FROM THE DIRECTOR...

This past year, IEN’s 34th—one of learning, growth, and service—saw us adopt new mission and vision statements, respectively: Empowering communities to create shared solutions and IEN envisions a world with authentic leaders, healthy communities, and a resilient environment. We also adopted our values: Respect, Impartiality, Inclusion, Collaboration, and Mentorship. These statements and values do not reflect a change in priorities or in the nature of our work, but help us articulate our goals for this work. We also clarified the foundations of our ethics as mediators and facilitators, and the statutory authority by which we can offer protections of confidentiality for our work.

This has been a remarkable year. In this Annual Report you will read of individuals connecting across faiths divides to share what it means to be stewards of living waters, of negotiations over public versus private responsibilities for waste water and septic systems, of progress in building a resilient environment and healthy communities in the coalfields of southwest Virginia, and much more.

So, once again:

- for participants in our projects, to whom we pledge our impartiality and our best efforts as we seek to help all sides find better solutions to divisive issues;
- to the residents of the Commonwealth of Virginia and beyond, for whom we are helping in their efforts to build healthy communities;
- for our student interns, with whom we both teach and learn;
- to funders, for whom we demonstrate the profound impact of their investments;
- 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;

... we offer these reflections on our work. Our staff is proud of this work; but we know that we can improve. 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 continuing to serve your needs.

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 after 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 34 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.

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:

Our Mission:
Empowering communities to create shared solutions

Our Vision:
IEN envisions a world with authentic leaders, healthy communities, and a resilient environment

Our Values:
Respect
Impartiality
Inclusion
Collaboration
Mentorship

23 projects conducted
5 courses taught
26 student internships provided
STAFF AND OFFICE

Current Staff

Kelly Altizer, VNRLI Program Manager
Tanya Denckla Cobb, Associate Director
E. Franklin Dukes, Ph.D., Director
Ellen Martin, Supervisory Grants and Office Manager
Tammy Switzer, Administrative Assistant
Kelly Wilder, J.D., Senior Associate

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2013-2014 Student Interns

Tatiana Márquez Aguel
Justin Altice
Heather Berg
Pike Brynildsen
Sarah Burr
Tony Douglas
Kristin Ferriter
Amber Finlay
Mariah Gleason
Emilia Gore
Emily Heymann
Dylan Hoos
Jason Knickmeyer
Cameron Langille
Wei Li
Anna McMillen
Hannah Morgan
Danny Newman
Annie Plotkin
Natalie Raffol
Sydney Shivers
Mi Sun
Brianna Thompson
Patrick Torborg
Dan Watts
Ross Weaver
IEN PROJECTS 2013-2014

Clinch River Valley Initiative (Core Project)
Central Appalachia Food Heritage Project
Frostburg State University: Sustaining Campus and Community
Chesapeake Bay Foundation: Living Waters—An Interfaith Summit
Virginia Food Heritage Project
SRA International: Fostering Regional Approaches to Stormwater Management
National Fish and Wildlife Foundation: Local Government Capacity Building Grants Facilitation
University and Community Action for Racial Equity (Core Project)
Virginia Natural Resources Leadership Institute (Core Project)
Dialogue on Tobacco, Nicotine, and Alternative Products Harm Reduction (Core Project)
Righting Unrightable Wrongs course at U.Va.
Mediation course at U.Va.
Collaborative Planning for Sustainability course at U.Va.
Claudius Crozet Blue Ridge Tunnel Project
Virginia Department of Health: Safety and Health in Facilitating a Transition (SHIFT)

