EPCAMR MISSION STATEMENT

The mission of the organization is to encourage the reclamation and redevelopment of land affected by past mining practices. This includes reducing hazards to health and safety, eliminating soil erosion, improving water quality, (and) returning land affected by past mining practices to productive use thereby improving the economy of the region. “from the Preamble to the EPCAMR Bylaws”

EPCAMR VISION STATEMENT

“Reclaim abandoned mine lands through partnerships today, for a cleaner environment tomorrow.”
LOOK TO THE FUTURE

EPCAMR Staff facilitated Strategic Planning workshop with members of our Board and Staff to come up with a pulse of how far we have come in the last 25 years as a regional organization. The EPCAMR Board and Staff completed a “Look to the Future” Worksheet Exercise during the Strategic Planning Workshop and it was compiled by staff for inclusion with the Strategic Plan Update for 2020. These updates will build on the 2016-2017 Strategic Plan.

We asked ourselves:

1. What will the role of our organization be in 2025?
2. What would you like to say our organization has accomplished by 2025?
3. What should our organization be doing differently than it is doing now in 2025?
4. What needs to happen in our organization to achieve our vision?

THE DEMING METHOD

We utilized Dr. W. Edwards Deming Method 14 key principles for management to significantly improve the effectiveness of our organization and help develop our SWOT analysis.

View of Your Enterprise As A System

A System Must Have An Aim... W. Edwards Deming

![Diagram of Enterprise As A System Design Template]

Figure 1. Deming Enterprise As A System Design Template
EPCAMR AS AN ENTERPRISE SYSTEM

Core Activities
- Stream Restoration
- Community Capacity Building
- Advocacy
- Monitoring & Assessments
- Mine Mapping & 3D Modeling
- Public-Private Partnerships
- Mine Land Reclamation
- Environmental Education
- Illegal Dump Cleanups
- Conferences & Workshops
- Grant Writing & Fundraising
- Management of Organization

Feedback:
- Markets (Customer)
- Community Meetings
- Community Needs
- Evaluation Reports
- Funding Opportunities

Positives
- Cleaner Air, Water & Land
- Healthier Lives & Community
- Unemployment is Down
- Economic Development
- Community Partnerships
- Improved Fisheries
- Recreational Opportunities
- Carbon Sequestration
- Environmental Justice

Negatives
- Polluted Air, Water & Land
- Health Epidemics
- Limited Access to Jobs
- Broken Local Economies
- Poverty in Community
- Lower Priority Issues
- Lack of Sustainable Funding
- Lack of Env. Education
- Flooding & Poor Infrastructure

Figure 2 EPCAMR As an Enterprise System

EPCAMR PROJECTS PLANNER GANT CHART TIMELINE

The EPCAMR Staff presented to the Board a Projects Planner Gant Chart Timeline to show them that we’ve projected much of our existing work, grants, conferences, workshops, contracts, agreements, professional services, and proposed projects from 2020-2024. See Attachment A.

Figure 3 EPCAMR Projects Planner Timeline (cropped)
SWOT ANALYSIS

EPCAMR Board and Staff completed a Strength, Opportunities, Weaknesses, Threats (SWOT) Strategic Planning Analysis that focuses on abandoned mine land reclamation, AMD remediation, redevelopment of abandoned mine lands, environmental education, historic preservation of our past mining history, and building capacity within our coalfield communities.

The thoughts, comments, ideas, and suggestions below were not meant to be overly critical of the organization, but are to be seen as constructive and to help the organization develop a path forward over the next 5 years (2020 through 2025), giving us a 5 year plan. A brainstorming session ensued throughout the morning and early afternoon to obtain the feedback presented. The nominal process was used to rank the order of the thoughts. From the information gathered it was suggested that we cluster the ideas, title the groups with subject headers, and then decide to form future Ad Hoc Committees and the Board and Staff deem necessary.

EPCAMR Strengths:

- Resource / Knowledge of region and coal
- Established local network and agency partnerships
- EPCAMR’s reputation
- Community Involvement
- Educational Outreach
- Willingness to be involved
- EPCAMR’s Staff
- Ability to obtain funding
- Diversity of Knowledge of Board & Staff
- EPCAMR’s Technical Abilities
- Data Management
- Diversity of Projects / Programs

EPCAMR Weaknesses (ranked):

- Staff Turnover (8 points)
- Lack of Name Recognition / Branding / Marketing (5 points)
- Funding for Staff Time (3 points)
- Hands on Community involvement (3 points)
- Public Awareness of EPCAMR (2 points)
- Advertising of Services (2 points)
- Board Membership of General Public (1 point)
- Fruition of AMD Treatments & Restoration
- Lack of Board Member Participation
- Catalyzation & Utilization of Volunteers
- Ongoing Site Stewardship by Volunteers
EPCAMR Opportunities (ranked):

- AML Reclamation & Reuse (20 points)
- Technical Assistance / Expansion (17 points)
- Corporate Sponsorship & Volunteers (10 points)
- Use of technology to further growth and expansion (7 points)
- Work on Becoming More Self-Supporting (6 points)
- Educational Outreach-Youth (4 points)
- Development of Community Outreach (4 points)
- Educational Outreach (4 points)
- FUNdrasing-Emphasis on fun (3 points)
- Site Location Services (3 points)
- Mine Subsidence Insurance (MSI)-Mortgage/Insurance (2 points)
- Old Forge Borehole & Jeddo (2 points)
- Branding/Marketing (1 point)
- Use Universities as resources (1 point)
- Data Partnerships/Swapping (1 point)
- Diversity of Events
- Rare Earth Elements (REE) focus
- Geothermal
- Alternative Uses of AML & Deep Mines
- Student Community Hours requirements

EPCAMR Opportunities (continued):

