

**2017**

# **Armstrong Conservation District Strategic Plan**



*Adopted by the Armstrong Conservation District  
Board of Directors on June 21, 2017*





## *Armstrong Conservation District*

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June 21, 2017

Dear Sirs:

The Armstrong Conservation District is the local agency created by Resolution of the Armstrong County Commissioners in February, 1963 that is charged with the "Conservation of the Natural Resources" of Armstrong County. The District began operations in 1963 and has grown significantly over the last 54 years. The first District Long Range Plan was developed in 1969 and served to guide the District well into 2004. At that time, the Board of Directors determined that it was time to chart a revised course for the District since most of the Goals and Objectives outlined in the 1969 plan had been fulfilled. In 2005, the District adopted a Strategic Plan to guide District operations for the next 10 years. In 2016, the District Board determined that most of the Goals and Objectives outlined in the 2005 plan had been met. Due to the constantly changing environment, the District Board determined that future Strategic Plans should be limited to roughly a five year period of time. Recent staff retirements and pending retirements of long time staff have caused the District to consider succession planning as a component of this and future strategic plans.

This plan has been developed with the cooperation of the District Directors, Associate Directors, District staff, cooperating agency personnel, the County Commissioners, and with input from our elected officials and the general public. A special thanks goes out to John Turack of the Westmoreland Penn State Cooperative Extension Service who facilitated our sessions and kept our committees focused on their tasks.

The 2017 Strategic Plan of the Armstrong Conservation District will be posted on the District webpage that may be found at [www.armstrongcd.org](http://www.armstrongcd.org). In addition, it is the intent of the District to distribute this Plan to our local elected officials, our nominating organizations, our cooperating agencies, others who have expressed an interest in the programs of the District.

Should you have any questions regarding the plan or its contents, please do not hesitate to contact the District office and the District staff will be glad to assist you. Thank you for your interest in the Armstrong Conservation District.

Sincerely,

*Spurgeon Shilling*

Spurgeon Shilling, *District Chairman for the Armstrong Conservation District*



## **RESOLUTION**

### **Armstrong Conservation District**

*2017 – 01*

*WHEREAS*, The Armstrong Conservation District Directors determined that the Armstrong Conservation District Program, which was completed in March, 1969, laid the framework for District activities and that an updated and revised Long Range Strategic Plan (the “Plan”) for the District was necessary, and

*WHEREAS*, in 2005 the District prepared and adopted a Strategic Plan to guide the District into the future; and

*WHEREAS*, many of the elements identified as high or medium priority in the 2005 Strategic Plan have been completed; and

*WHEREAS*, with the financial assistance of the State Conservation Commission, funding was secured in 2016 to proceed with Planning for a revised Strategic Plan; and

*WHEREAS*, the Armstrong Conservation District Board of Directors, Staff and support personnel proceeded to draft a five (5) year Strategic Plan for Armstrong Conservation District; and

*WHEREAS*, the final plan was presented to the Board of Directors on June 21, 2017; and

*WHEREAS*, by unanimous vote, this Armstrong Conservation District Strategic Plan was adopted; and

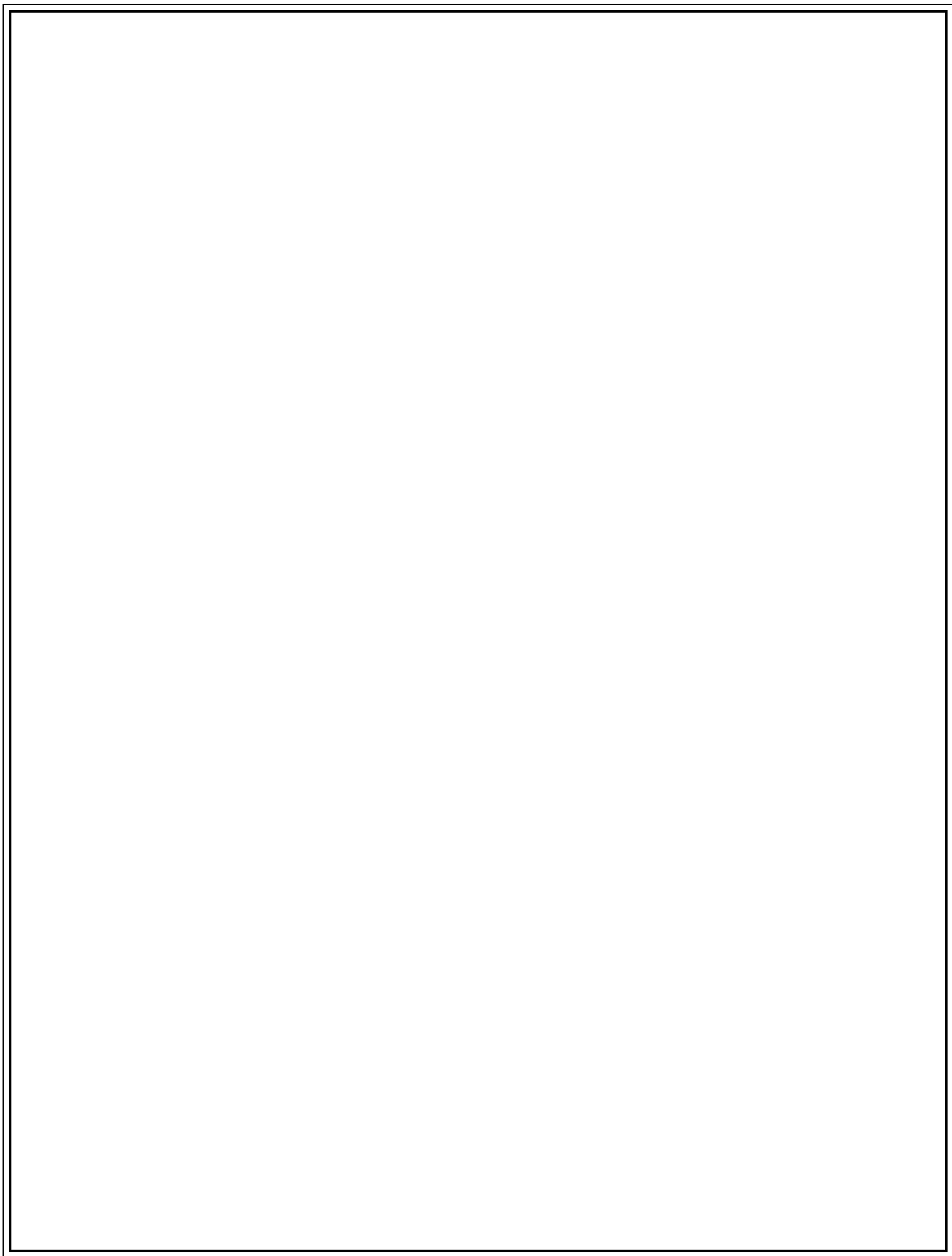
*THEREFORE*, from this day forward, this Plan will be the official Strategic Plan for the Armstrong Conservation District and will be referred to for future direction of the organization.

*IN ADDITION*, the Annual Action Plan Committee has been formed in order for this Plan to be reviewed annually and revised no less than every five (5) years or as needed.

*APPROVED* on this 21<sup>st</sup> day of June, 2017.

*Spurgeon R Shilling*  
Spurgeon R Shilling, *Chairman*

*Jerry Longwell*  
Jerry Longwell, *Secretary/Treasurer*



## **Strategic Plan 2017 Executive Summary**

The Armstrong Conservation District Board of Directors is committed to conserving the natural resources of Armstrong County and the Allegheny River Watershed by means of education and compliance with the Rules and Regulations set forth from the Commonwealth and Federal Government. This will be accomplished by promotion of our conservation programs, providing a new work space for Conservation District staff, continuing education and professional development of the Board and staff, while maintaining existing delegation agreements with the Commonwealth.

The Armstrong Conservation District was created by resolution of the Armstrong County Commissioners on February 7, 1963. The District has operated under an all-volunteer Board of Directors since that time. The District adopted its first Long Range Plan in March, 1969. This document served the District well for nearly 35 years. Significant accomplishments were made as the Long Range Plan was implemented over that time. In 2004, the District contacted the Canaan Valley Institute about facilitating an update to the District Long Range Plan. These efforts resulted in the development of the 2005 Strategic Plan of the District. To begin the planning process, surveys were mailed out to solicit input from the public and private partners and a series of planning workshops were held. Strategic goals for the District were prioritized as either high, medium, or low priority. After significant discussion, these efforts resulted in the creation of a new strategic planning document that was adopted by the Board of Directors in May, 2005.

Over the last 10 years, many of the high and medium priority goals set forth in the plan have been implemented. To this end in 2016, the District Board decided to chart a course to update the current Strategic Plan since many changes have occurred to the District, its programs, and staff over the last 10 years. The Board decided to concentrate on the development of a five year strategic plan and would include a succession plan for key staff positions and those nearing retirement age. To begin this effort, the District prepared on line surveys that were posted on the District website to encourage the general public to participate in the planning process. In addition, on line surveys were emailed to elected officials and partnering agencies to afford the opportunity to further participate in the process. A total of 11 people participated in the public survey while 10 surveys were received from partnering agencies and elected officials. The survey results are attached to the Plan for use and reference.

Facilitated planning sessions were held for the staff, Board members, and key stakeholders of the District. These sessions were conducted by the Penn State Cooperative Extension Service for two days in February, 2017. A total of 17 persons participated in these sessions. Both sessions were facilitated by John Turack of the Westmoreland Penn State Cooperative Extension Service using a series of PSU Extension Service workbooks entitled "Choosing Our Direction". During these meetings, participants agreed the current Mission Statement of the District was still valid and did not need modification. Participants decided the current Vision Statement needed revised and proposed a new Vision Statement for the Board to consider at a later date along with the adoption of the Strategic Plan. Committees were created to develop specific measurable objectives to meet the goals identified during the two day planning process. On March 29<sup>th</sup>, Mr. Turack facilitated a third planning session where draft committee reports were presented to those participants at that session. After that session, each committee made further refinements to their

reports. The Manager and Office Manager then finalized those reports and presented the 2017 Draft Strategic Plan to all Board members, Associate Directors, Cooperating agencies, and elected officials for further comment. Any additional comments or concerns were due back by May 15<sup>th</sup> and those comments/concerns received were forwarded to the Board of Directors for their review at their regular May Board meeting. Each member of the Board of Directors was then given one final opportunity to comment on the draft document. Comments were incorporated into the final Draft and the 2017 Strategic Plan was presented to the Board of Directors for adoption at the June Board meeting. Each identified strategic goal listed will be addressed in future Annual Work Plans and assigned to the appropriate staff and/or a committee to ensure that those Goals and Measurable Objectives of our Annual Action Plan are fulfilled.

Education is one of our core values of the District and as part of this goal we plan to increase education and outreach programs to the residents of Armstrong County. Providing a new work space for Conservation District Staff is a desired plan outcome and it is the goal of the Board of Directors to have a suitable new office facility available by the end of 2018. This location will be able to enhance the District's image and may include the demonstration or examples of best management practices to show contractors or government officials. Another identified goal of the Board of Directors is to provide opportunities to staff for professional development and provide directors with the necessary skills that enable them to fulfill their role as the governing body of the District. The District values the Associate Directors and the role that they play in District activities and programs. This goal of enhancing their professional development will be accomplished by budgeting funds for training and professional development opportunities for the Board, Associate Directors, and Staff.

Current delegation agreements with Commonwealth agencies grant the Conservation District the ability to issue permits and ensure compliance by the regulated community. Participation in these delegation agreements, provides a source of funding which helps meet many of the goals set forth in the Strategic Plan. Participation in the Dirt, Gravel, and Low Volume Roads Program provides the District with a tremendous outreach opportunity to interact with local elected officials while reducing non-point source pollution problems from municipal roads. The Board is committed to continued participation in these existing delegation agreements and should new agreements or funding opportunities become available, adequate evaluation will be given to ensure new agreements are within the Mission and Vision of the District and can be satisfactorily met without compromising existing District programs.



