FROM THE DIRECTOR...

Welcome to the Annual Report of the Institute for Environmental Negotiation! In this, our 33rd year as a consensus-building arm of the University of Virginia, we are pleased to demonstrate our work:

- for participants in our projects, to whom we pledge our impartiality, our independence, and our best efforts as we seek to help all sides find better solutions to divisive issues;
- to the residents of the Commonwealth and beyond, for whom we are helping build stronger communities;
- for our students, with whom we both teach and learn and without whom we could not complete our work;
- to our funders, for whom we demonstrate the profound impact of their investment;
- for our colleagues at the University of Virginia and around the country, with whom we are working to expand the boundaries of knowledge about conflict and consensus, particularly involving issues of environment and health.

It always amazes me to take stock like this and see how much good work is done by so few people. That is a tribute to the staff and students who make up the Institute for Environmental Negotiation as well as the people and communities it is our privilege to assist.

Our staff is proud of our work, and we welcome your ideas of how we may improve our service. Do you have ideas for projects? Do you need a partner in your work? Does your organization or community need assistance in bringing people together to work out their problems? Drop us a line, come by and visit, or give us a call. We are inspired by so many of you and look forward to another year of learning, growth, and service.

Sincerely,
Frank Dukes
Director
ABOUT THE INSTITUTE FOR ENVIRONMENTAL NEGOTIATION

The Institute for Environmental Negotiation (IEN) is an environmental dispute resolution organization at the University of Virginia. Since its establishment in 1980, the Institute’s expertise has been sought for local and statewide environmental disputes as well as national policy issues. IEN has gained international recognition as a leading environmental and public policy dispute resolution organization and has facilitated hundreds of collaborative projects over the course of 33 years, many of which have led to new laws, regulations, and community plans. IEN conducts the vast majority of its work in Virginia; the remainder is performed in neighboring states and in national programs. IEN attracts scholars from all over the world who are visiting or spending sabbaticals here, and IEN faculty serve on numerous local, state and national boards and programs.

In this report we will highlight how IEN models best practices for community engagement at the University of Virginia and around the globe under the purview of IEN’s mission:

IEN is committed to building a sustainable future for Virginia’s communities and beyond by building capacity, building solutions, and building knowledge.

SNAPSHOTS

20 projects conducted
24 student internships provided
2 full-time staff additions
5 courses taught
STAFF AND OFFICE

Current Staff

Tanya Denckla Cobb, Associate Director
E. Franklin Dukes, Ph.D., Director
Camisha Jones, UCARE Project Coordinator
Melissa Keywood, VNRLI Program Manager
Ellen Martin, Supervisory Grants and Office Manager
Tammy Switzer, Administrative Assistant
Kelly Wilder, J.D., Senior Associate

2012-2013 Student Interns

Justin Altice
Heather Berg
Pike Brynildsen
Lawrenacia Butler
Tony Douglas
Kristin Ferriter
Amber Finlay
Mariah Gleason
Emilia Gore
Fortuna Gyeltsen
Dylan Hoos
Luke Juday
Rosalyn Keesee
Jason Knickmeyer
Cameron Langille
Lucas Lyons
Laura McGurn
Anna McMillen
Abbey Bucher Ness
Natalie Raffol
Liz Russell
Allison Spain
Esther Thatcher
Patrick Torborg

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IEN PROJECTS FISCAL YEAR 2012-2013

Central Appalachia Food Heritage Project

*Clinch River Valley Initiative*

Collaborative Planning for Sustainability course at UVa

Farmers Market and Applied Food System Research course at Morven Summer Institute

Food Justice course at UVa

*Sustaining Campus and Community Group Facilitation course at UVa*

Living Waters: An Interfaith Summit

Morven Dialogue on Tobacco, Nicotine, and Alternative Products Harm Reduction

*Local Government Capacity Building Grants Facilitation*

Cultural and Natural Resource Project Consultation Seminars: Conflict Resolution and Prevention

