

The National Mining Association

2020 Communications Toolkit



Table of Contents

Introduction	1
The Importance of Message Consistency and Simplicity	4
<hr/>	
Your Messages	5
Proactive Messages for Mining	7
Messages for Challenging Issues	13
Message Repetition	22
<hr/>	
Working with Journalists	23
Working with Journalists	25
Rules to Remember	27
Message Bridging	28
Types of Questions	29
Quick Tips for Working with Journalists	31
The Strategic Decision to Talk to Media	32
Establishing Ground Rules for Attribution	34
Media Prep	35
<hr/>	
Messages in Action	37
Messages in Action: Social Media	39
Messages in Action: Letters to the Editor and Opinion Pieces	47
<hr/>	
Your NMA Team	Back Cover
<hr/>	



Introduction

Mining has never been more important in our daily lives. The acts of turning on a light, constructing a building, driving on a road, making a phone call, developing virtually any advanced technology or practicing medicine, all involve mining.

The challenge: many Americans, policymakers and thought leaders fail to appreciate just how integral mining is to their lives. At the National Mining Association and as an industry, we have an opportunity to tell that important story.

Hundreds of thousands of Americans take great pride in their work for the mining industry. Historically, however, the industry has spoken with fragmented voices. Coal and minerals have powerful, important and unique messages, but too often they are communicated piecemeal, in isolation. When we can all speak with one voice and stand together for American mining, our voices are amplified and our message is stronger.

This toolkit is intended to support your communications efforts with:

- a proactive and positive platform of messages that help us speak as one industry;
- a clear, responsive set of messages that help us defend against challenges;
- sample written pieces to be used by your company, employees and others;
- tips to help support communications with media;
- and suggestions on other activities.

Our collective goal is the same: to move the perception of our industry closer to reality. Our industry is one that is dedicated to our people, the communities in which we live and the environment that nurtures us all. Through our work, we provide the mineral and energy resources essential for a better life and a better future.

The Importance of Message Consistency and Simplicity

Messages are the core of any conversation you have and any media interview or presentation you may give — formal or informal.

They are your opportunity to communicate with an audience unfamiliar with your company or the issue you are discussing, and should, therefore, be consistent throughout your organization. Your messages need to be a distillation of what you want to say in the clearest language possible and should always consider:

- What should people know about your company or organization?
- Who are your key audiences?
 - Customers
 - Employees
 - Investors
 - Board of Directors
 - Regulators
 - Elected, appointed officials

While messages may be nuanced for different audiences, they should not conflict with one another. Consistency is key. Any light between two individuals within a company or industry on a key issue can and will be exploited by adversaries or media looking for a headline.

Your message is only effective if it is delivered, understood, remembered and reported. Long, all-inclusive compound messages that attempt to cover all your bases will not likely be heard or seen by anyone. You are an expert, but the key is not to turn everyone you meet into an expert; it is to leave her or him with a soundbite that reflects your position.

For this reason, we have assembled key messages about the mining industry, tied to positive themes and storylines that you may want to use in a variety of settings.



Your Messages

Proactive Messages for Mining

The mining industry has strong stories to tell on key issues of importance to the American people.

Innovation. Energy. Infrastructure. National security. The economy. Safety. Environmental responsibility. Mining is key to each of these areas. Our research has found that audiences have a stronger connection with our messages when they are supported by data and real-life facts — details help them picture the connection between mining (an industry about which many know little) and their daily lives. Below you will find suggested messages and support points along with sample supporting data for each.

Innovation / Mining for Our Future

Innovative technologies made possible through and employed by mining are providing the mineral and energy resources essential for a better life and a better future.

- Minerals play a leading role in nearly every aspect of the modern American experience. Copper, zinc and other minerals are essential in electric and hybrid vehicles. Copper and silver's natural antimicrobial qualities make them ideal for medical applications. Copper's high thermal conductivity makes it a preferred material for wiring homes and office buildings.
- When it comes to the energy that is powering today's innovations, new technologies are making combustion of coal more efficient and cleaner. Dramatic reductions of sulfur dioxide, nitrogen oxide and particulate matter that have already been achieved show how advancements in emissions technology hold even more promise for the future.

Supporting the story with data:

- **90 percent.** Percentage by which today's power plants have reduced emissions (SO₂, NOx, particulates and mercury) compared with the plants they replace from the 1970s, even while coal use has increased.¹
- **60.** Estimated number of minerals used in an Intel computer chip.²
- **66.** Number of minerals necessary for the screen, case, chips, circuitry and battery of a computer.³

- **78.** Number of major mineral commodities produced in the U.S., more than any other nation involved in mining.⁴
- **183 pounds.** Amount of copper used on average in electric vehicles, or four times as much as an average gasoline-powered car.⁵
- **0.000002 inches.** Thickness of gold film that is applied to astronauts' visors to reduce glare from intense sunlight. Gold is used in hundreds of ways in every space vehicle.⁶
- **1,000 percent.** Projected increase in demand for minerals needed for future energy technologies, according to the World Bank.⁷
- **81 million ounces.** Amount of silver used in solar energy in 2018.⁸
- **100 metric tons.** Amount of steelmaking-quality coal required to build a wind turbine.⁹
- **20 percent.** Percentage of manufactured goods that contain platinum group metals.¹⁰

Maintaining Energy Security

Mining powers America, from the fuels that feed our energy grid to the metals that carry power to our homes and businesses. Energy diversification is essential to ensure that U.S. households and businesses can minimize market disruptions, making electricity secure, accessible and affordable for all.

- Americans expect reliable and affordable energy, powered by a diverse mix of coal, natural gas, nuclear power, oil and renewable sources. Through diversification, price increases or supply disruptions in any one fuel can be offset by another.
- With more domestic coal reserves than any other country, America has a valuable storehouse of energy in coal, which provides us with domestic, secure, affordable energy.
- Our energy picture also includes renewable energy from wind turbines and solar panels made from minerals like copper, aluminum, zinc, molybdenum and silver.
- America's uranium deposits are critical for the nuclear industry.
- The consequences of unnecessary resource limitation are clear: higher consumer costs, blackouts and brownouts.

Supporting the story with data:

- **7 in 10.** Americans who support an all of the above energy strategy that includes coal.¹¹
- **\$114 billion.** Amount by which the cost of electricity production is lowered thanks to the current diversified U.S. electric supply portfolio.¹²
- **28 percent.** Percentage of U.S. electricity that comes from coal.¹³
- **19 percent.** Percentage of electricity generated from nuclear energy powered by uranium.¹⁴
- **29.** Number of minerals it takes to deliver electricity to our homes and businesses.
- **87 percent.** Percent of U.S. fossil energy reserves (coal, natural gas and oil) that comes from coal [on a Btu basis].¹⁵
- **24 percent.** Portion of total world coal reserves held by the U.S., the most of any country.¹⁶

The Foundation of America's Infrastructure

America's miners play an indispensable role in powering and building our nation. From foundations to roofs, power plants to wind farms, roads and bridges to communications grids and data storage centers — America's infrastructure projects begin with mining.

- Roads, railways, appliances, buildings, stadiums, bridges, airports and other structures are supported by steel — a material dependent on mining. Even structures using concrete employ steel for reinforcement.
 - Steel is made with metallurgical coal and iron ore, the world's most commonly used metal.
- Copper's flexibility, conformity, thermal and electric conductivity, and resistance to corrosion make it an ideal industrial metal.
- Zinc is used as a coating to protect iron and steel from corrosion.

