acres of hazardous and/or unproductive land has been restored. Lands affected are those in which historic coal mining has taken place and consists of the southwestern one-third of Indiana.

Partners for Reclamation Sites			
January 1, 2006 to March 30, 2008			
Site Number	Site Name	Site Cost	Final Date
1302	PSFWSC- Augusta Lake	\$2,461.00	07-19-2006
1320	BUELL SUBSIDENCES - STRC&D	\$6,300.00	05-09-2007
1335	Virgil & Mary Meier - Sycamore Trails R C & D	\$2,217.76	11-15-2006
1353	Sam & Tim Weaver - STRC&D	\$1,982.93	05-15-2006
1369	H. D. Wilson - STRC&D	\$17,520.30	06-06-2007
1370	Debi Tryon - STRC&D	\$1,334.01	01-10-2006
1371	James Stephens structures/slurry - STRCD	\$28,355.17	05-26-2006
1371	James Stephens structures/slurry - STRCD	\$189.83	03-24-2006
1373	Larry Cox (Gob & Structures) - STRC&D	\$5,250.00	04-17-2006
1373	Larry Cox (Gob & Structures) - STRC&D	\$5,250.00	04-17-2006
1374	Jay Swearingen Gob Pile - STRCD	\$1,498.14	05-26-2006
1375	Mentillo & Alumbaugh Tipple & fines	\$11,858.64	05-22-2006
1376	Dan Tucker Highwall - STRCD	\$10,778.57	09-15-2006
1377	Jean Thompson Slurry - STRC&D	\$494.55	05-29-2006
1378	Jimmy J Yeryar - STRCD	\$18,650.85	10-20-2007
1379	Everett Woll	\$3,165.51	06-28-2006
1380	Jay Swearingen Sag Subsidences	\$11,092.20	11-06-2006
1382	Mark McCammon - STRC&D	\$5,649.42	05-09-2007
1383	Donald Hooker - STRC&D	\$3,225.60	12-18-2006
1383	Donald Hooker - STRC&D	\$3,225.60	12-18-2006
1385	William Crague - STRC&D	\$2,293.20	04-16-2007
1389	Black Beauty - STRCD	\$3,738.00	03-30-2007
1390	Mark Owings coal residue	\$9,517.20	07-27-2007
1391	David Barr Sags - STRCD	\$20,999.87	05-25-2007
1393	CASASSA DAIRY FARM OPENING	\$4,956.00	12-11-2007
1394	KEN MCCAMMON - STRCD	\$1,694.76	07-25-2007
26 Sites		\$183,699.11	

Restoration by County

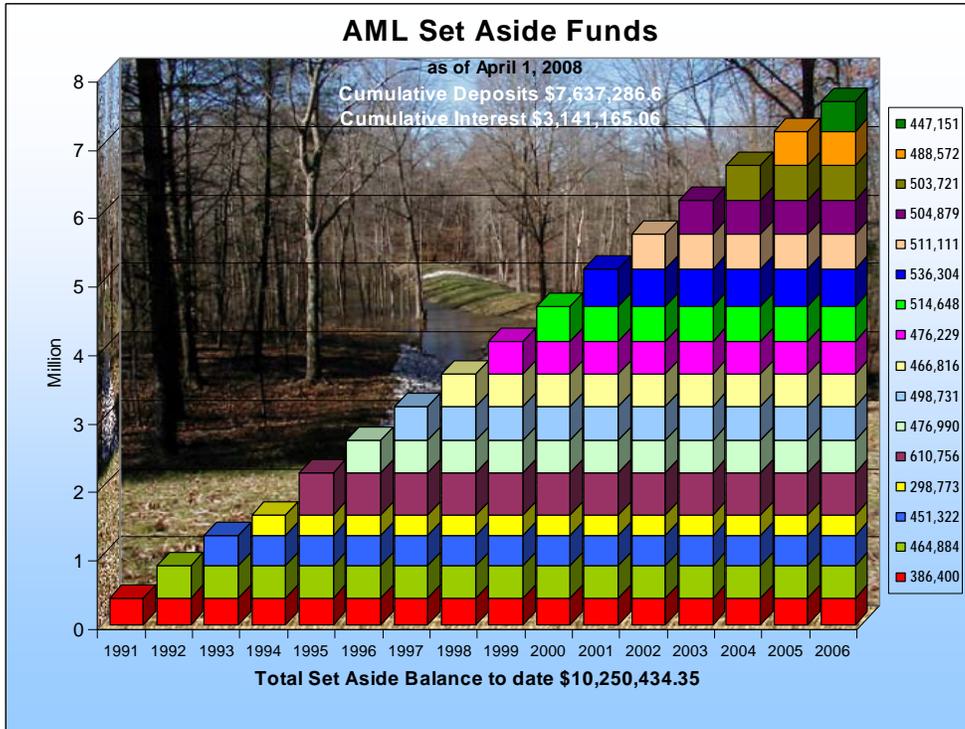
Coupled with the amount of federal dollars expended in Indiana is the breakdown by county that reflects the amount of work done to clean up old sites. These counties were once pocketed with former mining scars from abandoned works. Now the lands have been restored, unrecognizable to their previous mining use; hazards have been mitigated; and continuing environmental damage to rivers and streams eliminated.

