



HOW TO IMPLEMENT
**PIPELINE PUBLIC
ENGAGEMENT**

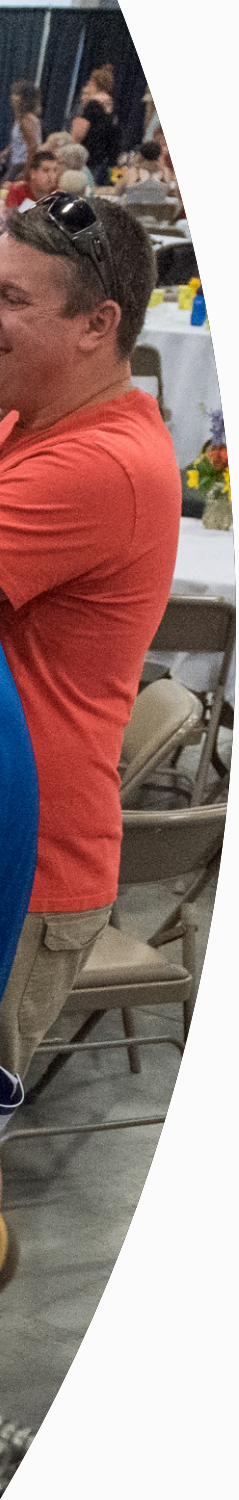




TABLE OF CONTENTS

Pipeline Public Engagement is a Journey	7
Chapter 1: Beginning the Journey	8
Introduction and Background	9
Industry-wide Implementation Support	11
Pipeline Public Engagement Scalability and Flexibility.....	13
API RP 1162, <i>Public Awareness Programs</i> vs. API RP 1185, <i>Pipeline Public Engagement</i>	15
Chapter 2: Implementation Basics	17
Implementation Overview	19
Gap Analysis	21
Keys to a Successful Implementation	23
Chapter 3: Implementation of Pipeline Public Engagement Elements	24
Implementation Fundamentals	25
Element Components	25
Element Breakdown	27
Considerations for Implementing Each Element.....	29
Chapter 4: Pipeline Public Engagement Implementation in Action	55
Implementation Detail for API RP 1185, <i>Pipeline Public Engagement</i>	57
Conclusion	59





TOOLS TO SUPPORT OPERATORS

PipelinePublicEngagement.org

IN BOOKLET 1, THE READER WILL LEARN:

- Why Pipeline Public Engagement will help improve pipeline safety
- Background information on the development of API RP 1185
- The benefits of Pipeline Public Engagement for new projects and existing pipelines
- Why an inclusive engagement process is important
- The ways Pipeline Public Engagement enhances safety culture
- The intention for Pipeline Public Engagement to be used by operators of all sizes and experiences
- How Public Engagement has helped other industries

IN BOOKLET 2, THE READER WILL LEARN:

- The benefits of Pipeline Public Engagement
- Details on the flexibility and scalability of the elements
- Descriptions of the six Engagement Elements and their importance to improved pipeline safety





PIPELINE PUBLIC ENGAGEMENT IS A JOURNEY

API Recommended Practice (RP) 1185, *Pipeline Public Engagement*, represents a journey for pipeline operators, guiding them through a comprehensive process of enhancing stakeholder interactions and building meaningful relationships. Just as a journey involves distinct stages, challenges and progress, the implementation of API RP 1185 unfolds in a similar manner. The document's framework serves as a roadmap, starting with the identification and understanding of stakeholders' needs and concerns, guiding operators to transparency in communication. It then directs the creation of tailored plans and preparation strategies, leading to the active sharing of relevant information and fostering two-way communication. The journey continues with operators asking, listening and responding to stakeholders. The goal is that the process ultimately matures into a dynamic and ongoing cycle of engagement, continually adapting to new challenges and opportunities.

Just as a journey's destination is not merely a point on the map, but is the transformative experiences along the way, the implementation of API RP 1185 fosters a cultural shift towards inclusive engagement that contributes to the long-term success of pipeline operations and community relationships. Regardless of an operator's starting point, the cyclic nature in RP 1185 provides the opportunity for continuous improvement, with the understanding that it may take years or decades to reach significant and widespread maturity across all elements.

A group of people, including several men in uniform, are seated at a long table in a meeting room. The man in the foreground, wearing a light-colored uniform shirt, is gesturing with his right hand while speaking. Other participants are looking towards him. The room has a bulletin board with various papers on the wall and a telephone mounted on the wall. The entire image is overlaid with a blue tint.

CHAPTER 1

BEGINNING THE JOURNEY

INTRODUCTION AND BACKGROUND

Pipelines are a vital part of modern life and will play a continuing role in our energy future. Running through communities across America, pipelines have a direct impact on the public. RP 1185 for *Pipeline Public Engagement* will help facilitate communication between pipeline operators and members of the public on proposed and existing pipeline systems. RP 1185 provides a scalable and flexible framework with implementation specifics dependent on the type, size and location of a pipeline. RP 1185 is a tool intended to be used in conjunction with existing programs.

RP 1185 is the culmination of a multi-year effort by the pipeline industry, government representatives and public advocates to offer ways to improve pipeline public engagement. RP 1185 was developed under American Petroleum Institute's (API) American National Standards Institute (ANSI) accredited process, ensuring that standards are recognized for their technical rigor.

RP 1185 builds upon the one-way communication of RP 1162, *Public Awareness Programs* for Pipeline Operators by encouraging proactive two-way communication with a broader range of stakeholders. RP 1185 may also contribute to the stakeholder engagement element of a Pipeline Safety Management System program as found in RP 1173.

This booklet is not a prescriptive guide to implementation but a collection of suggestions for an operator to consider as it undertakes implementation of Pipeline Public Engagement. All operators are encouraged to review this guide for any value they may find in collaboration with existing company programs and procedures.





CHAPTER 1: BEGINNING THE JOURNEY

INDUSTRY-WIDE IMPLEMENTATION SUPPORT

Improving public engagement is a top objective of the pipeline industry. Through the API-LEPA Pipeline Excellence Strategic Plan, support for implementation of API RP 1185, *Pipeline Public Engagement* is a key activity. The pipeline industry is now mobilizing to encourage and assist pipeline operators in implementing this RP.