Supporting the story with data:

- **44 percent.** Percent of U.S. copper demand that goes to the construction industry.¹⁷
- **6 billion.** Tons of steel used in the U.S. National Highway System, which includes four million miles of roads.¹⁸
- **40,000.** Pounds of newly mined minerals the average American will use in a given year.¹⁹

- **31 tons.** Copper contained in the Statue of Liberty.²⁰
- **439 lbs.** Amount of copper used in the average American home.²¹
- **65 percent.** Portion of global zinc consumption used to coat steel, making it highly resistant to corrosion.²²
- **80,000 miles.** Total length of galvanized steel wire used in both main cables of the Golden Gate Bridge; its structure uses 83,000 tons of steel.²³

Enhancing National Security

In uncertain times, U.S. mining provides essential elements for safeguarding our nation.

- Our Armed Forces rely on domestic metals and minerals for sophisticated weapons systems and safe transport of our troops. Our abundant supplies of metals and minerals minimize our reliance on foreign countries for these vital resources used in tanks, aircraft carriers, jets and submarines.
 - Beryllium is used to reduce weight and improve guidance performance in fighter jets and NASA technologies such as the mirrors on the James Webb Space Telescope.
 - Metals such as copper, lead and nickel are used in military gear, weapons systems and other defense technologies.
- However, despite being home to one of the world's leading minerals reserves, cumbersome permitting processes contribute to the U.S. remaining 100 percent import-dependent for 17 key minerals resources and 50 percent or more import-dependent for an additional 29 mineral commodities. Import reliance subjects our supply chains to geopolitical instability and supply chain disruptions.²⁴

Supporting the story with data:

- **750,000.** Tons of minerals that are used by the U.S. Department of Defense each year in technologies that protect our troops.²⁵
- **\$6 billion.** Value of minerals the U.S. imports from foreign countries, despite being home to reserves estimated at \$6.2 trillion.

Strengthening the U.S. Economy

The strength and future health of the U.S. economy depends on mining, which provides the building blocks for the everyday American experience.

- If you have turned on a light, entered a building, driven on a road, made a phone call, used a computer or visited a doctor, then mining is part of your life.
- Mining provides essential power and materials for nearly every industry and consumer product, and supplies low-cost, reliable fuel for homes and businesses across the country.

Supporting the story with data:

- **537,000.** Number of direct mining industry jobs (116,000 coal, 421,000 minerals).²⁶
- **1,026,000.** Number of indirect jobs generated by the mining industry (289,000 coal, 737,000 minerals).²⁷
- **\$80,000+.** Average annual salary for a miner, well above the U.S. average wage of \$57,000. (Coal average is nearly \$89,000 per year in salary, metal ore average is nearly \$94,000 per year in salary).²⁸
- **40,000 pounds.** Average weight of newly mined materials used by every American each year.²⁹
- **90 percent.** Percentage of mined phosphate and potash that is used to fertilize soil, increasing crop yields in a sustainable manner.³⁰

Safety

Ensuring the safety and health of every miner is a core value of the mining industry. The goal? Zero fatalities and injuries. To achieve our shared goal, we go beyond what is required by regulations.

- Beyond complying with legal requirements, which is the first responsibility of every miner, the U.S. mining industry has taken voluntary steps to accelerate the pace of mine safety improvement by implementing best practices that encourage a culture of safety.
- Risk assessment processes identify safety controls to eliminate or minimize the impacts of hazards. By identifying and eliminating potential hazards and deploying state-of-the-art technology, the National Mining Association, its members and respected industry safety and health professionals have developed an award-winning safety framework that is bringing more miners home safely after every shift, giving mining a lower nonfatal injury and illness record than manufacturing, construction or private industry.

Proof points:

- **CORESafety®** is a framework developed and led by the members of the National Mining Association to achieve an aggressive safety goal of eliminating fatalities and reducing injury rates by 50 percent within five years of adoption through implementation of safety and health management systems. The system has been endorsed by the Society of Mining, Metallurgy and Exploration and received the 2015 five-star distinction award from the International Safety, Quality and Environment Management Association.
 - NMA recognizes top performance in U.S. mining safety through its Sentinels of Safety Awards.

Supporting the story with data:

- **2019.** Safest year in mining's history.³¹
- **52 percent.** Percentage by which injury rates in U.S. mines have been reduced since 2004.³²
- **49 percent.** Percentage by which fatality rates in U.S. mines have been reduced since 2004.³³

Environmental Responsibility

Natural resources are at the heart of mining, therefore good environmental stewardship is an industry imperative and a core requirement. Mining and its employees are at the center of our communities, underscoring our commitment to being good neighbors wherever we operate.

- Building on the extraordinary environmental progress made in recent decades, the industry is committed to continued technological advancements that make the use of our resources cleaner and more efficient.
 - New technologies are making combustion of coal more efficient, with reduced emissions of sulfur dioxide and nitrogen oxide, and ongoing advancements in high efficiency, low emission (HELE) coal technologies offer a path to reduced emissions today while carbon capture and storage (CCS) holds promise for the future.
- Even before mining begins, extensive plans are made and funding is secured to support the restoration of land after mining operations have concluded.

- Twenty-first century mining projects begin with extensive environmental and engineering studies, public involvement in major decision-making and compliance with scores of state and federal laws and regulations governing every facet of the environment, from wildlife habitat protection to water quality monitoring.
- Projects end with land reclamation that often includes making reclaimed mining sites useful to the community for developed recreation, wildlife enhancement and other local community needs.

Supporting the story with data:

- **90 percent.** Percentage by which today's new coal-fueled power plants have reduced emissions (SO₂, NOx, particulates and mercury), compared with the typical 1970s plants they replace.³⁴
- **3 million.** Number of acres of mined land that have been restored by U.S. mining companies, returning the lands to their natural conditions for wildlife habitats, or to serve local communities with new sites for schools, hospitals or infrastructure projects.³⁵
- **\$10+ billion.** Amount the U.S. mining industry has paid to reclaim mines that were abandoned prior to laws requiring reclamation.³⁶

Messaging for Challenging Issues

While we want to spend most of the time discussing proactive and positive stories, it is equally important to speak consistently and clearly about the challenges that we face as an industry.

Below are several current issues facing the industry and suggested messaging for how to respond to each.

Abandoned Mined Lands (AML)

The coal industry has paid more than \$9.7 billion into the AML fund to reclaim legacy abandoned mines only to see the majority of those funds

disappear. Just one in three dollars spent by the fund has gone to priority coal projects that the fund was intended to rehabilitate.

Approximately \$9 billion has been spent from the fund. But just \$2.7 billion of priority abandoned coal mined lands were reclaimed as of September 30, 2018, according to the Office of Surface Mining (OSM). The \$6.3 billion gap between spending and actual reclamation of priority coal AMLs reveals that just a third of funds have reached projects they were intended to remediate.

By the time the AML fee expires in 2021, the fund will have been in existence for almost 45 years — 30 years beyond its intended lifespan — and will have achieved little of its intended purpose.

Many of the issues surrounding the diversion and inefficient use of coal AML fees are not new; they have plagued the program for decades, and they have been examined in congressional hearings, through inspectors general reports, and by other government bodies, all with no improvement.

Instead of focusing on how to continue to tax an industry that cannot afford it, focus and discipline should be brought to delivering the remaining AML funds to priority coal projects, as the law intended.

Affordable Clean Energy (ACE) Rule

The Environmental Protection Agency (EPA) was right to repeal the Clean Power Plan (CPP), a costly regulation that, if allowed to go into effect, would have had a negligible impact on the environment at a great cost to average Americans who need affordable and reliable energy.

The ACE rule offers a legal framework to advance the nation's environmental protections while preserving the rightful authority of the states to manage their own unique energy infrastructure and electric grids. It shows emissions can continue to be reduced while preserving the affordability and reliability of our grid.

