



Improving and Advancing Community Engagement in Regulatory, Policy, and Planning Activities

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Let's start with warm-up questions

Raise your hand...



If your organization incorporates community engagement in your work.

If community engagement begins before a project starts (in the conceptual phase).

If community engagement is continuous and transparent at your organization.

If you think community engagement includes communities in decision making.

If you/your organization work with communities to co-develop projects before the conceptual phase to deployment.

If your organization presents a project (s) to communities for feedback.

If you believe community engagement should be different but don't know what that is.

Community engagement perfect at your organization. Nothing needs to change.

You don't know what community engagement is and why you're listening to me?

Defining and aligning terminologies

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Community

A community is a group of individuals sharing common values, interests, or geographic location who interact with one another on a more frequent basis than with others outside the community. The concept of community holds significant sociological and anthropological implications and has evolved dramatically with the advent of technology and the internet



Community Engagement

Putting the community at the heart of research, making research accountable



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Stakeholder meetings
Exchanging information and ideas about research with all local stakeholders.
- 

Feedback
Sharing views about research between community and study team.
- 

Community outreach
Raising awareness about research and TB.
- 

Psychosocial support
Supporting all patients taking part in the research.
- 

Webinars and cross-site activities
Building a global CAB network and facilitating cross-site learning.
- 

Advocacy and policy change
Influencing program and policy change through meetings with policy makers.
- 

Training
Building capacity of Community Advisory Boards for participation in research.

Unpacking engagement terminologies

Community engagement uses a front-facing and **collaborative approach to empower and engage with the public for decision-making purposes**. Usually these consultations have a direct impact on the daily lives or well-being of the wider community.

Stakeholder engagement is the process of **targeting** specific stakeholder groups, organizations, or individuals, who may have a **high level of impact or influence in a particular project**. These stakeholders might be someone who is affected or can affect the outcome of the project in some way.

Tribal Engagement and Consultation recognizes a Federal Trust Responsibility, Tribal Sovereignty, and involves the legal relationships between the federal government, states, and American Indian Tribes. Native American tribes are sovereign nations, and afforded the same rights and privileges as other nations, including the right to government-to-government consultation. Federal consultation with Native American tribes must be meaningful, conducted in good faith, and entered into on a government-to-government basis

Distinctions between Community and Stakeholder Engagement

Timing



Community engagement tends to be implemented as a project – with a defined start and finish date e.g. planning initiative or capital works.

Stakeholder engagement is ongoing, although programs are refined regularly and stakeholders are managed based on stakeholder's interests, relevance and influence.

Target Audience

Anyone who has an interest in the project / issue (including stakeholders) can be involved in **community engagement** projects.



Key stakeholders belong to organisations (generally not individuals) including Government, MP's, Industry associations, unions, etc.

Location



With technology today, you don't have to be a local **community** member to contribute to a project.

Stakeholders are only consulted on matters that come under their jurisdiction eg. Electoral district, Locality, Region, district etc.

Level of Influence

Under the IAP2's Public Participation Spectrum, the **community's** influence on a decision can range from Inform, Consult, Involve, Collaborate, or Empower.



Affected or interested **stakeholders** can be involved in both processes, with the levels of influence varying for each project.

Teams Involved



Dedicated **project managers and community engagement** officers are assigned to different projects.

Stakeholder engagement: Relationship Managers (Executive and Senior Managers) are assigned responsibility for managing relationships with important stakeholders.

Industry Associations

Community engagement: International Association for Public Participation (IAP2).



Stakeholder engagement: tends to be aligned with the practices of the Public Relations Institute of Australia (PRIA), with some practitioners also holding (IAP2 membership).

Distinctions between Stakeholder and Community Engagement – Timing and Level of Influence

Timing

- **Community engagement:** This tends to be implemented as a project with a defined start and finish date. By having **clear timelines and objectives**, the project-based nature of community engagement ensures focused efforts and timely achievements. Whilst also maximizing the impact on the community and stakeholders involved.
- **Stakeholder engagement:** Usually ongoing, although projects are refined regularly and **stakeholders are managed based on stakeholder's interests, relevance and influence**. Doing so, prioritizes the nature of building positive relationships, fostering adaptability and responsiveness in addressing stakeholder needs and concerns long term.

Level of Influence

- **Community engagement:** Under the IAP2's Public Participation Spectrum, the community's influence on a decision can range from **Inform, Consult, Involve, Collaborate, or Empower**. This spectrum allows for a structured approach, enabling project managers to tailor community engagement strategies based on the desired level of community influence and participation, fostering more effective outcomes.
- **Stakeholder engagement:** Stakeholders can have **diverse roles and interests**, and they might **not all be part of the same community**. Affected or interested stakeholders can be involved in both processes, with the levels of influence varying for each project.