Righting Unrightable Wrongs course at UVa

S.H.I.F.T. for the Virginia Onsite Septic Program

*Sea Level Rise and Coastal Resilience Stormwater Summit*

Cladius Crozet Blue Ridge Tunnel

*University and Community Action for Racial Equity*

University Mediation Services course at UVa

UVa Strategic Fuel Plan Group

Regulatory Negotiations: MS4, Construction, Nutrient Trading

Training in Consensus Building and Public Participation

*Dangerous Animals Initiative*

Virginia Food Heritage Project

*Virginia Natural Resources Leadership Institute*

Virginia Rural Health Plan

*Italicized projects are described in detail in this report.*
Featured

Transformational Projects...
University and Community Action for Racial Equity

The University and Community Action for Racial Equity (UCARE) is dedicated to helping the University of Virginia and Charlottesville communities build an understanding of the University’s role in slavery, racial segregation, and discrimination. It also seeks to address and repair the legacy of those harms, particularly as they relate to present day disparities. To that end, UCARE participants represent a broad, cross-section of community members and University students, staff and faculty. IEN initiated this collaborative project in 2007, with University and community partners, as a step toward truth, understanding, repair, and authentic relationships.

UCARE is a bridge between community groups and the University. Most recently, after a racial slur was written on Beta Bridge, UCARE issued a press release and a letter to the editor calling for a more substantive response and referencing its 2012 “Call for Reflection and Action” report as a source of ideas for action. UCARE collaborated with Charlottesville’s Dialogue on Race (DOR) to implement The Race Card Project (theracecardproject.com). 45 people stopped at UCARE’s information table set up on the UVa Lawn and filled out blank “race cards” with a six word statement about race. A local drama troupe, Presence Center for Applied Theatre Arts, offered improvisational interpretations of the statements. UCARE, along with Skies the Limit Entertainment, helped DOR organize its first city-wide youth poetry competition which awarded prizes to four young writers who shared their thoughts on race and culture.

In the spring of 2013, UCARE offered its dynamic course “UVa: Race and Repair.” Taught by UCARE Executive Director Frank Dukes and UCARE Executive Committee member Phyllis Leffler, class participants learned about the legacy of slavery at UVa and in Charlottesville. The class developed a website of racially significant places, and created a video based on the Carter Woodson Institute’s history.

“Learning from and working alongside of Frank and Tanya, some of the foremost experts in the fields of conflict resolution and negotiation, has enormously shaped my understanding of how planners should engage local communities and handle conflict.”

ABBEEKY NESS, MASTER’S OF URBAN AND ENVIRONMENTAL PLANNING’13
The Clinch River Valley Initiative is an innovative collaborative planning effort to build local economies in the coalfields of Southwest Virginia. The Clinch River is one of the most biodiverse river systems in North America and is located in one of the most economically depressed regions of the United States. Initiated and facilitated by IEN, this grassroots effort has developed significant momentum with applicability for communities in Appalachia and beyond.

Action plans range from creating a regional ecological education center to providing grant and technical assistance to local entrepreneurs. The collaboration fostered through this project is unique in this disadvantaged region, where localities historically have had to compete for any available resources. This initiative will bring lasting economic, environmental, and social benefits to the region’s communities while protecting the Clinch River’s unique and rare species. It is a profound example of how the University of Virginia and the IEN is supporting and empowering local communities.

Accomplishments of the 2012-2013 fiscal year include:

- Development of the Clinch River Valley Initiative Action Plan that highlights the background, visions, goals, action items, and next steps for the Initiative;
- Development of a comprehensive Clinch River Valley Initiative Map detailing local assets such as historical and cultural attractions, outdoor recreation sites, businesses and services, and natural resources. The map will continue to be updated and adapted over time to reflect changes in the geography of the region.
Virginia Natural Resources Leadership Institute

The Virginia Natural Resource Leadership Institute (VNRLI) develops leaders throughout the Commonwealth who can help move contentious natural resources issues forward with consensus building and collaborative problem solving. Each year a cohort of professionals from the private, nonprofit, and public sectors explore Virginia’s most prominent environmental issues and strengthen their skills and leadership strategies for dealing with conflicts. During six three-day sessions throughout the year, the cohort engages in realistic skill-building exercises and role-plays and explores divergent stakeholder perspectives through panels and field trips.

In this fiscal year, the VNRLI program focused on the increasingly controversial issues of the Chesapeake Bay water quality, sustainable agriculture in the Shenandoah Valley, fostering sustainable economies in extractive communities, and climate change in Virginia.