Strengths of the ACE rule over its predecessor are:

- **Regulating Individual Sources vs. Remaking the Entire Grid.** Section 111 of the Clean Air Act (CAA) limits systems of emission reduction to those that can be implemented at the source. Such an approach

is consistent with more than 40 years of pre-CPP precedent, which allows the EPA to regulate individual sources, not the entire electric grid. The ACE proposal identifies heat rate improvements (HRI) as the best system of emission reduction (BSER) for coal-fired power plants because HRI technologies are the only demonstrated means of reducing emissions that can be applied in a cost-effective manner at individual plants.

- **Balancing State and Federal Authority vs. A One-Size-Fits-All Mandate.** The CAA created a system of shared authority by the EPA and the states, with states playing a vital role under CAA 111(d). The ACE rule clarifies that the EPA's role is to determine a nationally applicable BSER while the states determine standards and how to implement them. At its core, the ACE rule respects that each state is different and will require a unique approach to emissions reduction.
- **Reducing Emissions without Unnecessary Costs vs. Regulating to Target an Entire Industry.** The ACE rule is expected to cut emissions by more than a third below 2005 levels by 2030 – nearly as much as CPP — while also reducing the compliance burden by up to \$400 million annually when compared to CPP.

Black Lung

Disease and Regulation

NMA is fully committed to continuing to work to improve the health and safety of miners. Over the last two decades, effective ventilation controls, implementation of industry best practices, strict adherence to mine ventilation control plans, increased operator and miner safety awareness, and the 2014 Coal Dust rule, have all contributed to exponentially lower dust levels inside the mine.

While the 2014 rule was specific to coal dust, there is evidence that silica dust levels have also declined in recent years. Since 2000, there has been a steady decrease in average silica concentrations detected at underground mine occupations, with the average quartz concentration between the years 2016 and 2018 measuring approximately one-fourth of the allowable MSHA exposure limit. More broadly, in 2018, 99 percent of MSHA-collected quartz samples were in compliance with the allowable standard, a significant improvement from 2000, when 77 percent of MSHA-collected quartz samples were in compliance.

One of the challenges that we face in addressing this disease is that symptoms do not typically present for 10 years. That means the reported increase in incidences of disease involve exposures dating back decades, before the 2014 Dust rule and stricter standards were put into place. That doesn't mean industry is sitting idly by until the 10-year mark after the Dust rule was enacted — we believe that more can be done to gain insight into and address the challenge. For instance:

- All miners should be required to participate in the National Institute for Occupational Safety and Health (NIOSH) Enhanced Surveillance Program.
- The 1/3 voluntarily participation rate does not provide a realistic appraisal of disease frequency across the entirety of the coal mining workforce.
- More importantly, failure to require participation denies the miners, their health care providers and their employers critical information necessary to implement intervention actions, if warranted, during the miners' working career.
- The government should recognize the use of administrative controls and personal protective equipment (PPE) (such as airstream helmets) to supplement engineering controls. These are recognized industrial hygiene practices utilized in other occupational settings but, to the detriment of miner health, while some operators voluntarily provide PPEs, MSHA does not recognize their use in mining as an acceptable tool to lower exposures.

Excise Tax

Coal companies have paid more than \$22 billion into the Black Lung Disability Fund, more than covering the \$17.4 billion in claims paid by the fund since 1977. This suggests a fundamental problem with the structure of the program — a program that has seen beneficiaries drop 85 percent while administrative costs per claim have climbed 1,200 percent over the same time period.

NMA and its members strongly object to the recent tax increases imposed on the industry at the start of 2020, further stressing an industry that is working to stabilize after years of decline.

It's important to note that the Black Lung Disability Trust Fund only pays benefits for claims when no responsible operator can be identified. In addition to the excise tax, and separate from the fund, each operator of a

coal mine is responsible for paying benefits to its miners. When a claim for benefits is approved, it is paid by the responsible operator, which is generally the last coal operator to employ the miner.

The industry is committed to ensuring that all miners who suffer from black lung receive the benefits they deserve, and it is already paying in many ways to ensure that happens.

Federal Coal Leasing Review

The U.S. Department of the Interior's decision to lift the federal coal leasing moratorium was the right thing for the American economy, safeguarding a program that provides hundreds of millions of dollars of federal, state and local revenue per year. Current taxes paid on federal coal are above market. Increasing them further would have resulted in decreased production, less revenue for taxpayers and state and local communities that rely on lease sale revenues for education, public safety and infrastructure projects, and deprived consumers of an irreplaceable source of affordable energy.

- Producers already pay twice. Coal producers pay first in sealed bids to the federal government that must exceed a fair market price determined by the Bureau of Land Management. Then they pay again through royalties, fees and associated extraction costs as coal is mined.
- The current federal coal leasing program pays extraordinary dividends to American taxpayers and consumers.
- The current coal leasing program is a rare example of positive return on investment from the federal government. In 2014 alone, the program generated revenues of \$1 billion for American taxpayers and was responsible for 40 percent of total coal-generated electricity in the U.S.
- Taxpayers receive almost 40 cents on every dollar of coal sales.
- Increased royalty rates would cut production on federal lands, forcing consumers to pay for less reliable and more expensive forms of power generation, leading states to cut services, raise taxes or both.

Land Withdrawals

Currently, new mining operations are already either restricted or banned on more than half of all federally owned public lands. Given the vast amount of federal lands already closed to mining operations, caution should be exercised when determining whether additional lands should be placed off limits. In recent years, large-scale mineral withdrawals under the Federal Land Policy and Management Act have been abused in terms of need and scope.

- As an example, the U.S. Department of the Interior (DOI) proposed to withdraw up to 10 million acres of land from new mining operations to protect the sage grouse habitat — a bird that is not endangered, whose habitat has been improved by mining conservation agreements and habitat restoration. DOI's cancellation of the withdrawal was a welcome return to fact-based policymaking.

Our import dependence for key mineral commodities has doubled over the past two decades. Removing large swaths of additional mineral-rich lands from development would further increase our import dependence. As it is, the U.S. is 100 percent import-reliant for 17 key minerals and 50 percent or more import-reliant for an additional 29 key mineral commodities — even though we have significant mineral deposits of some of these commodities within our borders. Less than half of the mineral needs of U.S. manufacturing are met from domestically mined resources. As a result, key domestic industries are unnecessarily vulnerable to disruptions from extended, complex and fragile supply chains.

Federal lands account for as much as 86 percent of the land area in certain Western states and these same states account for 75 percent of our nation's metals production.

Mining Law

The General Mining Law is not an environmental statute. It is complemented by exhaustive federal and state environmental, ecological, reclamation and financial assurance laws and regulations to ensure that operations fully protect public health and safety, the environment, and wildlife.

Recent efforts to amend the General Mining Law have been nothing more than a collection of punitive royalty rates, tax increases and overreaching land withdrawals. The result would only be to drive investment and jobs away from the U.S., at a time when our import dependence is exposing our supply chain to increasing risk and vulnerability. If anything, lawmakers should be looking at ways to encourage — not discourage — domestic minerals production.

- The U.S. mining industry pays between 40 to 50 percent of earnings in federal, state and local royalties, taxes, and other fees to benefit the communities in which it operates and to the federal government for taxpayer priorities and domestic programs.
- In 2018, domestic mining activity generated an estimated \$16 billion in federal, state and local taxes that supported direct, indirect and induced taxes of \$40 billion.
- The royalties that have been proposed in recent years would push the U.S. beyond the upper limit currently in effect in other countries, significantly impairing our global competitiveness and making investments in the U.S. far less attractive.
- Inevitably, such punitive measures would increase our reliance on foreign sources of minerals — which, according to the U.S. Geological Survey (USGS), remains at concerning levels — creating additional supply chain vulnerabilities for the U.S. manufacturing, energy, infrastructure, and defense industrial sectors.
- Significant upfront exploratory and long-term project investments required to explore for, extract and refine hardrock minerals make it unlike other extractive industries where known resource deposits make a leasing system appropriate.
- It is not unusual for a mining company to spend years exploring for mineral deposits that can be produced economically and then invest hundreds of millions or even billions on the infrastructure needed to produce those minerals — the extent of upfront costs relative to rate of return distinguishes mining from other extractive industries.
- Unlike other extractive industries such as oil, gas and coal, there is no market for minerals in their crude state; they require extensive and expensive refinement before they are saleable.