AML Reclamation Completed by County through April 1, 2008

County	Number of Sites	Costs
Clay	166	\$6,028,190.53
Daviess	24	\$4,525,568.72
Dubois	12	\$45,894.17
Fountain	4	\$14,513.39
Gibson	8	\$202,142.47
Greene	119	\$7,419,318.41
Knox	28	\$11,014,877.12
Martin	7	\$1,219,040.99
Owen	5	\$17,288.68
Parke	24	\$466,860.20
Perry	7	\$372,136.44
Pike	88	\$26,600,805.58
Spencer	27	\$2,468,976.68
Sullivan	93	\$9,379,126.32
Vermillion	23	\$1,042,384.70
Vigo	106	\$11,279,868.69
Warrick	146	\$23,987,056.68
Grand Total	887	\$106,084,049.77

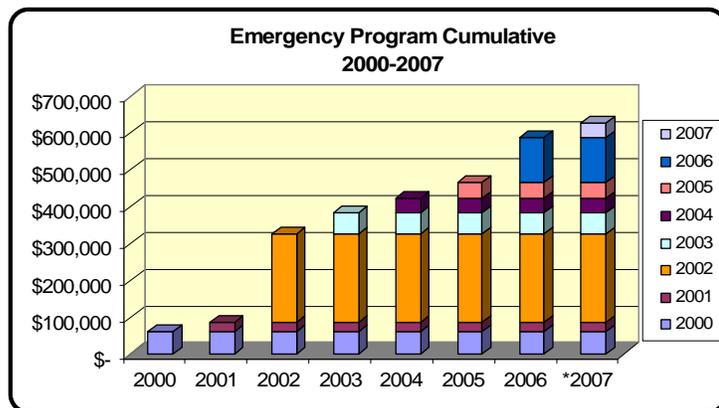
10% Reclamation Set-Aside Fund and 30% Mine Drainage Set-Aside Funding

The federal Surface Mining Act revisions of 2006 allows 30% of the unappropriated state share balance to be set-aside for future reclamation associated with acid mine drainage abatement at abandoned mines. Prior to these changes to the Act, a state could set-aside 10% of its annual grant for future reclamation activities. A State Program that completes all projects with a public safety component is required to certify this condition to the federal Office of Surface Mining. Upon certification, some funding ceases. The Division of Reclamation committed to set-aside 10% of previous grant’s funding for future purposes. Along with an injection of funds the federal government is currently holding, the set-aside fund will be utilized as the perpetual funding mechanism for the Emergency Program. This graph shows the current level and interest gained for the 10% Set-Aside Fund to protect Hoosiers from any future impacts of pre-law old mining works.