In June 2013, 28 Fellows graduated from VNRLI and joined the ranks of 340 alumni. In addition to growing the number of full program participants, VNRLI welcomed four regional session participants, who dropped in on one session in lieu of coming through the full program. This model was successful in attracting leaders with busy schedules or limited budgets. VNRLI is currently working to attract future regional session participants in order to strengthen the program.

“Besides giving me practical and applicable experience in a planning-related field, working at the IEN strengthened my facilitation, grantwriting, and project management skills. It was a valuable opportunity.”

LUCAS LYONS, MASTER’S OF URBAN AND ENVIRONMENTAL PLANNING ’13
Featured
Public Service Projects...
Sea Level Rise and Coastal Resilience

Virginia’s coastal region is at the highest national risk to sea level rise, second only to New Orleans. In 2010, IEN initiated conversations with Virginia’s local coastal governments to explore their needs, which led to IEN facilitating four “listening sessions” on sea level rise in the City of Virginia Beach, the first such effort in Virginia’s coastal zone. Last year, the Virginia Sea Grant funded the IEN continue this work with three different coastal localities: focus groups on sea level rise adaptation policies in Virginia Beach and Gloucester County and a community workshop on the Eastern Shore. Findings from these community engagement efforts may be found at: www.virginia.edu/ien/sealevelrise.

Gloucester County Focus Group

The Gloucester County focus group discussion on sea level rise policies was held in October 2012. Ten citizen participants representing a broad array of interests gathered at an invitation-only meeting to assess sets of possible policies to address sea level rise. An important part of the focus group was that participants assessed not only the potential effectiveness of the policies in their specific community, but also the policies’ social and political viability. Additionally, fiscal concerns were addressed by the focus group, and the findings provided valuable insight into the types of policies that citizens would accept in regard to financing sea level rise mitigation efforts at the local and regional levels.

“I was able to meet a number of local, regional, and state planning staff at the “New Activist” facilitation meeting in Richmond and participate in phone calls with planning officials through the Sea Level Rise project. This professional contact with planners enhanced my experience as a graduate planning student.”

NICK DUMAIS, MASTER’S OF URBAN AND ENVIRONMENTAL PLANNING ‘12
Frostburg State University’s “Sustaining Campus and Community” dialogue series began its second year in the spring of 2012. The goal of these sessions is to help the community of Frostburg, Maryland strengthen neighborhood relationships and foster a nonviolent, civil culture. The dialogue sessions convene students, year-round residents, local officials, and University leaders to discuss issues and create new opportunities for collaborative problem-solving and coalition-building in Frostburg. Dr. Frank Dukes of the IEN, Dr. Marvin Johnson, founder and executive director of the Center for Alternative Dispute Resolution, and project manager Dr. Elesha L. Ruminski, chair of FSU’s Department of Communication Studies, facilitate the sessions to help create tangible solutions for deeper-level, sensitive, and structurally challenging town-gown tensions that affect safe, secure living conditions and civil relationships between long-term and short-term residents in the college town.

To date, the project has achieved several notable outcomes that demonstrate the success of the dialogue sessions. Community partner Mountainside Community Mediation Center (MCMC) has offered outreach and mediation training to community members. A documentary video highlighting the community building efforts is being produced by the Department of Mass Communication at Florida State University, the Mediation and Conflict Resolution Office (MACRO), and Frostburg State. Finally, a website through Frostburg State University’s Department of Communication Studies has been created to provide information and post progress related to the project.

“I will be working with a not-for-profit planning agency in Charlotte. It is worth noting that this is the first position I applied for in my job search—and I am certain that my experiences with collaborative planning, meeting facilitation, and community engagement were the tipping point that helped me stand out from other candidates. Most of my interviews with Charlotte Center City Partners focused on these skills.”

MEGAN LIDDLE GUDE, MASTER’S OF URBAN AND ENVIRONMENTAL PLANNING ‘12
Stormwater Summit

The Collaborative Summit on Protecting Water Quality through Actions on Urban-Suburban Properties, was convened February 13-14, 2013, in Williamsburg, Virginia, was a grassroots effort organized by several partners: Wetlands Watch, the Alliance for the Chesapeake Bay, the Virginia Institute of Marine Science Center for Coastal Resources Management (VIMS), and the Institute for Environmental Negotiation (IEN). The goal of the Summit was to improve communication, coordination, and networking among stormwater and water quality actors at all levels. By doing so, stormwater and water quality issues can be more readily and effectively addressed. This has become increasingly important as Virginia localities need to meet regulatory obligations set by Watershed Implementation Plans (WIPs), stormwater permits, the Chesapeake Bay Total Maximum Daily Load (TMDL) and local TMDLs.

