



Hua Nani Partners

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Final Stakeholder Outreach & Engagement Report

Prepared for Hawai'i State Energy Office

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Executive Summary

From December 2022 through December 2023, the Hawai‘i State Energy Office (HSEO) conducted a diverse range of stakeholder engagement activities for the statewide [Decarbonization Report](#) as mandated by [Act 238](#), analyzing pathways for the state to reach net zero emissions by 2045. HSEO collected feedback through public webinars, one-on-one meetings, topically-focused convenings, a public website and comment form, and more. HSEO contracted Hua Nani Partners (HNP) in October 2023 to support a subset of this outreach, the planning and facilitation of four stakeholder convenings and one educational briefing with state legislators alongside HSEO staff. This report provides recommendations on how HSEO can improve stakeholder engagement based on HNP’s experience and observations supporting the Decarbonization Report outreach. This report outlines the following top-line recommendations:

- Operationalize the HSEO Energize Kākou Playbook as a standard agency-wide approach to stakeholder engagement.
- Establish trusted partnerships with community-based organizations (CBOs), compensate them for their expertise, and maintain a detailed stakeholder master list.
- Start as early as possible, build flexibility into the stakeholder outreach plan, and continue engagement through the implementation phases.
- Combine outreach efforts, build on previously collected feedback, and utilize existing infrastructure such as the HSEO Clean Energy Wayfinders program.
- Incorporate introductory concepts and only include information relevant to the stakeholders.

Background: Decarbonization Report Stakeholder Outreach

Stakeholder engagement is a critical part of state-led planning and policymaking, yet it has become increasingly difficult due to higher demand for community input from requirements associated with federal programs and state policies. Many state and local agencies across the U.S. face similar challenges in collecting more stakeholder input without an increase in staff capacity, training, or public willingness to participate. Act 238, which mandated the Decarbonization Report, was fairly vague in its direction to HSEO with regard to stakeholder engagement, simply requiring that the agency “consult and collaborate with other state agencies, the counties, and relevant stakeholders and organizations” as part of report development. Similar laws in other states mandated advisory councils to lead report development with established committees composed of members of government, industry, community, and academia to iteratively weigh in on the decarbonization report or scoping plan development, whereas HSEO allocated one full-time staff person to lead report development.

Limited staff capacity was a significant barrier to successful stakeholder outreach for Hawai‘i’s Decarbonization Report. As the Decarbonization Report development began in earnest in early 2023, HSEO had less than a year to develop a highly detailed, technical report and conduct associated outreach. Even with HNP’s support, conducting appropriate stakeholder outreach with limited time and staff capacity was extremely difficult for HSEO.

HSEO’s broader stakeholder engagement for the Decarbonization Report included:

- An HSEO Decarbonization website launched on December 2, 2022, with a public comment form open from June 2023 to November 2023;
- Individual stakeholder discussions with HSEO from June 2023 to December 2023, resulting in over twenty-five (25) meetings and five (5) letters received;
- Thirteen combined meetings with sector-specific Priority Climate Action Plan (PCAP) groups from June 2023 to October 2023;
- Four (4) targeted convenings (working groups) with 59 distinct participants focused on Equity, Land Use, Transportation, and Decarbonization Tradeoffs, which HNP supported;
- Two (2) public webinars with 100+ distinct participants total (over 200 invitees) on September 12, 2023, and November 14, 2023, including a separate feedback form at the November 14 webinar;
- A presentation to the Hawai‘i Energy Equity Hui¹ (EEH) on July 7, 2023;
- A presentation to Hawai‘i Pacific University students on October 19, 2023; and
- An educational briefing on the modeled decarbonization pathways and draft report recommendations with a group of legislators and staffers representing nine legislators’ offices, which HNP also supported.

Approach

In October 2023, HSEO contracted HNP to support several targeted, facilitated stakeholder meetings covering the content of the state’s Decarbonization Report. HSEO provided a rough list of 350+ known stakeholders and three priority topics for the convenings (Equity, Land Use and Transportation, and Decarbonization Tradeoffs). To complete the stakeholder outreach process for the state’s Decarbonization Report, HNP worked with HSEO to plan these stakeholder convenings through the following key phases.