Food Heritage Inquiry course at U.Va.
Group Facilitation course at U.Va.
Northern Virginia Regional Park Authority: Improving Washington & Old Dominion Trail Safety
Alliance for the Chesapeake Bay: Chesapeake Bay Business Forum
Elizabeth River Project: Eastern Branch Strategy
National Preservation Institute Trainings
Thomas Jefferson Planning District Commission: Eco-Logical Pilot Project—Free Bridge Area Congestion Relief
Middle Peninsula Planning District Commission: Working Waterfront Workshop
Virginia Department of Health: Waterworks Regulations
American Forest Foundation: National Urban & Community Forestry Advisory Council Ten-Year Plan
Virginia Cooperative Extension Leadership Training
Virginia Sea Grant: Design Competition Facilitation
Army Corps of Engineers: Institute for Water Resources, Conflict Resolution & Public Participation Center of Expertise

Projects in italics are described in detail in this report
Featured
Public Service Projects...
Between July and November of 2013, the Virginia Department of Health (VDH) convened a stakeholder group of 25 individuals representing nine interest groups to make recommendations for the future of its onsite septic program. The Safety and Health in Facilitating a Transition (SHIFT) process was planned through a collaborative effort involving the VDH, IEN as an independent facilitator, and a six-person planning team representing diverse stakeholder interests.

IEN began the process by conducting interviews with members of the committee, representing the following sectors: builders and realtors, environmental interests, homeowners/citizens, installers, local governments, manufacturers, onsite soil evaluators (OSEs) and professional engineers, well drillers, and the VDH staff. The committee—aided by state agency staff serving in a resource capacity—met five times and progressed through gathering and sharing information, identifying issues, developing a range of ideas, refining them into a set of draft proposals, then testing for consensus and refining and building consensus recommendations. Committee discussions revealed a complex history and differing perceptions of need from the various stakeholder constituencies.

Although the committee had considerable diversity of opinion, it ultimately agreed to seven consensus recommendations and discussed a number of additional recommendations, all described in a final report produced by IEN.

> [IEN gave me] experience working on messy and complicated projects working to incorporate often divergent opinions and directions from a variety of project participants.

PATRICK TORBORG, MASTER OF URBAN AND ENVIRONMENTAL PLANNING’14
Eco-Logical Pilot Project—Free Bridge Area Congestion Relief

The U.S. 250 link across the Rivanna River known locally as Free Bridge is a key connector for local and regional traffic, but the level of service for the 53,000 daily vehicles that cross it is grossly inadequate and will be 25 percent worse by 2040. In response, the Thomas Jefferson Planning District Commission (TJPDC) and Charlottesville-Albemarle Metropolitan Planning Organization (MPO) adopted an ecosystem-based approach to developing infrastructure project alternatives called “Eco-Logical” and secured a Federal Highway Administration (FHWA) grant to fund a related stakeholder effort.

The Eco-Logical approach aims to collaboratively develop project ideas in an effort to address significant ecological impacts early in a project’s development phase. IEN was contracted to facilitate an approximately 30-member Stakeholder Team tasked with two goals: (1) testing the Eco-Logical approach and the MPO’s related Regional Eco-Logical Framework tool and (2) developing options to alleviate congestion over Free Bridge. The Team, composed of members who represent environmental, recreational, community, economic interests, and local citizens, began meeting every other month in November 2013 and is set to complete its work in November 2014. The group began by gaining an understanding of the issues and sharing diverse perspectives, progressed through developing and evaluating alternatives, and will conclude by agreeing on preferred alternatives and identifying mitigation options.
Living Waters—An Interfaith Summit

IEN led an interfaith summit on November 9, 2013, to generate collaborative action to protect and restore waters of the Chesapeake Bay and bring together communities of faith and conversation. Over 130 faith and conservation leaders from across Virginia met at the Lewis Ginter Botanical Garden in Richmond, Virginia. The summit was initiated by the Chesapeake Bay Foundation, in partnership with six faith and conservation organizations. IEN helped the foundation develop a process to explore common ground and common action between the groups.