Summit participants included local, state, and federal government representatives; a diverse group of watershed organizations; engineers; landscape businesses and professionals; researchers; educators; volunteers; and citizens. Events at the Summit allowed attendees to gain insight into emerging practices for reducing water pollution, explore the challenges and barriers faced by regulatory, educational, and maintenance groups, and take part in participant-guided small group conversations on ways to reduce stormwater pollution.

FEATURED REPORT

A Collaborative Summit: Protecting Water Quality Through Actions on Urban Suburban Properties

The final report on the Collaborative Summit was a joint effort by Wetlands Watch and IEN. It used participant-offered suggestions from small and large group discussions to present detailed strategies for improving stormwater and water quality work in the future and across geographical boundaries. This report was designed as a tool that other communities can reference when creating strategies to deal with stormwater-related issues.
The Dangerous Animals Initiative (DAI) was formed in 2012 to develop recommendations around public safety and potentially dangerous animals in Virginia. In response to an Ohio incident involving the release of more than 50 dangerous exotic animals, Governor McDonnell asked the Department of Game and Inland Fisheries (VDGIF) to review Virginia’s policies and regulations on dangerous animals. Ultimately, VDGIF contracted with IEN to facilitate a process to engage stakeholders in a consensus-building effort around public safety and potentially dangerous animals—the Dangerous Animals Initiative (DAI).

A Coordinating Team comprised of local, state, and federal representatives was formed to help plan the DAI process, and IEN conducted a series of interviews regarding the issue to help inform the process and identify potential issues. A webinar led by state agencies outlining the background, regulations, and next steps for the project was hosted, and a survey followed the webinar with almost 200 people participating. During the fall of 2012, a widely representative Dangerous Animal Initiative Workgroup met five times to develop consensus-based recommendations around public safety and potentially dangerous animals, as well as a public meeting. Finally, IEN produced a final report that contained the recommendations of the DAI Workgroup, areas for potential further consideration, background of the effort, and several key supporting appendices.

"I learned a lot about facilitation, which was not something that I thought would be an outcome of grad school. I realize now how valuable that knowledge is, especially in the planning field."

ALLISON SPAIN, MASTER’S OF URBAN AND ENVIRONMENTAL PLANNING ’13
Virginia Rural Health Plan

The 2013 Virginia Rural Health Plan was created to improve health opportunities and health outcomes in rural Virginia, and to reduce disparities between rural, urban, regional, racial, and other population groups. In 2012 and 2013, the IEN collaborated with the Virginia Rural Health Association, the Virginia Public Health Association, and the Virginia Department of Health’s Office of Minority Health and Health Equity to conduct a series of surveys, interviews, public meetings, and conferences. The partners that gathered input from stakeholders identified these six health conditions that disproportionately affect rural populations:

- Obesity and associated behaviors and diseases, including nutrition, physical activity, diabetes, cardiovascular disease, and early mortality;
- Mental and behavioral health, including depression, substance abuse, and a range of acute and chronic mental health issues;
- Oral health, including self-care, preventive, and restorative treatments;
- Cancer, including prevention, early detection, and treatment;
- Perinatal issues, including low birth weight, infant mortality, and maternal health;
- Lung disease, including COPD and other conditions related to smoking or occupational exposure.

By following a collaborative approach, project participants and stakeholders outlined objectives, visions, and strategic action plans that will enable Virginia’s rural communities to overcome these issues.
Local Government Capacity Building Grants

In the fall of 2012, the IEN began work with three communities in Virginia and one community in West Virginia that received grants from the National Fish and Wildlife Foundation (NFWF) to address local stormwater issues. The IEN is currently writing case studies for each project that will assist communities with similar characteristics when developing policies and projects related to stormwater.

Petersburg
The City of Petersburg is developing a water quality master plan to ensure compliance with state stormwater regulations. With funds from the NFWF grant, Petersburg is gathering resources and developing a comprehensive geodatabase of stormwater data that can be analyzed using GIS software. This will enable the city to identify opportunities and implementation strategies to protect local streams.