## **Armstrong Conservation District Board of Directors**

Spurgeon Shilling, Chairman, Farmer Director  
Andrew Kimmel, Vice Chairman, Farmer Director  
Jerry Longwell, Secretary /Treasurer, Public Director  
DeJay Claypoole, Farmer Director  
Dennis Hawley, Public Director  
Michelle Hickman, Farmer Director  
Jason Renshaw, Commissioner Director

## **Associate Directors**

Rocco Ali  
Scott Baker  
Ben Kimmel  
John Linkes  
Pamela Meade  
James Shilling

## **District Staff**

David Rupert, District Manager  
Jessica Schaub, Resource Conservationist, Agriculture  
A. Gregg Smith, Resource Conservationist, Dirt, Gravel, and Low Volume Roads  
Cindy L. Vranka, Office Manager  
Casandra Wagner, Resource Conservationist, Erosion and Sediment Pollution Control  
Julie Zeyzus, Resource Conservationist, Watersheds  
Katelyn Good, AmeriCorps Member  
Larissa Rice, AmeriCorps Member

## **County Commissioners**

Pat Fabian, Chairman  
Jason Renshaw, Vice Chairman  
George Skamai, Secretary

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## **◀ MISSION STATEMENT ▶**

*The Armstrong Conservation District in cooperation with our private and public partners will promote stewardship of our natural resources.*

## **◀ VISION STATEMENT ▶**

*The communities of Armstrong County, guided by the District and partners, fulfill the needs of citizens through efficient and responsible natural resource use.*

## **◀ CORE VALUES ▶**

*The Armstrong Conservation District operates under the philosophy that the best way to advance the cause of conservation is to educate local citizens to become better environmental stewards. By building constructive partnerships, providing technical and financial assistance, and through information sharing, the District will promote conservation of our natural resources by using a common sense approach to build a culture of responsible stewardship.*

## **STRATEGIC INITIATIVES**

### **Short Term:**

- Deliver on programs as outlined in following pages. Begin to implement strategic plan action items with the 2018 Annual Action Plan
- Increase education and outreach efforts
- Improve municipal relations
- Secure new office space to accommodate future Conservation District needs
- Secure grant funding for the Mobile Environmental Display (MED) and other programs of the District

### **Long Term:**

- Provide management and staff with equipment and technological resources to meet Conservation District needs
- Increase Conservation District's image with the general public, local elected officials, and the regulated community

## **Strategic Initiative: Erosion and Sediment Pollution Control**

Under the Chapter 102 program, the District reviews erosion and sediment control plans. All earth disturbance activities are required to use Best Management Practices (BMP's) to control erosion and sedimentation. Construction sites that disturb more than 5,000 square feet of earth are required to have a written erosion and sediment control plan on site. Over 1 acre of disturbance requires an NPDES permit. Natural gas and related industries have increased workload. Increased interstate and distribution natural gas line construction has increased our workload.

### **STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will INCREASE participation in this program.*

### **PRIORITY ACTIONS:**

1. Increase education and outreach to landowners, engineers, and earthmoving contractors
2. Review plan review fees, bi – annually
3. Develop MOU's with municipalities regarding E&S plan reviews

### **KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - E&S - Primary
- ✓ ACD Resource Conservationists (All) – Cross Training
- ✓ ACD Office Manager - Secondary

## **Strategic Initiative: Agriculture**

The Conservation District supports the Agricultural Conservation Technical Assistance Program to provide technical services and assistance to production agriculture cooperators and other landowners. The District has a Resource Conservationist on staff that can serve as a resource and technical advisor for assessing natural resource problems, implementing conservation and/or nutrient management plans, and other technical assistance activities assumed by the conservation district. Training opportunities include, but are not limited to the Agricultural Technical Boot Camp Training Program.

### **STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will MAINTAIN participation in this program.*

### **PRIORITY ACTIONS:**

1. Maintain trained staff to assist landowners

2. Continue to educate landowners
3. Seek grant funding to assist production agriculture cooperators and other landowners with Best Management Practice Installation.

**KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - Agriculture
- ✓ ACD Resource Conservationists (All) - Cross Training

<b>Strategic Initiative: Nutrient Management</b>
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Pennsylvania's ACT 38 requires Nutrient Management Plans for concentrated animal operations and encourages the development of nutrient management plans for all operations. The District has a Resource Conservationist on staff that can assist with reviewing Nutrient Management Plans and selecting a private plan writer. These plans are renewed and approved as per state regulations. (The District will have at least 2 certified Nutrient Management Specialists by 2022)

**STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will INCREASE participation in this program.*

**PRIORITY ACTIONS:**

1. Maintain certified staff to assist landowners
2. Continue to educate landowners

**KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - Agriculture
- ✓ ACD Resource Conservationists (All) - Cross Training

<b>Strategic Initiative: Dirt Gravel and Low Volume Road Pollution Prevention Program</b>
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This effort seeks to improve local water quality by reducing sediment loss from local dirt, gravel, and low volume roads. Local road owning entities may apply for funds for road projects and are encouraged to adopt environmentally sensitive maintenance practices for managing dirt, gravel, and low volume roads that reduce non-point source pollution.

**STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will INCREASE participation in this program by having at least one work site completed in each local municipality.*

**PRIORITY ACTIONS:**

1. Increase participation with eligible municipalities not currently participating.
2. Increased project funding and thus increased workload may result in the need for additional persons to assist the DGLVR Specialist with implementation of this program

**KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - Dirt, Gravel and Low Volume Road - Primary
- ✓ ACD Resource Conservationist - Watersheds – Tertiary (Cross training)
- ✓ ACD Office Manager – Secondary (Cross Training)
- ✓ ACD Resource Conservationist - Agriculture - Tertiary (Cross Training)
- ✓ ACD- District Manager- Tertiary - Oversight and Cross Training of Staff

<b>Strategic Initiative: Watershed Restoration and Protection</b>
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The Conservation District supports watershed association development and projects with organizational and technical assistance provided by the Watershed Specialist and other District staff. Watershed Associations invite members of a community to work together to solve or repair complex issues within their waterways and watersheds.

**STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will MAINTAIN participation in this program.*

**PRIORITY ACTIONS:**

1. Seek grant funding from outside sources. Both public and private funding
2. Work with the Dirt, Gravel, and Low Volume Road program as it relates to stream crossings and other stream related issues. Provide technical assistance as requested
3. Revitalize currently inactive watershed associations

**KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - Watersheds
- ✓ ACD District Manager – Oversight and Cross Training of Staff
- ✓ ACD Resource Conservationist-DGLVR -Technical Assistance on DGLVR projects

## **Strategic Initiative: Agricultural Land Preservation Program**

Pennsylvania leads the nation in total number of farms and total number of acres preserved for agriculture. The program was developed to strengthen Pennsylvania's agricultural economy and to protect prime farmland from being lost. The Farmland Preservation Easement Purchase Program enables state and county governments to purchase conservation easements through a joint fund. The Armstrong District has been tasked by the County Commissioners to administer this program on behalf of the County.

### **STATEMENT OF INTENT:**

*By 2022, the Armstrong Conservation District will continue to INCREASE participation in this program.*

### **PRIORITY ACTIONS:**

1. Increase education and outreach for the program
2. Work with those landowners on the waiting list to explore other opportunities for them to preserve their farms
3. Assist Commissioners as necessary to provide potential farmland preservation board member candidates
4. Continue to encourage County Commissioners to provide funding to help with leveraging state funding

### **KEY INDIVIDUALS:**

- ✓ ACD Resource Conservationist - Agriculture
- ✓ ACD Office Manager - Administrative support
- ✓ ACD District Manager - Oversight and budgeting

## **Strategic Initiative: Conservation District Office Facilities**

Provide a new workspace for staff, along with suitable conference space for workshops and other education events.

### **STATEMENT OF INTENT:**

*By December, 2018 the District plans to be located in a new office facility.*

### **PRIORITY ACTIONS:**

1. Continue to engage building committee to procure site.
2. Continue to reserve funding whenever practical
3. Seek potential new sources of funding

**KEY INDIVIDUALS:**

- ✓ Armstrong Conservation District Chairman
- ✓ Armstrong Conservation District Treasurer/Finance Committee
- ✓ Armstrong Conservation District Manager

**Strategic Initiative: Succession Planning for Staff**

**STATEMENT OF INTENT:**

*Before 2022, the District will have a plan in place and fully funded to replace key staff and staff members nearing retirement age.*

**PRIORITY ACTIONS:**

1. Provide for dedicated funding in a reserve account to bring on replacement staff for key positions
2. Ask staff considering retirement/transitioning to provide the District Board with at least 3 - 6 months' notice so that the transition to a new or replacement staff person can be smooth
3. Provide for adequate training of newly hired staff by current employees and ensuring adequate funds for training/cross training are included in the annual budget

**KEY INDIVIDUALS:**

- ✓ ACD Chairman of the Board - Oversee Policy Decisions
- ✓ ACD Treasurer - Establishment of Reserve Account
- ✓ ACD District Manager - Support to the Board of Directors

**This Strategic Plan was adopted by Resolution (Attached) on June 21<sup>st</sup>, 2017 at a regular Board meeting of the Armstrong Conservation District.**

Spurgeon Shilling  
Spurgeon Shilling, *Chairman*

June 21, 2017  
*Date*

Jerry Longwell  
Jerry Longwell, *Secretary/Treasurer*

June 21, 2017  
*Date*

**1. What does ACD seek to contribute to the community and/or its members? What are ACD's goals?**

- Protect, maintain, and enhance the natural resources of Armstrong County (Environmental Stewardship)
- Service to the DEP and our community for water quality, preservation and improvement.
- Improve quality of life for those living, working and playing in and around the county.
- Provide and seek to expand education and technical assistance to communities.
- Providing security and quality of life for future generations along with the providing for the needs of today's stakeholder.
- High quality and timely service across all program areas.
- Protect and conserve natural resource and restore our degraded soil and water resources.
- Promote environmental Best Management Practices (BMPs) and Environmentally Sensitive Maintenance (ESM's) practices
- Find ways to work with other organizations to bring about community and economic development
- Seek and raise additional funds and other resources for current and future programs.

**2. How does ACD seek to achieve these goals? What services does ACD provide?**

- Expertise on a wide range of programs.
- Our ability to partner with other individuals and organizations (Public and private partnerships)
- By employing trained staff to meet needs. Provide training to keep staff current on latest technologies
- Outreach
  - a) (marketing) needs assessment, wants assessment
  - b) having audiences know what we offer
  - c) provide education services (workshops, field days)
  - d) social networking
  - e) Website
- By adjusting services and programs based on funding and resource availability
- Technical assistance services to stakeholders/community
- Expanding clients and reaching new audiences
- Promote BMP's and ESM trainings.
- Promote adherence to environmental laws and seeking funding sources that are program specific (delegated programs)



**3. Who are ACD's primary clients? Are these the same we should be serving?**

**CURRENT**

- Residents, businesses, and agencies
- Farmers, Ag Community
- Landowners, developers, schools, educational facilities
- Contractors and townships / municipalities
- General public
- Watershed organizations, nonprofits
- Partnering agencies, engineering community, earthmoving, sportsmen and recreation
- Amish community, loggers / forestry industry
- Resource managers, policy makers, law and politic community
- Stakeholders that have discovered our services
- Nonprofit organizations, (not just watersheds)
- Industry as a whole
- Tourist Bureau
- Sewage Enforcement
- County Commissioners
- 911 Center
- Allegheny Valley Land Trust
- Armstrong County Conservancy
- Western Pa Conservancy
- Envirothon participants
- WPCMR
- ELC
- RC&D

**SHOULD BE SERVING**

- Soil, water, and other natural resource concerns
- Those that don't know what the CD is
- Future staff and partners
- Absentee landowners and those landowners who have not been past participants in the District programs
- Younger people and all of our public and private schools
- Ag youth programs
- Expand summer camps at the ELC
- Teachers / administrators / specific teachers (and state level)
- State Reps and our Senator and our cooperating agencies
- County Agencies/Departments
- Community Foundation Serving the Heart

**4. What do you value about how ACD accomplishes tasks? What standards do you think are important about how ACD does what it does?**