Pre-meeting preparation. HNP supported HSEO with the following:

¹ The Energy Equity Hui, established in 2020, is a statewide public-private collaborative network of individuals and organizations working towards an equitable clean energy transition.

- Identifying and narrowing down the stakeholders by topic;
- Determining the convenings' topics, how many convenings to host, and the nature of each meeting (in-person vs. virtual vs. hybrid);
- Drafting and sending invitations to convenings;
- Coordinating the agenda for each convening and preparing necessary presentations and materials; and
- Managing RSVP responses from invitees.

Meeting facilitation. HNP supported HSEO by:

- Facilitating four 2.5-hour convenings (Equity, Land Use and Transportation: O'ahu, Land Use and Transportation: Neighbor Islands,² and Decarbonization Tradeoffs) to obtain feedback on the modeled emissions reduction pathways;
- Facilitating an additional fifth meeting with a small group of Hawai'i State Legislators to inform them of the contents of the report, provide a summary of key findings by sector, and share draft recommendations;
- Managing Zoom, hybrid, and in-person meeting logistics, including monitoring the Zoom chat, fielding questions from participants, moderating discussions, and keeping the meeting running on track;
- Leading participatory activities, such as anonymous polling through Mentimeter; and
- Taking thorough notes at each convening.

Post-meeting support. HNP supported HSEO stakeholder outreach by:

- Providing anonymized meeting notes to share with meeting attendees;
- Synthesizing discussions into a high-level summary for each meeting; and
- Developing a full summary of stakeholder outreach and associated feedback from the HNP-supported convenings and from one-on-one meetings, the online form, and letters received, processes which HNP did not help facilitate. The full summary, the *Decarbonization Strategy Outreach and Engagement Synthesis* report, was included as an appendix to the Decarbonization Report ([Appendix A](#)).

Stakeholders at each convening learned about the approach and technical modeling for the state's Decarbonization Report, including different emissions reduction pathways to reach statewide emissions targets and possible mechanisms to achieve them. Participants discussed considerations associated with various potential mechanisms to reduce emissions, including equity and land use considerations, along with tradeoffs associated with different sets of

² The topics of land use and transportation were combined as they are inextricably linked, however these convenings were split by geography, as the land use and transportation considerations on O'ahu are significantly different than those on the neighbor islands.

solutions. Stakeholders prioritized different mechanisms based on these perceived considerations and tradeoffs to inform the report's recommendations. HNP captured stakeholder feedback through notes and Mentimeter responses.

Challenges

HSEO faced a number of challenges as part of the Decarbonization Report stakeholder outreach, mostly stemming from limited time and staff capacity to collect input on an incredibly vast and technical topic. While HNP led and advised HSEO on the planning of the stakeholder convenings, the team ultimately deferred to HSEO in terms of meetings' scope and structure as the lead agency developing the state's Decarbonization Report. The stakeholder convenings were productive and successful in collecting feedback for the Decarbonization Report, however there were challenges during the process, as stated below.

- **Short time frame.** With little time between HNP's contract start date (October 2023) and the due date of the final report (December 2023), the team moved quickly to plan and execute all convenings. This resulted in all meetings taking place in a short two-week period in November 2023. The meetings were in part used to solicit feedback to inform the report recommendations, as they were not yet finalized at the time of the convenings.
- **O'ahu-centric engagement for in-person participation.** The only in-person meeting opportunities were at the HSEO office in downtown Honolulu on O'ahu due to limited planning time and a large concentration of HSEO staff and meeting invitees based on O'ahu. However, HSEO offered hybrid and Zoom options and ensured the agendas were inclusive of virtual participants. Interisland meetings would have added additional costs.
- **Inefficiencies and repetition for participants joining multiple meetings.** Because the convening agendas had overlapping content and themes, some attendees who joined more than one convening were subjected to repeated information. However, feedback processes were fairly unique across convenings to ensure those participants could contribute their expertise and thoughts across the various convenings they attended.
- **Lack of state capacity.** Having one HSEO staff member dedicated to the state's Decarbonization Report and its associated stakeholder outreach proved challenging, even with support from other HSEO staff. Other state decarbonization reports with objectives similar in scope were led by full teams—such as those from New York, California, and Massachusetts—including dedicated advisory committees and working groups, which, in many cases, played a significant role in stakeholder engagement activities.