New Source Review

New Source Review (NSR) is a flawed permitting process that deters much-needed maintenance and improvement projects at existing facilities, including projects designed to restore or improve unit efficiency lost over time through normal wear and tear.

NSR requires new pre-construction reviews prior to modifying existing facilities that meet certain emissions thresholds. Therefore, a project designed to improve the efficiency of a coal-fired electric generating unit by enabling it to produce more megawatts of electricity for the same or less fuel and at a lower emission rate could trigger NSR because the unit may increase overall emissions over the course of a year even while it runs more efficiently per unit of fuel input.

The August 2017 U.S. Department of Energy's "Staff Report to the Secretary on Electricity Market and Reliability" recommends that the "EPA allow coal-fired power plants to improve efficiency and reliability without triggering new regulatory approvals and associated costs." In 2018, the EPA took concrete steps forward to improve the process, but more must be done.

U.S. Mine Permitting Delays

Minerals and metals provide key components to consumer and industrial technologies and play a critical role in America's national security through their use in the development and manufacture of military equipment.

While the U.S. is rich in mineral resources, permitting delays and regulatory uncertainty hamper investment in our domestic resources, increasing our reliance on imports.

- The U.S. government's process for securing the necessary mine permits now takes close to 10 years — one of the longest mine permitting processes in the world. By comparison, permitting processes in Australia and Canada, which have similar environmental standards and practices as the U.S., take between two and three years.
- Permitting delays have been called the most significant risk to mining projects in the United States.³⁷
- Despite being home to reserves estimated at \$6.2 trillion, cumbersome permitting processes contribute to the U.S. importing \$6 billion

in minerals from foreign countries each year. We remain import-dependent for 17 key minerals resources and 50 percent or more import-dependent for an additional 29 mineral commodities used in everyday manufacturing and defense applications.

- The U.S. Department of Defense uses 750,000 tons of minerals each year in technologies and equipment that protect our troops.

With more than 6 in 10 voters supporting U.S. action to encourage the use of domestically-mined minerals and decrease reliance on foreign-imported minerals,³⁸ this issue is clear: mining permits in the U.S. simply take too long to secure. Action must be taken to secure timely access to our domestic resources.

Waters of the United States (WOTUS)

The EPA's WOTUS rule draws clear lines for the regulated public. It provides clear, commonsense delineations between state and federal waterways that offer greater regulatory certainty and help minimize future legal risks.

The EPA and the U.S. Army Corps of Engineers wisely addressed a deeply problematic regulation that completely ignored the balance between federal and state water regulation, and constitutional limits on federal authority.

- The prior rule created confusion. Contrary to the stated purpose of the rulemaking, it failed to provide much needed clarity as to which waters are federally regulated. Rather than provide clear delineations between state and federal waterways, the rule provided federal regulators with expanded authority to regulate marginal waters while calling into question the status of areas never before subject to federal jurisdiction. The result: increased confusion that would have led to additional costs, delays and financial risks for nearly every sector of the economy, including the mining industry.
- The prior rule would have hampered economic growth. By federalizing our nation's waters and public and private lands, the rule would also have a dramatic impact on job creation and economic investment and growth. Many new projects would become cost-prohibitive, and existing lawful operations would be subjected to increased permitting requirements, delays, undue litigation threats and even potential closures.

- The Clean Water Act was intended to provide both vital environmental protections for our nation's waterways and the regulatory certainty necessary for investment and a thriving economy. The prior rule would have muddled the application of federal regulations, putting both key interests at risk.

Message Repetition

Message repetition does not mean you should give a speech compiled only of repeated soundbites, or become a recording that is only capable of answering questions with the same three answers.

It does mean that in any communication you must bridge back to your core messages consistently, knowing that the more a message is repeated, the more your audiences will remember it. Just because you are familiar with your message doesn't mean your audience is. Message repetition is particularly important when working with journalists.

Today's digital driven news is short and punchy, making it increasingly difficult to get what you want to say into a story so that it can be seen and heard by your audience exactly the way you want.

You can do three things to increase the likelihood of getting your message into a story:

- Lead with your most important point.
- Repeat it at least once during the interview.
- Summarize by restating it.



Working with Journalists

Working with Journalists

Speaking with a journalist can be intimidating, even for the most experienced spokesperson. For our industry — one that frequently communicates with media who are working from inaccurate information provided by other groups, preconceived notions or incomplete information — the stakes are even higher.

But if being in the media spotlight is a challenge, it can also present great opportunities to get your message out to intended audiences. You have a much better chance of turning interviews into opportunities if you:

- Know what reporters need and how they work
- Focus on your own messages

You cannot control the outcome of a news interview — but you can influence the outcome by knowing what to do and what not to do. By following simple and common-sense guidelines, your interactions with journalists will be more satisfactory for you and for the journalist with whom you are working. Equally important, you will have established yourself and your organization as reliable, credible sources of information. Remember: journalists have a need to get a story. As a resource, you can be valuable to them.

1. **Answer questions.** Provide the requested information in a timely manner if it is available. If you are not able to reveal the information, explain why.
2. **Be truthful and accurate.** Provide accurate information even if the story doesn't speak well of your organization. Never attempt to mislead a news reporter.
3. **Summarize.** Be concise and stop after you have answered a question. Saying too much increases your chances of burying your message, confusing the interviewer or saying something you later wish you hadn't said.

4. **Sound like a human being.** Answer questions with simple words, not jargon. The mining industry uses acronyms and industry terms with which your audience may be unfamiliar, e.g. not everyone knows what “baseload power” or “reclamation” means.
5. **Be specific.** Support your points with specific evidence, then give a human example.
6. **Honor deadlines.** Make sure the necessary and appropriate information is provided on time. Always respond to reporters’ inquiries, even if it’s just to tell them you can’t meet their needs.
7. **Be consistent.** Talking to media during bad times as well as good times is essential to establish your credibility. Credibility is especially important when editors and broadcasters decide how much weight to give your version of a controversial situation.
8. **Be prepared.** No matter how familiar you are with the topic of interest, always think about the main points you want to make before responding for the record.

In any interview, the journalist has advantages, as do you.

The Journalist’s Advantages

- Knows in advance what he/she wants to ask and then gets to ask the questions
- Decides what elements will go into the story (other interviewees, visuals, quotes, sound clips, statistics)
- Writes the story and controls or influences the editing process

Your Advantages

- You decide whether or not to do the interview.
- You can influence the interview location.
- You should decide in advance how long the interview will last.
- You are the expert.
- You decide what to say and how to say it. This means: Review your messages regularly.

Rules to Remember

The microphone is always on and the notebook is always open. Whether it is print or broadcast, everything said before, during and after an interview is fair game. Once the interview is underway it can't be stopped. Establish an exit point ahead of time.

Prepare and choose words wisely. Undisciplined remarks can and will make news. Go into every interview with a strategy and a set of messages.

Don't volunteer negative information. Trying to preempt or anticipate negative questions always appears defensive. And doing so may not be necessary because some negative questions might not come up. Wait until negative questions are asked and be ready to bridge to your message as they do.