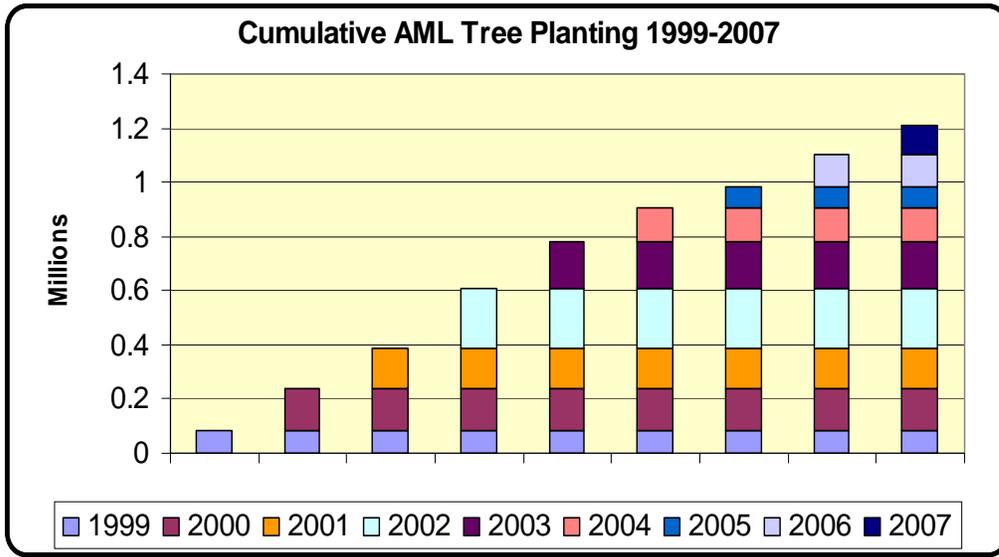
Abandoned Mine Land Emergency Program

The Emergency Program provides a means to immediately resolve issues at a site at which a sudden and problematic event has occurred affecting public safety. These issues are typically subsidence events in which a dangerous hole suddenly opens. Sometimes these are located in city streets, backyards, school playgrounds, etc. Also, landslides resultant of steep sloped areas associated with past mining may affect public roads or structures. This graph shows the number of emergencies that have occurred in the recent past and the funds expended for this service. In many instances a hazardous condition is mitigated in a matter of a few days as staff brings contractors to the site for immediate evaluation and strategies to correct.

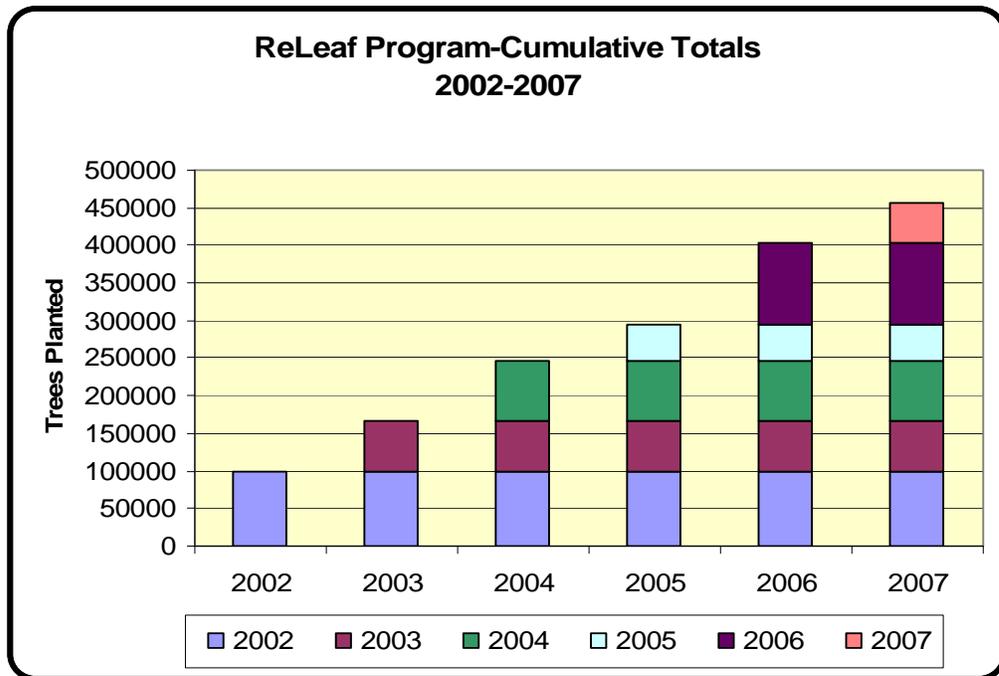


Abandoned Mine Land Program Reforestation Initiative

In the recent past the Abandoned Mine Land Program has implemented a reforestation initiative to not only plant trees on reclaimed abandoned mine sites as part of the construction contracts but also