- **Conveying simplified technical information without omitting key details.** Economy-wide decarbonization is inherently a highly technical and complicated topic, and at times, participants seemed to be lost in the details of the emissions modeling without grasping the key takeaways.

These challenges are not unique to HSEO, as many other state and local agencies across the U.S. face similar hurdles in planning and executing stakeholder engagement, particularly related to decarbonization modeling and strategies. Despite these challenges, HSEO succeeded in hosting productive convenings across diverse stakeholder groups representing important perspectives to contribute to the state's Decarbonization Report.

Opportunities

The following are areas for growth based on learnings from the four stakeholder convenings, which HSEO may be interested in pursuing in the future. These are based on both HNP's observations and convening participants' perspectives.

- **Strong interest in Decarbonization Report technical details.** Following HSEO's presentations at the convenings, stakeholders were interested in learning more about the Decarbonization Report and the technical details of the emissions reduction pathways modeling. Offering more technical workshops in the future would be a beneficial way to keep stakeholders engaged in HSEO's work, research, and recommendations and to continue to gather valuable feedback as the recommendations in the Decarbonization Report are implemented.
- **Legislative advocacy and follow through.** With HSEO's expertise on decarbonization, along with its continued stakeholder engagement, including with legislators, there is an opportunity for HSEO to increase its capacity to advocate for key legislation that helps the state reach its decarbonization goals. Some stakeholders had questions about how the report recommendations – particularly the legislative recommendations – would be implemented and who holds accountability for doing so.
- **Engaging a broader audience.** Planning future stakeholder engagement as early as possible will allow for more inclusive convenings that engage not only subject matter experts but also more members of the public and the community, especially communities directly impacted by proposed decarbonization solutions and projects.
- **Building on this outreach in future iterations of the Decarbonization Report.** It will be critical for HSEO to maintain a record of who participated in these convenings to follow up with future engagement opportunities. Stakeholders were particularly keen on understanding the recommendations in the report; it will be critical for HSEO to update

stakeholders on the implementation of these recommendations, especially because they were not fully finalized during the Fall 2023 convenings.

These identified opportunities will enable HSEO to continue and improve stakeholder outreach associated with the Decarbonization Report in the future, in terms of implementing recommendations, following up with stakeholders, and broadening HSEO's reach. Some of these opportunities are expanded further in the Recommendations section of this report.

Overall Findings

Most of the challenges associated with the Decarbonization Report stakeholder outreach stemmed from limited state capacity and a short time frame, which recommendations in the next section of this report are meant to address. Even in the face of such challenges, the stakeholders present at the convenings were extremely engaged and appreciative of the opportunity to contribute. They were keen to understand the recommendations in the report, and who would carry the responsibility of implementing them. While the feedback from participants was incredibly diverse, overarching themes included the importance of centering equitable procedures and outcomes and building on past decarbonization-related efforts in Hawai'i which have already been developed with extensive stakeholder input. A detailed synthesis of feedback garnered from these convenings can be found in the *Decarbonization Strategy Outreach and Engagement Synthesis* report, included as Appendix A to the final Decarbonization Report.

Recommendations for Future Outreach

While HNP only supported the four convenings and one educational briefing as part of HSEO's stakeholder engagement for the Decarbonization Report, the following recommendations apply to HSEO's broader stakeholder engagement efforts for future iterations of the Decarbonization Report and beyond. Rather than reiterate best practices found in many published reports³ on stakeholder engagement, including HSEO's own [Energize Kākou Playbook](#), these recommendations are tailored to HSEO's stakeholder engagement activities as observed through the Decarbonization Report outreach process.