Maintain your composure. Maintain a calm, professional demeanor especially in a hostile interview. End the interview by saying, "I'm sorry, the time we were able to allocate to this interview is up and I have another commitment. If you have any additional questions, please feel free to send them and we would be happy to follow-up."

Don't exhibit hostility or sarcasm. Sarcasm backfires, both in print and in broadcast. Journalists love to use hostile, sarcastic or angry quotes as soundbites in their stories, believing they reveal more about the company or person than everything else the spokesperson had to say, and because they tend to make good copy or great TV.

Don't bluff. Don't go into an interview in a message void or bluff in response to a question. If you don't know an answer simply say so and indicate that you will get back to the journalist.

Message Bridging

Bridging is a useful rhetorical tool to assist in repeating key messages, and “bridge” from challenging areas to the safety of your message.

The objective is to respond to the question as briefly as possible and then deploy a verbal bridge to get to the message you want to convey. When we build bridges, we build them away from our adversaries to where we want to take the conversation.

Some examples of good verbal bridges:

- I hear what you're saying, but the point is...
- Critics may say that, but the real question is...
- People are free to make allegations, but the facts tell the story...
- What is important is...
- We must remember that...

Everyone uses bridging words and phrases in their daily lives. Because bridging doesn't work if it doesn't sound natural, learn which ones you use and are most comfortable to you.

Examples of bridges in everyday life include the following:

- **I think you have a good point, but I disagree** that I am too argumentative.
- **I understand that many people think that** sushi is the best option for dinner tonight, **but would you consider** spaghetti as a potential alternative?
- **I appreciate that** it may have looked like I was speeding, officer, **but you should consider** the broader context: I was merely keeping pace with the traffic around me.

Bridging will be particularly important as journalists try to draw you into details you should avoid when possible. Journalists bridge too, and the best ones know when you're trying to segue from the question asked to your message.

Types of Questions

Here are some examples of difficult questions. Your message strategy and your bridge will help you deal with them. Recognizing them is half the battle.

The Loaded Question

The loaded question always contains a negative or false premise. If you accept it or ignore it, the negative premise stands. Listen closely to all questions.

- Set the record straight.
- Don't repeat the negative.
- Bridge to your message statement.

Q. Since opposition to the Clean Power Plan is essentially opposition to the environment, what's next?

A. Actually, that's not true. Good environmental stewardship is an industry imperative and a core requirement. What's important to know about the Clean Power Plan is that its climate change benefits would have been virtually unmeasurable, but its economic impacts would have been devastating. What we would like to see in such regulations is greater balance between costs and benefits.

The Either/Or Question

This tactic forces you to choose between two undesirable positions. Accepting either one is a no-win situation.

- Don't accept either damaging premise.
- Reframe the question to put your position in a more favorable light.

Q. So are you looking for an end to all government regulation of mining or an end to environmental protections?

A. Neither. U.S. mining is one of the most heavily regulated industries in the world, and for good reason. The important point is involving those agencies that have expertise, and ensuring there is no duplication of existing regulation.

The Hypothetical Question

The journalist asks you to accept and respond to a theoretical premise that may be preposterous or damaging.

- Refuse to speculate.
- Bridge to your message.

- Q.** If the candidate wins, he has promised to shut down the mining industry in your state. What will you do?
- A.** I can't comment on a hypothetical, but I can tell you what we plan to do as an industry: continue to provide Americans with the mineral and energy resources essential for a better life and a better future.

The Stupid Question

The stupid or uninformed question gives you the opportunity to be the expert source.

- Resist the temptation to one-up the reporter.
- Q.** Given that coal is no longer used in the U.S., what is the next step for your company?
- A.** Actually, 28 percent of U.S. electricity comes from coal and it is an essential part of ensuring a diverse mix of energy resources to provide reliable and affordable energy.

Personal Opinion

By making things personal, you may get dragged into an unintended place through a series of follow-ups.

- Answer only for the organization.
- Q.** In your previous job you lobbied on behalf of groups that took positions that were averse to mining. What do you really believe?
- A.** What I believe is the same thing all Americans believe: the leaders of this country should be taking steps to protect good American jobs and ensure that our domestic resources are available for use at home in the U.S. That's why, with XYZ Corporation, I support action that would reduce our import dependence for key mineral commodities.

Incomplete Information

This technique offers a glimpse into a topic and asks for a response, without providing the appropriate context.

- Don't speculate.
- Tell what you know.

Q. There is a report coming out tomorrow that is critical of your company. What's your response?

A. I haven't seen the report so I can't comment on it. What I can tell you is that our company has a superior track record of caring for our people, the communities in which we live and the environment. In fact...

Quick Tips for Working with Journalists

Find this out before an interview

- **WHO** is calling and his or her phone number
- **WHAT** publication or broadcast station the caller represents
- **WHY** the reporter wants to interview you
- **WHAT** information is being requested
- **WHAT** is the reason for doing the story
- **WHO ELSE** is being contacted for information
- **WHEN AND WHERE** the interview would be held
- **HOW LONG** the interview would take
- **WHEN** is the reporter's deadline
- **WHEN** would it be published or broadcast

During an interview

- Appear willing and eager to give honest answers.
- Defuse a negative question — bridge to message.
- Stop talking after you have delivered your message, instead appear confident and not confrontational.
- Avoid jargon.
- Speak clearly and cogently.
- Avoid being defensive, hostile or angry.

- Don't stonewall or respond, "No Comment" (Instead reply, "I'm sorry I can't answer that specifically as it is proprietary information, but what I can say is..." and then go to a message).
- Don't allow the way a question is asked to dictate the response.
- Stay on message!

After an interview

- Follow up to confirm when the piece will run
- Ask the reporter to send you a copy of the final interview for your files
- Ask if there is any additional information you can provide (fact sheets, bios, etc.) that may help in pulling the story together

The Strategic Decision to Talk to Media

Agreeing to do or not to do an interview is a strategic decision. There are risks involved either way. Participating in media interviews affords an opportunity to:

- Deliver a carefully crafted message.
- Project a desired image.
- Get your message through to the public as well as specific, targeted audiences through credible and influential media.

There are four primary interview risk levels that organizations and individuals should consider as they prepare to engage the media. Each interview situation presents different risks and opportunities. Generally speaking, increase in risk corresponds with increased negative news value of the story. The risk is that a spokesperson will misspeak, be quoted out of context or convey an incorrect message.

General interview

Examples: Participating in a celebratory event, or answering general process questions about your operation.

Goal: Maximize the opportunity to get positive messages across

Risk: Low

Persuasive or competitive interview

Examples: Endorsing a political campaign or petitioning for more funding on one city project above another city project. In persuasive interview situations, the spokesperson is seeking message dominance for a particular point of view.

Goal: Anticipate the competitor's argument and determine the most effective (persuasive) messages

Risk: Medium

Crisis interview

Example: Responding during a negative incident, emergency or crisis.

Goal: To mitigate and contain damage

Risk: High

Investigative Interview

Example: Responding to a sensitive issue that depicts the organization as guilty, based on a prosecutorial thesis.

Goal: Correct inaccuracies and provide clear, strong messages to overcome attack

Risk: Extremely high

There may be situations where an interview is too high risk for you to participate, but where an industry voice is needed. The National Mining Association is always available to work with you to participate and deliver or amplify the appropriate messages.

Establishing Ground Rules for Attribution

Establishing the ground rules for attribution is a process of negotiation that must be accomplished before the interview begins.

Most reporters expect the interview to be on the record. In special situations, reporters may accept special conditions to get information, e.g. if they need background information only an expert can provide. In any case, it is a matter of trust, and it is not wise to take the risk with someone you don't know well or who does not have a proven track record with you.