- Efficiency
- We fill stakeholder needs, find answers, and seek solutions to problems
- Work off of a variety of experience, specialties and variety of programs (divide and conquer)
- Fiscally responsible and we have an ability to adjust
- Voluntary compliance focus
- Creativity and ability to work and think out of the box
- Partnership ethics and practice. We follow through on what we say
- Quality technical assistance and promote the use of the latest BMP's
- Ability to work with everyone and on a broad spectrum of issues. Diverse expertise of staff and audience engagement
- Consistency of service provided to our partners
- Ability to leverage a wide variety of funding sources
- Adaptability to a constantly changing environment
- Has respect from the community due to quality of services and knowledge

**5. What Are ACD's Goals for the future?**

- Master data system between districts and agencies / more efficient use of technology
- Find additional sources of funding
- Establish and maintain additional partnerships
- Keep and seek out active and engaged board members

Staff

Successful Retention of Staff

Increased Staff Salaries comparable to other Conservation Districts

Develop and implement a cross training program for all technical staff

One Professional Engineer (PE) per District

Successful transition as staff members retire or leave for other employment opportunities

Marketing

Better recognition of the District by Community

Promote eco-tourism

Better marketing techniques (current / up to date)

Positive community awareness

Education

Provide education and outreach to general public and stakeholders

Education / Elementary, secondary, general public

Explore additional educational opportunities for municipal officials

## **Trends**

There will be fewer farms in our future  
Consolidation of Farms into larger farms  
More development-both commercial and residential  
More idle grounds as marginal lands are not cultivated  
Will parochialism increase or decrease?  
Younger generations lack of interest in farming  
Expect that real estate tax loads causing farms to diminish  
Gas Exploration and development will increase  
America's GREAT, will Armstrong County be?  
Communication methods (Tweeting, etc.)  
Citizens 'have rights to natural places  
Healthier food options demanded  
Stricter educational core requirements (Environmental)  
Decreased county funding over recent years

## **I. FINANCIAL**

**Goal: The District will optimize existing and additional funding through public and private sources.**

1. Major Step: Sustain or increase funding levels from supporting agencies
  - A. Promote increases in funding from County Commissioners – Manager/Board – Ongoing/Annually
  - B. Promote increases in funding from delegated programs – Manager/Board – Ongoing/Annually
  - C. Promote increases in funding from the SCC - Manager/Board – Ongoing/Annually
  - D. Advocate/ justify the need for additional and future funding at outreach events  
Manager/Staff – Ongoing
  - E. Annually review/adjust fees charged for various programs – Manager/Board/Staff – Annually
  - F. Continue annual District profitable fundraising events – Staff – Ongoing
  - G. Create two new District fundraising programs in the next five years  
Manager/Board/Staff – 18 Months/Ongoing
  - H. Investigate/network local foundations and social benefit groups -  
Manager/Board/Staff - Ongoing

**Measurable Outcome** – *Comparison of annual funds received to prior year. New sources of income generated.*

2. Major Step: Within five years the District will write three grant applications for funding from private sources

- A. Partner with the Armstrong Conservancy to allow the District to pursue grant opportunities available to 501(c)(3) organizations to benefit the District – Board/Manager/Staff
- B. Compile a list to identify private funding sources interested in funding projects in the Districts area of service – Staff – 3 Months/Update Annually
- C. Match funding opportunities to District Programs – Staff - Ongoing
- D. Identify matching fund opportunities from partnering agencies – Staff - Ongoing
- E. Administration and bookkeeping of funds received – Office Manager/Manager - Ongoing
- F. Project management – Staff/Outside Sources - Ongoing

**Measurable Outcome** – *Grants written and received, completed projects*

- 3. Major Step: Within five years the District will write five grant applications for funding from public sources.

- A. Compile a list to identify funding sources the District is eligible to participate –Staff – 3 Months/Annually
- B. Match funding opportunities to District Programs – Staff - Ongoing
- C. Identify matching fund opportunities from partnering agencies – Staff - Ongoing
- D. Administration and bookkeeping of funds received – Office Manager/Manager - Ongoing
- E. Project management – Staff/Outside sources - Ongoing

**Measurable Outcome** – *Grants written and received, completed projects*

## **II. STAFF GOALS**

**Goal: Continue the Mission of the District by developing a process that promotes staff retention and recruitment, to include establishing fair and competitive salary and benefit/incentive packages, development of appropriate training/orientation programs, and hiring of new staff positions as needed.**

- 1. Major Step: Successful retention of staff

Supporting Activities:

- A. Evaluate current salary & benefit packages and adjust as necessary in an effort to provide fair and competitive compensation.
- B. Provide incentive packages such as performance bonuses & 5 year incremental anniversary benefits.
- C. Explore possible funding options needed to address proposed initiatives and budget accordingly.

**Measurable Outcome:** *Number of Staff Retained (6) and continued program implementation*

2. Major Step: Successful recruitment of staff

Supporting Activities:

- A. Provide fair and competitive salaries and benefit packages
- D. Provide incentive packages such as performance bonuses & 5 year incremental anniversary benefits.
- E. Evaluate annually the need to hire new staff.
- F. Review and revise job descriptions as needed.
- G. Review and revise as needed the recruitment process (advertising, interviewing, etc.)

**Measurable Outcome:** *Number of Staff Recruited and continued program implementation*

3. Major Step: Develop a process to promote successful transition of new hires into various vacancies or new positions. Present priority should focus upon the District Manager and Office Manager positions.

Supporting Activities:

- A. Develop a training/certification program which provides for cross-training of staff when appropriate.
- B. Staff must receive the required training/certification for each main District program as determined by the Board.
- C. Establish a time-frame for the implementation for the training/certification program.
- D. Review the training/certification program annually and modify according to District needs and program changes.
- E. Establish a budget for implementation of the Training/Certification Program.
- F. Provide sufficient transition period for current staff to train new staff as needed.
- G. Compile a Standard Operating Manual for the Armstrong Conservation District.
- H. Create an Assistant Manager position whose duties would include implementing the transition process as new hires come on board.

**Measurable Outcome:** *Successful Transition of Staff and continued program implementation*

4. Major Step: Create a Service Center where all of the Cooperating Agencies are located in one location to better provide for the community and client needs.

Supporting Activities:

- A. The County Administrative Committee (CAC) will continue to investigate the possibility of all the Cooperating Agencies being placed in one location.
- B. Establish a timeframe suitable for the re-location to a Service Center.
- C. Procure the necessary funds needed to establish and/or maintain the Service Center.

**Measurable Outcome:** *All Cooperating Agencies are in one location to create a Service Center*

### **III. EDUCATION**

**Goal: Provide education and outreach to Armstrong County residents and visitors, primary and secondary school students**

1. Major Step: Develop workshops or interpretive programs relevant to residents' interests and needs

Supporting Activities:

- A. Revise "Request for Conservation District Assistance" Cooperator Agreement to include all programs offered by the Conservation District
- B. Survey Armstrong County community via website and mailings to identify conservation interests and needs
- C. Prioritize top three interests/needs of the community based on survey results
- D. If necessary, apply for funding to implement workshop or interpretive program
- E. If funding becomes available, hold two workshops or interpretive programs for each of the three priority areas
- F. Continue participation with interpretive programs at Crooked Creek Environmental Learning Center (ELC)

**Measureable Outcome:** *Number of participants who attended workshops or interpretive programs*

2. Major Step: Provide technical assistance as requested

Supporting Activities:

- A. Collaborate with current Cooperators and address technical needs as identified in Cooperator's Agreement
- B. Establish partnerships with new Cooperators through workshops, community events, and by addressing areas of the county with greatest water quality impairment
- C. Develop plans and/or Implement projects addressing conservation interests and needs

**Measurable Outcome:** *Number of new Cooperators obtained, number of projects implemented*

3. Major Step: Engage public at community events and through recreational/educational activities

Supporting Activities:

- A. Identify and attend 10 community events per year
- B. Provide literature describing Conservation District services
- C. Incorporate activities to illustrate conservation topics and associated management practices (e.g., using Mobile Environmental Display, GeoTrail, and other hands-on activities)
- D. Continue to develop educational programs associated with recreational activities to engage public in resource conservation (e.g., water trail)

**Measureable Outcome:** *Number of individuals consulted, number of individuals participated*

- 4. Major Step: Collaborate with educators at public and private schools, homeschool associations, intermediate units, and other organizations focusing on K-12 instruction

Supporting Activities:

- A. Continue organizing and implementing County Envirothon
- B. Continue participation with Trout in the Classroom activities
- C. Continue participation with programs at Crooked Creek Environmental Learning Center (ELC)
- D. Establish new partnerships with Armstrong County educators and maintain current partnerships
- E. Provide assistance to educators to supplement K-12 instruction needs
- F. Submit application to Pennsylvania Department of Education (PDE) to become an Act 48 approved provider
- G. Offer approved programs or activities to K-12 educators seeking Continuing Education Credits (CEC)/Act 48 credits

**Measureable Outcome:** *Number of classrooms collaborated with for Envirothon and Trout in the Classroom, number of programs implemented at ELC, number of new educational partnerships, number of activities/programs implemented/assisted with current and new educational partnerships, number of PDE programs or activities offered, number of K-12 educators attending programs or activities*

#### **IV. MARKETING GOALS**

**Goal: Better recognition of the District by community and positive community awareness**

- A. Create a physical guide of programs, services and partners
  - 1. Distribute to target audience, available at District's events, and as a digital file on our website
- B. Host events to “meet” these partners

1. Specific event with displays highlighting programs offered, all staff members on hand

**Measureable Outcome** - *Increase in interest in programs and services offered*

**Goal: Promote Ecotourism**

- A. Promote the natural places conserved by our partner non-profits such as the Roaring Run Watershed, Armstrong Conservancy, Cowanshannock Creek Watershed, and the Allegheny Valley Land Trust
- B. Promote awareness of the major watersheds of Redbank Creek, Mahoning Creek, Crooked Creek, The Allegheny River, Pine Creek, and Cowanshannock Creek, and the Kiski River
- C. Promote awareness of hiking trails such as the Baker Trail, Armstrong Trail, Redbank Trail, Roaring Run and Rock Furnace Trail, North Country Trail, and the Great Shamokin Path

**Measureable Outcome** - *Events scheduled at these locations or with these partners over the next 5 years*

**Goal: Keep up with latest media and outreach techniques and outlets**

- A. Continue Facebook, Instagram, website, add platforms as they become available and are seen relevant and reach the target audience
  1. Dedicate time each week updating the current platforms and researching what is popular right now that may help reach the target audiences and create a presence on that platform
- B. Continue to promote GeoTrail, and Mobile Environmental Display (MED). Draw interest through these programs, also gain interest in other outreach efforts of the District.
  1. The MED and the Geo Trail are two large programs that may gain interest on their own, then from there, interest in the Conservation District
  2. Information will be available digitally on our website and other social media sites and physically at District events
  3. The MED is a self-contained program that may be available itself at many events
  4. The GeoTrail is spread throughout the County and requires participants to travel from site to site then to the District office for their GeoCoin

**Measurable Outcome:** *Increase in traffic on social media grows and our audience expands. Participation grows in GeoTrail and demand for MED grows. In 5 years, MED visits every school in Armstrong County and every community event where requested.*



**Goal: Promote litter awareness and partner with cooperating agencies to alleviate illegal dumping**

- A. Partner with cooperating organizations to support their efforts to combat illegal dumping
  - 1. Support paddlers against pollution
  - 2. Support Ohio River Sweep
  - 3. Support PA Clean Ways Efforts
  - 4. Support cleanup efforts of our trail groups, watershed associations, and others as staff time and resources permit
- B. Utilize District website and social media to promote awareness of illegal dumping
  - 1. Post litter cleanup events on District website, Facebook page, and Instagram
  - 2. Help cooperating organizations to coordinate volunteer resources

**Measurable Outcome:** *Requests received and serviced from cooperating organizations.*

**V. Conservation Programs - The District currently has the following Conservation Programs to aid us in attaining our Vision and accomplishing our Mission**

1. Municipal Assistance to Solve Erosion and Sedimentation Problems

When requested by municipalities, the District provides assistance to them in solving individual erosion and sedimentation problems. This would also include storm water management and other Non-Point Source Pollution issues.

