

# Appendix F

## Elements of the Stakeholder Engagement Plan

As stated in Section 2.2.12 of the RFP, the Proposer must submit as part of its Proposal a Stakeholder Engagement Plan (“Plan”). The Stakeholder Engagement Plan should detail, to the extent practical, specific measures the Proposer will take to foster a collaborative relationship between New York stakeholders including but not limited to community members, local elected officials, institutions, local businesses, and nonprofit organizations relative to the Project. Where specific measures are not yet known for certain stakeholder groups at the time of proposing, the Stakeholder Engagement Plan must describe how the Proposer will acquire the data needed to work collaboratively with respective stakeholder groups, including an expected stakeholder engagement schedule, communication approach, and methodology to incorporate adaptive, inclusive thinking throughout the lifecycle of a Project. The Plan should provide a roadmap for the engagement phases of Project development, including stakeholder engagements undertaken prior to submission of the Proposal. The Stakeholder Engagement Plan should provide a degree of certainty that the Proposer is committed to working collaboratively with stakeholders and reporting engagement activities and progress during regular updates to NYSERDA.

Proposers are strongly encouraged to reference NYSERDA’s [Guiding Principles for Offshore Wind Stakeholder Engagement](#). These guiding principles aim to prioritize stakeholder outreach and engagement using a range of methods which allow for a better understanding of and ability to respond to the diverse perspectives, needs, and concerns of stakeholders at every stage of the development process and ensure New Yorkers are aware of and positioned to maximize the benefits of offshore wind while minimizing risks.

A comprehensive Stakeholder Engagement Plan should aim to develop and improve over time. While this RFP allows for Proposer flexibility in devising stakeholder engagement plans as the Project matures, some specific measures required of all Projects are identified and must be included in the Proposer’s Plan.

The submitted Plan must be comprised of two components: a Narrative Component and a Standardized Component using the provided formats. Both the Narrative and Standardized Components will be used in the review and scoring the Proposal. However, only the Standardized Component will be appended to the contract of selected Proposers.

## **Stakeholder Engagement Plan - Narrative Component**

Required elements of the Narrative Component of the Plan are set forth below. The Narrative Component should not exceed 20 pages in length and should be submitted as a fully searchable PDF.

### **F.1 Stakeholder Engagement Plan Summary**

The Proposer must briefly present the Proposer's philosophy on prioritizing stakeholder outreach and engagement using a range of methods in order to better understand, incorporate, and respond to the diverse perspectives, needs, and concerns of stakeholders at every stage of the development process. In keeping with NYSERDA's consideration of Fisheries and Environmental Mitigation Plans, NYSERDA will prioritize Projects in its bid evaluation process that are supported by comprehensive Stakeholder Engagement Plans.

### **F.2 Stakeholder Identification and Stakeholder List**

The Plan must describe the key considerations taken among different stakeholder groups. Plans should describe how each step of the stakeholder engagement process may be modified and tailored to the specific needs and accessibility of different stakeholder groups in New York. Proposers should include explanations as to why the stakeholders identified are important for overall Project success, how the Project will consider each stakeholder group when giving Project development updates, communicating education or job opportunities, or undergoing activities in local communities. Stakeholder groups in New York may include but are not limited to, indigenous nations, environmental organizations, commercial and recreational fisherman, navigational safety committees, economic and workforce development organizations, elected officials, federal and state government agencies, labor leaders and organizations, maritime industry, port owners and operators, supply chain businesses including small-medium enterprises, MWBEs and SDVOBs, tourism operators, training and research institutions, academia, coastal residents and business owners, local communities including environmental justice communities or proximate Disadvantaged Communities in accordance with the most recent relevant guidance per the [Climate Action Council](#) and [Climate Justice Working Group](#).

### **F.3 Stakeholder Engagement Goals**

The *New York State Offshore Wind Master Plan*, the *New York State Public Service Commission Order Establishing Offshore Wind Standard Framework for Phase 1 Procurement* issued on July 12, 2018 and the *Order Authorizing Offshore Wind Solicitation in 2020* issued on April 23, 2020 pursuant to Case No. 18-E-0071, the New York State Public Service Commission Order On Power Grid Study Recommendations issued on January 20, 2022 pursuant to Case No. 17-E-0071, and this RFP emphasize the value of stakeholder engagement in the development of offshore wind energy Projects. Proposers must list their goals and desired outcomes developed through a collective understanding of shared interests for each stakeholder group identified in Section F.2. Proposers are encouraged to allow for flexibility and growth of goals over time while maintaining a clear organizational structure and approach including metrics for both process and outputs. NYSERDA strongly recommends Proposers review the [Guiding Principles for Offshore Wind Stakeholder Engagement](#).

