

2023 Strategic Plan Update to 2020-2025 Plan
notes from Strategic Planning Committee Meetings June 7th, July 6th, August 10th & Sept. 21st

-----Strategic Planning Committee June 7, 2023 7:00-8:15 PM-----

Leigh Ann Henry (chair), Cristy Sweeney and Joe Simons from the EPCAMR board met with Bobby Hughes and Michael Hewitt representing the EPCAMR staff to discuss updates to the [EPCAMR Strategic Plan 2020-2025 Version 2](#). This version of the plan already had updates incorporated from similar meetings in 2021 and 2022.

The committee reviewed Goals, Objectives, Tasks, Responsibilities, Timelines, Funding and Evaluation topics for Goals 1 & 2 starting on Page 6 and continue to Attachment B of the document. *Edits and new ideas in italics.*

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. *Bobby added that we were waiting to schedule a time with newly hired (Feb 2022) NEPA Alliance Community Assistance Center Community Specialist, Shanise Edwards.*

Task (How) 2: Determine if a consultant is needed.

Task (How) 3: Reach out to NEPA Alliance and NCAC. *Bobby added that we have and the rest of the topics below remain unchanged.*

Objective (What) 2: Outreach to stakeholders to seek out potential sites where EPCAMR can help reclaim and reuse. *Mike added that this was essentially the beginning of our Solar on AML initiative. Joe mentioned we could work on a similar initiative siting Warehouses to market.*

Task (How) 1: Develop an inventory of sites, site criteria (location, infrastructure, and etc.). *Steve has completed a Solar on AML siting model for the region and is working on one for Western PA.*

Task (How) 2: Approach landowners. *Yes and our role developed into a local liaison to solar companies that want to develop in the area.*

Task (How) 3: Develop customer base. *Yes, our intern Levi put together a very extensive list of stakeholders.*

Task (How) 4: Identify a partner/funding source. *Yes, PA DEP Office of Energy Programs reached out for us to host regional stakeholder focus groups and a statewide summit this summer.*

Task (How) 5: Investigate rail for transportation of material. *We have a railroad layer for this region, but discovered many more factors that are more important to Solar development. Reminder that this objective is still general to reclaim and reuse. Rail, when close to the project site can make it cost effective and less polluting vs trucking material. The rest of the topics below remain unchanged.*

GOAL (WHY)# 2: Our goal is to increase funding.

Objective (What) 1: Develop other business opportunities.

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Task (How) 1: Identify Mortgage Insurance Companies to promote Mine Subsidence Insurance. Reach out to and offer technical mapping assistance. *Bobby added we haven't done this. We think the state MSI program may be doing this? Unsure if it is our place to intervene.*

Task (How) 2: Site location services (geothermal, solar, and etc.). *Yes, we continue to do this for solar siting specifically and development in general using our "traffic light" system to show subsidence potential.*

Task (How) 3: REE (Rare Earth Elements). *Yes, submitted an AML Grant with Tetra Tech to develop and build a prototype plant at the Hollywood AMD Treatment site, but the application was denied in the 2022 round. Deficiency letter was sent and we will work to submit another application. Received a \$25K Just Transition Fund grant to support the application and potentially sample anthracite region discharges for REE. Current samples do not exist.*

Task (How) 4: Large discharge use/reuse (i.e., Plainsville AMD, Old Forge, Jeddo Tunnel). *Yes, with the implementation of BIL funding there is a list of 20 treatment systems across the state that BAMR has shopped out to a shortlist of consultants. Several large discharges in the Anthracite are on it. The Jeddo is being looked at by Tetra Tech who may need a fiscal sponsor and EPCAMR has been asked to fill that role or BAMR could directly contract with them. Recent contact by OSMRE staff who have been tasked with mine mapping of the Old Forge leads us to believe that there is movement here when the privately driven treatment and hydropower initiative has stalled. Sampling in the Shamokin Watershed was on the list but the SCRA obtained funding to get the project moving forward. EPCAMR was hired to do the monthly sampling of 27 sites while Tetra Tech will use the data to conceptually design treatment systems in a few subwatersheds. This is a good example of a community group taking initiative to catalyze the project.*

Task (How) 5: Staff to develop videos to showcase projects and workload use. *Yes, we released the 2 EE videos Brookie Braves a Storm and Brookie Saves a Stream in Feb 2023 with fundraiser and silent auction that made a few hundred dollars. Continued to work with Centone Productions on the Iron Oxide video this spring. Incorporated an artist from the Pittsburgh Area to interview staff about the Iron Oxide process. Joe suggested Brookie and Rainbow could be featured in a Wild Trout Man episode.*

Task (How) 6: Market drone technology. *No, Waiting on staff to take aviation test. The rest of the topics below remain unchanged.*

Objective (What) 2: FUNdraising

Tasks (How) 1-3: Remain unchanged. These were over a dozen great ideas that could be explored more if EPCAMR had a fundraising specialist, a board member, a volunteer, or intern that really took these ideas and run with them. Current staff workload does not allow for exploration with low return on investment of time.

