



Step 6: Financing and Implementing Your Plan

FINANCING YOUR PROJECT

A primary limitation to turning your plan into action will be the ability to fund your project. Numerous sources of funding and technical assistance are available to groups attempting watershed clean-up projects. The only problem is determining when, where, and how to begin a search. See **Appendix F** for a matrix of possible funding sources for CMD projects.

Do Your Homework

Research funding sources early, and during each stage of your project. Identify potential funding sources before you develop your financial and action plans. It will not only simplify your search, but allow you more time to widen its scope. If you have not previously established a base of funding sources, consider contacting several watershed associations with completed CMD projects. This information will provide you with sources of financial support and additional funding ideas.

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- ♦ Financing Your Project
- ♦ Funding Sources
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Start With Your Partnership

All members of your partnership should be involved in funding efforts to demonstrate their commitment.

When researching each prospective funding source, find out:

- ♦ Who have they funded in the past? Are these efforts consistent or in conflict with your proposed projects?
- ♦ How important is your project to their giving program? To their mission?
- ♦ What is their timetable for grant giving?
- ♦ Who is the project officer to whom you should direct your funding inquiry?



MILL CREEK

Funding and support for the Mill Creek projects have come from watershed coalition members and other organizations. The following table displays the sources that were involved and their contributions. Other contributors included Seneca Rocks Audubon Society, Clarion County and Jefferson County Federation of Sportsmen, Strattanville Sportsmen's Club, Clarion Fraternal Order of Eagles, Clarion County League of Women Voters, Alliance for Wetlands and Wildlife, Magic Forest of West-Central Pennsylvania, and USDA NRCS.

Mill Creek Watershed Coalition Funding Partners

Organization	Contribution
Local banks (various)	\$100 to \$2,500
Clarion University, C.U. Foundation	2-3 student workers
PA Higher Ed. Assistance Authority	40% of students' wages
Iron Furnace Chapter, Trout Unlimited	\$9,000
Trout Unlimited state and national organizations	\$23,000
Regional Trust	\$20,000
PA DER OSM and coal companies	\$14,000 (4 times/2years)
Damariscotta Environmental Consultants	In-kind professional services
NRCS	In-kind professional services
Conservation Districts	In-kind administrative and support services
PA Game Commission	Land Use permission for treatment
PA National Guard	\$85,000 in construction services
PA DER Bureau of Oil and Gas	\$158,000 - plug 3 wells (CWA 319 \$)
RC&D and NRCS	\$165,000 for AMD sites (CWA 319 \$)
McLean Contributorship	\$20,000
Vera Heinz Foundation	\$40,000

Timing Is Everything

To secure funding, timing is essential. It is important to determine the time needed to create an effective application, including information-gathering, writing and rewriting, and internal review time. Getting an early start on funding will ensure that you do not miss critical funding deadlines. It is often helpful to include elected officials, community and business leaders, and agency representatives on your fundraising committee, since they often have excellent contacts within both public and private funding organizations.

Note Any Special Requirements

As you research funding sources, be sure to note the requirements for applying, especially the type of organizational entity necessary for receiving an award. These requirements will have a direct bearing on how your application is structured, what organization will actually be submitting the application, and who will be responsible for financial management, reporting, and programmatic activity.

Parties responsible for reporting and handling management tasks need to agree up front what their duties will be. A memorandum of agreement should be drawn up to list responsibilities, if a number of separate organizations are involved.

Increase Your Chances for Getting Funding

Most applications for funding are direct requests for fairly specific activities. Projects that are:

- tightly focused,
- have widespread in-kind and other support,
- demonstrate considerable need,
- seem "doable,"
- appear well-structured, and
- adequately assessed

receive more consideration than those which lack these qualities. Defining your project through the goals established for the watershed helps focus projects that are developed for possible funding. In addition, letters of support from partnership member organizations, businesses, elected officials and other members show funding source representatives that your project has broad support.

Since CMD problems are formidable and funding is less than adequate, federal and state sources look for strong partnerships planning achievable projects when considering funding applications. The amount of support that a project has determines its ultimate success. Outreach and education are the keys to promoting involvement within the watershed community and sparking the interest of

What Do States Look for in Funding Applications?