2. The DEP – E & S Control Program

This Program is a delegated program from the Commonwealth of PA. The District reviews, inspects, and obtains compliance with the PA Clean Streams Law for all earthmoving activities within the County.

3. The NPDES Program

This is a delegated Program from the Federal Government to the State and further to the District. The Program encompasses the review, permitting, and inspection of all earthmoving sites in excess of 1 acre in size.

4. The Dirt, Gravel, and Low Volume Road Program

This Program provides for the administration, education, and construction projects for a program designed to minimize sediment pollution from our dirt, gravel, and low volume roads. First municipal officials are educated in proper road maintenance techniques and

then they may apply for and receive construction funding for specific projects of a priority for the municipality.

5. The Environmental Education Programs (*school programs*)

Environmental education efforts to date have consisted of individual programs as requested by teachers. The Envirothon has enjoyed renewed success in Armstrong County. The establishment of outdoor labs has been successful with certain individual teachers at Lenape Elementary, the old Shannock Valley High School, Apollo-Ridge High School, and Mahoning Township Elementary. Arbor Day-The District has sponsored an Arbor Day Program where evergreen seedlings are given to all county third grade students. This Program has been going on for over 50 years. Annually we give away nearly 1,000 seedlings to students. Planting instructions are included and a brief history of Arbor Day is given to each student and their teacher.

6. Envirothon Program

Originally this Program was highly successful as the Ecomeet Program conducted with the US Army Corps of Engineers. The program then evolved into the Enviro – Olympics. It then enjoyed some success as the Envirothon until key teachers involved with the Program retired. The replacement teachers along with a focused effort by District staff have now reestablished this program and have an annual competition for area high school students at the Crooked Creek Environmental Learning Center.

7. Litter Awareness Program

The Board established an objective of working with watershed associations to establish a litter awareness campaign. To date little has been done with this program since it was first adopted with the previous strategic plan in 2005...

8. Web Page, Facebook and District Brochures

The District uses the District website [www.armstrongcd.org](http://www.armstrongcd.org), the District Facebook page, Instagram, and District brochures and other booklets and handouts as means of outreach to explain the District Program and services. In 2016, the District webpage was completely redesigned and relaunched. The District created a Facebook page and an Instagram page for other means of social media outreach.

9. Mobile Environmental Display-Great Dayton Fair Display Outreach Program

The District has maintained a series of displays over the years at the Great Dayton Fair. The Board and Staff provide a presence when the display is at the fair. The Board authorized funds in 2014 to update the current fair display. The Mobile Environmental Display will replace the Great Dayton Fair Display. This mobile exhibit will allow the District to expand this annual single event outreach program to be used year round and create additional outreach opportunities. The MED will travel to elementary, intermediate and secondary schools and incorporated into other District programs such as the Envirothon and the AmeriCorps/Intern Programs. The exhibit will be open for public

viewing and offered to other public gatherings such as local festivals and community events. Future efforts at the Dayton Fair and other events throughout the Armstrong County area will now be coordinated through the Mobile Environmental Display Program.

#### 10. Tree and Seedling Sales Program

The Tree and Seedling Sale has been a long-standing program of the District to offer low cost trees and seedlings to our area residents. In some years sales are substantial while in other years they have been poor. Any unsold trees and seedlings are usually donated to the Lenape Vo-Ag class or watershed/conservation groups for conservation plantings.

#### 11. Annual Combined Banquet and Awards Recognition Program

Each year the District has recognized outstanding individuals and organizations by the awards banquet. This program has provided for good fellowship and has been a successful outreach to our cooperators. It provides a nice recognition of deserving individuals and organizations. Recently, this program has been merged to partner with the Penn State Cooperative Extension Service, The USDA-FSA office, and the Armstrong County Farm Bureau.

#### 12. Annual Report

The preparation and publishing of an Annual Report is required by the Commonwealth of PA as a component of the District Program. This report is prepared by staff and posted on the District WEB site. Copies of the Annual Report are e-mailed to the State Conservation Commission, other Conservation Districts and distributed as otherwise required by law.

#### 13. Conservation Tour and Legislative Breakfast Meeting/ District workshops

This Program involves the presentation of workshops such as Dirt, Gravel, and Low Volume Road, Erosion and Sediment Control for earthmoving contractors, plan design for engineers, forestry for loggers, grazing for ag producers, and nutrient management for manure generators. In the fall of each year, the District hosts a fall Legislative Tour for elected officials to showcase projects completed in the previous year with their assistance. Past tours have involved our elected officials, groups from other counties, organizations within the County, and the Board members along with cooperating agency personnel. In the spring of each year, the District hosts a legislative breakfast meeting for our elected officials, the Board members, associate directors, and our cooperating agency personnel to review past projects as well as inform everyone of this year's upcoming work projects.

#### 14. Farmland Preservation and Ag Security Area Program

As the designated administrator of the County Farmland Preservation Program District staff receive, rank and recommend to the Farmland Board, farms for consideration in the County program. A key component of this program is working with municipal officials

to expand and keep current the listing of producers enrolled in agricultural security area program.

#### 15. Growing Smarter Program

An objective of the District is to provide for conservation planning of residential and other subdivisions using the Growing Smarter concept. This would involve a radical change in the County subdivision and land development ordinance. To date, the County Planning Office has shown little interest in exploring this option.

#### 16. RC & D Program

The District has been an active member of Penn's Corner RC & D for the last 37 years. The Program has provided financial cost sharing of Best Management Practices at such locations such as the Armsdale grounds and the Belmont. Presently assistance is limited to technical assistance to solve specific conservation problems. The district Board appoints a delegate and an alternate to serve on the RC&D Board of Directors.

#### 17. Forestry Program

The District supports the concept of long-term management of our forestlands. The District deplores the concept of diameter limit cutting and encourages landowners to be educated stewards of their forest resource. To date, there has been discussion, but no action on forming a woodland owners group.

#### 18. Biosolids Program

The District provides educational efforts to municipal officials, landowners, concerned citizens and generators of biosolids about their beneficial uses

#### 19. ATV Abuse Program

The District has offered to work with the Farm Bureau and local law enforcement agencies to stop ATV abuse of private lands. The District has also offered technical assistance to the County Commissioners to find a place where AVT users may ride on lands where they are welcomed or licensed/ authorized to ride legally.

#### 20. Nominating Organization Program

To keep the lines of communications open with our nominating organizations, the Board sponsors a bi-annual meeting with the Commissioners, the Board, Associate Directors, the Chief Clerk and the current and prospective nominating organizations to explain their respective important roles in the director selection process.

#### 21. Associate Director Training Program

Associate directors provide the Board with valuable input and may at some future point serve as Directors. The Board has deemed the training of these associate directors as an important component of the overall District program. Associate Directors represent the District at RC & D, WPCAMR, and PACD meetings. They may also serve on the QAB.

## 22. District Director Development and Training Program

District Directors have opportunities to become involved in region wide, state wide, and national organizations. It is important that the Directors understand their role in the management of the Conservation District. This can be accomplished by attending PACD, NACD, or other meetings and regional training events.

## 23. Staff Development and Training Program

To grow, professional staff training is needed in many constantly changing areas. The Board annually budgets funding for this effort. The District Manager annually meets with each staff member during their evaluation to discuss his/her training needs and attempts to provide the necessary training to allow staff to develop professionally.

## 24. Cooperating Agency Program

As an outreach component of the District Program, minutes and agendas are sent to cooperating agencies and nominating organizations. They are invited to provide input to the Board at monthly Board meetings at the district Annual Planning Meeting. Monthly representatives of the 4 agricultural organizations and the Farm Bureau meet to discuss issues of importance to the agricultural community.

## 25. Agricultural Technician Program

This program delivers District technical assistance to the Agricultural community through a contract with the State Conservation Commission.

## 26. EEO Program

The District must deliver its programs in a nondiscriminatory fashion to all. This includes all financial as well as technical assistance programs.

## 27. Nutrient Management and Act 38 Program

This Program provides assistance directly to concentrated animal operations, concentrated animal feeding operations, and voluntary animal feeding operations.

## 28. Water Quality Assessment and Protection Program

Watershed personnel will continue to monitor nonpoint source pollution at various sites using data loggers to determine the health of various waters in Armstrong County for various categories of nonpoint source pollution. This effort has been ongoing for nearly fifteen years and will be continued for the foreseeable future. Where landowner cooperation can be secured, restoration opportunities will be explored.

## 29. Protected Lands Program

For years the District has had the protection of the lands surrounding Keystone Lake and the Roaring Run area of Kiski Township as an objective. To date our efforts around

Keystone Lake have been minimal while our efforts in the Roaring Run area have been geared toward supporting the efforts of the Roaring Run Watershed Association.

30. Dry Hydrant Program

The lack of the properly developed rural fire fighting capabilities has led to this Program being developed to accelerate the design and delivery of dry hydrants where needed and requested by individuals, municipalities, and fire departments.

31. Project and Organizational Assistance Program through Growing Greener Watershed Protection Grants

The District has provided for the delivery of specific watershed restoration projects through the Growing Greener grants program. Examples of this effort have been seen along Plumcreek, Cherry Run, Cowanshannock Creek, Buffalo Creek, Patterson Run, Carnahan Run and Glade Run. These efforts will continue in watersheds where the District has landowner cooperation. In the future, the district may focus its restoration efforts in identified priority watersheds.

32. Ohio River Basin Initiative

Our efforts at obtaining agricultural cost share funding for BMP's within the Ohio River Basin have been limited to the CREP Program. As opportunities present themselves, additional public and private funding opportunities will be explored in this area.

33. Conservation District Administrative Assistance Program

The Commonwealth mandates that the District follow certain guidelines for administration of District Operations. Presently, the Office Manager provides administrative assistance to the District. This includes keeping accurate administrative and financial records of the District and communicating same to the Commonwealth.

34. Conservation District Financial Accountability Program and Payroll Services

The District has maintained its own employer identification number, and accounted for all funding received from local and State sources. Payroll services are currently delegated to a payroll processing service.

35. Cooperator Assistance Program

The District has a cooperator assistance program where conservation plan files are developed and maintained at the District office. The Board monthly accepts new cooperators and technical assistance is provided through District staff and NRCS.

36. Sand Mound Design Program

Since 1982, the District has provided a service to local landowners offering a computerized sand mound designs at reasonable costs. The District charges \$150 per design. The current program is being rewritten so that it is compatible with current operating system software.

#### 37. AmeriCorps / Intern Program

The District has used the AmeriCorps Program to supplement existing staff presence in the County. Funds to pay for the position have come from either the Growing Greener program, the DGLVR program or are budgeted by the District Board in their annual budget. This has provided program participants valuable on the job experience for those seeking a career in conservation.

#### 38. Information Technology Development Program (GIS)

The District currently uses GIS in the Dirt, Gravel, and Low Volume Road Program, the watershed program, Farmland Preservation Program, and in providing farm-planning assistance to NRCS. GIS uses by other programs such as erosion and sediment pollution control will continue to evolve in the future as the Commonwealth implements the "Practice Keeper" software.

#### 39. West Nile Virus and Gypsy Moth Educational Program

The District has aided the County in the establishment of a Gypsy Moth Program in the 1980's. There has not been much of a wide spread gypsy moth problem since then. The District provided the County EMA office assistance in the establishment of a West Nile Virus monitoring program. The County EMA office has successfully run the program since its establishment by the Board of Commissioners. The District has provided limited technical and administrative assistance when requested by the EMA staff.

#### 40. District Image and Public Relations Program

The District issues news releases on items and programs such as tree sale, Arbor Day, bio solids, erosion and sediment pollution control, and other programs such as Project Grass. The District provides speakers to civic groups and other organizations on an as requested basis. The District purchases small promotional items such as litterbags, pens, pencils, and coffee mugs used at events such as workshops, field days, and the Great Dayton Fair.

#### 41. Conservation Outreach Program

Outreach of the District has been in the form of increased municipal cooperation through the Dirt, Gravel, and Low Volume Road Program, the Dry Hydrant Program, and the Growing Greener Program. Organizational outreach has been directed primarily at existing watershed and conservation groups, while promoting the establishment of additional watershed associations within and outside of Armstrong County. Individual outreach has been to cooperators and others through workshops, field days, and requests as fielded by staff at events or in the office.