1. Operationalize the HSEO Energize Kākou Playbook as a standard agency-wide approach to stakeholder engagement.

HSEO has an extensive best practices guide for stakeholder engagement in Hawai'i, created by and for HSEO, reflecting extensive community input. The [Energize Kākou Playbook](#) includes

³ See Annotated Bibliography for examples.

four key components of the community engagement process and best practices for each: 1) Determine the Structure & Design of the Engagement, 2) Promotion & Invitations, 3) Execution of Engagement, and 4) Circle Back & Take Action. Based on conversations with HSEO staff, HSEO does not seem to be operationalizing the Playbook to its fullest extent, or formally implementing the Playbook in its outreach efforts. This is a missed opportunity to streamline engagement planning across the agency and expand staff's competency in planning and executing stakeholder engagement. Having a clear, standard, agency-wide approach to stakeholder engagement leads to more equitable outcomes.

2. Establish trusted partnerships with CBOs, compensate them for their expertise, and maintain a detailed stakeholder master list.

Establish relationships with trusted community partners and compensate them for their expertise. Building trusted relationships with CBOs allows for a bridge between state officials and community members without repeatedly trying to reach the community members directly. As an example, the [New York State Energy Research and Development Authority \(NYSERDA\)](#) has an approved list of “certified vendor” CBOs that it contracts with when gathering information on a proposed state policy, program, or plan. This practice helps alleviate the red tape surrounding state procurements, and the continuity allows for relationships to build over time. Having relationships with trusted community organizations that are educated on decarbonization and energy issues also makes it easier to disseminate information over time. It is important to keep these groups updated regularly and leave the door open for them to reach out.

Further, it is also critical to compensate CBOs for their expertise: stipends are essential to support and empower community organizations, ensure they have the capacity for collaboration, and build power for frontline communities over time. During the Equity convening that HNP facilitated as part of the Decarbonization Report outreach, one participant emphasized this point through anonymous feedback via Mentimeter, recommending that HSEO “[invest] into capacity building of under-represented communities and community organizations that engage with them.”

Maintain an organized master stakeholder map for the agency, including a record of previous engagement activities and participants. Creating and updating a master stakeholder map will maintain the continuity of HSEO's efforts for sustained, long-term stakeholder engagement and allow for appropriate sensitivity in creating safe, shared spaces. This practice will also build continuity across staff and administrative transitions, so personal relationships and institutional knowledge are not lost due to turnover. The stakeholder map could be a more robust version of the HSEO convening invite list that includes the history and

context of how the stakeholders have been engaged in the past. It is helpful to indicate where the organization falls on the [Spectrum of Public Participation](#) from the International Association for Public Participation: whether the agency should *inform*, *consult*, *involve*, *collaborate*, or *co-create* with each stakeholder. This is similar to the three types of engagement tiers included in the Energize Kākou Playbook: 1) Presentation & Reports (*inform*), 2) Input Seeking (*consult* and *involve*), and 3) Co-creation, Building Community Ownership (*collaborate* and *co-create*). This scale is important to determine what level of engagement for a project or plan is appropriate for each stakeholder.

3. Start as early as possible, build flexibility into the stakeholder outreach plan, and continue engagement through the implementation phases.

Start as early as possible ahead of any deadlines and incorporate flexibility into the stakeholder engagement plan. Meaningful engagement takes time to plan and execute to “move at the speed of trust,” one of the top recommendations from the public engagement portion of the National Academies’ recent report [Accelerating Decarbonization in the United States](#). Conducting rushed stakeholder engagement can result in backlash, as described by report co-author Julia Haggerty in a [recent interview](#) with Resources Radio. Further, it is critical to build flexibility into the state’s stakeholder engagement plan, allowing the agency to adapt to feedback at stakeholder meetings in real time and pivot if participants are struggling to follow the content. Flexibility in the stakeholder engagement plan, combined with an iterative process of collecting feedback moving forward, enables HSEO to continuously evaluate and adjust the outreach plan.

Ensure accessible methods of outreach and engagement for an equitable process.

Accessible methods of outreach may include providing translation or other language services, accessible meeting locations and times, and support to cover transportation, food, childcare, or other costs. These should be responsive to community preferences and needs. HSEO may consider including specific strategies that encourage engagement specifically with underserved and hard-to-reach communities, such as those with language barriers, different social or cultural norms, disabilities, economic barriers, limited digital access, and more.