THE PIPELINE INDUSTRY PLAN FOR PIPELINE PUBLIC ENGAGEMENT SUPPORT INCLUDES:

PHASE 1: INTRODUCTION

Regular industry-wide communication and outreach through awareness events, commitment opportunity and introductory booklets – 2023 and 2024

PHASE 2: TOOLS AND WORKSHOPS

Development of guidance for the gap analysis process with specific task list, peer-to-peer sharing framework and an assessment tool, along with interactive workshops for practitioners – 2024

PHASE 3: VERIFICATION PROCESS

Internal and other options for evaluation of Pipeline Public Engagement implementation and safety performance improvement – 2024 and beyond

API RP 1185 materials and implementation support tools will be available at PipelinePublicEngagement.org.



BEST INSIGHT

NDT
Global
The Power of Clarity.

Continuously Pushing
the Boundaries of
Technology and Innovation



PRC Enhanced Array Service
Array Removal



CHAPTER 1: BEGINNING THE JOURNEY

PIPELINE PUBLIC ENGAGEMENT SCALABILITY AND FLEXIBILITY

RP 1185 reflects and embraces the differences in operators, engagement programs, and engagement needs by providing a flexible and scalable framework. Pipeline operators cannot and should not employ a one-size-fits all approach to their engagement programs. Similarly, operators should be allowed to scale their engagement efforts to reflect the type and needs of their specific engagement circumstances.

RP 1185's framework gives operators the flexibility to tailor their public engagement program in a way that reflects their organization, current programs and future needs. In cases where an operator already has an established engagement program, RP 1185 provides a baseline to compare and evaluate their own program. For operators with some engagement practices but no comprehensive engagement program, RP 1185 provides a means to establish a comprehensive public engagement program.

RP 1185 also intends operators scale their specific engagement efforts to reflect the number and variety of stakeholders and scope of a particular community. The local communities, their history with prior industrial activity in their area, and the engagement challenges they may face all call for different levels of needed engagement. In all cases, operators have the flexibility and scalability to apply this RP as appropriate to their specific circumstances, but with the goal of having a comprehensive and effective program.





CHAPTER 1: BEGINNING THE JOURNEY

API RP 1162, *PUBLIC AWARENESS PROGRAMS* VS. API RP 1185, *PIPELINE PUBLIC ENGAGEMENT*

1 PROGRAM OBJECTIVES

API RP 1162: Focuses on public awareness programs to inform stakeholders about the presence of pipelines and potential hazards. The approach is centered on one-way communication, aiming to raise awareness among the affected public, emergency responders, public officials and excavators.

API RP 1185: Focuses on two-way communication and engagement with stakeholders potentially impacted by a pipeline. The approach emphasizes building collaborative relationships and seeking stakeholder input throughout the pipeline's life cycle.

2 STAKEHOLDER INVOLVEMENT

API RP 1162: Involves stakeholders as recipients of information through awareness programs but may not actively seek their input or feedback.

API RP 1185: Actively involves stakeholders, including local communities, landowners, regulatory agencies and indigenous groups, in the engagement process. Stakeholder input is sought in project planning and ongoing operation.

3 TIMING OF ENGAGEMENT

API RP 1162: Requires certain baseline messages be delivered at regular frequencies for each stakeholder group. Does not specify the timing of engagement efforts in relation to project development stages.

API RP 1185: Emphasizes early and meaningful engagement with stakeholders during project planning to understand concerns proactively and provide an opportunity for input. It emphasizes the importance of continued two-way engagement throughout the pipeline life cycle.

CHAPTER 1: BEGINNING THE JOURNEY

API RP 1162, PUBLIC AWARENESS PROGRAMS VS API RP 1185, PIPELINE PUBLIC ENGAGEMENT (CONT.)

4 COLLABORATION

API RP 1162: While it raises awareness about safety, it does not explicitly encourage engagement with stakeholders.

API RP 1185: Encourages engagement by actively seeking input from stakeholders.

5 ENGAGEMENT METHODS

API RP 1162: Mentions using various communication methods, including public meetings, brochures, and websites, but it does not specifically emphasize the use of technology and online platforms for engagement.

API RP 1185: Recognizes the importance of online engagement and technology to provide information and facilitate interactions with stakeholders in addition to traditional communication methods.

6 CULTURAL SENSITIVITY

API RP 1162: Promotes cultural awareness in public awareness materials but does not explicitly address cultural sensitivity in engagement efforts.

API RP 1185: Highlights the importance of cultural sensitivity, especially when engaging with indigenous groups and local communities.

7 OUTCOME AND IMPACT

API RP 1162: The primary outcome is increased awareness about pipeline safety among stakeholders.

API RP 1185: The outcome is fostering a collaborative relationship with two-way communication between stakeholders and the pipeline operator.

8 REGULATORY REQUIREMENT

API RP 1162: API issued RP 1162, *Public Awareness Programs* for Pipeline Operators, first edition in 2003. The first edition was incorporated into federal regulation by reference in 2005. This regulation requires pipeline operators to develop, maintain and enhance their documented public awareness program.

API RP 1185: is a voluntary practice as of the date of this publication, and not currently a regulatory requirement. The members of the RP 1185 Task Group developed this document as a voluntary practice rather than a regulatory requirement to avoid one-size-fits-all, prescriptive audits that could hinder additional benefits.



CHAPTER 2

IMPLEMENTATION BASICS



CHAPTER 2: IMPLEMENTATION BASICS

IMPLEMENTATION OVERVIEW

The new and more involved tasks of a public engagement program will require an intentional implementation effort. Implementation will require buy-in and action from many parts of the organization, including: management, commercial, operations, legal, government affairs, public awareness and engagement. Regardless of the scope or maturity of current public awareness or engagement programs, the following tasks can inform an implementation plan:

INITIATION

Management Support and Commitment

Understand API RP 1185

Internal Training

Identify Stakeholders

PERFORM GAP ASSESSMENT

Assessment of Current State

IMPLEMENTATION

Develop an Engagement Plan

Create Communication Channels

Cultural Sensitivity and Indigenous Engagement

CONSOLIDATE AND ASSESS

Measure and Evaluate Engagement Effectiveness

Continuous Improvement

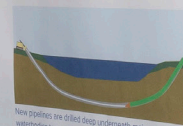


PIPELINE QUESTIONS ANSWERED: ENVIRONMENTAL PROTECTION

How is the environment protected?
Pipeline operators minimize the environmental impact of construction and materials, proactive inspections, detection systems and emergency response programs.