provide a means for partnering with landowners. Since 1999 the AML program has planted over 1.2 million trees on abandoned mines site. Called the ReLeaf Program funding and expertise are provided to the landowner for tree plantings on abandoned mine sites that were not in need of extensive reclamation. The following graph demonstrates this worthwhile program success and the public’s embrace thereof.



Leading Advancements in Mine Land Reclamation Technology

Indiana's Abandoned Mine Land Program has prided itself in participating in and initiating advancements in reclamation technologies on a national scale. Some of these experimental practices include:

Soilermaker: A partnership with Lily Pharmaceutical, Purdue University, and the Abandoned Mine Land Program to develop and utilize an artificial soil for use on active and abandoned mine site.

Passive Wetlands: The Abandoned Mine Land Program created over 95 acres of wetlands as a result of reclamation projects in 2005.

Anoxic Treatment Facilities: A systematized way to use natural materials to neutralize acid water before leaving a reclaimed site.

Organic Substrates: Use of recyclable organic materials for generating/enhancing bacteria to remediate acid mine drainage.

Nutrient Loading Research: Test plots and analysis of leaf and other tree material to determine appropriate amounts of nutrients necessary at abandoned mine sites.

Tree Demonstration Areas: Tree research occurring on reclaimed mine spoil to determine success of various methods and develop best tree planting practices.

Beneficial Use of Coal Combustion Materials: No cost or low cost use of coal combustion materials to alleviate public safety hazards and to provide remediation of acid mine drainage.

No Cost Contracting: Statutory enhancements to allow for recovery of carbon material from adversely impacted pre-law sites while reclaiming the areas affected and saving the Program millions of dollars.

Direct Re-vegetation of Coal Refuse: Use of alkaline materials to enhance plant growth potential of mine spoils to allow re-vegetation without soil covering saving the Program dollars that can be used on other sites.

As experimental practices, the division is monitoring these innovative forms of reclamation. The success may not be evident for ten years or longer as the sites mature and return to more natural conditions. Results are catching the interest of others tasked with restoring severely damaged or environmentally hazardous lands.

Award Winning Reclamation

Many Restoration Program sites have been recognized with numerous awards including two sites which both won the Office of Surface Mining National Award for the best projects in the nation for those particular years. Moreover, the Indiana Restoration Program has been conferred with one of the Department of Interior's Office of Surface Mining's Mid-Continent Region Award five of the past six years. This award is competitive within the eleven states in the Mid-Continent Region.

Indiana's active mine operations have also been recognized with numerous awards including the Department of Interior, Office of Surface Mining's 25th Anniversary gold medal award. This award was presented to an operation in Warrick County as the best coal mining reclamation in the United States in the twenty-five year history of the federal Surface Mining Act.

NATIONAL AWARD WINNERS FROM INDIANA

Interstate Mining Compact Commission Awards

1990	Vigo Coal Company, Discovery #1 Mine - National Award Winner
1991	Fowler Excavating, A&P #2, U.S. 50 & Bullock Mines - National Small Operator Award
1992	Foertsch Construction Co., Little Sandy #1 Mine - National Honorable Mention
1993	Solar Sources, Inc., Pit #12 Mine - National Honorable Mention
1996	United Minerals, Inc./Black Beauty Coal Co., Deer Ridge Mine - National Award Winner
1999	Cyprus-Amax Coal Co., Ayrshire Mine Bluegrass Creek Area - National Award Winner
2000	Black Beauty Coal Co. /Vigo Coal Co., Columbia Mine - National Award Winner
2001	Kindill Mining, Inc., Kindill #2 Mine - National Honorable Mention
2002	Solar Sources, Inc., Cannelburg Mine Complex - National Honorable Mention
2002	DNR Division of Reclamation, Colleen Baughman - National Public Outreach Award
2003	Squaw Creek Coal Co., Squaw Creek Mine - National Honorable Mention
2004	Vigo Coal Company, Cypress Creek Mine - National Honorable Mention
2004	MSD of Shakamak Jr. /Sr. High School - National Mining Educator Awareness Award
2005	Peabody Coal Company, Inc. - Universal Mine Slurry Wetland Area - National Honorable Mention