#### 42. Project Grass

Since 1982 the District has been an active participant in the Project Grass Program to maximize the use of pastures to enhance livestock production. Efforts have consisted of both technical and financial assistance to beef, sheep, dairy, and other livestock producers. District and NRCS staff receive training on techniques to maximize

production from pastures. Assistance is provided on an individual basis and in-group settings at workshops and field days.

#### 43. WPCAMR Assistance

The District has been an active participant in WPCAMR to keep abreast of legislation and developments in abandoned mine reclamation. Through WPCAMR the District has lobbied for the delivery of reclamation dollars to high priority projects within the County.

#### 44. Armstrong County Conservancy / Allegheny Valley Land Trust Assistance

The Armstrong County Conservancy was founded by the District in 1982 to compliment the District Program by preserving important recreational and sensitive lands within the County. The Conservancy sponsors habitat improvement projects related to stream restoration throughout the County. Examples of this are the Plumcreek, Patterson Run, Pine Creek and Buffalo Creek Fish Habitat Enhancement projects. The Allegheny Valley Land Trust was formed by the Conservancy in 1991 for the purpose of taking title to the former Conrail Rail line along the east bank of the Allegheny River. The Land Trust is currently converting the former railroad property into a multiuse recreational trail while preserving the corridor for future transportation uses. Technical assistance has been provided to solve abandoned mine drainage, non-point source pollution issues, and bank stabilization problems along the corridor.

#### 45. ACD WATER GeoTrail

The ACD W.A.T.E.R. GeoTrail was created to highlight conservation projects within Armstrong County. The project's title is an acronym standing for Armstrong Conservation District - Watersheds, Agriculture, Trails, Erosion, and Roads. This project utilizes geocaching.com and provides a creative way to engage the public and let them learn about and conservation in Armstrong County. To participate in the trail, members of the public use a global positioning system unit to visit completed project sites and find a plastic box containing trinkets to trade in geocaching fashion, and informational cards with details about the area and the conservation work done there.

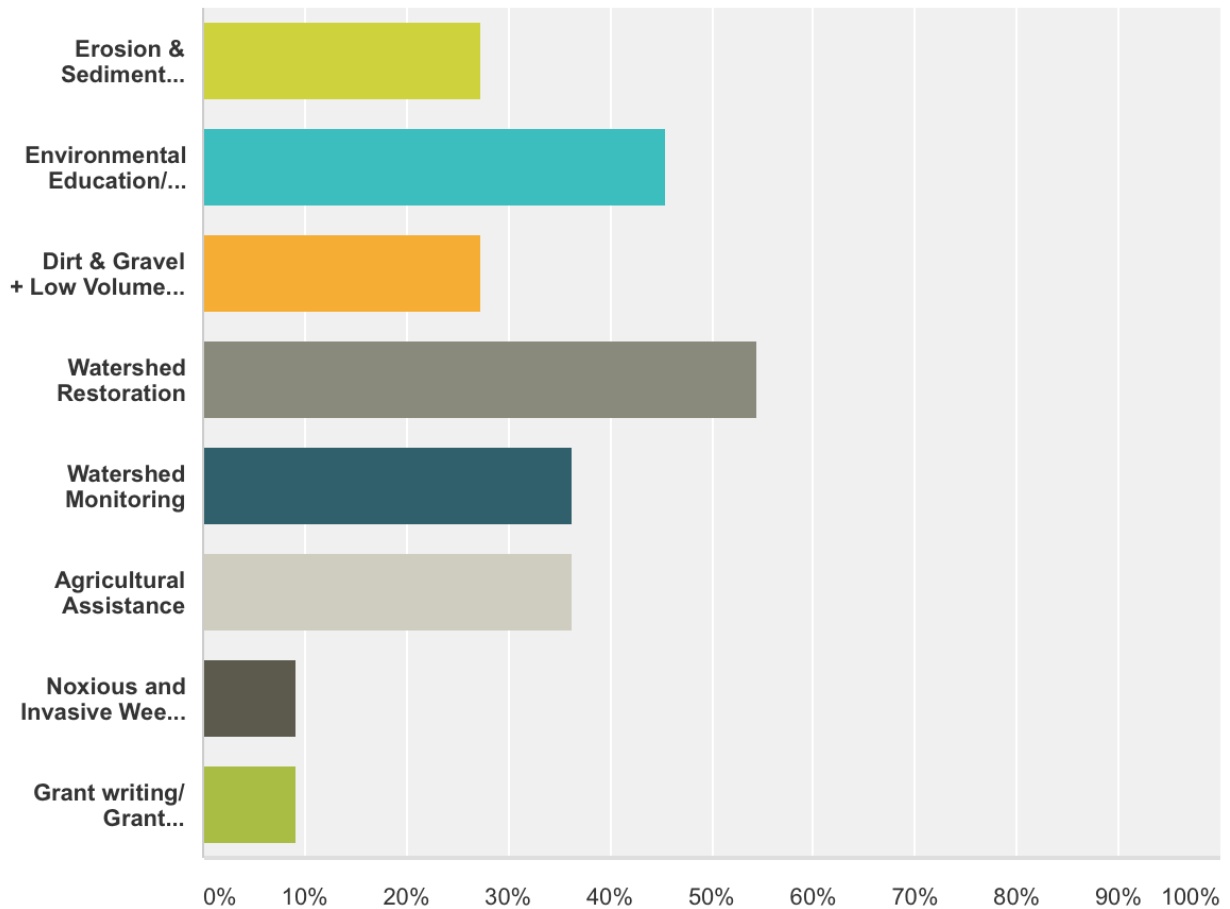
### **SurveyMonkey**

To gauge interest in the programs of the District two survey monkeys were developed. One was linked to the District Website, Facebook Page and promoted through new releases in local newspapers, radio, and Trout Unlimited. The other SurveyMonkey was e-mailed to local municipalities and County officials, County, State and Federal cooperating agencies and elected officials. The results were tracked and are posted as attachments to the Strategic Plan.



## Which Conservation District program(s) are you most familiar with?

Answered: 11 Skipped: 0

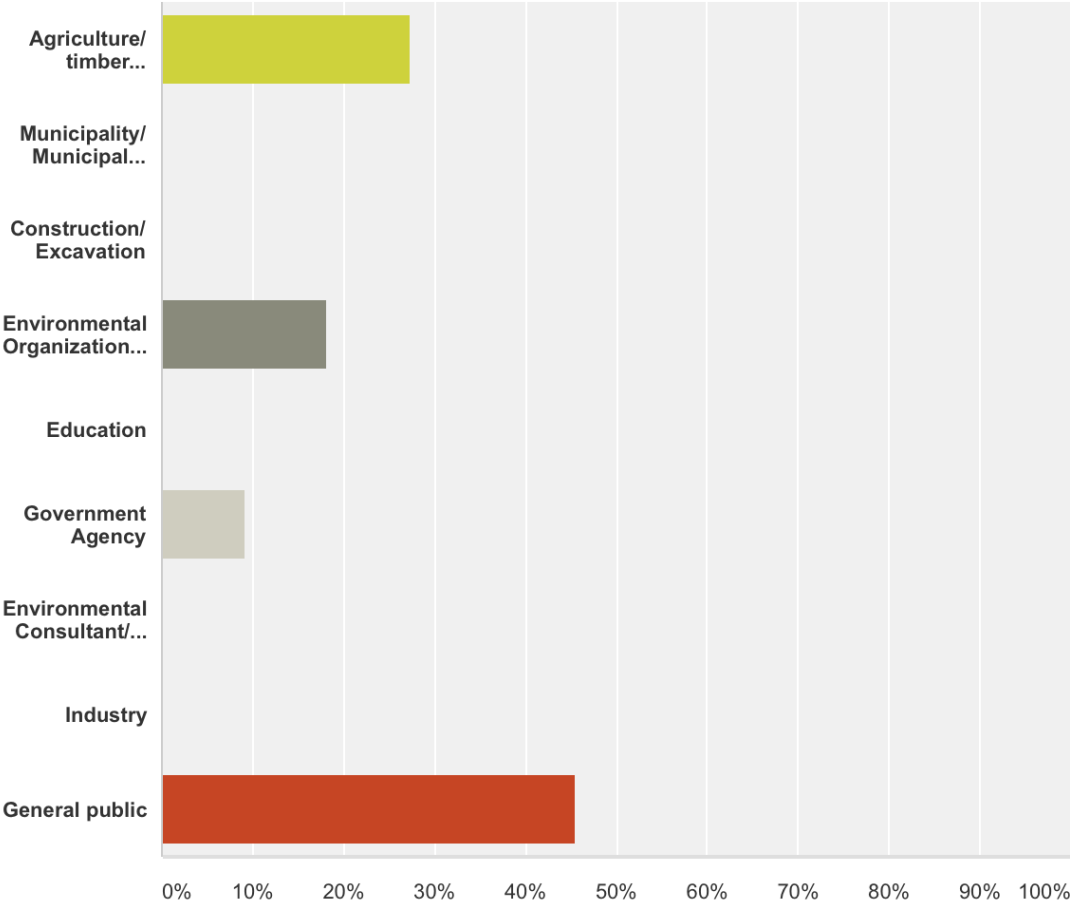


Comments:

- Groundwater

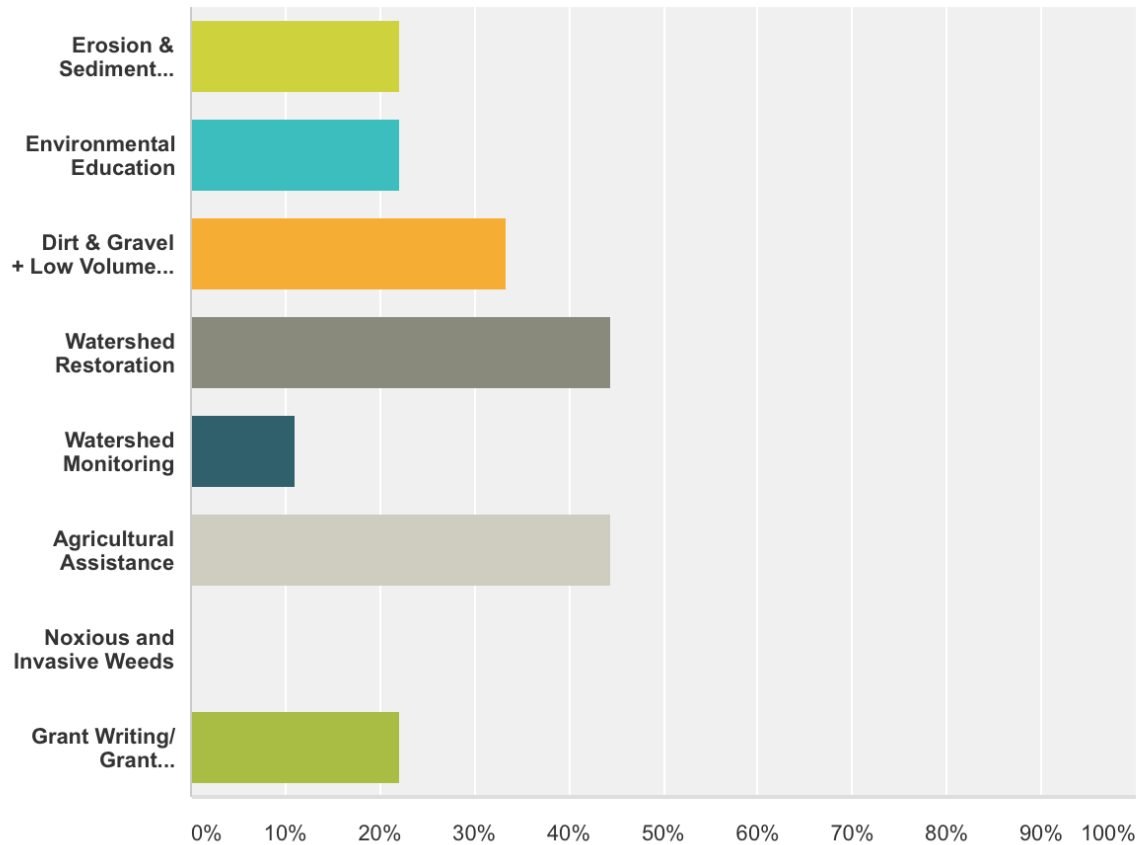
**Please indicate the group or organization  
that describes you and who you represent**

Answered: 11 Skipped: 0



## What Conservation District programs and services have you found to be the most helpful to you or your company/organization?