Route Selection to Minimize Impact

Pipeline operators design the route of their lines to avoid environmentally sensitive areas. One major project adjusted its originally proposed route over 100 times to avoid sensitive locations. Operators will also try to follow along utility corridors that already have an existing pipeline and thereby minimize new impacts.



New pipelines are drilled deep underneath major waterbodies to avoid contact with water resources.

Construction Materials & Techniques

Pipeline operators must use certified steel pipe that meets or exceeds federal quality regulations. After pipe segments are welded together end-to-end, the welds are x-rayed to ensure no defects are present. Horizontal Directional Drilling (HDD) tunnels pipe deep underneath major waterways to avoid coming close to water resources. New pipelines are allowed to begin service only after they pass pre-operation testing demonstrating operations.

Bottleneck Line

Exact regulations and pipeline operator frequently manage pipeline water crossings. Pipeline operators are updating practices to ensure the safety of water crossings.

Frequently Asked Questions

How do pipelines cross water bodies?

Pipelines cross rivers and other water bodies primarily in buried tunnels or in most cases, are drilled underground beneath water bodies. They are also sometimes lined along bridges or are anchored to the bottom of a water body.

How often do pipeline incidents occur in water crossings?

In rare circumstances, flooding can wash away a portion of a buried pipeline, exposing it to erosion and making it susceptible to damage. One of the most common causes of pipeline incidents over the last 20 years has been a lack of cover at water crossings.

What regulatory requirements address risks at water crossings?

Regulatory requirements require pipeline operators to take appropriate actions to protect the safety of water crossings. Pipeline operators are required to take appropriate actions to protect the safety of water crossings.



CHAPTER 2: IMPLEMENTATION BASICS

GAP ANALYSIS

A key step in implementing API RP 1185 is assessing the gap between the operator's current program activities and the elements of the RP. An operator should perform a gap analysis to determine whether all of the elements of API RP 1185 are reflected in some form or fashion in its own processes and procedures.

TO PERFORM A GAP ANALYSIS:

- Understand specific components and provisions of API RP 1185.
- Associate (or map) current operator practices and procedures to the components of RP 1185.
- Analyze where operator practices and procedures, alone or in combination, translate to API RP 1185 elements.
- Assess the quality of current operator practices and procedures in comparison to the components of API RP 1185 to determine opportunities to improve performance.
- Identify where API RP 1185 components are unmet by current operator practices and procedures. These represent gaps the implementation plan can consider prioritizing and addressing at the appropriate time.



What utility does the color RED represent?

How many days prior to starting a digging project must you call 811?

How long do you have to wait after calling 811?

Who should call 811 before digging?

What is 811?

Which utility does the color YELLOW represent?

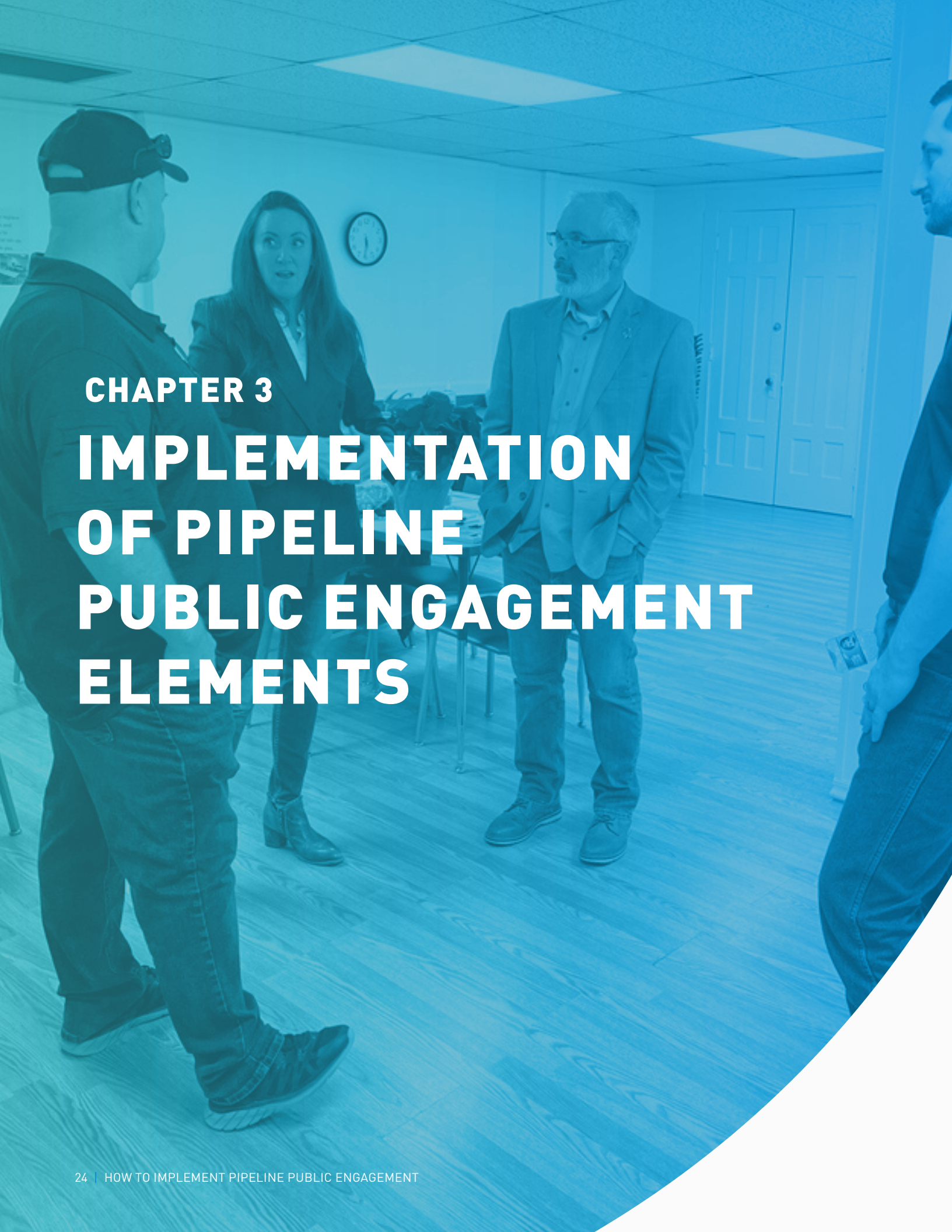


CHAPTER 2: IMPLEMENTATION BASICS

KEYS TO A SUCCESSFUL IMPLEMENTATION

Successful implementation of Pipeline Public Engagement requires buy-in from all levels of the organization, a detailed plan and everyone's awareness of how they fit into implementation and its success.