HSEO’s public stakeholder outreach for the Decarbonization Report was only conducted in English and primarily through online modes of communication, limiting reach and input from community members. Public webinars and online comment forms garnered minimal community input, and many voices that provided input on the state’s Decarbonization Report were stakeholders already involved or invested in economywide decarbonization in some fashion. More time and staff capacity would allow HSEO to meet communities where they are at and broaden community participation, utilizing existing community venues such as

neighborhood board meetings and markets to reduce the burden on community members to engage.

Design an iterative community engagement process, continuing stakeholder engagement after the planning phase and throughout implementation. Following up with stakeholders who provided input on the first version of the Decarbonization Report will be critical to informing stakeholders how the report recommendations are being implemented. Since the finalized recommendations were not included in stakeholder outreach before the report's publication, offering follow-up meetings to review the report and its recommendations will be important.

4. Combine outreach efforts, build on previously collected feedback, and utilize existing infrastructure such as the HSEO Clean Energy Wayfinders program.

Combine efforts to avoid engagement fatigue, collaborating with local agencies who have demonstrated successful outreach or drawing from feedback collected in past outreach efforts. In the case of the Hawai'i Decarbonization Report, HSEO was seeking input that was very similar to stakeholder feedback from the counties' climate action plans. The [Honolulu Climate Action Plan](#), for example, incorporated 2,000+ community voices highlighting community climate-related priorities, which could have fed directly into the Decarbonization Report. If years have passed since the original outreach, HSEO can analyze previously collected community input and involve the community in reviewing the feedback synthesis rather than seeking similar input from scratch. Allowing community review in this process ensures that the community – ideally the trusted partner CBOs – can check the agency's interpretation of existing data. Further, coordinating with other state agencies, the Public Utilities Commission, and utilities conducting energy-focused outreach is another way to reduce the burden on communities and increase efficiencies.

Gain a deep understanding of how similar work has been done in the past and any harm done to specific communities as a result. Use this knowledge to inform the engagement approach. Several stakeholders in the non-equity-focused convenings highlighted the need for HSEO to clearly state how current and past structures (transportation and energy infrastructure, decision-making processes and policymaking, etc.) are inequitable and recommended that HSEO use that as a level setting for discussion.

Utilize and enhance existing stakeholder engagement resources at HSEO (e.g., the [Energize Kākou](#) framework and [Clean Energy Wayfinders](#) network). It is important to continue investing in and evolving existing structures, such as the HSEO Wayfinder program, which has a high potential to bridge state agencies and community members. Transitioning to a

multi-year program structure or getting Wayfinder alumni involved could increase program longevity and sustained impact. Further, “training up” the Wayfinders to develop the knowledge and confidence to conduct community engagement and build relationships with CBOs in communities across the state would greatly increase HSEO’s ability to conduct more robust, statewide outreach.

5. Incorporate introductory concepts and only include information relevant to the stakeholders.

Build in ample time for level setting and only include relevant information. It is important to incorporate a session dedicated to introductory concepts so that stakeholders establish foundational knowledge and have a clear understanding of background information. It is also best practice to regularly check in with stakeholders to ensure they’re following the content. HSEO should ensure that all relevant information is provided to participating stakeholders ahead of time, either on a website or in the form of videos, presentations, or fact sheets. To this end, it is also helpful to provide stakeholders with something physical to walk away with, as a secondary effect of stakeholder engagement is participants spreading knowledge internally within their networks. It is up to the state agency to make sure the information shared is the only information the community will care about.

Be upfront about misinformation. Acknowledging any rumors or false statements that are circulating is critical. Make sure that participants understand which entities are trusted sources for this information, and direct them to other community groups or federal agencies with more context. Continued partnership with CBOs is also an important avenue to address misinformation as CBOs develop competency in clean energy and decarbonization over time, and community members seek answers from these organizations. In many cases, community members already see these CBOs as trusted partners, thus this method offers an alternative route to information, especially in cases where there is community distrust of government.

Case Studies: Successful Examples of State-Led Community Engagement for Decarbonization

A common thread among other successful state decarbonization reports is guidance from advisory and/or steering committees, often mandated by the legislation that commissions the report itself, composed of a combination of three primary stakeholder groups: state agencies, representatives from frontline or environmental justice communities, and industry experts and professionals. While the Hawai‘i Decarbonization Report was commissioned to HSEO, many other states have established or directed governing bodies to guide the creation and implementation of such reports. California’s Scoping Plan is led by the California Air Resources

Board, Massachusetts's Decarbonization Roadmap was led by the Implementation Advisory Committee, and New York's Scoping Plan was led by their Climate Action Council.