IEN facilitated a workshop to invite leaders to discuss how environmental and interfaith communities can work together toward a common goal of restoring local rivers, streams and, ultimately, the Chesapeake Bay. In the morning participants learned that the Chesapeake Bay way in imminent danger due to high levels of pollution. In the afternoon the participants were asked to set their own agendas in response to the question: How can we organize a faith based effort to protect our waters locally? Based on this question, IEN facilitated 18 small group discussions that resulted in a number of potential strategic actions. Through these conversations, participants gained a new understanding of the connections between faith and water, began forging new partnerships, and identified possible pathways for collective action to restore and protect our living waters. An on-going steering committee will help move the outcomes of the summit forward.

FEATURED REPORT

Living Waters: An Interfaith Conference

IEN prepared the final report on the Living Waters Interfaith Summit, an initiative of the Chesapeake Bay Foundation, in partnership with six faith and conservation organizations. The summit focused around the question: How can we organize a faith based effort to protect our waters locally? IEN facilitated 18 small groups to develop the common goal of restoring the Chesapeake Bay and several strategic actions to achieve that goal. The report will guide an on-going steering committee in moving forward with the outcomes of the summit.
The Washington & Old Dominion (W&OD) Trail, spanning 45 miles from Northern Virginia near Washington, D.C. into rural Loudoun County, is a popular recreational amenity, commuter corridor, equestrian path, and fitness resource for many diverse user groups. As the region has developed, the trail has become both more popular and more congested, posing numerous safety concerns. The Northern Virginia Regional Park Authority (NVRPA), which owns and manages the trail, contracted with IEN to plan and host a stakeholder workshop, with the goal of developing a set of priority recommendations to guide enhancements to the trail and identify other methods for improving safety.

IEN conducted pre-workshop interviews with key stakeholders and developed an online survey that garnered almost 1,700 responses. The results of these efforts informed the design of an all-day workshop, held at NVRPA’s beautiful Algonkian Regional Park in Sterling, Virginia. The 52 participants at the workshop heard informative presentations, met in small, facilitated groups to discuss specific safety strategies, and ultimately voted on each strategy as a large group, in terms of effectiveness for improving safety and feasibility for implementation. Five overarching priority recommendations emerged to provide guidance to NVRPA and its partners in continuing to make safety improvements on the trail. Workshop attendees expressed appreciation that the NVRPA sought their input on this important issue.
Chesapeake Bay Business Forum

IEN designed and facilitated the Chesapeake Bay Business Forum: Linking Business with the Bay, held in Richmond in March 2014. Attended by businesses of all sizes and types in the Bay watershed, the Forum was initiated and hosted by the Alliance for the Chesapeake Bay. The Forum was the first of several gatherings aimed at increasing the level of engagement with businesses to create strong, effective, and rewarding partnerships to assist the Chesapeake Bay restoration effort. Nearly 100 corporate and small business leaders met to share experiences about their sustainability programs that benefit the Bay and its rivers, to identify business needs and opportunities to enhance their environmental programs, and to discuss developing a new Businesses for the Bay program.

The IEN worked with the Alliance to develop an interactive agenda that sparked dialogue, provided attendees a place to learn from each other, share innovative environmental restoration practices and environmental policy, and develop ways of working together in the future. The process included a dynamic mix of speakers, small group discussions and instant polling. Participants developed a number of ideas for ways the Alliance could work with businesses to inspire continued progress toward healthy rivers and a restored Chesapeake Bay, and also gave a clear mandate for the Alliance to create a new version of a Businesses for Bay program.

“My experience at IEN provided a powerful and consistent resume builder that made me a stronger job candidate upon finishing the planning program. My time management and task tracking abilities improved tremendously and this is already serving me well in my first job, where a high level of organization and follow-up are crucial.