- Senior leaders need to participate actively and visibly throughout the implementation program and demonstrate their commitment in both words and actions so employees recognize the importance and priority of the program.
- Managers and employees must understand why the program is being implemented and how the program impacts each of them.
- Three parallel tracks of activity, planned and executed in alignment, may help to successfully implement Pipeline Public Engagement:
 - A Leadership track that ensures implementation, resolves conflicts as they arise and champions the change
 - A Management track that identifies and manages potential implementation impacts and helps participants through the implementation process
 - A Project/Operational track that develops and executes an implementation work plan



CHAPTER 3

IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

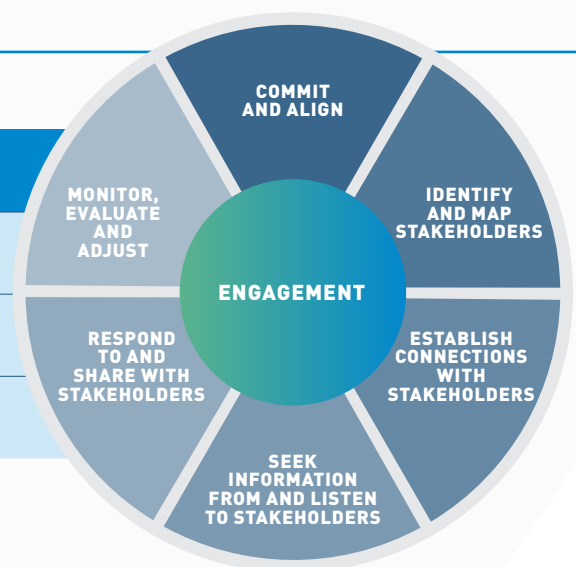
IMPLEMENTATION FUNDAMENTALS

As described earlier, this Booklet is not a prescriptive guide to implementation, but a collection of suggestions for an operator to consider as it undertakes implementation of RP 1185 and a Pipeline Public Engagement program. All operators are encouraged to review this guide for any value they may find. Operators starting the Pipeline Public Engagement implementation journey from the beginning will find the greatest use for descriptions of implementation steps, barriers to success and opportunities to leverage.

The following pages of this chapter break down each element of API RP 1185, its purpose and involved stakeholders. In all cases, operators are encouraged to implement API RP 1185 in a way that makes the most sense for their own company, its size, resources and history with public engagement initiatives.

ELEMENT COMPONENTS

API RP 1185 - ENGAGEMENT	
6 ELEMENTS	Yields a cohesive system
VALUES	Underlie all elements
COMPONENTS	Stakeholders, lifecycles, tools





ELEMENT BREAKDOWN

Understanding the components of an element frames the focus for implementation. Consider these components when implementing elements:



OWNER – An identified person within the organization who is accountable for the element content.



POLICY – Every element should be aligned to a policy that describes the requirements that define expectations and the behaviors required for success.



PROCESS – An element has at least one process describing the activity to be performed to meet required policy and the organizational roles responsible for carrying out the activity should be described. Large elements may have multiple processes to fully cover the scope of activities.



PROCEDURE – Each process requires a set of written procedures or work instructions for each employee role. These written work procedures/instructions form the basis of competence training to ensure that employees understand how to perform their work.



KEY PERFORMANCE INDICATORS (KPIs) – How will the performance of the element be measured in order to determine if it is 'fit-for-purpose' or 'drives improvements?' Each element requires a combination of leading and lagging indicators so that organizational performance can be monitored, tracked and enable continuous improvement. Reports of such KPIs form the basis of management and leadership reporting that takes place during management review activities.



AUTHORITY – Within each element, certain key decisions will be made, such as 'Which is the best risk mitigation strategy?' Employees need to understand their decision-making authority.



IMPLEMENTING COMMIT AND ALIGN

PURPOSE

The “Commit and Align” element in API RP 1185, *Pipeline Public Engagement*, emphasizes the importance of leadership commitment and alignment within the pipeline operator’s organization. The element highlights the need for Top Management to actively support public engagement initiatives and integrate engagement practices and values into the organization’s culture and decision-making processes. Cultural alignment ensures that engagement becomes an integral part of the organization’s identity, reinforcing the commitment to stakeholder collaboration and improving the overall outcomes of engagement activities.

INVOLVED STAKEHOLDERS

Top Management, Identified Leader(s), Management, Supervisors

BARRIERS TO SUCCESS

LACK OF LEADERSHIP SUPPORT: Insufficient commitment from Top Management may hinder the integration of engagement efforts into the organization’s culture and decision-making processes.

RESISTANCE TO CHANGE: Employees and stakeholders may resist adopting new engagement practices or cultural shifts within the organization.

INCONSISTENT MESSAGING: Misalignment between leadership messages and actual practices can erode stakeholder trust and credibility.

RESOURCE CONSTRAINTS: Limited budget, personnel or time dedicated to engagement initiatives can impact the organization’s ability to commit effectively.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING COMMIT AND ALIGN (CONT.)

OPPORTUNITIES TO LEVERAGE

TOP MANAGEMENT ENDORSEMENT: Securing visible and vocal support from top leadership to emphasize the importance of public engagement and align it with organizational goals.

INCORPORATE INTO VALUES AND MISSION: Embedding public engagement principles into the company's mission, vision and core values to reinforce commitment.

INTERNAL TRAINING: Providing training to employees at all levels on the benefits, techniques and importance of effective public engagement.

CLEAR ROLES AND RESPONSIBILITIES: Defining clear roles, responsibilities and accountability for public engagement efforts to ensure coordinated implementation.

RECOGNITION AND INCENTIVES: Recognizing and rewarding employees and teams that demonstrate exceptional commitment to public engagement.

QUESTIONS TO ASK YOURSELF

- Does your Leadership team demonstrate the behaviors you are asking of your employees?
- Does your resource commitment to the initiative (budget, people) match your messaging?
- Do you have a communication plan that involves every Leader, every Manager and every Supervisor?

FACTORS FOR SUCCESS

- Ensuring that public engagement goals are closely aligned with the organization's mission, vision and strategic priorities.
- Providing training and skill development opportunities to employees involved in public engagement to enhance their capabilities.
- Viewing public engagement as a long-term commitment rather than a short-term initiative, fostering sustained relationships.