Answered: 9 Skipped: 2

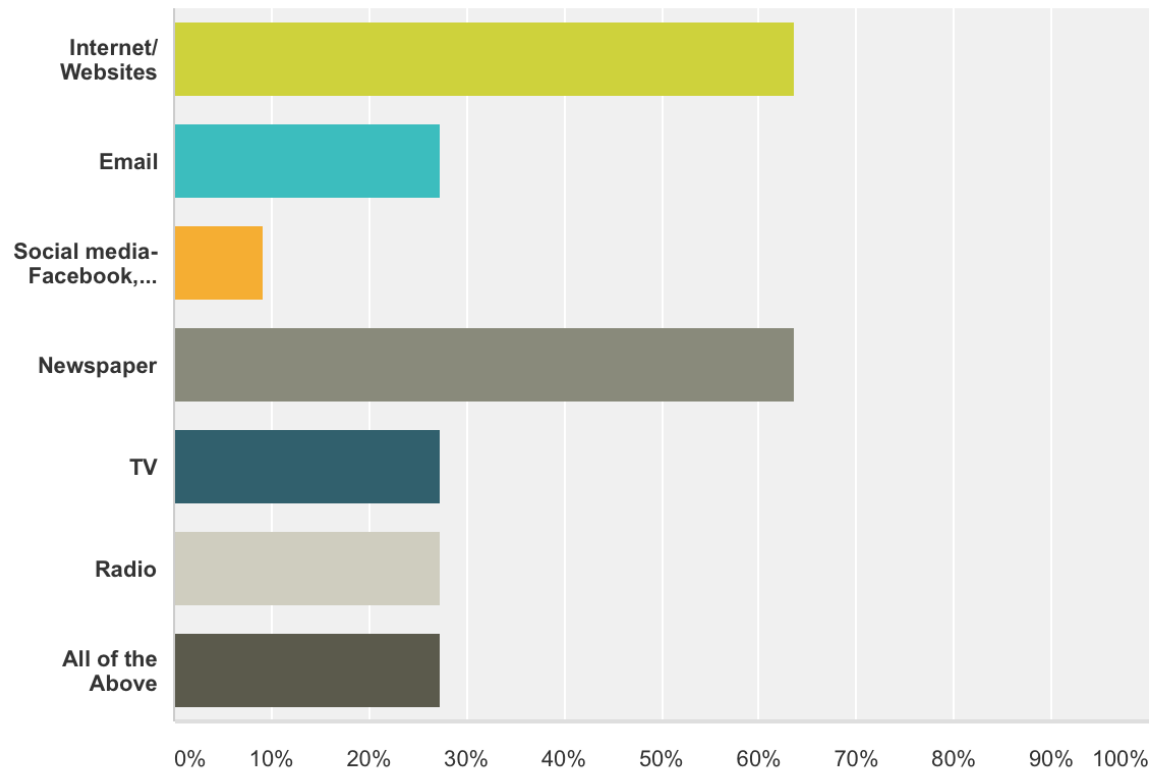


### Comments:

- I do not know what is currently available to private landowners that are not commercially utilizing their land.

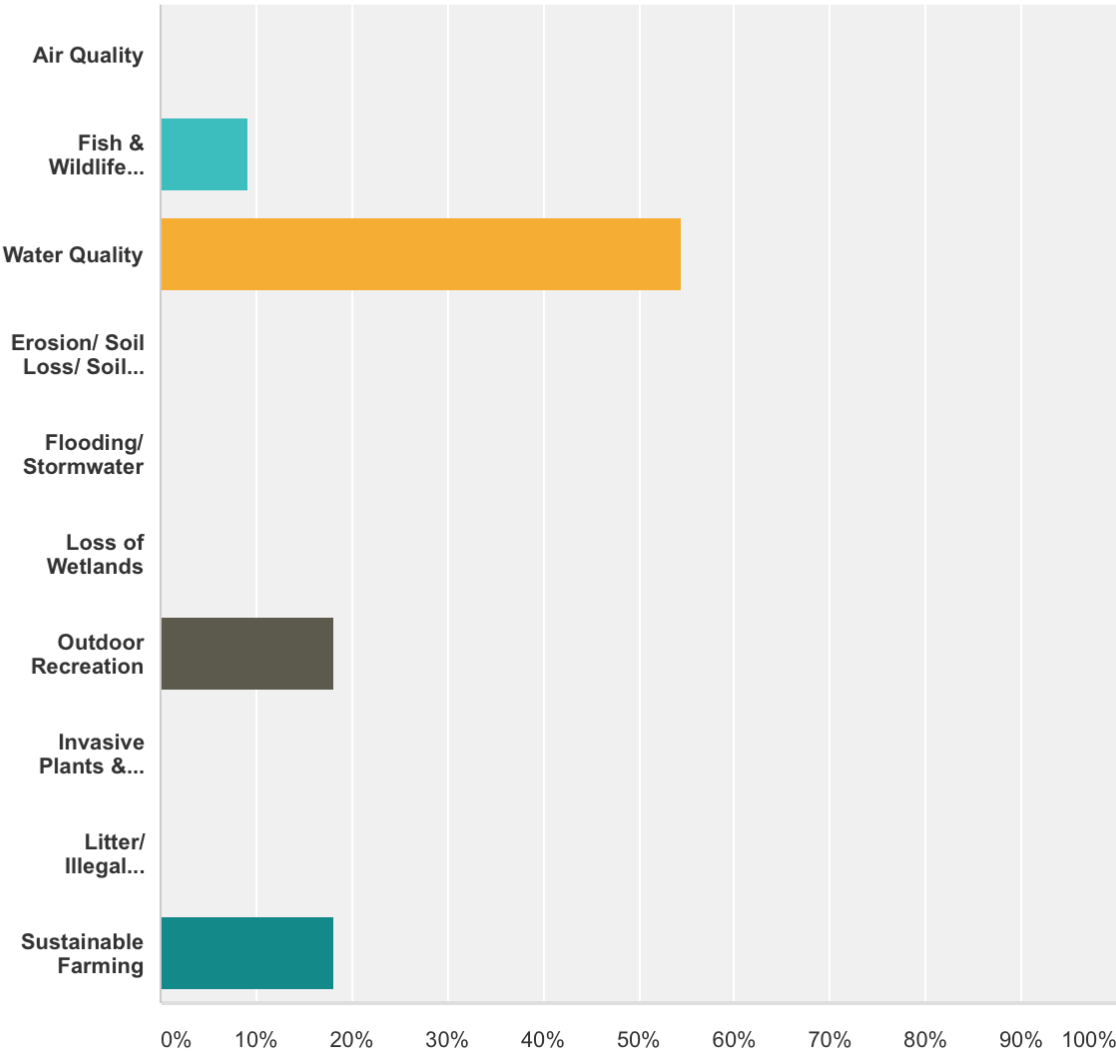
## What type of media do you use most?

Answered: 11 Skipped: 0



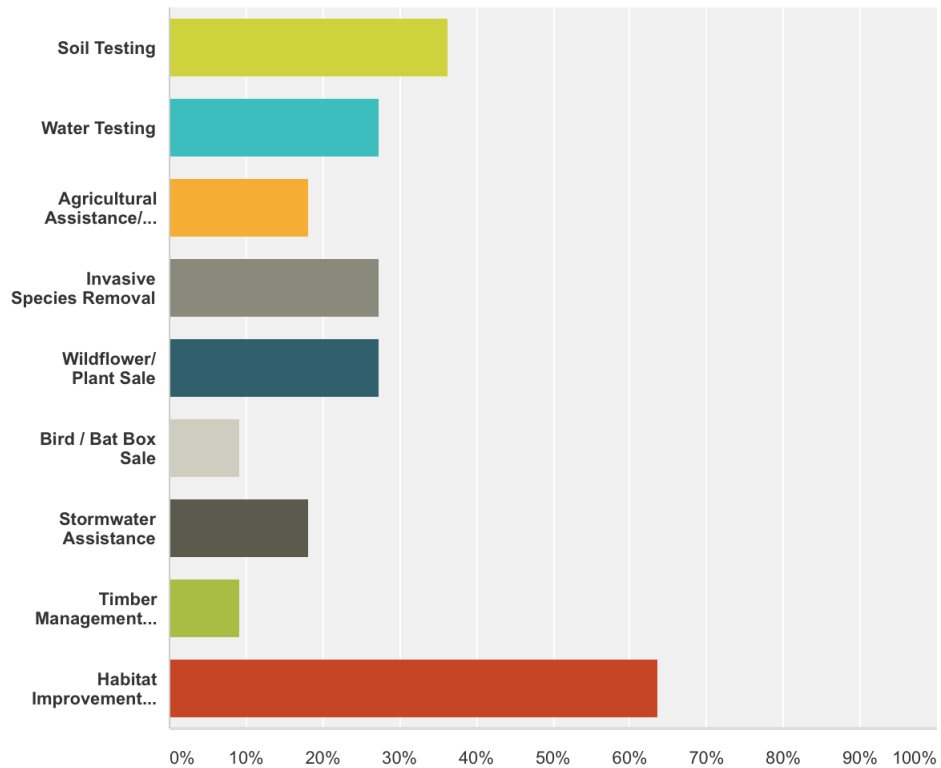
# What natural resource issue is MOST important to you and to Armstrong County?

Answered: 11 Skipped: 0



## What NEW programs or services might the Conservation District provide that would better meet your needs?

Answered: 11 Skipped: 0

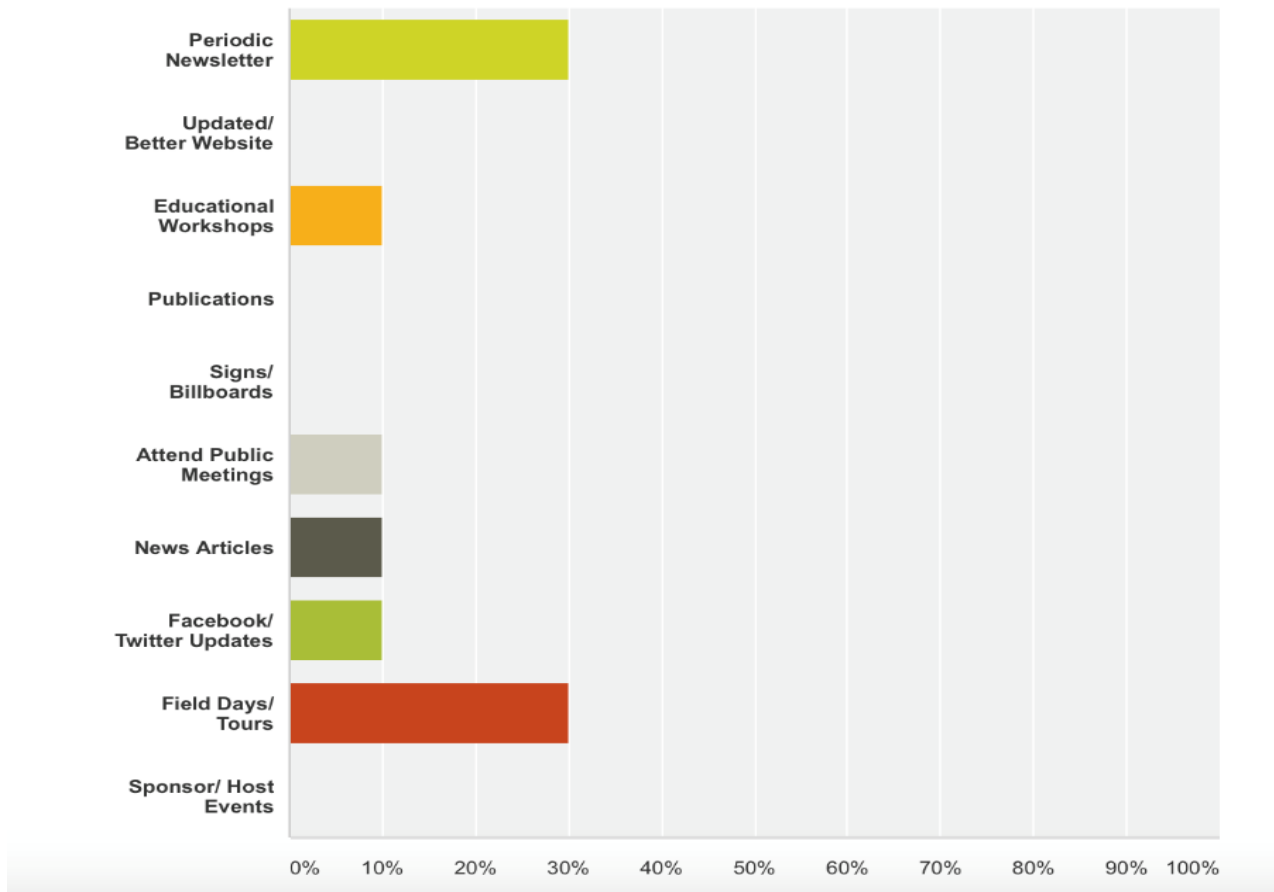


### Comments:

- Use of native plantings in Habitat Improvement Projects
- Global Warming

**How can the Conservation District do a better job of reaching out to the residents of Armstrong County and make the Conservation District more identifiable within the community?**