In addition to the governing body leading report development, clearly defined advisory committees offer a more organized method for obtaining stakeholder input, particularly if there is an equity or environmental justice-focused committee with representation from environmental justice communities across the state. New York's Scoping Plan was advised by a Just Transition Working Group and Climate Justice Working Group, including members from both environmental justice communities and state agencies. California's Scoping Plan was influenced by an Environmental Justice Advisory Committee with representatives from heavily polluted communities in the state. HSEO might consider implementing similarly structured advisory committees for future large-scale projects or encouraging the legislature to mandate such an equity advisory committee to advise HSEO and the Hawai'i Climate Change Mitigation and Adaptation Commission on its decarbonization efforts in the future. Utilizing advisory committees would support streamlined stakeholder engagement activities and enhance the state's capacity for collecting input.

- **[California Scoping Plan](#)**. The California Global Warming Solutions Act of 2006 ([AB 32](#)) mandated the state's Scoping Plan and the creation of an [Environmental Justice Advisory Committee \(EJAC\)](#) to advise the California Air Resources Board (CARB) in developing and implementing the Scoping Plan. It requires that the Committee include representation from the communities most impacted by air pollution, including minority and/or low-income populations. The EJAC assisted CARB in stakeholder outreach, co-hosting some of the public workshops and establishing workgroups within the EJAC aligned with sections of the Scoping Plan. This work informed the [EJ Advisory Committee's Final Recommendations](#), which were incorporated into the final Scoping Plan. The broader [stakeholder engagement](#) for the Scoping Plan included several technical workshops, community listening sessions, Tribal consultations/meetings, and focus area discussions spanning 16 months with workshop slides and recordings posted publicly.
- **[Massachusetts Decarbonization Roadmap](#)**. Massachusetts has an [Implementation Advisory Committee \(IAC\)](#) to guide the implementation of the Global Warming Solutions Act (GWSA), composed of both industry and community representatives. While California's EJAC is focused on community and environmental justice representatives, the IAC includes representation from a broader set of sectors and communities: "commercial, industrial and manufacturing, transportation, low-income consumers, energy generation and distribution, environmental protection, energy

efficiency and renewable energy, local government, and academic institutions.” Aside from the IAC, the Massachusetts Decarbonization Roadmap engaged a Technical Steering Committee (TSC) to advise on the specifics of the modeling and emissions reduction pathway analysis. Massachusetts offered a translated recording of the public webinar in four different languages and published a list of webinar attendees.

- **[New York Scoping Plan](#)**. New York’s Scoping Plan was led by the [Climate Action Council](#), a body established by the Climate Leadership and Community Protection Act (CLCPA, or Climate Act). The Scoping Plan development was also supported by seven sector-specific Advisory Panels, the Just Transition Working Group (JTWG), and the Climate Justice Working Group (CJWG). The CJWG was also established by CLCPA, composed of representatives from environmental justice communities and state agencies tasked, in part, with identifying Disadvantaged Communities in the state.

California, Massachusetts, and New York serve as examples of more structured leadership guiding the development of statewide decarbonization reports, led by various committees, councils, and advisory boards with distinct roles and responsibilities. Although these states are much different than Hawai‘i in many respects, these case studies offer lessons learned for HSEO to improve and streamline future state-led engagement.

Annotated Bibliography

California Air Resources Board, [“Best Practices for Community Engagement and Building Successful Projects: A Summary of the 2018 Community Leadership Summit.”](#) December 2018.

- This report’s section on “Best Practices for Community Leadership in California Climate Investments” provides useful strategies and lessons for other jurisdictions’ stakeholder engagement activities. This section provides strategies for building and maintaining positive relationships with community residents and organizations, designing equitable programs and accessible engagement activities, making decisions that involve stakeholders and integrate their input, implementing effective communication strategies, and more.