Middle Peninsula Planning District Commission (MPPDC)
The MPPDC is comprised of six counties and three towns that are developing a regional stormwater management program. This program will identify policies, policy tools, and potential stormwater improvement projects that will enable all communities in the region to ensure compliance with the Chesapeake Bay TMDL regulations.

Charles Town, West Virginia
The City of Charles Town, West Virginia, is developing a green infrastructure park for stormwater management. The park is situated in between two brownfield re-developments, one upstream in Ranson, and one downstream in Charles Town. The park aims to alleviate concerns of runoff due to increased development in the area and become a display of innovative stormwater management techniques for both communities.

Central Shenandoah Planning District Commission
The City of Harrisonburg, Town of Bridgewater, and James Madison University joined with the Central Shenandoah Planning District Commission to form the Upper Shenandoah MS4 Partnership Retrofit Assessment Project. The project’s goal is to conduct a stormwater retrofit study so each partner can produce a prioritized list of retrofit projects. The projects will help meet MS4 stormwater regulations. The MS4 permit protects the Chesapeake Bay from further pollution by regulating stormwater runoff from small communities with separate storm sewer systems located in the Bay watershed.
The Virginia Food Heritage Project recognizes food as part of cultural identity and cultural heritage. Food heritage encompasses the origins of plants and animals and their dispersal, as well as the locations where people have historically processed, prepared, exchanged, sold, or consumed foods. VFHP documents the connection between the food we eat, the land from which it comes, and the people who produce it.

Specifically, the project identifies locally produced foods tied to the region’s history and cultural identity. Recognizing that few people have decades-long connections to the places they live, the Virginia Food Heritage Project also seeks to highlight the contributions of newcomers, innovators, and adaptors to the local foodshed. The commitment to preserving our cultural heritage includes a commitment to the preservation of the physical environment through supporting and promoting sustainable systems of agriculture and the use of traditional seeds and agricultural methods that combine the best of the past and the present.

FEATURED MAP
Share your family farm, cherished recipe, or fond memory related to Virginia’s unique food heritage on our interactive Food Heritage Map. The Map collects and displays the region’s distinct food heritage, including recipes, stories, breeds, seeds, places, festivals, organizations and more! The new Food Heritage Map is a tool to reflect on the past, discover new trends towards the future, and spur interest and economic drivers for a region rich with heritage foods and practices.
IEN REVENUE FISCAL YEAR 2013

IEN EXPENSES FISCAL YEAR 2013
### IEN Income & Expense Statement
#### July 1, 2012-June 30, 2013

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<th>INCOME</th>
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| NET INCOME      | -$20,327|

### IEN Statement of Financial Position
#### June 30, 2013

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| TOTAL ASSETS    | $311,736|

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<td>Temporarily Restricted Net Assets</td>
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<td>Net Income</td>
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<tr>
<td>Total Equity</td>
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| TOTAL LIABILITIES & EQUITY | $311,736|
Highlights from IEN 2012-2013
The Institute for Environmental Negotiation expresses its heartfelt appreciation to its grantors and donors to all its programs in Fiscal Year 2013:

**Businesses and Organizations**

- Altria Client Services
- Altria Group Inc.
- Andrus Family Fund
- British-American Tobacco
- Buckner W. Clay Endowment
- Dominion Foundation
- Dominion Resources
- Environmental Stewardship Concepts
- Friends of Southwest Virginia
- Health Diplomats
- Lynnhaven River Now
- Merck & Co. Inc.
- Pinney Associates
- Radspinner Forestry Certification Service
- RAI Services Company
- Southern Environmental Law Center
- SRA International
- Swedish Match
- Terwilliger Consulting, Inc.
- U.S. Department of Agriculture
- Virginia Association of Soil & Water Conservation Districts
- Virginia Department of Forestry
- Virginia Foundation for the Humanities
- William and Mary Institute for Marine Science

**Individuals**

- Frederick Abbey
- Janit Llewellyn Allen
- Denise H. Ambrose
- Anonymous (1)
- Lloyd Arnold
This Annual Report was the cumulative effort of IEN staff and interns.

Report prepared by:
Cameron Langille
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Report edited by:
Tanya Denckla Cobb
Frank Dukes
Melissa Keywood
Kelly Wilder

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Mariah Gleason
Christine Muehlma Gyovai
Camisha Jones
Melissa Keywood
Natalie Raffol

Photo credits:
All photos– IEN Staff