



2020 STRATEGIC PLANNING ELEMENTS

LOOK TO THE FUTURE

THE DEMING METHOD & EPCAMR AS AN ENTERPRISE SYSTEM

PROJECTS PLANNER GANTT CHART TIMELINE (CROPPED)

SWOT ANALYSIS & 5 W'S ACTION PLANNING

ATTACHMENTS: A) FULL PROJECT PLANNER, B) PLANNING SHEETS, C) COMMITTEE INPUT

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 a Strategic Planning Workshop with members of our Board and Staff in February 2020 to evaluate how far we have come in the last 25 years as a regional organization and how we should adapt to meet the changing world. 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 in 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 the Dr. W. Edwards [Deming Method](#) 14 key principles for management to significantly improve the effectiveness of our organization and help develop our analysis.

View of Your Enterprise As A System

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

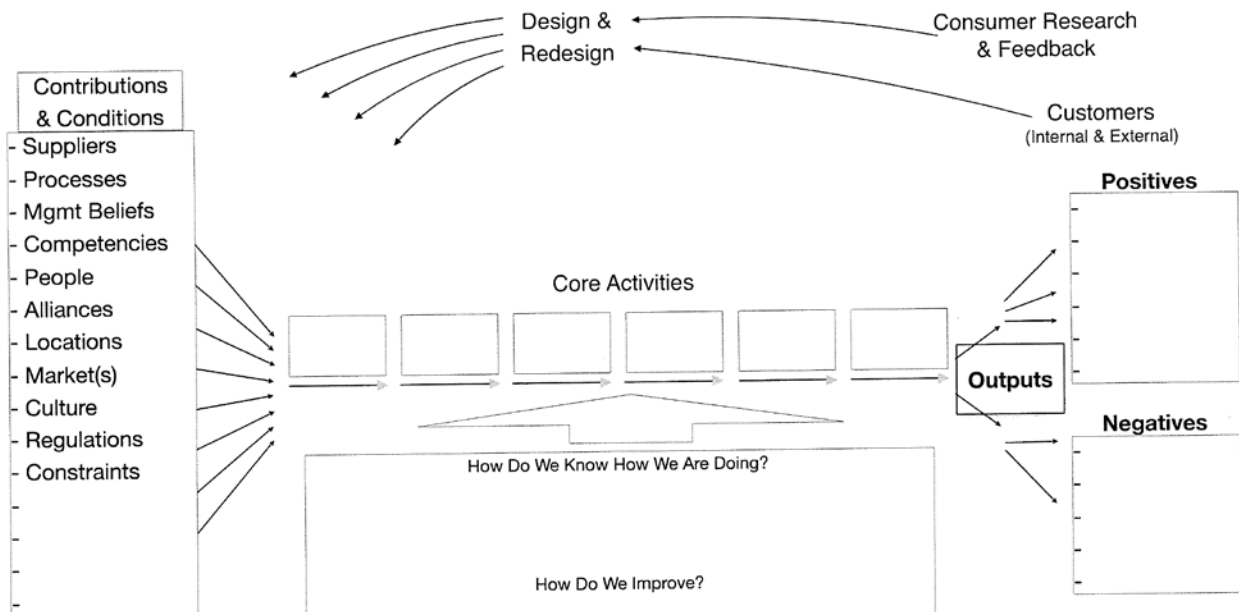


Figure 1. Deming Enterprise As A System Design Template

EPCAMR AS AN ENTERPRISE SYSTEM

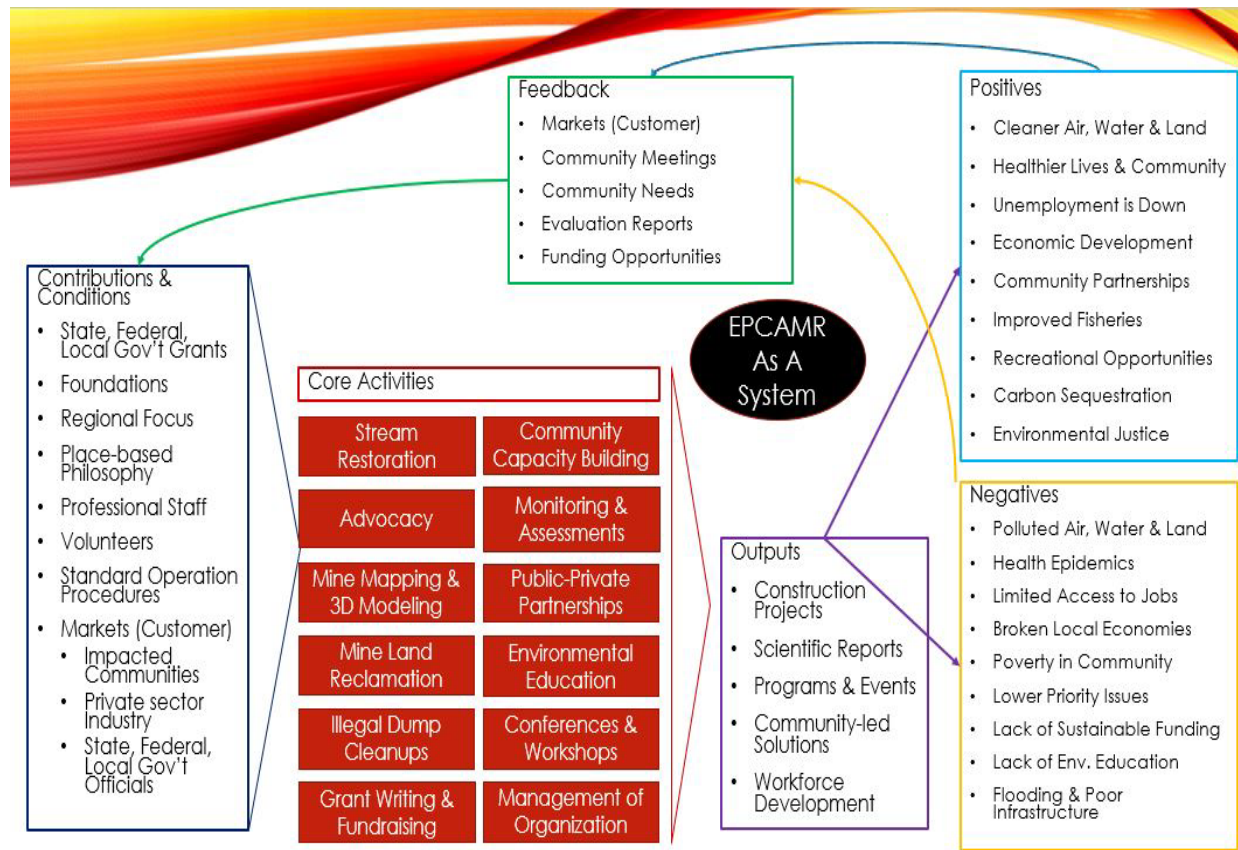


Figure 2. EPCAMR As an Enterprise System

EPCAMR PROJECTS PLANNER GANTT CHART TIMELINE

The EPCAMR Staff presented to the Board a Projects Planner Gantt 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 2020-2025. See Attachment A.