RESTRICTION OF THE PIPE
LOCATION FROM THE LINE

PPWEATRELLINENM

**NO DRIVING OR
REMOVAL**

IN AN EMERGENCY
CALL 911 AND
REPORT THE LOCATION
OF THE PIPELINE
1-800-337-8644

NOTICE:
DAMAGE OR
REMOVAL
OF THIS MARK
IS A
VIOLATION
SUBJECT TO A
\$500 FINE
AND OR
1 YEAR
IMPRISONMENT

BEFORE EXCAVATING CALL
811
FOR THE
LOCATION OF THE
PIPELINE
CALL 811 before you dig

WHEN BE NOTIFIED
WHEN ANYONE IS
WORKING WITHIN
10 FEET OF THE
PIPELINE

12"

IMPLEMENTING IDENTIFY, UNDERSTAND AND CONFIRM

PURPOSE

The “Identify, Understand and Confirm” element in API RP 1185, *Pipeline Public Engagement*, is foundational to a successful engagement. It ensures that pipeline operators identify and understand relevant stakeholders, including their concerns and expectations and then confirm the accuracy of that understanding. This element may prove the most challenging to execute given the need to look beyond traditional stakeholders, decide which potential stakeholders to include or not include, and build a substantive understanding of their viewpoints. This may seem daunting, but the scalable and flexible foundations of RP 1185 allow operators to make their program and its execution fit-for-purpose of a given engagement situation, instead of a potentially wasteful or ineffective one-size-fits all prescriptive mandate.

INVOLVED INTERNAL STAKEHOLDERS

Employees, Operational Employees, Contractors

BARRIERS TO SUCCESS

INADEQUATE STAKEHOLDER ANALYSIS: Failing to identify all relevant stakeholders or overlooking specific groups can result in incomplete engagement efforts.

MISINTERPRETATION OF PERSPECTIVES: Misunderstanding or misinterpreting stakeholder viewpoints can lead to ineffective engagement strategies and inadequate addressing of concerns.

LACK OF CULTURAL SENSITIVITY: Ignoring cultural nuances or failing to understand cultural perspectives may result in overlooking important stakeholder considerations.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING IDENTIFY, UNDERSTAND AND CONFIRM (CONT.)

OPPORTUNITIES TO LEVERAGE

STAKEHOLDER MAPPING: Utilizing methodologies to accurately identify and categorize stakeholders based on their interests and potential impacts.

EARLY ENGAGEMENT: Involving stakeholders from the project's early stages to gain insights on needs of stakeholders.

DIVERSE ENGAGEMENT CHANNELS: Leveraging a variety of communication channels, such as surveys, workshops, focus groups and online platforms, to identify a broad spectrum of stakeholders.

ON-THE-GROUND OUTREACH: Going beyond “desktop” or virtual methods and conducting on-the-ground site visits and in-person meetings, when necessary, to better understand the surrounding area and identify stakeholders which other methods may have missed.

HISTORICAL CONTEXT: Identify similar third-party outreach efforts in the area previously and examine how they engaged with the community, outcomes and lessons learned, to inform your stakeholder engagement efforts.

QUESTIONS TO ASK YOURSELF

- What methods will we use to find stakeholders we don't know are out there?
- How will we decide which stakeholders to include?
- How will we find out what stakeholders need from the engagement process?
- How will we manage information on stakeholders, their needs and challenges?

FACTORS FOR SUCCESS

- Ensuring identification strategies are capable of finding a broad spectrum of stakeholders.
- Accepting the need to understand differing viewpoints and concerns.





IMPLEMENTING PLAN AND PREPARE

PURPOSE

The “Plan and Prepare” element in API RP 1185, *Pipeline Public Engagement*, lays the groundwork for effective and meaningful engagement with stakeholders. Different stakeholders will have different needs for their engagement method and approach. Planning and preparation reflect how, when and where to best engage with each stakeholder.

INVOLVED INTERNAL STAKEHOLDERS

Employees, Operational Employees, Contractors

BARRIERS TO SUCCESS

LACK OF EXPERTISE: Inexperienced or untrained personnel leading engagement efforts may result in ineffective planning and execution.

MISALIGNMENT WITH OBJECTIVES: Developing engagement plans that do not align with stakeholder needs

LIMITED STAKEHOLDER INVOLVEMENT: Failing to involve a diverse range of stakeholders during the planning phase can result in overlooking important perspectives and concerns.

IGNORING LESSONS LEARNED: Failing to learn from past engagement experiences and adjust strategies accordingly can lead to repetitive mistakes.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING PLAN AND PREPARE (CONT.)

OPPORTUNITIES TO LEVERAGE

EARLY ENGAGEMENT: Initiating engagement efforts in the project's early stages to proactively identify stakeholder concerns and incorporate them into planning.

COMMUNICATION STRATEGY: Crafting a comprehensive communication strategy that outlines objectives, key messages, target audiences, channels and timelines.

CULTURAL SENSITIVITY TRAINING: Providing training to engagement teams on cultural nuances and effective communication approaches to ensure engagement plans are culturally appropriate.

LOCAL INTERNAL STAKEHOLDERS: Utilize local internal employees and stakeholders, when possible, to assist with engagement efforts and provide insights.

COMMUNITY LEADERS: Identifying and fostering relationships with existing community leaders—elected officials, faith leaders, community organization leaders, etc.—to obtain insights on best practices for local engagement.

ANNUAL PLANNING: For assets in the operating phase, consider how to bring stakeholder feedback into annual planning cycles to adjust your plans as needed.

QUESTIONS TO ASK YOURSELF

- How will we tailor our plans to reflect the needs of stakeholders?
- Do we have the tools to try to overcome engagement challenges faced by stakeholders?
- Do we have the resources, training and desire to prepare for effective engagement?

FACTORS FOR SUCCESS

- Flexibility in engagement methods, timing and approaches.
- Creating scenarios or hypothetical situations to anticipate potential stakeholder reactions and plan appropriate responses.





IMPLEMENTING SHARE INFORMATION

PURPOSE

The “Share Information” element in API RP 1185, *Pipeline Public Engagement*, is the initial step providing baseline information to stakeholders about a project or action. From this starting point, stakeholders can ask informed questions or share initial concerns. This stage can also fill a vacuum of information to reduce misconceptions or mischaracterizations. This element sets the stage for the Ask, Listen and Respond phase.