Answered: 10 Skipped: 1

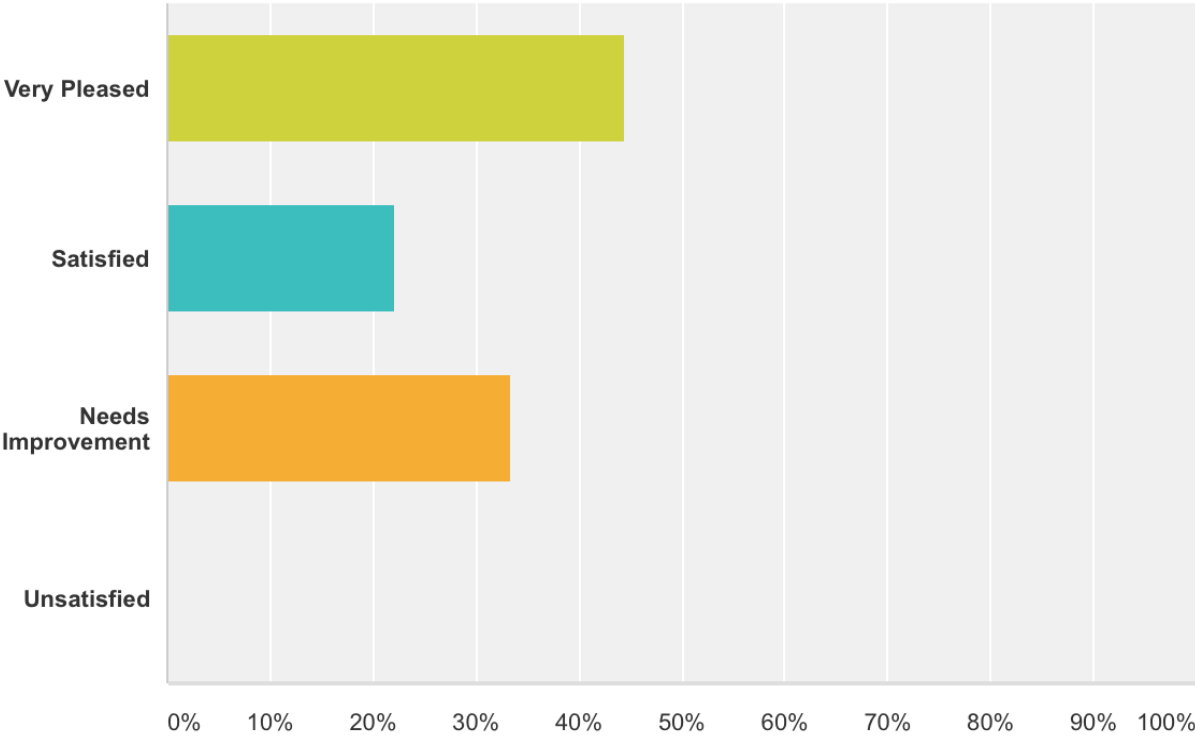


**Comments:**

- The District should be more efficient. Accomplish more work with half the staff and less funding.
- Newspaper announcements to the general public.
- Combining the Field Days/Tours to promote Educational Workshops.
- An example would be a field day that provides general viewing of a variety of projects and promoting educational workshops that are later and more specific to a project/topic.

How would you characterize your satisfaction with the technical expertise, responsiveness and services provided by the Conservation District?

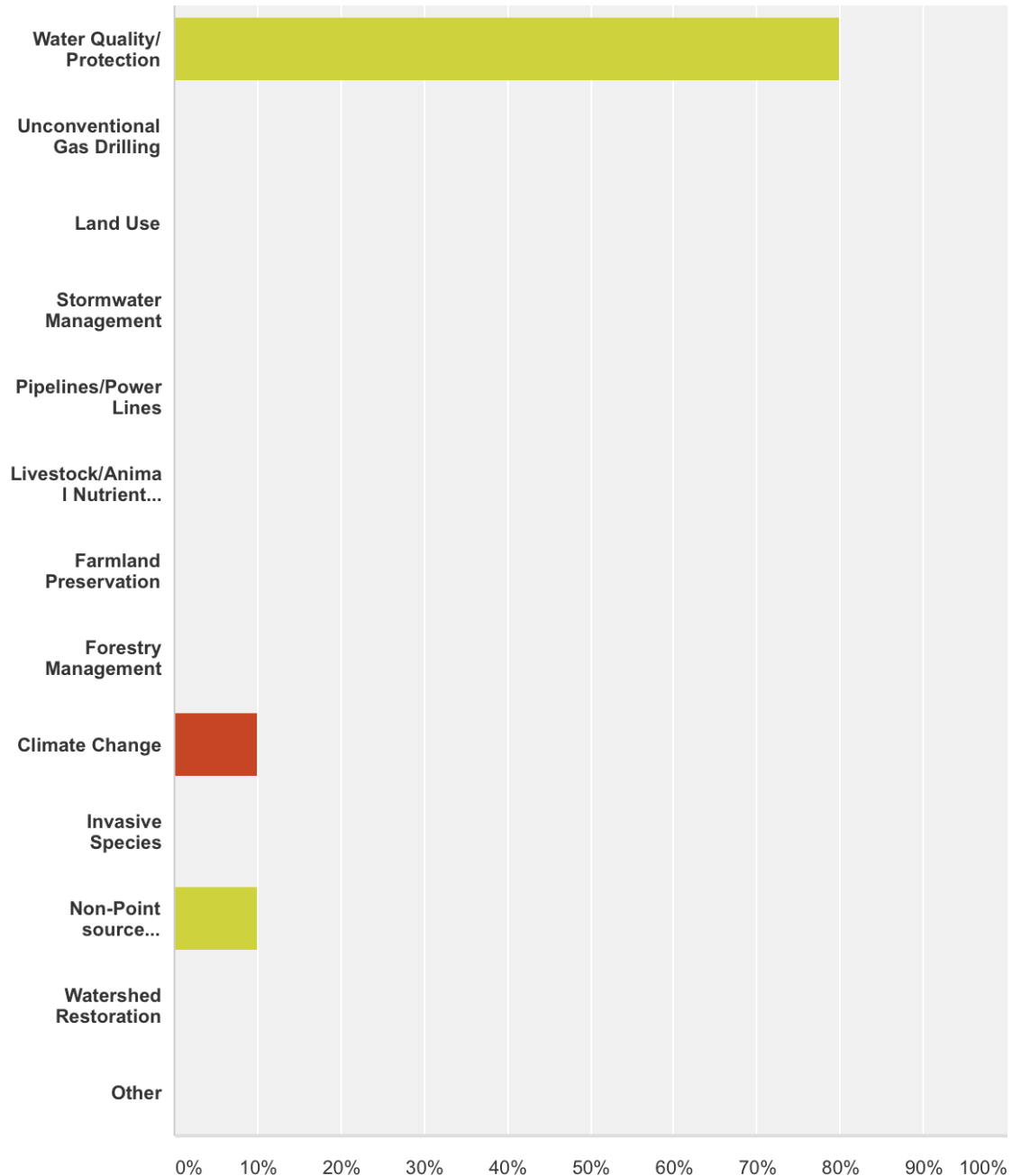
Answered: 9 Skipped: 2





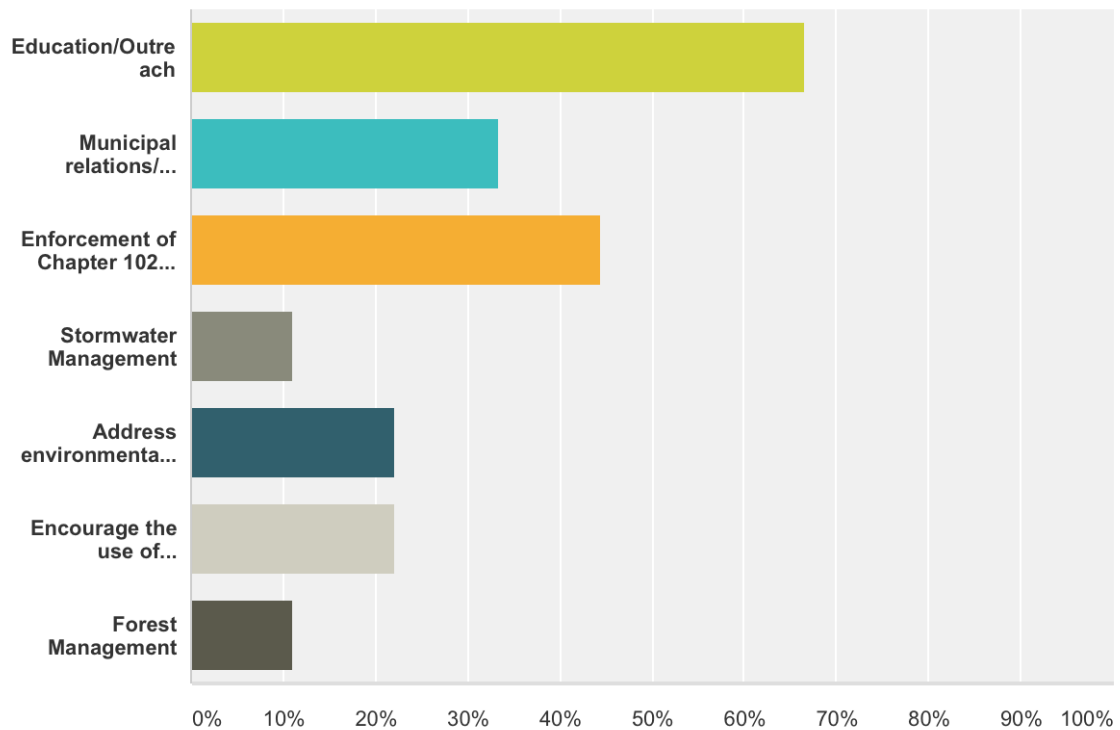
## What do you feel is the most critical environmental concern in Armstrong County?