Background/not-for-attribution. Reporters can use the information, but they can't reveal the identity of the source. They may, however, report the source as "someone close to the CEO," or "an attorney knowledgeable with the case." Be careful. "Industry economist" works, but if you're the only economist at the ABC Corporation, "an ABC Company economist said" doesn't provide you much cover. Exactly how you are to be "anonymously identified" must be established in very specific terms before you speak. Also make sure the reporter agrees that your company or organization won't be identified either.

Deep background. Reporters can use the information, but not as a direct quote and not attributable to any individual source; they cannot call you a "company source." If used in the story, the information will be stated in the reporter's voice or broadcast narrative only. It will probably appear as "*The Washington Post* learned that..." The reporter can also use the information to confirm something.

Off-the-record. The reporter will not be able to use any of the information you give him or her in any context or in any form. The reporter cannot publish or broadcast the information and cannot use the information when approaching other sources. The goal of going off-the-record is to educate the reporter as to what's really going on or what to watch out for, so that they have their own context through which to view the facts or events.

You should never use off-the-record to contradict what you say on-the-record, but to give details that will help underscore your on-the-record quotes. Never, ever go off the record casually or with anyone you do not completely trust.

The topics I can address. You can and should do much to find out what the reporter will ask. Tell the producer or reporter you want to find out all the possible topics of the interview so you can be fully prepared and that will make for a better interview. “I’m the CFO of the organization, you’d be better off asking that question of the Director of our Education programs or the CEO – let me talk to one of them and have them call you.”

Don’t ask me about. You can request that certain questions are not asked or certain topics are not brought up. Reporters may honor this but it’s not likely, and they don’t like it. Always be prepared to respond if the reporter addresses the “forbidden territory,” by saying why you can’t answer a question.

Before it is used. You may wish to ask the reporter to read back direct quotes or facts that have been provided to ensure the reporter has the right information. The reporter may or may not do this.

Media Prep

Preparation is the key to projecting a positive image and conveying your message.

This cannot be overstated. Successful interview preparation involves creating a message strategy for each interview. Creating a message strategy is a lot like preparing a legal strategy. But instead of trying to appeal to a jury in a court of law, you are trying to appeal to a particular audience in the court of public opinion.

Even though you may not have time to do in-depth preparation prior to each interview, you can learn both the process and how to adapt it on an as-needed basis.

Your message strategy is comprised of the messages you will deliver in the interview. Your statements should do two things at once: address the essence of the reporter's question and deliver the messages you want to convey. It should be short, concise and framed positively in order to show you or your organization in the best possible light.

Ask yourself the following questions:

- What is the reporter likely to ask and why?
- What is newsworthy about this story and why?
- Who are your key audiences/constituencies?
- What expectations or values do they bring to the process?
- How can you position your statements in the best possible light?



Messages in Action

Messages in Action: Social Media

Social media is a powerful tool for creating online awareness about our industry, and should be an integral part of any communication you issue.

It can help further your company's goals and mission, therefore it is important for all employees to understand their role in your company's online identity. Be sure to promote your content with employees, and ask them to share it with others.

For those just beginning to build their social media presence, below are some fundamental places to begin.

Blogger Engagement

Conversations about your company and its issues are occurring online, whether you are a part of those discussions or not. Blogger engagement is the practice of building mutually beneficial relationships with online influencers to ensure you help shape that narrative in the blogosphere. Much like relationship building with mainstream media, building relationships with bloggers is a key part of telling your story.

Research before you begin. Bloggers appreciate knowing that you know who they are, what they write about and who they write for. Always check for and reference any previous mentions of your company. Look for contact preferences. Email is typically preferred.

Personalize your approach. When reaching out for the first time, introduce yourself; this should not address any company news, but instead is an opportunity to say you read his/her blog and share the blogger's interest in the topic of discussion. In follow-up, reference previous posts that relate to the issue at hand. Avoid blindly sending press releases; each "pitch" should be customized for the blogger with whom you are sharing information.

Use a comfortable, conversational tone. While a professional tone is good, a message that is too rigid is a turn-off to bloggers who are used to a more conversational tone. Avoid corporate speak, jargon and acronyms.

Be transparent. Always be upfront and clearly identify who you are and your organization.

Respond as quickly as possible. Bloggers may or may not work on their blog during typical business hours. They typically will publish a post within a matter of hours after contacting you for information, so rapid response is crucial.

Sustain the relationship. It is important to develop and continue to nurture your relationship with bloggers in order to establish yourself as a reliable and trusted source of information. It is always helpful to leverage your social platforms or blog to promote an allied blog. If a blogger writes a relevant post, Tweet or Facebook post, share it on your blog or social platforms. If a blogger includes your information in a post, reach out and show appreciation.

Use good judgment for correcting misinformation. If a blogger has misquoted you or used factually inaccurate information, reach out to him or her via email or phone to point out the discrepancy — do not comment on the post directly.

Facebook

With 2.27 billion monthly active users, Facebook is one of the largest media outlets in the world. It is a naturally conversational and social environment and must be approached accordingly. The best tips regarding Facebook campaigns can be summed up simply as: **be human, be relevant, be timely and be prepared.**

Establish your voice. Be conversational and avoid corporate-speak, jargon and acronyms. Assign a community manager or team to consistently manage the page.

Set expectations. Define the purpose of the community and stick with it. Establish transparent community guidelines. This can be done in language in the “About” section of your page.

Monitor to inform content. Always begin by listening to the existing conversation. Identify opportunities to be current and relevant by observing the trending topics sidebar.

Be concise. Use images, videos and calls-to-action for heightened engagement. Keep posts under 200 characters. Use link shorteners like Bit.ly or Ow.ly through your HootSuite account to avoid posting long URLs.

Build your audience. “Like” or “follow” like-minded groups, companies and organizations. Include a Facebook Like Box on your corporate website.

Consider paid opportunities. Should you decide to bolster your Facebook page with advertising, follow these guidelines:

- Consider the quality or the number of likes and shares you want to acquire. The community is only as strong as its members.
- Always optimize your ad campaign. This means testing keywords and images to see which perform the best.
 - Consider using Facebook ad targeting tools to reach a more specific audience (ex. geotargeting).
 - Facebook and Twitter offer free insights for tracking post popularity and reach. In addition, HootSuite offers excellent tracking and analytics that provide all the data on user clicks, shares and reposts of your content. By using these tools consistently, you will be able to track the efficacy of each piece of content you post to Facebook or other channels.

LinkedIn

With 500 million members, LinkedIn is a valuable social network for not only job seekers, but for NMA member companies, influencers and the media. The social network provides industry with an opportunity to not only connect with potential allies and advocates, but also the platform to showcase issue expertise and thought leadership.

Establish your presence. Make sure your profile page is visually appealing, on-brand and professional. Follow visual cues from your other social media channels, showcasing information on your page such as videos, recent news articles and links to social media channels to provide a holistic view of the company and its culture.

Attract an audience. Start with employees first, who are your biggest brand advocates. Leverage your employees and their network of colleagues, friends, mining advocates, cross-industry allies and local and national policymakers. Promote your LinkedIn company page and its updates on your already established social media channels. Consider using LinkedIn's targeted audience status update capabilities to focus messaging to specific groups.

Participate in relevant discussion. Share company and industry news through thought leadership articles and blog posts. Every once in a while, ask followers to weigh in on industry hot topics and participate in the conversation. Use blogs, articles and comments on articles to align messaging with other thought leaders and industry allies. Post once or twice a day during office hours.

Paid promotion. LinkedIn offers sponsored content opportunities, which help boost your brand and company page across all mobile devices, and standard text and image advertisements, which offer more basic and immediate results.

Twitter

With approximately 336 million active users per month and more than 500 million tweets sent per day, Twitter is one of the most significant communications channels on the Internet.