Community Tool Box, Center for Community Health & Development at the University of Kansas, [“Section 8: Identifying and Analyzing Stakeholders and Their Interests.”](#) n.d.

- This webpage provides a useful overview of how to plan for stakeholder engagement by identifying stakeholders, their interests, and how they should be engaged in various activities or processes. Additional guidance is provided on how to analyze and manage stakeholder engagement.

Emerald Cities Collaborative, [“Anchor-Community Engagement Workbook.”](#) n.d.

- This resource serves as a workbook to help institutions develop community engagement plans. The workbook is divided into three sections: 1) the background, or the “why, who, and what” of community engagement; 2) a guide to developing an institution’s community engagement strategy; and 3) additional space and resources to continue refining and iterating the community engagement strategy. While this workbook is intended for the organizations that the Emerald Collaborative coined “anchors,” or large community-based institutions (universities, schools, hospitals, public housing, etc.), the process and learnings are still helpful and applicable to state agencies.

Oregon Department of Education, [“Unlocking Potential: A Tool to Support Ongoing, Meaningful Engagement with Stakeholders.”](#) May 2019.

- This guide provides strategies for meaningful stakeholder engagement for state education departments but is broadly applicable to various sectors for state-led stakeholder engagement. The guide includes useful recommendations for designing and executing a successful stakeholder engagement process, including principles to guide engagement, a detailed strategic roadmap to implement engagement processes, and a sample implementation timeline.

Resources Radio Podcast Episode 267, [“Community Engagement for an Equitable Energy Transition, with Julia Haggerty.”](#) January 2024.

- This interview focuses on the public engagement portion of the National Academies’ report [Accelerating Decarbonization in the United States: Technology, Policy, and Societal Dimensions](#), of which Julia Haggerty (interviewee) is a co-author. The interview covers several recommendations in the report and challenges associated with the large-scale governmental shift in focusing more heavily on community engagement than in the past. The interview focuses on transforming the narrative from “getting a project to work for a community” to starting with community needs and priorities first, then building projects out of those priorities.

UCLA Luskin Center for Innovation, [“Making Justice40 a Reality for Frontline Communities: Lessons from State Approaches to Climate and Clean Energy Investments.”](#) September 2021.

- Section 4 of this report includes examples of how the California Climate Investments (CCI) has integrated equity in implementation. The examples include valuable insights into how community collaboration and engagement have been integrated into CCI’s implementation. These lessons include strengths of the program, like integrating a process for community participation into project design or building collaborative community partnerships, as well as program shortcomings, such as inconsistent community engagement across agencies. Section 5 of the report also provides examples of successful program models that support and empower communities and build meaningful community partnerships.

U.S. Department of Energy (U.S. DOE) Fossil Energy and Resource Management, [“Creating a Community and Stakeholder Engagement Plan.”](#) August 2022.

- This report from the USDOE outlines how to develop a Community and Stakeholder Engagement Plan (Engagement Plan) as required by various DOE funding programs, including detailed descriptions and guidance for each of the eight required elements of an Engagement Plan. The guide also touches on how to develop an Engagement Plan Development Proposal if the funding opportunity does not require a thorough Engagement Plan.

U.S. Department of Transportation (U.S. DOT), [“Promising Practices for Meaningful Public Involvement in Transportation Decision-Making.”](#) October 2022.

- This report focuses on guiding successful engagement for entities that have received U.S. DOT funding with strategies and lessons for engagement in various contexts. The report provides detailed descriptions of what engagement processes should entail, who should be involved, how to effectively and equitably engage stakeholders (particularly

those from traditionally underserved communities), and how to collaborate with community partners. The report also addresses what organizational capacity and processes are needed to conduct engagement effectively and what metrics can measure the success of completed engagement activities.

WE ACT for Environmental Justice, [“Community Engagement Brief.”](#) September 2022.

- This brief highlights guiding principles for community engagement, environmental justice analyses, community benefits agreements, and public participation in the National Environmental Policy Act (NEPA) process targeted at a broad audience, including government agencies, companies, and project developers. The brief notably includes Fundamental Best Practices for Community Engagement, providing a helpful baseline to ensure maximally equitable stakeholder engagement processes.