Task (How) 4: Participate in more online fundraising events (ex. NEPA Gives). We participated in NEPA Gives and fundraised \$750. But this effort took a lot of staff time. Upon evaluation, it equated to over \$750 in staff time paid out. NEPADoc chose EPCAMR as the beneficiary of donations and we made about \$50 at the showing at Movies 14 in Wilkes-Barre.

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Hopefully it will be shown in other locations. Not much time was spent in coordinating this partnership.

Tasks (How) 5-8: Remain unchanged.

Task (How) 9: T-shirt sales as a revenue generator with historical significance (ie. old Coal Breaker limited series, AMD discharges, mine map images) Work with a T-shirt company; Staff to send design ideas or just graphics. *Anne (WPCAMR) mentioned that POWR uses Lands End website as a "passive way" to generate some funds on sales of hats and clothing with the POWR logo. Part of the sale goes back to POWR as a donation. Leigh Ann mentioned a website called WeTalkShirty.com and MadTees.net that may do similar fundraising and they are local. You can build an order over a certain amount of time (month) and get folks to submit orders before a deadline.*

Task (How) 10: Remains unchanged.

Task (How) 11: Smaller group venue (ex. Brewing Companies Biking / Hiking / Outdoor Recreation / Around Town / Kayak / Fishing Outfitters), Reach out to local vendors/small shops. *John Levitsky has done an "Owl Prowl" fundraiser before. He can call in owls and other birds for enthusiasts to see.*

Task (How) 12: Cornhole Tournament for our Volunteers. Reach out to volunteers for an opportunity to get together / socialization / Thank You for their time and volunteer efforts; Talk to NEPA Cornhole League (Gene Starr). *Cornhole tournament as a part of the conference? Winner takes half and the other half goes to CAMRs. Similar BYOB (Bring your own Boards) for local tournaments. The rest of the topics below remain unchanged.*

Objective (What) 3: Corporate Grants

Task (How) 1-4 remain unchanged.

Task (How) 5: Volunteer Incentive Programs with Corporations (ex. Patagonia) Patagonia pays their employees to volunteer and if their goal is reached, EPCAMR is eligible for an additional donation. *REI may do this as well, but do they have to have a local presence?*

Task (How) 6: Donations from Employees out of their Payroll (ex. United Way). *Unsure how to breach this subject. Perhaps approach True Value or any of the new warehouses. The rest of the topics below remain unchanged.*

-----Strategic Planning meeting July 6, 2023 7:00-8:15 PM-----

John Levitsky, Cristy Sweeney and Joe Simons from the EPCAMR board met with Bobby Hughes and Michael Hewitt representing the EPCAMR staff to review Goals 3 – 5 in Attachment B of the [EPCAMR Strategic Plan 2020-2025 Version 2](#). *Edits and new ideas in italics*

GOAL (WHY)# 3: Our goal is to expand our Technical Assistance

Objective (What) 1: Drone Technology Expansion

Task (How) 1: Learn how to use and fly the drone (Obtain FAA 107 License certification)

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Who: Staff who are being certified (i.e., Steve, Bobby, Shawnese) by *Fall 2023* with Grants

Task (How) 2: Market projects and various uses *Created a banner, maybe make a presentation at AMR Conference.*

Who: Staff who are being certified (i.e., Steve, Bobby, Shawnese) by Spring 2021 with Fee Schedule for Professional Services *or Grants*

Task (How) 3: Explore FLEIR (Infrared) Technology to show heat and cold of AMD in remote locations. May need PIX4D or another program for a better resolution. Cold days of year with no snow cover to find fractures (warm sinks). Minefire vents. Ex. EC tried in headwaters of Nanticoke Creek, but was so fractured that one area could not be identified. Battery issues with cold temps.

Objective (What) 2: Board Members to participate in events and field days/monitoring (involvement in everyday aspects)

Task (How) 1: Send out updates through MailChimp on specific projects and field days/monitoring to encourage participation, if they are available to join

Task (How) 2: Let board members know when we are in their watershed a week in advance.

