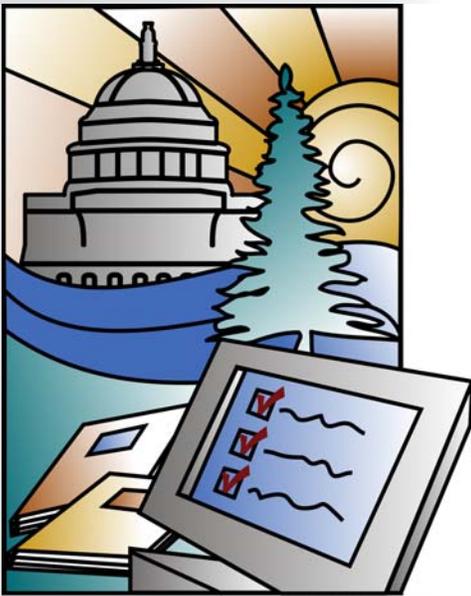


Science.

Technology.

Innovation.



Identifying the right stakeholders can streamline decisions and provide valuable input, reducing the need for costly changes later.

Pacific Northwest National Laboratory

- Analyzes stakeholders' perceptions and needs
- Determines how to effectively involve them in making decisions
- Develops and implements effective communication plans.

**Pacific Northwest  
National Laboratory**

Operated by Battelle for the  
U.S. Department of Energy



# Stakeholder Involvement

Pacific Northwest National Laboratory (PNNL) supports government agencies and private clients who are wrestling with policy and management decisions that often include science or technology components. PNNL helps our clients engage stakeholders concerning important operational or program decisions. Such engagement can accelerate decision implementation and reduce costs.

Worldwide, people are becoming more interested in industrial operations in their communities and energy and resource-related issues in their regions. Their interests range from employment to trying to understand environmental and health effects associated with industrial development, climate change, population growth, or resource extraction. Similarly, people are interested in safe operations, site restoration, and land-use issues associated with governmental operations. By effectively involving stakeholders and using a high-quality communication program, companies and government agencies can

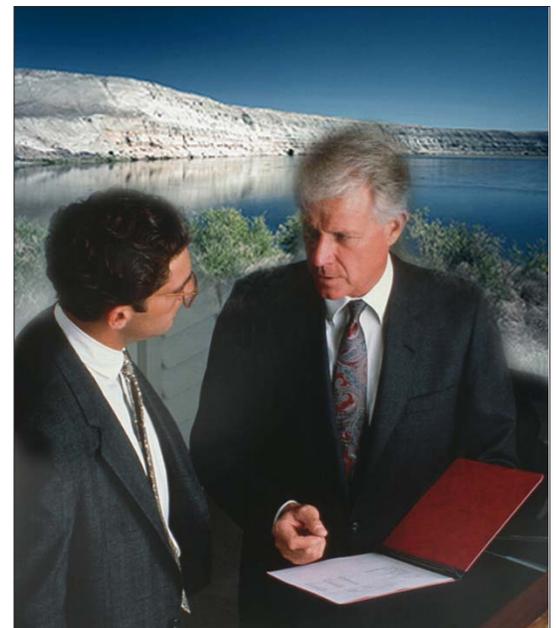
- Gain wider perspectives by viewing a topic from various perspectives.
- Build networks with interested groups and individuals.
- Enhance their reputation with stakeholders, including regulators.
- Expedite regulatory compliance.
- Avoid lawsuits brought by people who feel their concerns are being ignored.
- Anticipate future conflicts by identifying problems before they arise.

At the Pacific Northwest National Laboratory, we help our clients by

- Identifying stakeholders and characterizing issues and concerns.
- Identifying ways to address stakeholder and staff concerns.
- Designing engagement forums and leading facilitation projects.
- Coaching on risk communication and the implementation of clear, fair decision-making processes.
- Establishing communication teams and plans.
- Evaluating and making recommendations to improve stakeholder engagement programs.

Different decisions involve different stakeholders. In some cases, regulators may be critical; in other cases, local media or national business associations may play a key role. PNNL's scientific expertise allows us to quickly analyze the impacts of complex decisions and determine who could be affected. With more than 30 years experience on projects throughout the country and around the world, PNNL can readily identify and engage local, national, and international stakeholders.

We help clients design interaction and feedback mechanisms to quickly get to the heart of key issues and demonstrate to stakeholders that their issues and concerns are being heard and considered and that they are being treated with acknowledgement and respect.



*PNNL supports government agencies and private clients who are wrestling with policy and management decisions that often include science or technology components.*

## Science and Technology

The work that industries and government agencies need to do with stakeholders often involves highly complicated systems that require extensive access to various scientific and technical topics. PNNL has expertise in hundreds of scientific and social disciplines. Our scientific expertise has been recognized with prestigious national awards, including more than 60 R&D 100 Awards. Our research has been published in thousands of journals around the world. This expertise allows us to communicate accurately, avoiding embarrassing and possibly litigious errors.

## Communication

PNNL researchers select and develop the right communication products, offering timely and accurate information that addresses stakeholders' real needs and concerns. We create these products by understanding the potential decision, its impacts, and stakeholders' concerns.

Our scientists go into the community and work directly with the potentially affected people. We plan site visits and open days; develop and conduct surveys; facilitate and support public meetings; interview stakeholders, including state and local officials and regulators; organize and lead focus groups and workshops.

Our writers, editors, and designers create corporate and site reports, websites, newsletters, briefings, displays, advertisements, brochures, immediate response statements, incident reports, and working papers.

## Key Projects

PNNL has saved clients time and money while including community values and perspectives on complex decisions. Examples include

- Designing a multiyear national demonstration program of innovative technologies for cleaning up contaminated groundwater and soil at all of the Department of Energy's sites.
- Researching geologic formations in the Ohio River Valley for potential carbon capture and disposal and working with stakeholders across a multistate region to map geologic and terrestrial carbon sequestration opportunities.
- Transporting radioactive waste across the country.
- Cleaning up military installations in Alaska.
- Incinerating chemical weapons.
- Understanding the effects of past releases at the Hanford Site.
- Disposing of hazardous solid waste at Hanford.

PNNL helps identify all those that feel they have a stake in an activity, including

- Influential citizens in the region
- Businesses
- Regulators
- Public interest and environmental groups
- Media personnel
- Immediate neighbors
- Suppliers and customers
- National industry and business associations
- Academic institutions
- National, state, and local government agencies
- Global non-governmental organizations.

Also, PNNL researches stakeholder involvement. For the Natural and Accelerated Bioremediation Research Program, PNNL has studied how information about basic research can best be communicated with the public. For the World Business Council for Sustainable Development, PNNL researchers traveled around the world studying how to promote effective dialogue with stakeholders while helping to facilitate these dialogues. In addition, PNNL has conducted a series of studies evaluating the effectiveness of the Department of Energy's public participation program, and is in the process of evaluating the effectiveness of the Department of Defense Restoration Advisory Boards.

## About Pacific Northwest National Laboratory

A multiprogram national laboratory, PNNL conducts breakthrough research in environmental and energy science and technology, national and homeland security, and fundamental science. Located in Richland, Wash., PNNL has approximately 3,800 researchers and staff. In addition to its main Richland complex, PNNL operates the Marine Sciences Laboratory in Sequim, Wash., and has offices in Portland, Ore.; Seattle, Wash.; and Washington, D.C.

### For more information, contact

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