### **F.4 Stakeholder Engagement Activities and Partnerships**

Plans must detail options for engagement activities and potential partnerships with community members, local elected officials, institutions, local businesses, and nonprofit organizations. Plans must address thoughtful engagement approaches specific to different stakeholder groups and consider appropriate communication methodology corresponding to the different stakeholder groups to maximize both general awareness and participation from those groups. Success metrics for engagement activities should be listed along with overall goals and outcomes from potential partnerships. NYSERDA expects selected Projects to notify the State of planned engagement activities and to track the methods used to ensure stakeholders receive accurate and timely notice of stakeholder engagement and Project development events. Plans must detail how accessibility factors, especially for Disadvantaged Communities, including convenience of meeting times and accessibility of locations or virtual platforms, childcare needs, language and interpretation needs, and variety of opportunities to participate and ways to provide input are to be considered. Engagement Activities and Partnerships specific to Business and Workforce Stakeholders should also be considered in the Business Engagement and Workforce Engagement Plans.

## **F.5 Tracking Progress and Communications**

Selected Proposers will be required to report on stakeholder engagement activities and efforts throughout Project development, construction, operation, and decommissioning. Proposers should detail how they intend to track and measure the success of the goals defined in F.3. Proposers are encouraged to include as much detail and granularity as possible on how the effectiveness of goals will be measured.

An important part of tracking should include incorporating feedback from stakeholder engagement into communications with various stakeholder groups and ensuring accessibility for a diverse set of persons. This could include various mediums for communication and engagement, marketing and awareness raising campaigns, making efforts to provide translations, holding interactive engagements at flexible times, etc. Proposers are expected to market and schedule engagements such that attendance is maximized for the stakeholder groups targeted. NYSERDA will require attendance tracking for virtual or in-person open houses, community meetings, and public information round tables.

## **Stakeholder Engagement Plan - Standardized Component**

The Standardized Component of the Stakeholder Engagement Plan generally follows the Narrative Component but provides concise and consistent documentation of specific approaches across selected Projects to allow for comparable tracking. Some elements within the Standardized Component are pre-populated and required of all Proposers. A complete, Stakeholder Engagement Plan must be provided in the format below.

**Stakeholder Engagement Plan**  
**for**  
**[Project name]**  
**Version [1.0]**

**Prepared pursuant to [contract number, date (TBD)]**  
with

**New York State Energy Research and Development Authority**  
Albany, NY

**Prepared by**  
**[company or joint venture name]**  
[Address]

**[Logos]**

**[Date]**

## Record of Revision

[illegible]

## Communication Officers, Contact Information, Links

[illegible]

**Links to Project information: [website, etc.]**

## **Table of Contents**

**[Add table of contents]**

## **List of Figures**

**[Add list of figures, if any]**

## **List of Tables**

**[Add list of tables, if any]**

## 1. Stakeholder Engagement Plan Summary

### 1.1. Overall philosophy and principles

*This section should describe the overall philosophy and principles the developer will follow to understand, incorporate, and respond to the diverse perspectives, needs, and concerns of stakeholders at every stage of development. Developers are encouraged to consider a mission statement that drives their engagement and supports accountability.*

### 1.2. Overall approach to incorporating data and stakeholder feedback

*This section should describe how the developer will use research, data, and stakeholder feedback to update the Stakeholder Engagement Plan, and support decision-making throughout the life cycle of the Project (preconstruction, surveys, site design, construction, operations, and decommissioning).*

- The developer shall perform a stakeholder mapping exercise to obtain population, cultural, and economic statistics and information on communities or interest groups relevant to the Project.
- The developer shall detail the allocated resources used to continuously support long-term engagement and Project initiatives.
- The developer shall review and seek input from stakeholders on local economic development, reduced energy burden, avoided health costs, added climate resiliency, avoided environmental costs, added environmental benefits, workforce training opportunities, and economically disadvantaged and Environmental Justice community participation.
- [additional Proposer statements, if any]

### 1.3. Existing guidance and best practices that will be followed

*This section should present a list of existing guidance documents, publications, tools, and/or plans that will be followed to support the Stakeholder Engagement Plan. Include links, if available, for all references.*

- [Proposer statements, if any]

## 2. Stakeholder Identification and Stakeholder List

### 2.1. Overview and stakeholder identification objectives

*This section should provide an overview of the stakeholder identification and relationship management methods.*

- The developer shall describe methods used to identify a working list of diverse community members, local and state elected officials, institutions, local businesses, and nonprofit organizations associated with their Project.
- The developer shall identify what departments within their organization will own the relationships with the stakeholders listed.