Distinctions between Stakeholder and Community Engagement – Target Audience & Teams Involved

Target Audience

- **Community engagement:** Community engagement projects **extend participation to anyone** interested in the project or issue, including stakeholders.
- **Stakeholder engagement:** Key organizational stakeholders such **as Government, MP's, Industry associations, and unions**, play a crucial role in representing broader interests and perspectives.

Teams Involved

- **Community engagement:** **Dedicated Community Managers and Community Engagement Officers** are assigned to different projects to ensure that the voices and needs of the community are actively heard and integrated throughout each stage of the project. They might facilitate open communication, conduct public meetings, and gather feedback while ensuring that community sentiments are well-represented and incorporated into the project's development.
- **Stakeholder engagement:** Engagement Advisors and Stakeholder Relationship Managers (Corporate Affairs and Community Relations) are assigned responsibility for **managing relationships with important stakeholders**. These individuals are selected for their expertise in stakeholder management to help understand the expectations and concerns of key stakeholders, to help improve relationships and align the project's goals with their stakeholders' interests.

Distinctions between Stakeholder and Community Engagement – Location & Industry Associations

Location

- **Community engagement:** Thanks to the power of digital platforms and communication tools, individuals from around the world can now collaborate and make meaningful contributions to projects regardless of their geographical location. Establishing an online community engagement platform facilitates real-time discussions, feedback, and suggestions, to help overcome time zone constraints.
- **Stakeholder engagement:** Stakeholder engagement operates on a more localized level, emphasizing the significance of geographic context and direct impact. By ensuring that **only those that are directly impacted by decisions have a voice**, it can help shape outcomes that align with their specific interests and concerns.

Industry Associations

- **Community engagement:** In the realm of community engagement, organizations often draw guidance from established frameworks such as the International Association of Public Participation (IAP2) guidelines. These guidelines underscore the significance of engaging communities of interest – **groups united by shared concerns, goals, or identities**.
- **Stakeholder engagement:** On the other hand, stakeholder engagement takes a distinct direction, with the Public Relations Institute of Australia (PRIA) offering a comprehensive perspective. PRIA's focus is on cultivating ongoing relationships with influential stakeholders who play pivotal roles in the project's success. These stakeholders can range from Members of Parliament (MPs) to Government departments and key regulatory bodies.

THE SPECTRUM OF COMMUNITY ENGAGEMENT TO OWNERSHIP



Analogy for Community Engagement To Ownership: Recipe, Ingredients, Cooking

Homemade Spaghetti Sauce Recipe

This easy, one-pot meaty spaghetti sauce recipe is packed with familiar flavors of Sunday night dinners. It's loaded with tender ground beef, hearty canned tomatoes, and fresh and dried herbs. The best part is it all simmers together in one pot which makes this meal totally doable, even on a busy weeknight!

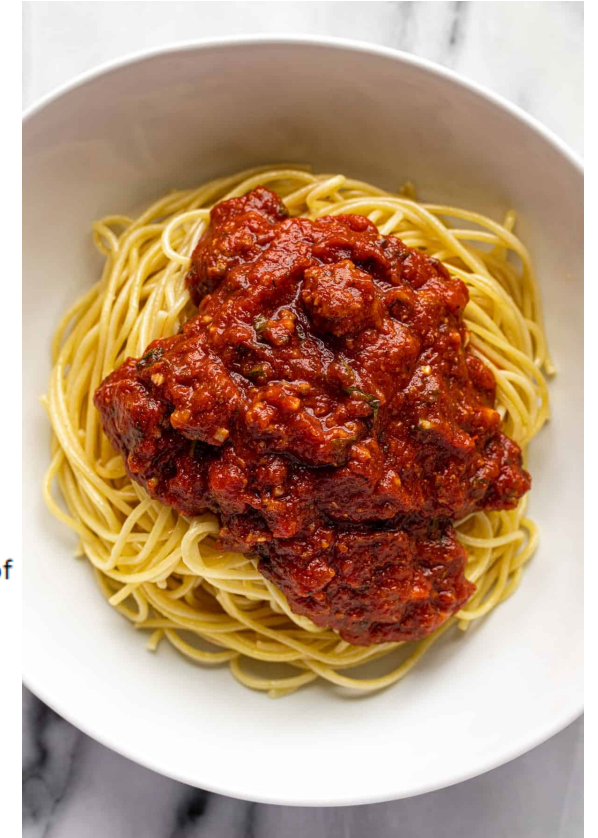
- **Author:** Kylie
- **Prep Time:** 15 minutes
- **Cook Time:** 40 minutes
- **Total Time:** 55 minutes
- **Yield:** 8 servings 1x
- **Category:** Main Dish
- **Method:** Stove Top
- **Cuisine:** Italian