Objective (What) 3: Outdoor EE Center/Trail Development for the Wilkes-Barre Area School District

Task (How) 1: Assistance with development of a trail and or outdoor education center area along Mill Creek for school districts to utilize. *Didn't happen yet. From STEM teachers at WBASD on their new school property over the hill to cross North Main Street. Bobby to follow up in the fall 2023 when school starts again.*

Task (How) 2: Coordinate with WVSA or local partner for funding

GOAL (WHY)# 4: Our goal is to obtain corporate sponsorships and volunteers

Objective (What) 1: Create and maintain *partnerships and sponsorships with private companies (for events Conference, Workshop etc.?)*

~~Task (How) 1: Research similar efforts (ex. United Way works with payroll)~~ **MOVE UP TO Goal 2 OBJECTIVE 6**

Task (How) 2: Develop a plan to provide benefits of being a corporate sponsor/partner. *Put logos on websites/pages having to do with that event. Create a logo they can use like TU has a Trout Unlimited Business logo.*

Who: *Reestablish a Board Fundraising Committee to hash out Goal 2 and Goal 4 by Summer 2023 (at our next meeting)*

Objective (What) 3: Increase the # of volunteers

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Task (How) 1-3 remain unchanged

Task (How) 4: *Think of ways to involve educate volunteers. Data management and culvert are main volunteer tasks (certify lead observers). Volunteers to chaperone/learn on tours.*

GOAL (WHY)# 5: Our goal is to decrease staff turnover

Objective (What) 1: Retain staff members

Task (How) 1: *Increase wages/salaries seemed to work. MSI program keeps going for technical work. Unfortunately, the EE projects are becoming thin and hard to fund full time. PACD has grants quarterly or biannually for CDs.*

Tasks 2-6 remain unchanged

-----Strategic Planning meeting August 10, 2023 7:00-8:00 PM-----

Leigh Ann Henry, Bernie McGurl, John Levitsky, Cristy Sweeney and Joe Simons from the EPCAMR board met with Bobby Hughes, Steve Cornia, and Michael Hewitt representing the EPCAMR staff to review Goals 6 – 7 in Attachment B of the [EPCAMR Strategic Plan 2020-2025 Version 2](#). *Edits and new ideas in italics*

GOAL (WHY)# 6: Our goal is to use technology for further growth and expansion

Objective (What) 1: Increase social media presence

Task (How) 1: *Create accounts for the various social media sites not already in use. We have been doing well with social media. May need to attach Facebook to Instagram. Instagram is registered to intern@epcamr.org. Meta for Business? Ask Alana Mauger of John Welsh to help. Join the River Network Blog?*

Objective (What) 2: Utilize drone

~~Task (How) 1: Employees to learn and get certified to fly the drone. MOVE UP TO Goal 3 OBJECTIVE 1~~

Objective (What) 3: Expand GIS mapping services

Task (How) 1: *Partner with state and other private companies to quantify water quality improvements. DEP BWM Reports comments biannually. Sampling of nutrients in CAP, NFWF, Askam and Loyalsock. Submitted comments to USGS STAC committee.*

Task (How) 2: *Community data project. Frank's statistics from the census data to attach to our GIS data. Complete, continue to use it and pay for the extra license thru ESRI nonprofit discount program.*

Task (How) 3: *Identify CM and REE in Mine Drainage Discharges. Study data from Cravatta. Interesting concentration vs loading numbers. Shamokin got a ROAR grant from EPA. BIL funding available.*

Task (How) 4: *Develop Solar on AML Tool. Hosted roundtables and a summit with DEP. Statewide one ready to go. Proposals to help identify landowners, stability and environmental issues.*

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Objective (What) 4: Videos, documentaries, multiple episodes of EPCAMR Reclaiming Pennsylvania

Task (How) 1: Learning editing in Adobe Primere. *Dr. Joe is pretty proficient and offered to help show EPCAMR staff how to edit. Lately we pay for this via grants as part of the production. Centone and Rare Light Media both on our board. Also Anne's company who filmed the second Brookie Video and the editing.*

Task (How) 2: Learn 360 software *Mike learned 3D Vista software to produce the Askam in Wonderland. The first in hopefully several Virtual Tours on <https://virtualtours.epcamr.org> website.*

Task (How) 3: Produce educational videos *Released 2 good Brookie Videos to YouTube. Working on a STEM camp video next. Centone funded Iron Oxide Reclaiming PA Series in editing. Another video in the works on Mine Mapping work and Espy and Nanticoke stream channel restoration. New idea: Trout in the Classroom video with Brookie and trout life cycles? Importance of water quality and keeping them alive. Compare to AMD chemistry. Don't talk about not surviving in tap water. Involve Wild Troutman. New Idea: Compilation of ARIPPA funded projects.*

Task (How) 4: Work with school, video it... *STEM Camp as an example, gets complicated with photo/video waivers however. This is why we "hired" kid actors for the other videos.*

GOAL (WHY)# 7: Our goal is to become more self-supporting

Objective (What) 1: Offer more professional services *We have ramped that up. Lots more monitoring.*

Objective (What) 2: Partner with local artists to get a very small proceed of their sales *Alana Mauger iron oxide etsy store. Sue Hand donates them. We can reach out to others using Alana's work as a model.*