EPCAMR Projects Planner

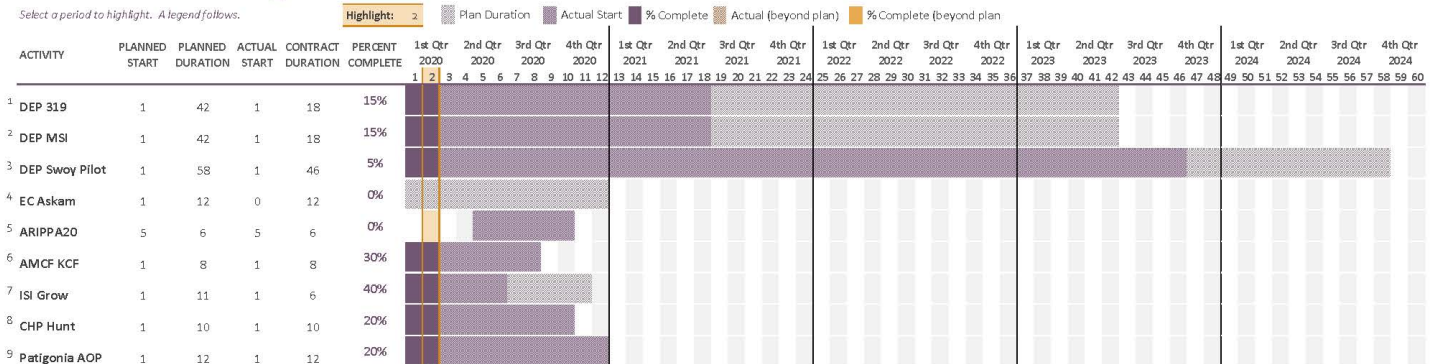


Figure 3. EPCAMR Projects Planner Timeline (cropped)

SWOT ANALYSIS

EPCAMR Board and Staff completed a **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** Strategic Planning Analysis that focuses on abandoned mine land (AML) reclamation, abandoned mine drainage (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 into obtainable goals (underlined in the lists below). From the information gathered it was suggested that we cluster the ideas, title the groups with subject headers, and delegate tasks to existing Staff, Committees, and form future Ad-hoc Committees of the Board as deemed 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)
- FUNdraising-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 two priority organizational issues and work to develop goals and action plans addressing these issues. We asked that the team consider the 5 W's: Why, What, How, Who, and When. These equate to Goals, Objectives, Tasks, Responsibility, and Timelines, respectively. We also added Funding and Evaluation as considerations. Goal 1 (below) was completed at the initial session and then the 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.

Funding (\$): General funds, look for a marketing grant

Evaluation (📊): Evaluate as it goes

Objective (What) 2: Outreach to stakeholders to seek out potential sites where EPCAMR can help reclaim and reuse.

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.

Task (How) 4: Identify a partner/funding source.

Task (How) 5: Investigate rail for transportation of material.

Responsibility (Who): Board and Staff

Timeline (When): Ongoing

Funding: Fee structure, AMLER (AML Pilot) or similar grant

Evaluation (📊): # of sites reclaimed and reused

For Goals 2-9, see Attachment B worksheets

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Develop other business opportunities	<p>Identify Mortgage Insurance Companies to promote Mine Subsidence Insurance. Reach out to and offer technical mapping assistance.</p> <p>Site location services (geothermal, solar, and etc.)</p> <p>REE (Rare Earth Elements)</p> <p>Large discharge use/reuse (i.e., Plainsville AMD, Old Forge, Jeddo Tunnel)</p> <p>Staff to develop videos to showcase projects and workload use</p> <p>Market drone technology</p>	<p>Staff</p> <p>Board member connections</p> <p>Private Investors</p>	FY22-	<p>Fee Schedule for Professional Services</p> <p>Private Investment</p> <p>Match Grants (like AMLER)</p>	# of new services provided
FUNdraising	<p>Host events (food/drink/social). Reach out to local bars/restaurants/venues for match. SPUD (Steve's band at events)</p> <p>Small business Game of Chance or Raffles (benefit hopefully outweighs county application expense)</p> <p>Chesapeake Bay Partnership Fundraiser</p> <p>Participate in more online fundraising events (ex. NEPA Gives)</p> <p>Sponsor Drone Videos Fundraiser of AMD/AML. Call for Drone Operators to submit footage (Best Videos competition)</p> <p>Develop a storyline of our effort to cleanup AMD in the region (ex. Reclaim Pennsylvania)</p> <p>Work with WVIA Public Broadcasting series (like Waterwise), NPR All Things Considered to feature EPCAMR and then we make a request for donations; Stories of projects from around the EPCAMR Region</p>	<p>Fundraising and Communications Committees</p> <p>Staff</p> <p>Partner with local businesses</p> <p>Partner foundations (ex. Scranton Area Fdn)</p> <p>Potential new EPCAMR PR employee to build capacity</p> <p>OSMRE/VISTA</p>	FY22-	<p>X % of bill donated to EPCAMR</p> <p>Beltway Funding (DC and National Sources)</p> <p>Donations</p> <p>Targeted fundraisers</p>	Amount of \$ raised