Pennsylvania's approach to funding considerations is instructive. State reviewers rate proposals according to the following criteria:

- ♦ *The potential for water quality improvement in the watershed*
- ♦ *The potential for a state/federal/local partnership*
- ♦ *The existence of funding from other sources*
- ♦ *The potential for remaining at the site*



potential funding sources for CMD remediation projects. People need to know what CMD is, how it affects them and their local economy, the approaches involved in treating CMD, and what is necessary to implement the project. Support will be needed from citizens, government, industry, businesses, and other organizations to provide the expertise, resources, and funding required for success.

FUNDING SOURCES

Funding from local and external sources and in-kind support from your regional partnership partners will be essential elements in achieving the overall goals established for your watershed.

In addition to support from your partnership members and other local and regional entities, funds for CMD remediation are available from private foundations and several governmental agencies. Each of these sources of support has its own criteria for applying for funds, and each has unique project management and reporting requirements. Due to the importance of financial support to the overall success of your effort, it is usually necessary to establish a special fund-raising committee early in the process. As potential funding sources are identified, they need to be updated regularly on how your field work and watershed analysis are progressing. This effort requires a personal touch. People on the fund-raising committee should be appointed to work with each potential funding source as the project unfolds. This approach generates interest among potential financial supporters and cultivates the relationships that are essential in acquiring the resources that will be needed during the treatment system's design and installation phase.

Where to Look for Funding

Potential sources of funding can be found in all sectors. As always, begin by looking locally. A brainstorming session among partnership members is a good way to jog people's memories regarding their networks. A contact inside an organization can often link you quickly with the appropriate person. The more prospects you can identify, the better the chances of finding the financing necessary to move your project forward. Funding can be obtained primarily from two major sources:

- the private sector, which includes foundations, not-for-profit organizations, corporations, and local businesses; and
- the public sector, which includes federal, state and local agencies.

Private Sector Funding

While researching possible funding sources, do not forget about the local business and industrial community, not-for-profit organizations, and foundations. Many contractors who depend upon public work projects like roads and bridges are very interested in supporting efforts that benefit the economy of the region, as are business people and representatives of area industries.

Foundations: Foundations must give away at least five percent of their assets each year to retain their foundation status. Typically, foundations have a board of directors that review proposals for funding. There are national directories that describe the eligibility requirements, funding cycles, and contact names for more information on foundations. See the Resource Information section at the end of Step 6.

Not-for-profit Organizations: Try teaming up with various environmental organizations, professional societies, universities, and associations to obtain financial or in-kind support for your CMD clean-up project. If they cannot provide direct funding, they may be able to provide technical assistance, or other in-kind services.

Corporations: Many corporations have community relations offices that support local projects. You may have already enlisted support from the community when forming your partnership. Check out your local businesses and banks to see if they provide any funding support. Remember that in-kind services can be just as valuable for your project.

Mining Industry: Sometimes mining companies and local or regional contractors will offer to provide in-kind services like heavy equipment work to construct treatment system components, and some mining firms might be interested in remedying some problem areas, if the approach is feasible.

Public Agency Funding

Federal, state, and local agency funding for CMD clean-up projects comes from a variety of sources. These sources include federal agencies such as the U.S. Environmental Protection Agency, the Office of Surface Mining, the National Resource Conservation Service, and the U.S. Army Corps of Engineers, as well as from individual state program offices. Keep in mind that your CMD project may be eligible for funding from program areas such as watershed restoration, sediment and erosion control, nonpoint source pollution control, or source watershed protection.

The Abandoned Mine Lands (AML) Program: The AML program was established by Title IV of SMCRA. Under this program, coal operators now pay a 35-cent fee for each ton of surface-mined coal removed, and 15 cents for each ton of

Public Agency Funding Examples

The federal Abandoned Mine Lands (AML) program has funded projects in West Virginia, Pennsylvania, and other states.

Nonpoint source pollution remediation support from the Clean Water Act Section 319 program provided \$480,000 for monitoring and remediation projects on Bear Creek in Tennessee.