Objective (What) 3: Hire additional staff. *We do these tasks already. Looking to fill a part time position for MSI digitizing.*

Objective (What) 4: Use excess income "kitty" for pro services we can't find funding for (ex. sampling). Match for grants. *We do these tasks.*

Objective (What) 4: Search for an endowment *We have been using the Just Transition Fund JTF and are worked into their annual giving. Janice does not know about endowments, but maybe ask NEPA Alliance when we meet with them.*

Objective (What) 5: Promote EPCAMR through news media for donations *Point out discharges on the Suskie with PA Outdoor Life. Canoe AMD or climb a culm bank (race). Van Wagner climb tall trees for fundraiser?*

-----Strategic Planning meeting September 21, 2023 7:00-8:00 PM-----

Leigh Ann Henry, Bernie McGurl, John Levitsky, Cristy Sweeney and Joe Simons from the EPCAMR board met with Michael Hewitt representing the EPCAMR staff to review Goals 8 – 9 in Attachment B of the [EPCAMR Strategic Plan 2020-2025 Version 2](#). Edits and new ideas in italics

GOAL (WHY)# 8: Our goal is to address our lack of name recognition and increase branding / marketing

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Objective (What) 1: Offer additional promotional items (pens, flashlights, clothing, thumb drives, backpacks, hiking gear, etc.)

Task (How) 1: Hire graphic designer (*or intern*) to develop promotional items/ideas

Task (How) 2: Marketing campaigns with companies that could help us. (ex. ConversionWorx Media). *Partnered with Patagonia to promote social media posts for free.*

Task (How) 3: Cost benefit analysis to make sure we are spending our money and getting better recognition.

Objective (What) 2: Consider redesigning website

Task (How) 1: Hire graphic web designer. *Doing this soon for EE subdomain.*

Task (How) 2: Survey all EPCAMR members on what they would like to see on a new website. *Do this!*

Objective (What) 3: Increase advertising

Task (How) 1: Facebook ads, Local newspaper/radio ads?, Attend/sponsor local events. *Attach a link to everything Bobby posts to go right to epcamr.org website. Use poll feature (ex. how many triaxles will it take to reclaim Harry E Bank?). Our posts are often picked up by PA Environmental Digest.*

Task (How) 2: Survey of how people heard about EPCAMR

Task (How) 3: EPCAMR Board and Staff talk about EPCAMR on social media and social outlets

Task (How) 4: Bring back the theme day posts on social media (Mine Map Mondays, History Tuesday, Throwback Thursday...)

Objective (What) 4: *PALTA Changed their name to We Conserve PA. Maybe change to We Reclaim NEPA? EPCAMR spelled out is a mouthful. Drawbacks... There's WPCAMR to potentially get on board.*

Objective (What) 5: *Do a monthly newsletter mail/email. Mailchimp works well for sending email campaigns and we have lists. Friends of EPCAMR newsletter. Maybe a monthly condensed version of Bobby's Facebook post.*

Objective (What) 6: *Hire a marketing professional that could lead us (look for a grant or foundation to fund it). A professional would likely know the challenges and how we reach subgroups.*

Task (How) 1: *Chris Miller from Lehman Sanctuary does marketing Chris Com Media. Or Leigh Ann knows a small marketing firm; contact is Jenny Hetro(?)*

Task (How) 2: *DCED or Foundation for PA Watersheds for a grant, NEPA Alliance, POWR, PEC for advice.*

GOAL (WHY)# 9: *Our goal is to increase educational and community outreach*

Objective (What) 1: Increase community outreach (Ties into goal #4 – increase number of volunteers)

Task (How) 1: Attend and exhibit at local events

Task (How) 2: Host annual Earth Day cleanup event in the local area(s). *Often overrun, many other organizations have these events. Make earth day every day... pick a Random day.*

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Task (How) 3: Radio/newspaper advertisements? *Partnered with App Voices (?) a few years back and this worked out well. Occasionally we can get on WILK.*

Task (How) 4: *AMD Tours on a Saturday for the general public. 11am start time. Carpool (less liability). Quarterly would get a good turnout. Or 2 times a year. Charge \$5-\$10 or Ask for a donation or Sponsored by ARIPPA for example. Or bigger all-day tours of Northern, Southern, Middle Eastern and Middle Western area tours. Enterprise 15-passenger vans are \$200 a day or a bus require preregistration. Charge to cover costs. Professional driver is less liability. School bus drivers would be available on weekends.*

Objective (What) 2: Further educational programs (Tied into goal #1) *EE Committee has this in their agenda.*

Task (How) 1: Work with local schools and incorporate AML into curriculum

Task (How) 2: Partner with private organizations to offer scholarships