Establish your voice. Twitter demands a human voice. Assign a community manager or team to consistently manage the Twitter account. Set the stage with creativity. Develop a background or icon consistent with your company's brand or campaign message. Use links to demonstrate your involvement in the larger conversation. Include hyperlinks for additional information in about a quarter of all your Tweets. Use link shorteners like Bit.ly or Ow.ly. You can include up to four photos, a GIF, or a video in your tweet.

Build relationships with followers. A majority of tweets, about 70 percent, should focus on building relationships with your followers. Provide information on relevant trends and news. Mention activities that occurred that day. Ask followers to answer a question through Twitter Polls. You can easily create your own poll and see the results instantly. Share a daily fact about your industry. Retweet interesting content or news from followers or other influencers. Embed videos, images and infographics. Images are by far the most shared type of content on Twitter. Capitalize on real-time events. Use official event hashtags or other relevant hashtags. Also, be sure to check trending hashtags and incorporate those as appropriate. Promote your brand. The remaining 30 percent of tweets should be campaign/promotional/product driven (self-promotion).

Join the conversation. Reply to messages, questions or ideas from followers as appropriate. Occasionally address your critics, or at least those who can be engaged reasonably. Focus on facts and avoid entering editorial disagreements or arguments. Avoid engaging professional critics. Build your audience. Market your Twitter feed to your core audiences (e.g., employees, stakeholder, media). Add your Twitter handle to other assets or websites (e.g., printed collateral, email signatures, etc). Begin to follow relevant influencers. Like and retweet industry allies. Above all, create content that people want to share.

Paid opportunities. Twitter offers a handful of advertising options. Two popular forms of advertising are “Promoted Tweets” and “Promoted Trends.” A “Promoted Tweet” is a cost-efficient way to extend the reach of your tweets to the right people at the right time. Depending on your advertising budget, you can purchase the more expensive “Promoted Trend” around events, announcements or major news stories. Keep your paid content fresh. Do not load the Twitter space with the same tweet over and over again. Promoted tweets are just like regular tweets, but they are clearly identified as ads. You should follow all Twitter best practices if you run a promotional Twitter campaign.

YouTube

YouTube is arguably the second largest search engine after Google. Online users watch billions of videos and upload hundreds of thousands of videos on YouTube every day. Companies house their videos on their own branded YouTube channels that the company creates.

Create a YouTube channel that reflects the look and feel of your company website. Reserve a YouTube.com URL that matches your website URL. This is important when promoting your YouTube channel in print materials or in your email signatures. Use your company’s logo as your channel’s profile picture. Choose a theme and colors that are similar to your website. Choose a visually appealing thumbnail for each video.

Optimize your channel. In your channel description (“About Me” section), summarize the content of the channel and include a link to your website and other social media channels. Improve your chances of being found by adding keyword tags to your channel. Connect within YouTube to similar companies and organizations by subscribing to their channels.

Optimize your videos. Use concise, but descriptive titles with key phrases that people might search to find your video. Include your company name in the title. Fill in the description box, and include the company website URL at the beginning of the description. Mention the company name after the company URL. Keep your description to 2-3 sentences long and use similar keywords from the title. Include links to the company social media pages at the end of the video description. Add keyword tags to your videos. Include a call to action at the end of a video.

Promote your YouTube videos. Embed the videos on the company blog and website, and also provide a link to the YouTube URL. Syndicate the videos via social networking websites such as Facebook and Twitter. Ask partners and online influencers and bloggers to link to your video from their websites, blogs or social channels.

Paid opportunities. Increase the reach and views of your videos through Google and YouTube advertising. Utilize your ad budget effectively by understanding the keywords that are being used in the social conversation relevant to your company's video and YouTube channel. Start with a small budget, adjust and fine tune your ads based on performance of the keywords, and then expand.

Examples of how you can use social media to highlight key messages.

Mining for Our Future

- **Twitter:** By implementing cutting-edge technology like drones and sensors, modern #mining is leading the way in safe, sustainable resource development. Learn more about mining's role in driving innovation in our infographic: ow.ly/ovWs3018oLx
- **Facebook:** When it comes to the energy that is powering today's innovations, new technologies are making combustion of coal more efficient and cleaner. Dramatic reductions of sulfur dioxide, nitrogen oxide and particulate matter that have already been achieved show how advancements in emissions technology hold even more promise for the future. <http://bit.ly/2bt8kDV>

Maintaining Energy Security

- **Twitter:** About 1/4 of our electricity comes from #coal, making it a key partner in America's #energy mix. <http://bit.ly/2bta7ZK> #countoncoal
- **Facebook:** America's all-of-the-above energy future includes renewable energy from wind turbines and solar panels made from minerals like copper, aluminum, zinc, molybdenum and silver. Learn more: <http://bit.ly/1WJERWq>

Foundation of America's Infrastructure

- **Twitter:** #Infrastructure like roads, buildings and bridges are supported by steel, a material dependent on #coal. Find out more <http://bit.ly/2bcejvP>
- **Facebook:** Did you know that almost four in 10 bridges in the U.S. are more than 50 years old? To make much-needed updates to our infrastructure, we need a stable supply of minerals and metals: ow.ly/huLB30mNYoc

Enhancing National Security

- **Twitter:** Our troops rely on #minerals to keep them safe and healthy, on and off the battlefield. That's why it's critical we update our mine #permitting process – so our military can rely on U.S. minerals and metals for its needs: ow.ly/uzZJ30ngFGo
- **Facebook:** The @DeptofDefense uses 750,000 tons of minerals each year. See our infographic to learn more about how minerals help keep the U.S. safe: <http://ow.ly/WEHHU>

Strengthening the U.S. Economy

- **Twitter:** The #manufacturing sector supports 12.3 million American jobs. To maintain and grow those job numbers, manufacturers need stable supplies of #minerals: ow.ly/f38H30nbkRg
- **Facebook:** Coal provides low-cost, reliable fuel for homes and businesses across the country. You can count on coal 365 days a year. Learn more: <http://bit.ly/2b9tOGO>

Safety

- **Twitter:** Ensuring the #safety and #health of our colleagues is a core value of the #mining industry. To see why CORESafety may be right for your company, visit coresafety.org.
- **Facebook:** Ensuring the safety and health of every miner is a core value of the mining industry. The goal? Zero fatalities and injuries. To achieve our shared goal, we go beyond what is required by regulations: <http://bit.ly/2bihW7R>

Environmental Responsibility

- **Twitter:** U.S. #mining is committed to being a #goodneighbor and has reclaimed 3 million acres of land. Find out more here: <http://bit.ly/2b7dlUn>
- **Facebook:** Did you know that new coal-fueled power plants emit 90% fewer emissions compared to the older plants they replace? Today's mining industry continues to build on the extraordinary environmental progress made in recent decades and we remain committed to continued technological advancements that make the use of our resources cleaner and more efficient: <http://bit.ly/2bkNB4P>

Messages in Action: Letters to the Editor and Opinion Pieces

Regardless of the issue at hand, most negative news articles provide the opportunity to respond with a positive message.

The following templates are provided as examples to give you helpful facts and figures you may wish to reference in a letter to the editor, or expand into a longer op-ed contribution. Authors, whether you or someone else in your organization, are encouraged to change and tailor language to their own unique story and voice.

Examples

To the editor:

Contrary to the claims made in [\[INSERT ARTICLE / COLUMN TITLE\]](#), mining is an essential part of the American experience and has advanced far beyond decades-old stereotypes associated with the industry.

From abundant and affordable energy resources to the materials necessary for buildings, roads, computers and consumer goods, nearly everything we do begins with mining.