	<p>Story that would get National Attention and funding for EPCAMR (ex. Centralia ISI video being shot by Joe Sapienza)</p> <p>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</p> <p>Virtual Auction Idea like North Branch Land Trust or Auction/Dinner (ex PEC or conservation district or TU)</p> <p>Smaller group venue (ex. Brewing Companies Biking / Hiking / Outdoor Recreation / Around Town / Kayak / Fishing Outfitters), Reach out to local vendors/small shops</p> <p>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)</p> <p>30th Anniversary Dinner / Fundraiser, get sponsors like Geisinger, P&G, PA Am. Water, Guard Ins. Co., Car Dealerships, Brewing Cos. (Breaker / SBC / Benny's). Talk to Bernie for ideas like 70th B-day bash. Primere location like Westmoreland Club.</p> <p>“Walk for Clean Water” on recreational trails on former AML (EC has many); Walk-A-Thon; Mountain / Trail Run event (ex. Revibe Gear Trail Races). Seek sponsorships. Partner with Valley Running Co, Bike/gear Shops (Sickler's, Main Bike World, Top of the Slope), HS or local college cross country teams or Adult Leagues in the YMCAs</p> <p>Tri-Athlon Fundraiser; Polar Plunge Winter Fundraiser</p>	Volunteers			
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<p>Corporate Grants</p>	<p>Think about how do we reach the folks with the deep pockets? Who is the audience and how do we target them?</p> <p>Work with Community Development Coordinator to identify corporations with philanthropic arms</p> <p>Challenge Match</p> <p>Theme Volunteer days with a local business and donate funds (ex. Benco Dental “Jeans” Day)</p> <p>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</p> <p>Donations from Employees out of their Payroll (ex. United Way)</p> <p>Clothing/gear donations (not just money). Staff to reach out to Patagonia to see if they would provide Clothing for a fundraising effort. Think of others (ex. Eddie Bauer Outlet, PA American Water)</p>	<p>Fundraising and Communications Committees</p> <p>Staff</p> <p>Partner with local businesses</p> <p>Partner with philanthropists</p> <p>Partner with foundations</p>		<p>Donations</p>	<p>Amount of \$ raised</p>
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5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Drone Technology Expansion	Learn how to use and fly the drone (Obtain FAA 107 License certification) Market projects and various uses	Staff who are being certified (i.e., Steve, Bobby, Shawnese)	Spring 2021	Grants Fee Schedule for Professional Services	Certifications obtained Amount of drone footage
Board Members to participate in events and field days/monitoring (involvement in everyday aspects)	Send out updates through MailChimp on specific projects and field days/monitoring to encourage participation, if they are available to join	Staff	Bi-weekly or monthly when events are planned	N/A	# of times Board members participate
Outdoor EE Center/Trail Development for the Wilkes-Barre Area School District	Assistance with development of a trail and or outdoor education center area along Mill Creek for school districts to utilize Coordinate with WWSA or local partner for funding	Education Committee EE Staff Mike Corcoran (Wilkes-Barre Area School District)	Guestimate a 2+ year project	DCNR grants available? Local business sponsors	Completion of trail and/or education center # of students using the facility/trail