- [additional Proposer statements, if any]

## 2.2. Assigning team members in your organization as the primary relationship holder

*This section will provide a list of communication officers, their role, and name and contact information. The list should provide stakeholders with an understanding of who should be called for a particular issue or question. It will also include links to the Project website so readers know where to find additional information. In addition to this list, Proposers should explain how stakeholders will access this list and how it will be kept current to reflect organic changes and turnovers in responsibilities throughout the Project life cycle. [Complete Table as Appropriate]*

Name/Title	Role/Responsibilities	Contact Information

## 3. Stakeholder Engagement Goals

### 3.1. Defining Goals and Desired Outcomes

*This section should describe goals and desired outcomes developed through a collective understanding of shared interests for each stakeholder group identified in 2.1.*

- The developer shall define the issues and/or information prioritized by each stakeholder group in collaboration with stakeholders.
- The developer shall list goals set for delivering benefits to disadvantaged communities consistent with the Climate Act's focus on building an inclusive, clean energy economy including education, training and hiring opportunities.
- The developer shall list engagement activities to date and planned activities to incorporate the perspectives of Indigenous Nations to the offshore wind development.
- The developer shall list identified opportunities for collaborative decision-making and efforts throughout the development process with community members, local elected officials, relevant businesses, institutions, and non-profit organizations including but not limited to MOUs and LOIs.
- [additional Proposer statements, if any]

## 4. Stakeholder Engagement Activities and Partnerships

### 4.1. Planned Activities and Outreach

*This section shall detail options for engagement activities and follow-up with community members, local elected officials, institutions, local businesses, and nonprofit organizations. Engagement activities detailed in this section should specify with what stakeholder groups they will be leveraged. While it is critical to include a wide range of voices, including the key stakeholder groups illustrated in Section 4, it is also necessary to direct a concerted effort*



*towards engagement to include historically marginalized groups traditionally left out of development decisions. A thoughtful approach to planned activities and outreach will specifically detail how these efforts are tailored to and vary to uniquely consider each stakeholder group and increase awareness and participation from each group.*

- The developer shall list engagement approaches and activities specific to stakeholder groups defined in 2.1.
- Proposers shall detail what accessibility factors, especially for Disadvantaged Communities, including convenience of meeting times and accessibility of locations or virtual platforms, childcare needs, language and interpretation needs, and variety of opportunities to participate and ways to provide input are considered in planned activity and outreach.
- The developer shall detail their anticipated outreach and schedule prior to informing stakeholders of planned activities including alerting NYSERDA.
- The developer shall detail their plan for providing consistent follow-up with the stakeholders they have engaged to make clear how their input was considered, and/or provide learning opportunities to raise awareness of and gain support for the Project with the stakeholders.
- [additional Proposer statements, if any]

#### **4.2. Planned Partnerships**

*This section should describe proposed or existing partnerships with community organizations, institutions, local businesses, and nonprofit organizations*

- The Proposer should provide as much detail of the nature of these partnerships, and any particular hiring, training, or educational opportunities in local communities.
- The Proposer should explain where partnerships may foster more business opportunities for local businesses to participate and benefit from the growing offshore wind industry.
- [Proposer statements, if any]

## **5. Tracking Progress and Communications**

### **5.1. Tracking Stakeholder Engagement**

*This section should detail the tracking of relationships, activities, and both successful or unsuccessful outcomes from engagements.*

- Developers should detail how they plan to track relationship progress with stakeholders and provide a current example of such a tracker. Options could include Tiering stakeholders by how well connected they are to the Project, or how by the number of times they've engaged in activity with their respective relationship owner. As events, meetings, and general communication occurs per quarter, Developers should track stakeholder tiers and be able to show change in status of relationships and reasoning. The tracking method chosen by Developers should be able to depict 1) how successful the Project is at pushing stakeholders to be more engaged and 2) what specific activities or characteristics make stakeholders more likely to move to a higher tier of engagement.

- Developers should include tracking tables for goals defined in 3.1. that include when and where the goal is supported or achieved through engagement activities.
- Developers shall provide a list of engagements along with the data seen in the table below. [Complete Table as Appropriate]

Organization Type	Engagement Type	Goal/Subject of Engagement	Marketing Ahead of Event	Attendance Targeted	Final Attendance	Date of Event	Follow-Up Material Provided

## 5.2. Tracking Stakeholder Marketing Efforts

*This section should detail the tracking of general communications or marketing campaigns to raise awareness among communities proximal to activities related to Project development, construction, operation, and decommissioning.*

- Developers should detail how they plan to track marketing efforts or public awareness campaigns and provide a current example of such a tracker.
- Developers should detail their public awareness campaigns leveraged to communicate or advertise project development status, hiring opportunities and impacts on local communities. Community members should always be aware of project development impacting them, regardless of their individual support or interest in the activity.
- Developers shall provide a list of such public campaigns or marketing efforts along with the data seen in the table below. [Complete Table as Appropriate]

Project detail to be communicated: Project status, schedule change, or employment opportunity	Marketing Campaign Method	Frequency of Communication or Marketing Collateral	Feedback or Inquiries from campaign	Dates and Duration of Campaign	Location of Campaign