At the same time, the industry is focused on continuous improvement for our environment. After mining projects are complete, land is restored for wildlife enhancement, recreation, schools, hospitals or other local

community needs. In fact, 3 million acres of mined land has been restored by U.S. mining companies, with more than \$10 billion paid by the industry to support such efforts. And technologies that reduce the impact of the use of mined products on the environment continue to improve. For example, today's new coal-fueled power plants reduce emissions by 90 percent compared with the plants they replace.

As someone who [PERSONAL DESCRIPTOR ex. has proudly worked in mining for 25 years], I feel your readers deserve the full picture of mining, including its great benefits to our country and communities.

INSERT NAME
INSERT LOCATION

To the editor:

[INSERT ARTICLE / COLUMN TITLE] provides an outdated perspective on mining when, in reality, today's mining industry has advanced much like many other industries — increasing its focus on its employees and our environment.

Today's mining companies have decided to go beyond what's required by regulations in order to keep employees safe. They have taken voluntary steps to implement best practices that encourage a "culture of safety," an effort that has reduced injury rates by 52 percent and fatality rates by 49 percent since 2004.

At the same time, the industry is focused on continuous improvement for our environment. After mining projects are complete, land is restored for wildlife enhancement, recreation, schools, hospitals or other local community needs (U.S. mining companies have restored 3 million acres of mined land). And technologies that reduce the impact of the use of mined products on the environment continue to improve. For example, today's coal-fueled power plants reduce emissions by 90 percent compared with the plants they replace.

As someone who [PERSONAL DESCRIPTOR ex. has proudly worked in mining for 25 years], I feel your readers deserve the full picture of mining, including its great benefits to our country and communities.

INSERT NAME

INSERT LOCATION

To the editor:

[INSERT ARTICLE / COLUMN TITLE] completely ignored the key contributions of mining to the American economy.

In addition to serving as the tip of the U.S. supply chain, community schools, projects, first responders and others rely on the more than \$16 billion in federal, state and local taxes attributable to mining. Low income families depend on the affordable and reliable energy made possible through a grid powered by a diverse mix of resources that includes coal, which supplies 28 percent of U.S. energy and saves Americans an estimated \$93 billion/year in electricity costs. And our defense department needs more than 750,000 tons of mined minerals each year for the technologies that protect our troops and our country.

Responsible regulation is important. Overregulation puts our communities, our families and our country at risk.

INSERT NAME

INSERT LOCATION

- ¹ http://nma.org/pdf/fact_sheets/cct.pdf
- ² The Elements of Power, David S. Abraham, 2015.
- ³ Mine-Engineer.com, http://mine-engineer.com/mining/minerals_Computer2.htm
- ⁴ Society for Mining, Metallurgy and Exploration, <http://www.smenet.org/about-sme/government-affairs/advocacy/technical-briefing-papers/meeting-the-u-s-minerals-and-metals-needs-for-ener>
- ⁵ Visual Capitalist via Western Copper and Gold, <http://www.visualcapitalist.com/the-looming-copper-supply-crunch>
- ⁶ American Museum of Natural History, <http://www.amnh.org/exhibitions/gold/incomparable-gold/gold-properties>
- ⁷ World Bank Report, The Growing Role of Minerals and Metals for a Low Carbon Future: <http://documents.worldbank.org/curated/en/207371500386458722/The-Growing-Role-of-Minerals-and-Metals-for-a-Low-Carbon-Future>
- ⁸ The Silver Institute Survey 2019, <https://www.silverinstitute.org/silver-supply-demand/>
- ⁹ The Mining Association of Canada, <http://mining.ca/sites/default/files/documents/Backgrounder-Mining-and-Clean-Technology.pdf>
- ¹⁰ SecureMetals.com, <http://www.securemetals.com/metals/platinum/>
- ¹¹ Morning Consult polling conducted January 28-30, 2020, of 1,997 voters, with a ± 2 a margin of error.
- ¹² IHS report, "The Value of US Power Supply Diversity," <https://www.globalenergyinstitute.org/sites/default/files/USPowerSupplyDiversityStudy.pdf>
- ¹³ Energy Information Administration, <https://www.eia.gov/tools/faqs/faq.php?id=427&t=3>
- ¹⁴ Energy Information Administration, <https://www.eia.gov/tools/faqs/faq.php?id=427&t=3>
- ¹⁵ Energy Information Administration, <http://www.eia.gov/totalenergy/data/monthly/>; <http://www.eia.gov/coal/annual/>
- ¹⁶ BP Statistical Review of World Energy June 2019, <http://www.bp.com/en/global/corporate/energy-economics/statistical-review-of-world-energy.html>
- ¹⁷ USGS, <http://minerals.usgs.gov/minerals/pubs/commodity/copper/mcs-2019-coppe.pdf>
- ¹⁸ USGS, <https://pubs.usgs.gov/fs/2006/3127/2006-3127.pdf>
- ¹⁹ Mineral Information Institute, <https://mineralseducationcoalition.org/mining-mineral-statistics>
- ²⁰ National Park Service, <https://www.nps.gov/stli/learn/historyculture/statue-statistics.htm>
- ²¹ Copper.org, <https://www.copper.org/education/c-facts/home/>
- ²² <https://business.financialpost.com/business-trends/zinc-is-a-crucial-component-for-all-infrastructure-projects-but-is-it-taken-for-granted>
- ²³ <http://goldengatebridge.org/research/factsGGBDesign.php>
- ²⁴ USGS Mineral Commodity Summaries 2020, <https://pubs.er.usgs.gov/publication/mcs2020>
- ²⁵ Alliance for American Manufacturing, <http://docs.house.gov/meetings/FA/FA14/20130725/101216/HHRG-113-FA14-Wstate-AdamsB-20130725.pdf>
- ²⁶ Based on Mine Safety & Health Administration (MSHA) 2019 preliminary employment data and 2012 IMPLAN economic multipliers, and includes those involved in the transportation of coal and minerals, and support activities.
- ²⁷ Based on Mine Safety & Health Administration (MSHA) 2019 preliminary employment data and 2012 IMPLAN economic multipliers
- ²⁸ Bureau of Labor Statistics, <http://www.bls.gov/cew/>

- ²⁹ Mineral Information Institute, <https://mineralseducationcoalition.org/mining-mineral-statistics>
- ³⁰ USGS Mineral Commodity Summaries 2019, <http://minerals.usgs.gov/minerals/pubs/mcs/2019/mcs2019.pdf>
- ³¹ United States Department of Labor, <https://www.msha.gov/news-media/press-releases/2020/01/30/corrected-fatal-us-mining-accidents-dropped-2019>
- ³² Mine Safety & Health Administration, <https://www.msha.gov/data-reports/statistics>
- ³³ Mine Safety & Health Administration, <https://www.msha.gov/data-reports/statistics>
- ³⁴ Institute for Energy Research (NETL 2009), <https://www.instituteforenergyresearch.org/uncategorized/cleaned-coal-clean-air-facts-air-quality-coal-fired-power-plants/>
- ³⁵ Office of Surface Mining Reclamation and Enforcement, <http://www.osmre.gov/resources/annualReports.shtm> and state mineral agencies.
- ³⁶ Office of Surface Mining Reclamation and Enforcement, <http://www.osmre.gov/programs.shtm>
- ³⁷ Behre Dolbear, the international consulting firm that advises mining companies globally.
- ³⁸ Morning Consult polling conducted January 28-30, 2020, of 1,997 voters, with a ± 2 a margin of error.



Your NMA Team

Ashley Burke

aburke@nma.org

Direct: 202-463-2642

Mobile: 202-697-2161

Conor Bernstein

cbernstein@nma.org

Direct: 202-463-2620

Leslie Coleman

lc Coleman@nma.org

Direct: 202-463-9780

Lucia Livak

LLivak@nma.org

Direct: 202-463-2645

nma.org