U.S. Dept. of Interior, Office of Surface Mining Awards

1988	The Rogers Group/Black Beauty Coal Co., Arlen #1 Mine - National Award Winner
1989	Vigo Coal Company, Discovery #1 Mine - National Award Winner
1990	Solar Sources, Inc., Sky Point Mine - National Award Winner
1990	Fowler Excavating, A&P #2, U.S. 50, & Bullock Mines - National Award Winner
1990	P V Mining, Backbone & Ackerman Pits - National Honorable Mention
1991	Foertsch Construction Co., Little Sandy #1 Mine - National Award Winner
1992	Solar Sources, Inc., Pit #12 Lynnville Complex - National Award Winner
1993	Friar Tuck (Tailings) - National Abandoned Mine Land Reclamation Award Finalist
1993	Coe Coal Processing - National Abandoned Mine Land Reclamation Award Finalist
1994	Friar Tuck (Gob) - National Abandoned Mine Land Reclamation Award Finalist
1996	Tecumseh - Abandoned Mine Land Reclamation Engineering Excellence Grand Award
1997	Solar Sources, Inc., Lynnville Mine - National 20 th Anniversary Hall of Fame Award
1998	Solar Sources, Inc., Pit #12 Mine, National Hall of Fame Award
1999	Cyprus-Amax/Warrick Holding Co., Ayrshire Mine - National Award Winner
2000	Midwestern Abandoned Mine Land Reclamation - Mid-Continent Regional Award
2000	Midwestern Abandoned Mine Land Reclamation - National People's Choice Award
2000	Black Beauty Coal Co. /Vigo Coal Co., Columbia Mine - National Award Winner
2000	Unit Price Contracting - Midwest Legislative Conference of State Governments Finalist
2000	Black Beauty Coal Co., Bryce West - National Best of the Best Award
2000	Vigo Coal Company, Don Rhodes - National Best of the Best Award
2001	Triad Mining, Inc., Switz City Mine - National Award Winner
2001	Black Beauty Coal Co., Indiana Mines - Director's Award
2001	Kindill Mining, Inc., Kindill #2 Mine - National Award Winner
2002	Solar Sources, Inc., Sky Point Mine - National 25 th Anniversary Gold Award
2002	Sunshine Mine - National Abandoned Mine Land Reclamation Award Winner
2003	United Minerals, Inc. /Black Beauty Coal Co., Deer Ridge Mine - Director's Award
2003	Vigo Coal Company, Cypress Creek Mine - National Good Neighbor Silver Award
2003	Victory Mine - Abandoned Mine Land Reclamation Mid-Continent Regional Award

- 2003 Squaw Creek Coal Co., Squaw Creek Mine - National Award Winner
- 2004 Coles Creek - Abandoned Mine Land Reclamation Mid-Continent Regional Award
- 2004 Black Beauty Coal Co., Farmersburg Mine - National Award Winner
- 2005 Low Land Wetland, Sugar Ridge F&W, - Abandoned Mine Land Reclamation Mid-Continent Regional Award
- 2005 Peabody Coal, Universal Mine Slurry Wetland Area- National Excellence in Mining
- 2005 Black Beauty Coal Co., Farmersburg Mine - Good Neighbor Bronze Award Winner
- 2007 Peabody, Black Beauty Coal Co., Somerville Central - Good Neighbor Silver Award
- 2007 Peabody, Black Beauty Coal Co., Somerville Central - National Award Winner
- 2008 Log Creek Church-Abandoned Mine Land Reclamation Mid-Continent Regional Award



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.