INVOLVED INTERNAL STAKEHOLDERS

Employees, Operational Employees, Contractors

BARRIERS TO SUCCESS

LACK OF CLARITY: Incomplete or complex information can hinder understanding among stakeholders, leading to confusion and misinformation.

LANGUAGE AND ACCESSIBILITY: Language barriers and limited accessibility to information can exclude certain groups from engagement efforts.

TECHNICAL JARGON: Excessive use of technical terminology can alienate non-technical stakeholders, impeding effective communication.

INCONSISTENT MESSAGING: Inconsistent or contradictory information from different sources can erode stakeholder trust.

CULTURAL SENSITIVITY: Information sharing might inadvertently overlook or misinterpret cultural nuances, leading to miscommunication

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING SHARE INFORMATION (CONT.)

OPPORTUNITIES TO LEVERAGE

INTERACTIVE CONTENT: Creating engaging and interactive content like videos, infographics and virtual tours can enhance stakeholder understanding.

COLLABORATIVE TOOLS: Using collaboration platforms and forums allows stakeholders to ask questions and engage in discussions.

DIGITAL PLATFORMS: Leveraging websites, social media and digital communication tools may enable widespread and accessible sharing of information.

QUESTIONS TO ASK YOURSELF

- What information needs to be shared to provide a basic understanding of the project or action?
- Is the information understandable or easily digestible?
- Would I be satisfied with the information provided if I were an impacted stakeholder?

FACTORS FOR SUCCESS

- Committing to transparent communication by providing accurate and timely information to stakeholders.
- Presenting information in formats accessible to various audiences, including digital platforms, printed materials and public meetings.
- Crafting clear and concise messages that are easily understandable by diverse stakeholder groups.
- Collaborating with local community organizations, educational institutions and experts to enhance the accuracy and credibility of shared information.





IMPLEMENTING ASK, LISTEN AND RESPOND

PURPOSE

The “Ask, Listen and Respond” element in API RP 1185, *Pipeline Public Engagement*, fosters meaningful and reciprocal interactions between pipeline operators and stakeholders. Its purpose is to establish a dynamic communication process that invites stakeholders to ask questions, voice concerns and share perspectives related to pipeline operations, safety and potential impacts. By actively listening to stakeholder input, operators gain valuable insights into the community’s needs and viewpoints. Through effective implementation of the “Ask, Listen and Respond” element, pipeline operators can build trust, enhance community relationships and collaboratively work towards safe and responsible pipeline management.

INVOLVED INTERNAL STAKEHOLDERS

Employees, Operational Employees, Contractors

BARRIERS TO SUCCESS

LACK OF STAKEHOLDER AWARENESS: Stakeholders may not be aware of engagement opportunities or how to provide input, leading to limited participation.

INADEQUATE COMMUNICATION CHANNELS: Limited or ineffective communication channels can hinder stakeholders’ ability to ask questions and provide feedback.

LANGUAGE AND CULTURAL BARRIERS: Language differences or cultural nuances may impede effective communication and understanding of stakeholder perspectives.

LIMITED TRUST: A history of poor communication or unaddressed concerns can lead to skepticism about the operator’s willingness to truly listen and respond.

UNRESPONSIVENESS: Failure to provide timely and relevant responses to stakeholder inquiries can erode trust and discourage further engagement.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING ASK, LISTEN AND RESPOND (CONT.)

OPPORTUNITIES TO LEVERAGE

DIVERSE COMMUNICATION CHANNELS: Utilizing a variety of communication channels, such as social media, websites, community forums and helplines, to provide multiple avenues for stakeholders to ask questions and provide feedback.

INTERACTIVE WORKSHOPS: Hosting workshops and focus groups to create a platform for stakeholders to ask questions, share concerns and actively engage in discussions.

ONLINE SURVEYS AND POLLS: Conducting online surveys and polls to gather feedback, gauge public sentiment and identify areas of concern.

STAKEHOLDER LIAISONS: Designating personnel as stakeholder liaisons who are responsible for addressing inquiries and facilitating open communication.

ENGAGEMENT APPS AND PLATFORMS: Utilizing digital platforms and mobile apps to create an easily accessible space for stakeholders to ask questions and receive responses.