5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👁)
Create and maintain corporate partnerships and sponsorships	<p>Research similar efforts (ex. United Way works with payroll)</p> <p>Develop a plan to provide benefits of being a corporate sponsor/partner</p> <p>Think about potential partners that need public image improvement</p> <p>Market to environmental, outdoor and other like-minded organizations once plan is developed</p>	<p>Board Fundraising Committee</p> <p>Staff</p>	6 months	Donors	# of partnerships/ sponsorships established
Increase the # of volunteers	<p>Encourage people to sign up to be a volunteer (website and MailChimp)</p> <p>Send out invites to events to attend and exhibit at local events (ex. Reclaim Crew, Green Drinks)</p> <p>Think about projects for school student community service project and scouts badges</p>	<p>Board Education Committee</p> <p>Staff</p>	FY 22	<p>Grants</p> <p>Scout and School Community service participants have to find the funding as part of the experience</p>	Was there an increase in the # of volunteers?

5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Retain staff members	Increase wages/salaries Research investment portfolio on unrestricted funds or endowment Offer exit interview/survey to interns and staff Offer employer match (research 401k for nonprofits?) Provide additional PTO Encourage employees to get certifications to further their careers	Personnel Committee Executive Director	FY 22	Grants Trusts and Endowments	Track staff turnover

5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👁)
Increase social media presence	Create accounts for the various social media sites not already in use	Communications Committee Staff and interns	ASAP	N/A	# of followers/views
Utilize drone	Employees to learn and get certified to fly the drone	Staff	3 months	Offer drone services to pay for itself	Amount of drone footage
Expand GIS mapping services	Partner with state and other private companies to quantify water quality improvements Community data project	Staff	2-3 year project End of July for community data	Professional services	Creation of maps identifying streams improved
Videos, documentaries, multiple episodes of EPCAMR Reclaiming Pennsylvania	Learning editing in Adobe Primere Learn 360 software Produce educational videos Work with school, video it...	Communications Committee Education Committee Staff			# of videos created

5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Offer more professional services	Utilize drone (ex. thermal imaging to find AMD water gains/losses in streams done in extreme ambient temperatures) GIS mapping to quantify water quality improvements Make sure we have the expertise to finish the project and the client understands the limits. Hire out when we need PE/PG.	Staff Board member with expertise John Morris	FY 22	Professional Services	# of contracts to utilize drone Creation of map identifying streams improved
Partner with local artists to get a very small proceed of their sales	Collect and offer free iron oxide pigment to local artists to use and in return get a small proceed of sales (like the arrangement we have with Alana Mauger). Find more artists for this concept on Etsy or local art leagues. Wine and paint nights (we sponsored one a few years ago).	Staff	3 months	N/A	Amount of proceeds vs. cost
Hire additional staff	Coordinate an internship program with local colleges. More income coming in allows to hire more people to fill in areas that are missing. Train staff well and send them to conduct work independently.	Executive Director Program Manager Board Members (Ken Klemow and others connected to colleges)	FY22	Non-paid or partner paid internship	# of interns and/or additional staff hired
Use excess income “kitty” for pro services we can’t find funding for (ex. sampling). Match for grants.	Figure out how much “profit” was rolled over annually for potential use.	Bookkeeper, Executive Director and Program Manager			
Search for an endowment	Ask Janice Perry from the bank	Executive Director			

