

NMA 2020 Strategic Communications Plan

January 2020

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Goals and objectives

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Execute a strategic communications plan that:

- Supports each of the objectives outlined in the “2020 National Mining Association Plan”
- Establishes a clear, positive place for the mining industry in today’s unique environment that helps to:
 - ✓ Secure the narrative of mining as a modern industry;
 - ✓ Highlight mining’s relevance to the economy, national security, technology and other aspects of American life; and
 - ✓ Fully utilize new third parties who will help strengthen messaging on key priorities and challenges.
- Advances our messaging in an election year when the environment and climate will be a central topic.
- Builds on existing communications tools.
- Supports our rapid response capabilities.
- Balances proactive, positive storytelling with issue-driven communications.

Maintaining our narrative and defending progress

What we know

- Election year with a very anti-mining slate of candidates on the Democratic side
- The industry's fortunes under this administration will be used as a case study of the administration's effectiveness
- Climate remains an issue of top interest for media and promises to continue to gain traction

Tactics: Update and maintain program basics

There are several foundational pieces and “must-do” elements of our communications plan that will be incorporated into next year’s planning. This will include:

- Updating toolkits for MINExpo® INTERNATIONAL: external fact book, internal toolkit, PowerPoint
- Planning and promotion around MINExpo
- “Economic Contributions of Mining” update in 2020, with new IMPLAN numbers
- Reporter briefings
- Polling relationship with Morning Consult
- Infographics
- Videos
- Ongoing Count on Coal campaign activity
- Ongoing Minerals Make Life campaign activity

Tactics: Strengthen our base

As an association, and as a communications team, in 2020 there will be a renewed focus on new member recruitment.

The communications team will focus on:

- New member recruitment materials to include:
 - ✓ Brochure
 - ✓ Digital recruitment materials
- Engagement strategy, including social media and other outreach channels

Tactics: Strengthen our voice

While NMA has historically developed a detailed set of message and briefing documents, we believe there is room to improve both internal association and member use of the materials.

To ensure we are making best use of all communications resources offered by NMA, the Communications team will offer:

- Quarterly staff message and materials briefings
- Member message and materials briefings, as requested

Tactics: Improve member communications

NMA sends out monthly summaries and internal publications to inform members of the latest regulatory, legal, legislative and communications activity. While informative, and our members have consistently told us in internal polling that they are useful and should be continued, we believe all could benefit from a reformat and redesign.

In 2020 Communications will work to restructure and redesign the following publications, at a minimum:

- Coal Advocacy Report
- Minerals Advocacy Report
- Mining Month

Tactics: Events

Given the success of the events held with RealClearPolitics in 2019, we believe there is room to expand on these opportunities to highlight industry messaging with target audiences.

- Coal. We plan to pursue at least one event with RealClearPolitics, likely on a coal-related topic.
- Minerals. We were also approached by the Atlantic Council to partner with them on a minerals-related event – or series of events – as an outgrowth of our fall panel discussions.
- MINExpo INTERNATIONAL®. The significant promotional efforts around MINExpo throughout 2020 should not be underestimated and will need to be considered alongside other event programming.

Tactics: Interactive content

Following the success of our 2019 “What Mineral Are You?” quiz, we believe there is an opportunity to produce more interactive content.

We envision a range of new content to drive user engagement including:

- quizzes
- energy calculators
- social media polls

Tactics: Strengthening our messaging for coal

While much of our communications program around coal has traditionally focused on coal as an energy resource, we have significant room to expand on our messaging around met coal and our messaging around coal exports.

We will be reviewing and expanding both our Count on Coal and our Coal Exports websites to update content refresh the look and feel, and revise messaging to ensure we are best capturing the full spectrum of relevant coal-related topics.

Tactics: Strengthening our messaging for minerals

Given the significant increase in interest that we have seen in minerals over the past year, along with challenges expected around Mining Law and land access, we will be conducting quantitative **message resonance research** that will provide insights on target audience opinions of minerals mining and key issue messaging and strengthen our overall effectiveness.

The specific objectives of the research are to:

- Understand key audience perceptions: uncover what key stakeholders currently know and think about minerals mining in general, specific issue areas of interest, and the importance of minerals to modern life.
- Test and identify the messaging themes and content that resonate best with individual audiences: Each target audience will have different perceptions of, and responses to, our position on the issues and the different messaging content. By identifying these nuances, we will be able to customize our communications and better target our audiences.
- Pinpoint the most effective messengers and channels: In addition to identifying the right messages, the research will help pinpoint the most meaningful messengers and the optimum channels for reaching each audience.

Issue-driven communications

Tactics: Issue-driven preparation

Areas of ongoing Congressional focus – and key industry messaging areas – where materials need to be refreshed or developed include the below. Note: Depending on the issue, materials required may range from simple holding statements to one pagers, infographics to advocacy videos.

Abandoned Mine Land Fund. RECLAIM, reauthorization of the AML Fund and tax extension.

Advanced Technologies. HELE and carbon capture.

Baseload Power. CPP/ACE Rules; NSR; calculations of costs and benefits for environmental regulations.

Black Lung. Fund, tax, and safety and health regulation.

Health and Safety. Mountain top mining; MSHA Pattern of Violations (POV) regulations; overall safety performance.

Mining Law Reform. Hardrock royalty; dirt tax.

National Environmental Policy Act. Efforts by the administration to “rollback” environmental protections.

Public Lands. Reconsideration of withdrawals; monument rollbacks; coal leasing; increased royalty rates for federal coal.

Taxes. Carbon tax; percentage depletion.

Discussion