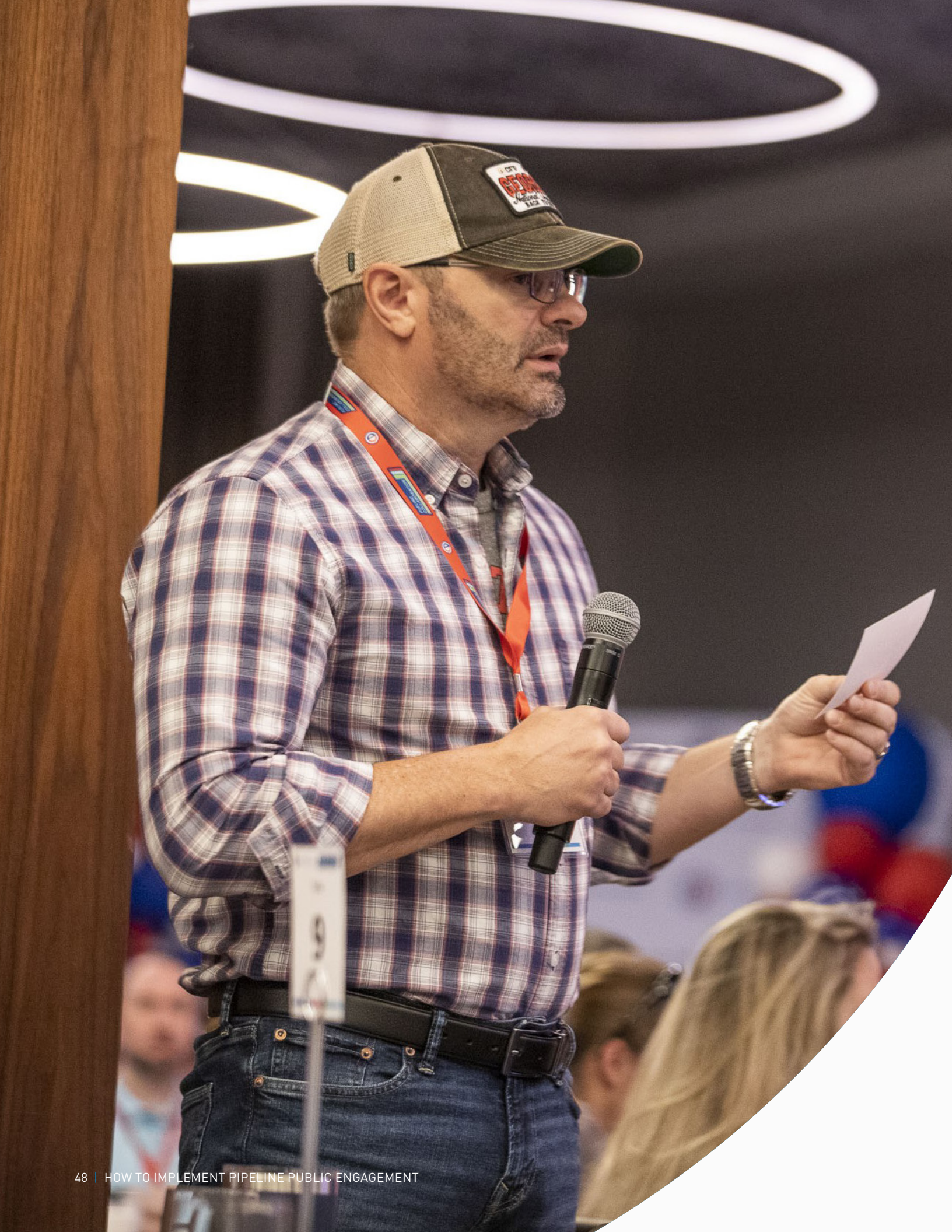
QUESTIONS TO ASK YOURSELF

- How can we encourage stakeholder participation?
- Do we have effective communication channels?
- Are stakeholder questions acknowledged promptly?
- Is our response sufficient?
- How will we handle complex questions?
- How will we address concerns and dissatisfaction?

FACTORS FOR SUCCESS

- Actively inviting stakeholders to participate and share their perspectives, fostering a sense of inclusion and ownership.
- Demonstrating empathy and understanding towards stakeholder concerns, building trust and rapport.
- Offering multiple avenues for stakeholders to provide feedback, such as surveys, public meetings and online platforms.
- Promptly acknowledging stakeholder inquiries or feedback to demonstrate a commitment to their engagement.





RESPONDING TO REQUESTS FOR ADDITIONAL INFORMATION

Pipeline operators often receive requests for additional information beyond basic pipeline project or system data. These requests can come through a stakeholder engagement process or separately through the normal course of operation with no triggering event. RP 1185 provides a process for improving the managing of such requests and determining which information operators will share. RP 1185 encourages operators to share as much information as possible but recognizes there are situations where an operator cannot share certain sensitive materials. An operator fulfills its provision under RP 1185 by going through the process in good faith, even if not all requested information is provided.

1 ACKNOWLEDGE THE REQUEST: Promptly acknowledge the information request to demonstrate that it has been received and is being considered.

2 GATHER RELEVANT INFORMATION: Collect accurate and relevant information related to the request. Ensure that the information is reliable and up-to-date.

3 VERIFY ACCURACY: Verify the accuracy of the information before sharing it with stakeholders to ensure that they receive correct details.

4 PROVIDE CONTEXT: Present the information in a clear and comprehensible manner, providing necessary context to help stakeholders understand its implications.

5 TIMELY RESPONSE: Respond within a reasonable timeframe to avoid leaving stakeholders waiting and to maintain their trust and engagement.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS RESPONDING TO REQUESTS FOR ADDITIONAL INFORMATION (CONT.)

6 TRANSPARENCY: Be transparent about the source of the information, any limitations or uncertainties associated with the information, and the rationale for declining to share specific information.

7 CUSTOMIZE COMMUNICATION: Tailor the communication to the stakeholder's level of expertise and interest. Avoid jargon and technical terms if not necessary.

8 TWO-WAY COMMUNICATION: Encourage a two-way dialogue by inviting stakeholders to ask follow-up questions or seek clarification.

9 PROVIDE ADDITIONAL RESOURCES: Offer supplemental resources or references if stakeholders wish to delve deeper into the topic.

10 FEEDBACK LOOP: Ask for feedback on the information provided and inquire if it sufficiently addresses their needs.

11 RECORD KEEPING: Maintain records of information requests and responses for future reference and transparency.

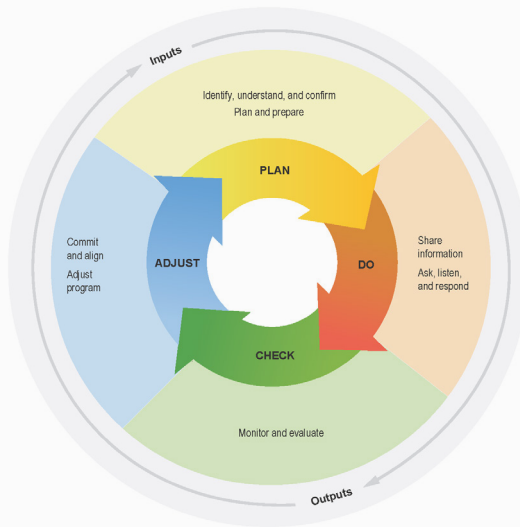
12 CONTINUOUS IMPROVEMENT: Use the experience to improve future communication strategies and ensure that similar information is readily available for other stakeholders.

13 DEVELOP COMMON ANSWERS: As information requests are received and there are repeated requests, operators can develop common answers, e.g., in the form of frequently asked questions (FAQs).





IMPLEMENTING MONITOR, EVALUATE AND ADJUST



P PLAN

Strategic planning activity

D DO

Implementation activity

C CHECK

Evaluation and QAQC activity

A ADJUST

Program updates and adjustment activity

PURPOSE

The “Monitor, Evaluate and Adjust” element in API RP 1185, *Pipeline Public Engagement*, facilitates an ongoing process of assessing the effectiveness of engagement efforts. It involves systematically collecting and analyzing feedback and data to ensure that engagement goals are met. Pipeline operators can identify areas for improvement and make necessary adjustments to their strategies, ensuring that their engagement initiatives remain responsive, effective and aligned with changing stakeholder needs and project developments. This element promotes a dynamic and adaptive approach to public engagement, fostering transparency, trust and meaningful collaboration with stakeholders.

INVOLVED INTERNAL STAKEHOLDERS

Employees, Operational Employees, Contractors

BARRIERS TO SUCCESS

LIMITED STAKEHOLDER ENGAGEMENT: Difficulty in involving diverse stakeholders in the evaluation process, leading to incomplete insights.