Answered: 10 Skipped: 0



## Please suggest how the Armstrong Conservation District should address the environmental concerns listed above?

Answered: 9 Skipped: 1

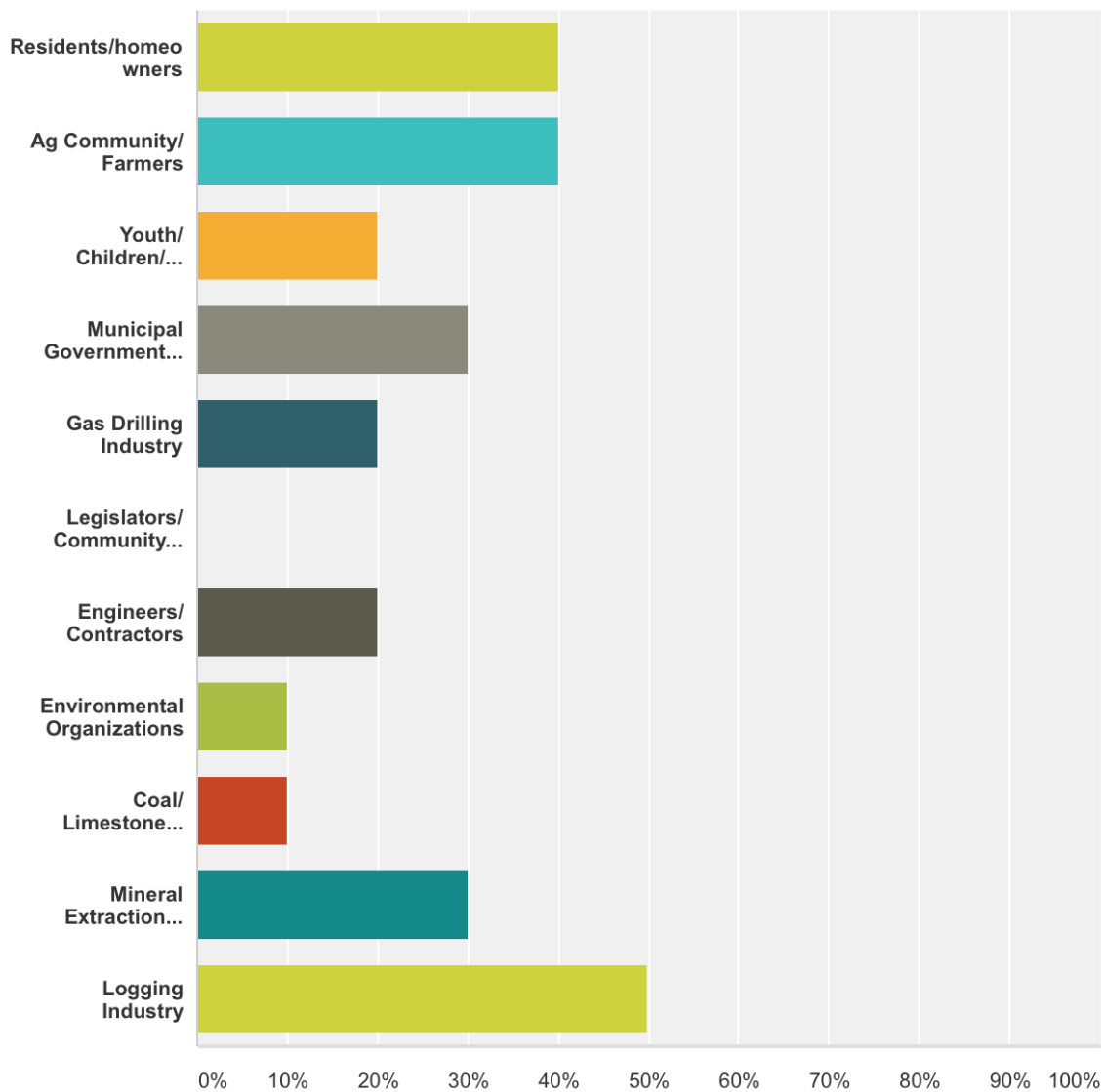


### Comments:

- Make sure any use of our water resources are environmentally sound. By protecting our water we automatically are involved in all of number one.

**Please list the top three (3) target audiences for whom the ACD should provide services? List an example of services ACD should provide to each.**

Answered: 10 Skipped: 0

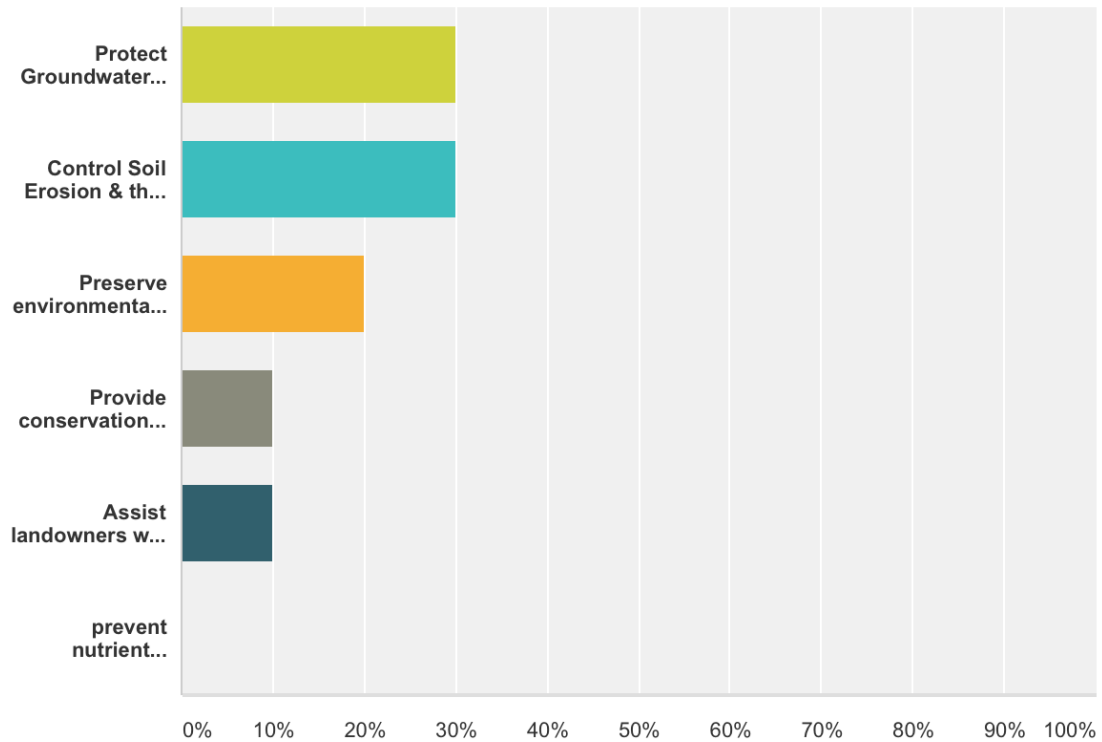


**Comments:**

- Workshops and examples of doing good work
- Ag runoff, use of frack water, watershed education

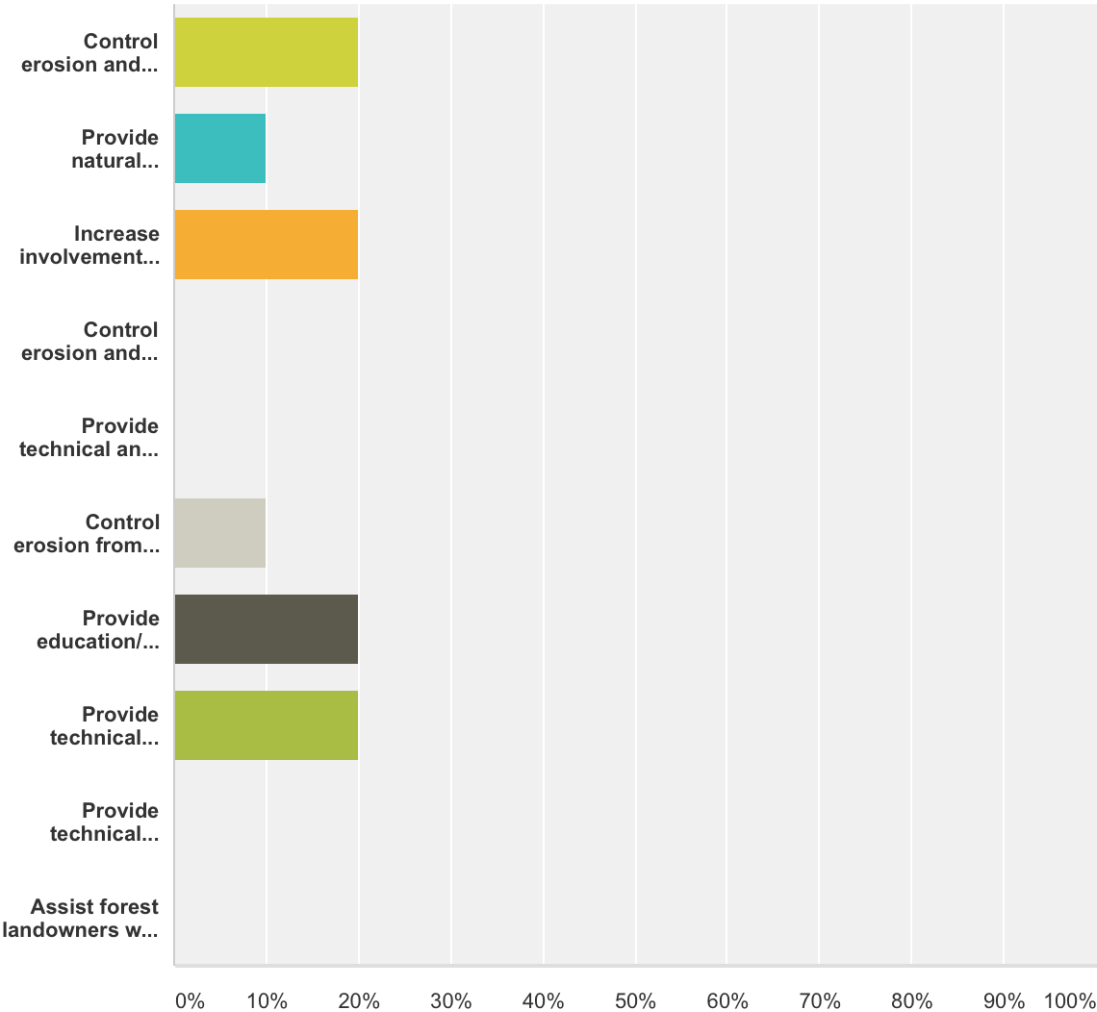
# What should be the Conservation District's most important priorities for the overall conservation of natural resources of Armstrong County?

Answered: 10 Skipped: 0



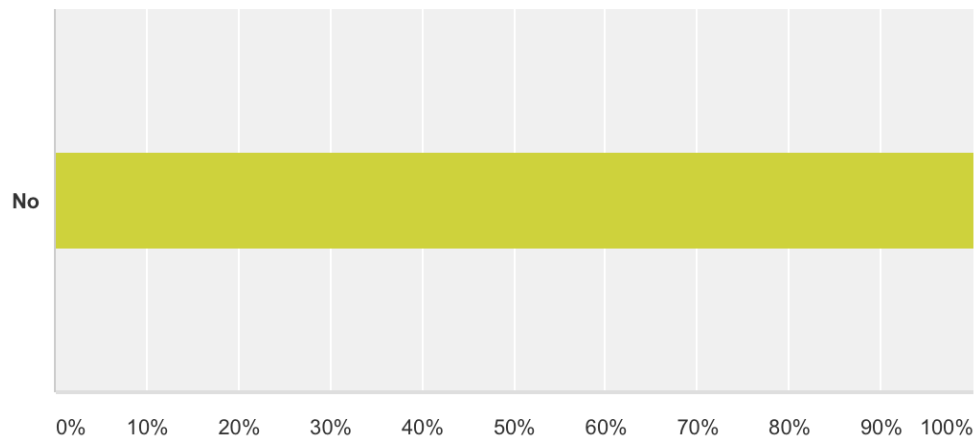
What should be the District's priorities for conserving the soil and land resources of Armstrong County?

Answered: 10 Skipped: 0



**Are there opportunities in our community in which Armstrong Conservation District should be participating and currently is not? If so, please list**

Answered: 3 Skipped: 7



**Comments:**

- Environmental education is lacking in our County
- Encourage and maintain a working relationship with all development of the County to protect our resources.
- Assist in developing a water trail map for the lower Allegheny from Emlenton to Millvale
- We'd welcome you to participate in our Burrell Twp VFD Fall Festival for a learning / outreach opportunity, Sept 24, 2017
- Our local governments need to be on top of the damage being caused by uncontrolled logging on steep hillsides and continued damage to our streams by mineral extraction. Let us know how we can control this as municipalities.