<p>Promote EPCAMR through news media for donations</p>	<p>Well established national 9am CBS Sunday Morning News highlights “heartwarming stories” including fish and wildlife natural areas. (Positive AMD stories like the Upper Lackawanna.)</p> <p>PA Outdoor Life with Don Jacobs</p>	<p>Communications Committee</p> <p>Partner organizations</p>			
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5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Ties into goals #2 and #4					
Offer additional promotional items (clothing, thumb drives, backpacks, hiking gear, etc.)	<p>Hire graphic designer intern to develop promotional items ideas</p> <p>Marketing campaigns with companies that could help us. (ex. ConversionWorx Media)</p> <p>Cost benefit analysis to make sure we are spending our money and getting better recognition.</p>	<p>Executive Director</p> <p>OSMRE VISTA</p> <p>Communications Committee</p>	FY 22	<p>Non-paid internship</p> <p>Grant funds</p>	# of promotional items created
Consider redesigning website	<p>Hire graphic web designer</p> <p>Survey all EPCAMR members on what they would like to see on a new website</p>	<p>Staff</p> <p>Communications Committee</p>	End of 2021	Grants	Launch date of new website
Increase advertising	<p>Facebook ads</p> <p>Local newspaper/radio ads?</p> <p>Attend/sponsor local events</p> <p>Survey of how people heard about EPCAMR</p> <p>EPCAMR Board and Staff talk about EPCAMR on social media and social outlets</p> <p>Bring back the theme day posts on social media (Mine Map Mondays, History Tuesday, Throwback Thursday...)</p>	<p>Staff</p> <p>Board members</p> <p>Communications Committee</p> <p>Will Conyngham for History posts</p> <p>Other History sites to cross post</p>	ASAP	Grants	<p>Membership increase?</p> <p># of views/likes on social media sites</p> <p>Results of survey</p>

5W's + Action Planning Sheet

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

Objective (What)	Task (How)	Responsibility (Who)	Timeline (When)	Funding (\$)	Evaluation (👉)
Increase community outreach (Ties into goal #4 – increase number of volunteers)	Attend and exhibit at local events once COVID restrictions ease Host annual Earth Day cleanup event in the local area(s) Radio/newspaper advertisements?	Board and Staff Education Committee Communication Committee	FY 22	Grants	Was there an increase in the # of volunteers? New EPCAMR memberships?
Further educational programs (Tied into goal #1)	Work with local schools and incorporate AML into curriculum Partner with private organizations to offer scholarships	Staff Education Committee	FY 22	Grants Funding partners	# of schools working with \$ amount of scholarships offered

May 27, 2021

Communications Subcommittee Initial Discussion for Ideas for the EPCAMR Strategic Plan Update

Alana Mauger, John Welsh, Laura Rinehimer, Joe Simons, Bobby Hughes

Brainstorming Ideas to Incorporate into the Strategic Plan Update

- Uniform Introduction Video for EPCAMR (Who we are and what we do where in NE & NC PA)
- Branding of the EPCAMR Logo
- Highlighting our iron oxide processing device (Goal #6)
- The need to acquire video software (training of Staff will be necessary to utilize the software)
 - Final Cut Pro (Laura says we currently use this on the iPad)
 - iMovie (Laura says we currently use this on the iPad)
 - Adobe Premier (suggested by John Welsh)
 - Adobe Addition (Audio)
 - Adobe After Effects (Animation)
- Use of a GoPro (Look into different models); EPCAMR has a stored Black version that is several years old in storage
 - Chest Mount
 - Hat Mount
 - Octopus Mount/Grip
 - Underwater Case/Waterproof Bubble
- Any additional equipment, supplies, tripods, wireless mics that can help improve the efficient use of the hardware, iPads, Video Equipment
- Use of iPhones for “Live” feeds on social media and blogs from the field or stream (AMD)
- Integrating our social media platforms into one that can be easily manipulated like HootSuite so that when one post is made it can be shared across multiple platforms
- Creation of an Editorial Calendar for the year (Alana)
 - Twitter (used sometimes)
 - Instagram (not used as often)
 - Facebook (used most often)
 - LinkedIn (used very frequently)

- YouTube (EPCAMR has a new channel)
 - TikTok (not used at the moment)
- 360 Software package to create virtual content (Askam AMD Treatment Site has images already shot from John's software (use the Askam site as a pilot to create content and context for virtual learning opportunity and incorporation of text, links, videos, images, reports, resources, and other websites)
- Reach out to a local College (LCCC) or a local University to see if they can create high resolution graphics for our logo in multiple formats (.eps., .tiff, .jpg, .png, etc.), black and white, vector, and full color
- Seek grants to help with Communications and Outreach