CHAPTER 3: IMPLEMENTATION OF PIPELINE PUBLIC ENGAGEMENT ELEMENTS

IMPLEMENTING MONITOR, EVALUATE AND ADJUST (CONT.)

DATA OVERLOAD: Difficulty in managing and interpreting the large volume of data collected, leading to analysis paralysis.

INCONSISTENT DATA QUALITY: Challenges in ensuring accurate and reliable data collection, impacting the reliability of evaluations.

COMPLEXITY: Complex engagement initiatives can lead to challenges in determining appropriate metrics and evaluation criteria.

OPPORTUNITIES TO LEVERAGE

STAKEHOLDER INVOLVEMENT: Engaging stakeholders in the evaluation process to gain valuable insights and perspectives.

BENCHMARKING: Comparing engagement metrics with industry standards to identify areas for improvement.

LEARNING FROM EXPERIENCE: Incorporating lessons learned from past engagement initiatives as well as industry peers into the evaluation process.

FEEDBACK SURVEYS: Conducting surveys to gather feedback from stakeholders on their perceptions of engagement effectiveness.

PROJECT MILESTONES / ANNUAL PLANNING CYCLES: Align with and leverage key business milestones to bring awareness to stakeholder engagement data and adjust strategies accordingly.

QUESTIONS TO ASK YOURSELF

- Are our engagement goals clear and well-defined?
- How are we measuring the success of our engagement initiatives?
- Are we collecting both quantitative and qualitative data on our engagement activities?
- Are there any gaps or areas where our engagement is falling short?
- Are we adjusting our engagement strategies based on the feedback and data we receive?
- Are we consistently seeking ways to improve and innovate our engagement strategies?

FACTORS FOR SUCCESS

- Establishing well-defined and measurable engagement goals and objectives.
- Regularly collecting both quantitative and qualitative data to gain a holistic understanding of engagement effectiveness.
- Consistently reviewing engagement activities to identify trends, patterns and areas of improvement.
- Demonstrating a commitment to continuous improvement by refining engagement strategies over time.
- Being adaptable and responsive to changes in stakeholder dynamics, project developments and community needs.

CHAPTER 4

PIPELINE PUBLIC ENGAGEMENT IMPLEMENTATION IN ACTION



IMPLEMENTATION DETAIL FOR API RP 1185, PIPELINE PUBLIC ENGAGEMENT

INITIATION

1 MANAGEMENT SUPPORT AND COMMITMENT:

- Secure commitment from Top Management to prioritize and support the implementation of API RP 1185.
- Allocate resources, budget and personnel necessary to carry out effective public engagement efforts.

2 UNDERSTAND API RP 1185:

- Gain a thorough understanding of API RP 1185 by studying its content, purpose and recommendations.
- Familiarize the management team and relevant stakeholders with the content and recommendations of API RP 1185.
- Appoint a designated team or individual responsible for leading the implementation process.

3 INTERNAL TRAINING:

- Provide training and workshops to employees and contractors involved in public engagement to enhance their communication, collaboration and cultural sensitivity skills.
- Ensure that employees understand the importance of public engagement in the organization's safety culture.

4 IDENTIFY STAKEHOLDERS:

- Conduct a comprehensive stakeholder analysis to identify all relevant parties, including local communities, landowners and tenants, regulatory agencies, indigenous groups, emergency responders and other interested stakeholders.

CHAPTER 4: PIPELINE PUBLIC ENGAGEMENT IMPLEMENTATION IN ACTION

IMPLEMENTATION DETAIL FOR API RP 1185, *PIPELINE PUBLIC ENGAGEMENT* (CONT.)

PERFORM GAP ASSESSMENT

5 ASSESSMENT OF CURRENT PRACTICES:

- Conduct a gap analysis of existing public engagement practices performed through API RP 1162, *Public Awareness Programs* and other existing processes against the recommendations of API RP 1185.
- Evaluate the current public engagement practices against the standards outlined in API RP 1185.
- Identify strengths and areas for improvement, aligning them with the elements of the RP.

IMPLEMENTATION

6 DEVELOP AN ENGAGEMENT PLAN:

- Prioritize addressing the gaps identified to meet the minimum recommendations proposed in API RP 1185.
- Create a customized public engagement plan that aligns with the organization's goals, projects and the specific needs and concerns of identified stakeholders.
- Define the objectives, key performance indicators (KPIs) and timeline for implementation.
- Develop strategies to engage with indigenous groups and local communities with cultural sensitivity, offering respect for their traditions and practices.

7 CREATE COMMUNICATION CHANNELS:

- Establish and maintain various communication channels to facilitate two-way interactions with stakeholders, such as websites, social media, email newsletters and public meetings.
- Implement mechanisms for receiving and responding to stakeholder inquiries, concerns and feedback.

CONSOLIDATE AND ASSESS

8 MEASURING AND EVALUATING ENGAGEMENT EFFECTIVENESS:

- Define metrics and KPIs to measure the effectiveness of overall public engagement efforts.
- Regularly assess the outcomes and impact of engagement initiatives and use feedback to improve the process.

9 CONTINUOUS IMPROVEMENT

- Foster a culture of continuous improvement by gathering feedback from stakeholders and team members.
- Use insights from evaluations to refine engagement strategies and enhance overall performance.

CONCLUSION

API RP 1185 is an important initiative for the pipeline industry and effective implementation will help enhance pipeline safety which will ultimately benefit operators and the wider public and environment.

FOR SUCCESSFUL IMPLEMENTATION IT IS IMPORTANT TO REMEMBER:

- Visible and active leadership is critical for success – your Leaders must be part of the implementation.
- The implementation of Pipeline Public Engagement never stops; it is a continuing improvement activity whereby maturity increases with each implementation cycle.
- Once effective, Pipeline Public Engagement will help enhance safety and maximize value for the organization.
- Regulator and public expectation – formal documentation and records management helps demonstrate your company's Pipeline Public Engagement reflect the recommendations of API RP 1185.



RP 1185 Disclaimer: This booklet provides a basic overview of pipeline public engagement. API is not affiliated with or endorsed by the organizations (AHA, TechCrunch, APA) identified in this booklet and information from these organizations are used only as examples of public engagement. This booklet is intended as a reference for developing a public engagement program and should not replace regulatory requirements, engineering principles, or company policies.