LUCAS LYONS, MASTER OF URBAN AND ENVIRONMENTAL PLANNING ‘13
Frank Dukes, Director of the Institute for Environmental Negotiation (IEN), has spent the last year working as a visiting scholar at the Conflict Resolution & Public Participation Center of Expertise (CPCX), Institute for Water Resources, U.S. Army Corps of Engineers. Besides interacting periodically with agency staff about the range of issues that the Corps of Engineers addresses, Frank and graduate interns have also assisted with the following projects:

- Developing the CPCX five-year strategic plan for 2014-2019;
- Developing ways of evaluating the Corps’ collaborative capacity;
- Writing and reviewing case studies and other materials;
- Leading webinars on topics of interest to the Corps’ “Community of Practice”.

“Though it is part of U.Va., the work done at IEN mirrors that of private facilitation firms as well as nonprofit firms that deal with environmental planning issues. I was grateful to gain hands on experience working in an organization that bridged the gap between both of those environments.”

CAMERON LANGILLE, MASTER OF URBAN AND ENVIRONMENTAL PLANNING ‘14
Featured
Transformational Projects...
Since 2011, IEN has facilitated the Dialogues on Tobacco, Nicotine, and Alternative Products Harm Reduction. These dialogues give stakeholders and experts an opportunity to meet in a safe haven and have honest, constructive conversations about how to move forward in this new regulatory environment. The first dialogue was held in March 2011 and centered around ethics and viability of corporate funding and was entitled “Using Corporate Funding to Support Independent Harm Reduction Research.” The second dialogue, entitled “The Changing Environment of Tobacco, Nicotine and Alternative Product Regulation: Developing a More Coherent and Rational Approach,” was held in May 2012.

This past year in June, about 20 people met at Morven at the University of Virginia to discuss harm reduction. This discussion built on the foundation provided by the ongoing dialogues conducted in the 1990s between the public health community and tobacco producers. The 2013 dialogue resulted in the development of Core Principles Concerning the Implementation of Effective and Workable Tobacco, Nicotine, and Alternative Products Policies for Reducing Disease and Death from Tobacco Use. This report outlines eight core principles for harm reduction. The focus of the dialogue was on how and with what protections harm reduction can be effectively implemented. The principles strive to find solutions not only for the United States and Europe, but globally.

I was able to learn new programs like InDesign that have been useful for many other projects. It was also nice to gain experience working on environmental issues.

Daniel Newman, Master of Public Policy '15
The Virginia Natural Resources Leadership Institute (VNRLI) equips environmental leaders to address contentious natural resource issues through conflict resolution and collaborative problem solving. Participants in this nine-month program represent the public, private, and nonprofit sectors, and together they explore Virginia’s most pressing environmental issues while building skills and leadership capability. Panels and field trips are an integral part of the program, and allow the group to engage with divergent stakeholder perspectives.

During the 2013-2014 year, the VNRLI program delved into some of the state’s most controversial issues, including extractive resources, water quality in the Chesapeake Bay, and environmental justice in Virginia. In June 2014, 27 Fellows graduated from VNRLI, becoming part of an alumni network comprised of over 360 individuals from across Virginia and the U.S. Additionally, the Class of 2014 was joined by three regional session participants during the year. The individual sessions enable regional participation for those whose schedules preclude participation in the full program.

“I loved that the IEN internship was not a typical work study assignment. I know others who had work study assignments that involved more administrative work, and I was very thankful that my work study position was so meaningful and was such a great experience.”

ALLISON SPAIN, MASTER OF URBAN AND ENVIRONMENTAL PLANNING ‘13
Clinch River Valley Initiative

The Clinch River Valley Initiative is an effort to build local economies in the coalfields of South West Virginia and protect the region’s natural assets. As one of the most biodiverse river systems in North America as well as most economically depressed regions in the country, both boosting the local economy and protecting the area’s natural resources are priorities. IEN continues to facilitate bimonthly steering committee meetings and board meetings, and assists with grant writing and budget coordination to guide the future direction of the initiative.