Eastern Pennsylvania Coalition for Abandoned Mine Reclamation (EPCAMR)
Education & Science Committee
Mission Statement
V. 3.0 – 13 September 2021

Among its many activities, EPCAMR is dedicated toward teaching people of all ages, including K-12 students and their teachers, undergraduates, and adults about the issues associated with mining, reclamation, stewardship, and related topics. Moreover, EPCAMR seeks to both use and contribute to scientific knowledge to further its mission.

The purpose of EPCAMR's Education & Science Committee (EESC) is twofold: First, it is to help organize and oversee EPCAMR's activities that relate to formal and informal education of a wide variety of stakeholders. Second it will oversee the use of scientifically appropriate approaches to help understand and remediate problems associated with legacy pollution from abandoned mine drainage (AMD) and reclaim abandoned minelands – including conducting watershed assessments, data analysis and dissemination of collected data for educational and watershed planning purposes as well as peer reviewed scientific and technical merit.

OBJECTIVES:

1. Help the leadership and staff of EPCAMR to find opportunities to educate various stakeholder groups about topics within the organization's expertise.
2. Work to ensure that the information EPCAMR provides to stakeholder groups continues to be accurate and age / audience appropriate.
3. Work with the leadership and staff of EPCAMR to find and apply for education-related grants and other sources of funding.
4. Work with the leadership and staff of EPCAMR to develop education materials, and find venues to publish those materials.
5. Work with the leadership and staff of EPCAMR to identify outside partners for development and delivery of education materials directed to various stakeholders. Such partners may include K-12 teachers, informal education specialists, local and regional institutions of higher education, governmental agencies at the local, state, and federal levels, service organizations (e.g., Kiwanis, Lions Club), conservation groups, mining professional organizations, and other groups with missions that overlap with EPCAMR.
6. Work with the leadership and staff of EPCAMR to find and apply for grants and other sources of funding to study the effects of mining and reclamation.

7. Oversee and support EPCAMR's efforts to collect and analyze data pertaining to abandoned mines and their reclamation. Help ensure that those efforts address the needs of the community, governmental agencies, and other stakeholders.
8. Oversee and support EPCAMR's efforts to contribute data to scientific databases in a manner that is appropriate for the types of data collected and the needs of those databases.
9. Oversee and support EPCAMR's efforts to prepare reports and manuscripts containing the findings of investigations into mining and reclamation issues.
10. Oversee EPCAMR's efforts to collaborate with local, regional, and national scientific organizations (universities, governmental agencies, organizations like Appalachian Regional Reforestation Initiative).
11. Provide regular updates of EPCAMR's education and science-related activities at EPCAMR Board meetings.

MEMBERSHIP and GOVERNANCE:

1. Members of the EESC will include interested leadership and staff of EPCAMR, members of the EPCAMR Board, and other individuals as recommended and approved by the leadership of EPCAMR. Members of the EESC will serve 4-year terms, subject to reappointment.
2. The EESC will consist of no fewer than five members, and no more than ten. A quorum will consist of >50% of the number of active members. Meetings can be held virtually through Zoom, conference calls, in-person (as allowed), and resources can be shared through Google Drive that will allow for comments and edits to various content and material documentation.
3. The EESC will be led by a Chairperson and a Vice-Chairperson. Together with the EPCAMR Executive Director, they will serve as the EEC's Executive Committee. The Chairperson and Vice-Chairperson will be appointed to two-year terms by the EPCAMR Board President, subject to reappointment.
4. Members of the EESC outside of EPCAMR leadership and staff will not receive compensation for time devoted to the committee. Reasonable travel, grant-related activity, and other expenses associated with programs and activities of the EESC will be compensated at the discretion of the EPCAMR Executive Director.