The state of West Virginia received nearly \$1 million of a 1997 Appalachian Clean Streams Initiative (ACSI) allocation to OSM targeted at CMD clean-up.

Pennsylvania spent \$75 million in special bond issue money in the 1960s to address some of the state's most pressing mine-related problems.

How much is enough?

While it seems that adequate funding might be available to address CMD problems, such is not the case. Pennsylvania, which has received an annual allocation of about \$20 million in AML funds recently, has an estimated \$5 billion in abandoned mine CMD problems. That state alone has about 2,400 miles of CMD-contaminated streams, 250,000 acres of unreclaimed surface mine land, and potential subsidence problems on hundreds of thousands of acres.

deep-mined coal. These funds go to the Abandoned Mine Reclamation Fund (AMRF), which is administered by the OSM. However, the amount actually provided to projects each year depends on the allocation approved by Congress. While some of the funds are targeted at emergency AML problems like mine fires, landslides threatening homes, and dangerous subsidence conditions, most AMRF monies are potentially available for contaminated CMD clean-up. States may set aside 10 percent of their allocated AML funds in interest-bearing accounts to address CMD problems.

The Appalachian Clean Streams Initiative: A primary focus of the ACSI is to improve the efficiency of public fund use in cleaning up CMD by helping to coordinate information exchange and eliminating duplication of effort among federal, state, and local agencies and private groups. Congress appropriated \$4 million for 13 ACSI projects in FY 1997, including \$975,000 for projects in West Virginia, \$325,000 for the Quemahoning Creek cleanup in Pennsylvania, \$100,000 for Cherry Creek in Maryland, \$650,000 for projects in Ohio, and \$325,000 for the Little Toby Creek project in Pennsylvania. Watershed groups seeking to address CMD problems should contact their state ACSI representative for technical assistance and possible funding. See Appendix G for more information on funding opportunities under ACSI.

EPA Coal Mine Drainage Initiative: EPA's Region 3 office has several programs which can provide funds for restoration of abandoned coal mine drainage impacted watersheds. These include the Nonpoint Source Program under Section 319 of the Clean Water Act, Regional Geographic Initiatives Program, Environmental Education, and Environmental Justice. A more detailed explanation and point of contact for these and other EPA funding programs is listed in



OVEN RUN

CMD treatment expenses and sources of funds for the Oven Run Project

	<i>NRCS PL 83-566 Funds</i>	<i>Other Sources</i>	<i>Total Funds</i>
<i>Construction</i>	2,189,000	2,189,000	4,378,000
<i>Engineering</i>	438,000	0	438,000
<i>Project Administration</i>	280,000	73,000	353,000
<i>Land Rights</i>	0	18,000	18,000
<i>Total Funds</i>	2,907,000	2,280,000	5,187,000

Appendix F. EPA also has on its homepage the Guidebook of Financial Tools which provides an overview of the various ways/ means to fund sustainable environmental systems. The web site address is: <http://www.epa.gov/efinpage/guidebk/guindex.htm>.

MAINTAINING YOUR EFFORT

By this point, you should have a good idea of how to organize your project, educate the public, assess your watershed, analyze clean-up options, prioritize remediation projects, seek funding support, and begin work. As your project unfolds, remember that you're in this for the long haul. Once the clean-up work has begun, it will be necessary to monitor both the installed treatment systems and the quality of the water they were designed to improve. Developing post-clean-up monitoring plans for the installations and the water bodies involved will ensure that you can quickly identify any problems with the treatment systems, and specifically measure the success of your efforts. Establishing your volunteer water monitoring program as a permanent part of environmental oversight in your watershed creates long-term interest in the quality of your rivers and streams and makes it easy to identify future problems as they arise.

Stewardship essentially begins with monitoring, since analyzing water quality provides information on how waterways are affected by land uses upstream. Recognizing that the monitoring program will serve as a focal point for long-term activities of the partnership is a vital component of watershed protection.