CRVI started as a grassroots effort, initiated by IEN, but has since grown with new project partners. The project partners have developed five goals for the region. The goals build upon the cultural and ecological assets of the valley and involve connecting downtown revitalization with outdoor recreation, creating a state park, enhancing water quality, and environmental education. The CRVI vision is: By 2020, the Clinch River Valley will be a global destination based on its unique biodiversity, natural beauty, cultural attractions, and outdoor opportunities.

Accomplishments of the 2013-2014 fiscal year include:

- Received an award from the Upper Tennessee River Roundtable for local group doing outstanding work in the region
- Created the CRVI Financial Committee
- Installed signage at river access points
- Organized and conducted a very successful Environmental Education Symposium
- Commissioned a professional marketing and branding process which included a new logo, decals, brochure, and more
- Conducted one river cleanup event and a household hazardous waste collection event.

“[My IEN experience has] certainly given me a better grasp of how regional cooperation works in planning. Clinch River Valley Initiative has also given me a great view of the struggles faced by southwest Virginia.”
LUKE JUDAY, MASTER OF URBAN AND ENVIRONMENTAL PLANNING ‘14
University & Community Action for Racial Equity (UCARE)

This past year has seen many highlights. In the late summer of 2013, President Teresa Sullivan announced the formation of a committee to examine the history and legacy of slavery and segregation at the University of Virginia. This satisfied a major UCARE goal, and several former UCARE interns and others who have participated actively in UCARE activities are on this committee.

In November of 2013, UCARE sponsored a statewide conference on slavery and universities. This conference built on work that had been done to prepare for such a conference during the 2013 class, “University of Virginia History: Race and Repair.” Faculty, students, administrators, staff, and community members came together to discuss slavery and its persistent influence today at Virginia’s colleges and universities. Participants explored varying traditions and experiences that have to do with race and the myriad ways slavery and segregation are remembered and represented. Two days of panels and plenaries explored these and other topics within the theme of race histories at Virginia’s colleges and universities. 2014 also saw the beginnings of an effort to identify indicators of racial progress, part of a larger effort to create an equity scorecard for the University and the neighboring community.
IEN REVENUE FISCAL YEAR 2014

IEN EXPENSES FISCAL YEAR 2014
### IEN Income & Expense Statement

**July 1, 2013-June 30, 2014**

#### INCOME

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**NET INCOME**

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### IEN Statement of Financial Position

**June 30, 2014**

#### ASSETS

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**TOTAL ASSETS**

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#### LIABILITIES

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#### EQUITY

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**TOTAL LIABILITIES & EQUITY**

<table>
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<tbody>
<tr>
<td><strong>$324,437</strong></td>
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</tbody>
</table>
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
- Andrus Family Fund
- Army Corps of Engineers: Institute for Water Resources
- British American Tobacco
- Friends of Southwest Virginia
- Health Diplomats
- Merck & Co., Inc.
- Swedish Match
- U.Va. School of Architecture, Office of the Dean
- Virginia Department of Forestry

**Individuals**

- Frederick Abbey
- Jennifer Allen
- Tamara Ambler
- Lloyd Arnold
- Jay Banks
- Heather and John P. Barrar
- Anne Beals
- Doug and Lomaly G. Bement
- Eric S. Bendfeldt
- Karl E. Bren
- Bobbie Burton
- Susan Cable
- Kenneth Carter
- Robert Clarkson
- Brennan S. Collier
- Abigail Convery
- Alycia Crall
- Rick O. Crofford
- Anne Darby
- Littleberry Darby
- Carol Davis
- Peter deFur
- Tanya Denckla Cobb
- John Deuel
- Joshua Didawick
- Frank Dukes
- Diane Dunaway
- Tyreen Duncan
- Robert L. Dunn
- Mike Ellerbrock
- Charles Epes
- Jonah Fogel
- J. Michael Foreman
- Bradley G. Fuller
This Annual Report was the cumulative effort of IEN staff and interns.

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Kelly Wilder

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