- Student Project and Community Involvement
- Scouts-Enviro Badge Award
- Susquehanna River Symposium
- Involvement
- Storytelling
- Social Media Outreach
- Political Outreach -Staff
- Political Outreach by members of the Board
- Incorporate Technology with Education
- Expand Drone Technology

EPCAMR Threats (ranked):

- Funding (20 points)
- Public Officials (2 points)
- Political Changes
- Workloads
- PA Department of Environmental Protection’s Bureau of Abandoned Mine Reclamation (BAMR) Capacity
- Loss of Partners through Industry or Watersheds
- Sustainability of Partnerships
- Operation & Maintenance Funding
- Public’s understanding and reading of Mine Maps

During the end of the workshop, there was a discussion that continued around the issue of the terminology used in our field of interest around abandoned mine land reclamation and reuse of these lands. Many board members were trying to come up with a better terminology that the public could understand easier. The Board wanted EPCAMR to continue to have the goal of encouraging the reuse and redevelopment of abandoned mine lands, but also find a way to recover, repurpose, and reimagine it as well.
5 W’S ACTION PLANNING

Following the SWOT analysis, EPCAMR board and staff were asked to identify 2 priority organizational issues and work to develop goals and action plans which address these issues. We asked that the team consider the 5 W’s: Why, What, How, Who and When. We also added Funding and Evaluation as considerations. The EPCAMR Strategic Planning Committee was tasked, at a later time, to “flesh-out” additional goals and action plans.

Goal (Why) 1: Our goal is to encourage the reclamation and reuse of AML

Objective (What) 1: Have a business plan to be a regional clearing house.

Task (How) 1: Research and develop a business plan.
Task (How) 2: Determine if a consultant is needed
Task (How) 3: Reach out to NEPA Alliance and NCAC.

Responsibility (Who): Executive director, legal counsel and executive committee working with staff.

Timeline (When): 3-6 months: Research and proposal outline

6-9 months: Go/No-go

9-18 months: Completion of plan

18+ months: Recommendation to move forward.

Objective (What) 2: Outreach to land stakeholders to see where potential sites may be.

Task (How) 1: Develop an inventory of sites, site criteria (location, infrastructure, and etc.)
Task (How) 2: Approach landowners
Task (How) 3: Develop customer base

Responsibility (Who): Board and staff

Funding: Fee structure

Goal 2: Our goal is to increase funding

Objective (What) 1: Develop other business opportunities

Task (How) 1: MSI – Mortgage/Insurance
Task (How) 2: Site location Services
Task (How) 3: REE
Task (How) 4: Large discharge use/reuse
Task (How) 5: Drone technology
Task (How) 6: Geothermal

Responsibility (Who): Staff report to Board

Objective (What) 2: FUNdraising

Task (How) 1: Host events (food / drink / social)

Objective (What) 3: Corporate Grants

Task (How) 1: Challenge Match
Appendix A: EPCAMR Projects Planner 2020 - 2024

Select a period to highlight. A legend follows.

| ACTIVITY                        | PLANNED START | PLANNED DURATION | ACTUAL START | CONTRACT DURATION | PERCENT COMPLETE | 1st Qtr 2020 | 2nd Qtr 2020 | 3rd Qtr 2020 | 4th Qtr 2020 | 1st Qtr 2021 | 2nd Qtr 2021 | 3rd Qtr 2021 | 4th Qtr 2021 | 1st Qtr 2022 | 2nd Qtr 2022 | 3rd Qtr 2022 | 4th Qtr 2022 | 1st Qtr 2023 | 2nd Qtr 2023 | 3rd Qtr 2023 | 4th Qtr 2023 | 1st Qtr 2024 | 2nd Qtr 2024 | 3rd Qtr 2024 | 4th Qtr 2024 |
|--------------------------------|---------------|------------------|--------------|------------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 1 DEP 319 Non-Point Source     | 1             | 42               | 1            | 18               | 15%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 2 DEP MSI Mine Map Processing  | 1             | 42               | 1            | 18               | 15%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 3 DEP Swoyersville AML Pilot   | 1             | 58               | 1            | 46               | 5%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 4 EC AMD TS Sampling (Askam/Espy) | 1           | 12               | 0            | 12               | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 5 ARIPPA AML Awards 2020       | 5             | 6                | 6            | 6                | 30%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 6 American Water Charitable Fdn. KCF | 1             | 8                | 1            | 8                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 7 Inquiring Systems Inc. GrowBoxx | 1             | 11               | 1            | 6                | 40%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 8 Coldwater Heritage Plan Huntsville | 1             | 10               | 1            | 10               | 20%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 9 Patagonia Aquatic Organism Passage | 1             | 12               | 1            | 12               | 20%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 10 Appalachian Voices RECLAIM Outreach | 1             | 4                | 1            | 4                | 20%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 11 Luzerne Fdn. Outreach to Underserved | 1             | 3                | 1            | 3                | 80%              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 12 Loyalsock Creek Wshd. Assoc. TS Samp. | 2             | 12               | 2            | 12               | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 13 DEP Env. Education Summer Camp | 4             | 12               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 14 DEP Bear Cr. TS Design & Mapping | 10            | 33               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 15 Coldwater Heritage Plan Gardner Cr.  | 11            | 12               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 16 ARIPPA AML Awards 2021      | 17            | 6                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 17 DEP Rare Earth Elements AML Pilot | 18            | 36               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 18 Network for Good Market. & Outreach | 10            | 12               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 19 Network for Good Therm. Equip. | 13            | 12               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 20 Luzerne Fdn. Youth Advisory Comm. | 4             | 12               | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 21                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 22                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 23                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 24                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 25                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| 26                             | 0             | 0                | 0            | 0                | 0%               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |

No staff time (needs a partner grant)