Ingredients

- 2 tablespoons **olive oil**
- 1 small yellow onion, diced
- 6 cloves garlic, minced
- 2 tablespoons **Italian seasoning**
- 1 teaspoon **garlic powder**
- 1 teaspoon **onion powder**
- 1 lb. ground beef
- 1 (6 oz.) can tomato paste
- 1 (28 oz.) can **crushed tomatoes**
- 1 (29 oz.) can tomato sauce
- 1–2 tablespoons granulated sugar
- 1 teaspoon Worcestershire sauce
- 2 **bay leaves**
- 1/4 cup fresh chopped basil
- 1/4 cup fresh chopped parsley
- **Kosher salt**
- fresh cracked pepper

Instructions

1. Heat oil in a **large saute pan** over medium heat.
2. Sauté onion for 4 minutes, stirring frequently.
3. Add garlic, **Italian seasoning**, **garlic powder**, and **onion powder** along with a couple pinches of salt and pepper. Sauté for another minute or so.
4. Add ground beef along with a few large pinches of salt and pepper. Cook, crumbling with a **spatula** until browned.
5. Add tomato paste and cook, stirring, for about 1 minute.
6. Stir in **crushed tomatoes**, tomato sauce, sugar, and Worcestershire, along with a few large pinches of salt and pepper.
7. Add **bay leaves**. Bring to a simmer. Reduce heat, cover, and simmer over low heat for 30-60 minutes.
8. Stir in fresh basil and parsley. Season to taste with salt and pepper. Enjoy!



Community Engaged Research *NORC at the University of Chicago*

Increasing levels of community involvement, communication, trust, and ownership

Community Informed

Community as advisor 



Community Involved

Community as collaborator 



Shared Leadership

Community as equal partner 



Community Led

Community as leader 

Community-engaged research is an approach to inclusive and equitable research[i] that joins researchers with communities as partners throughout the full cycle of the research process.[1,5,7,8] Its emphasis is on the relationship between researchers and communities, not on the methodological approach to conduct the research; teams[ii] can use both qualitative, quantitative, and mixed methods.[7,8] Community-engaged research may improve validity and relevance of data and results from the study, increase the data's cultural relevance to community needs, enhance use of the data to create behavioral, social, services, or policy change, and increase the capacity of both communities and researchers.[7,8]

Existing community engagement processes that are evolving and being tested

- There's a spectrum of community engagement...begins at an advisory level, then moves to focus groups, then to helping influencing decision-making, and then, at full engagement, to *leading* decision making and truly helping determine what happens. Full engagement is the most authentic engagement and the most powerful. But ***promoting it requires shifting power from whoever is leading the initiative***—the clinician, the lead researcher, the organizational lead—to the community.
- ***“For true engagement, you have to be willing to give up the power,”*** says Harris. “We talk about sharing power but that isn’t enough; I can’t share power unless I am willing to give some of it up. And this is the risk because ***we lose some of the control and we have to be vulnerable... but it’s what incites true partnership and ultimately builds momentum, causing you to go further together than you ever could have gone alone.***”
- Community engagement at the grassroots level—***where organizations and individuals work together in the space where they live—inspires incredible community-based change***; but too often, this change doesn’t trickle up to state and national policies and doesn’t influence broader systems that perpetuate inequities. ***Moreover, without systems change, grassroots initiatives can’t experience maximum impact because even the strongest community-based program can’t fully thrive in a flawed system.*** Helping policy makers and state leaders connect with grassroots community efforts results in greater impact and really demonstrates the true potential of authentic community engagement, says Harris.
- ***“We often think about change as coming from the top-down, or from the bottom-up, but community engagement is most effective when the two meet in the middle.*** The magic is in the middle—that’s the good stuff; and my work is all about moving communities and organizations to the good stuff.”

Mechanisms to increase community engagement

Community Benefit Plans

Community Benefits Plans are based on a set of four core policy priorities:



Community Benefit Agreements

A community benefits agreement (CBA) is a legal contract between a community group and a developer that requires the developer to provide certain benefits to the community in exchange for their support of a project:

- **Hiring:** Hiring local residents, including those with barriers to employment
- **Training:** Providing workforce training guarantees
- **Contributions:** Contributing to economic trust funds or community services and programs
- **Land use:** Requiring certain uses of land and building space
- **Safety:** Providing mandatory safety training for construction workers and supervisors
- **Accessibility:** Ensuring that all housing units are accessible or accessible-convertible

Resources

- [IAP2](#)
- [The Community Engaged Research Framework](#)
- [Community Benefit Plans](#)
- [DOE Community Benefit Agreements FAQs](#)
- [Making Racial Equity Real in Research](#)
- [Tools for Participatory Democracy: Spectrum of Community Engagement to Ownership](#)
- [Visible Network Labs](#)
- [Brooklyn Park Community Engagement Planning Guide](#)
- [A Roadmap for Authentic Community Engagement](#)
- [A Guide to Community Benefits in SW Pennsylvania](#)



Thank You

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