Share Your Experiences

As members of your partnership gain experience with project activities, consider offering outreach support to newer groups. Watershed protection partnerships are being developed across the region to deal with CMD and other pollutants, and your members can provide valuable assistance to their efforts. The experience your group has developed can help others avoid common pitfalls and provide clear direction for their efforts. Linking your group with statewide partnerships, including volunteer monitoring programs, builds strong regional organizations and helps to develop competent local affiliates as information and experience are shared.

Report your results of the assessment and clean-up from your efforts to watershed association meetings, technical meetings, state and federal water quality agencies, and scientific literature.

Check How You Are Doing

Use the checklist on the next page to track your efforts for cleaning up CMD sites. Make a copy of it to use over and over.



Checklist for Cleaning up your CMD-impacted Watershed

- 1. Develop a watershed partnership that includes involved and affected parties to establish long-term goals, identify problems, assess problems, set priorities, correct deficiencies, and monitor results between January and April.
- 2. Research existing data on water quality, mining activity, and other possible sources of contamination during February through May.
- 3. Identify the specifications (pH, metal concentrations, etc.) for designation as cold water aquatic habitat and develop water monitoring program during April through June.
- 4. Conduct field surveys, water testing and research to determine the levels of problem parameters at various points in the watershed and subwatersheds during June through September.
- 5. Identify the segments of the affected waterways that appear to have the most significant levels of the problem parameters between August and October.
- 6. Conduct comprehensive, site-specific follow-up field surveys to confirm earlier field results at the most significant sites during October and November.
- 7. Assess the relative contributions of the problem sites to water quality deficiencies in the overall watershed between December of Year 1 and February of Year 2.
- 8. Prioritize the problem sites according to their impact on water quality between March and May of Year 2.
- 9. Assess remediation options for each site representing the most significant problems during May through August of Year 2.
- 10. Analyze costs of each proposed remediation project and identify possible funding sources between August and December of Year 2.
- 11. Develop funding proposals for the selected remediation projects during August of Year 2 through March of Year 3.
- 12. Secure funding, contact installation contractors, and implement remediation projects during March through September of Year 3.
- 13. Assess the water quality impacts of the remediation projects through the comprehensive water monitoring program both before and after remediation projects are installed.
- 14. Conduct a vigorous program of public outreach and education throughout the entire project period.

RESOURCE INFORMATION

Appalachian Clean Streams Initiative can be reached at (412) 937-2106, or by writing ACSI, through James Taitt, OSM, 3 Parkway Center, Pittsburgh, PA 15220.

The Clean Streams Contact List is a network of persons with a common goal of cleaning and restoring streams. Users can find community support, funding information, technical information, and much more by contacting the people on the contact list. The list can be obtained through The Clean Streams Clearinghouse.

The Foundation Center is an independent national service organization established to be an authoritative source of information on private philanthropic giving. It has a nationwide network of cooperating collections, available to the public free of charge. The core collection includes *The Foundation Directory*, The Grantsmanship Center publishes a "Whole Nonprofit Catalog" and provides grantsmanship training. It publishes several useful publications on grant seeking including *Program Planning and Proposal Writing*. Call (800) 424-9836 to inquire about the nearest collection.

1997 Directory of Funding Sources for Grassroots River and Watershed Groups. Available for \$35. Contact River Network, (800) 423-6747 or email rivernet2@aol.com.

Pennsylvania's Abandoned Mines: Problems and Solutions. PA DER, 1993. Pamphlet discusses Pennsylvania's reclamation program and projects, as well as funding sources for mine reclamation and its benefits.

River Fundraising Alert. A series of ten newsletters on memberships, special events and appeals, board fundraising, and major donors. Contact River Network, (800) 423-6747 or email rivernet2@aol.com.

The Taft Group publishes directories of funding sources, such as the *Taft Corporate Giving Directory*, and management materials. For a catalogue, call (800) 877-TAFT.

Ten Percent Set Aside for Acid Mine Drainage Abatement. PA DEP Fact Sheet. 1996. Describes the AMD abatement and treatment fund managed by the Bureau of Abandoned Mine Reclamation in the DEP. Funds are available to qualified hydrologic units affected by past coal mining practices at eligible sites. Eligible sites are defined as those where mining ceased prior to August 3, 1977 and where no continuing reclamation responsibility can be determined.

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