



Institute for Environmental Negotiation

**2015**  
**ANNUAL REPORT**

## FROM THE DIRECTOR...

This past year was the Institute for Environmental Negotiation's 35th - a mark of our endurance as well as the trust that many have placed with us.

This has been another banner year. Our flagship program, the Virginia Natural Resources Leadership Institute, completed its 15th year by graduating 27 Fellows in June, bringing its total number of alumni to 400. We took on some challenging new projects featured in this Report: IEN convened and facilitated agreements for solutions among Duke Energy and community stakeholders following a February 2014 coal ash release in the Dan River. We helped the Virginia Department of Health and numerous stakeholders navigate a comprehensive review of all drinking water regulations. At the national level, we are wrapping up a new action plan for the U.S. Forest Service's National Urban and Community Forestry program. Moving beyond our environmental domain, we helped a highly diverse group at the University of Virginia develop consensus recommendations for responding to sexual violence.

The calendar year 2015 is also a year of transition. In February, we hired a Senior Associate, Judie Talbot, who comes to us with considerable facilitation and consensus-building experience in California working with their challenging water issues. On September 1, long-time Associate Director Tanya Denckla Cobb will become Director. While I will be stepping down from that role, I will continue to be fully involved with IEN, and expect to be facilitating and mediating for a long time to come. Under Tanya's leadership, IEN will continue to seek even better ways to do our work and meet our mission - empowering communities to create shared solutions.

We thank you for your support, and we offer our services to you. Visit our website [ien.arch.virginia.edu](http://ien.arch.virginia.edu), give us a call at 434-924-1970, or come by for a visit. We would enjoy the opportunity to talk with you.



Sincerely,  
Frank Dukes  
Director

## ABOUT THE INSTITUTE FOR ENVIRONMENTAL NEGOTIATION

The Institute for Environmental Negotiation (IEN) is a collaborative problem-solving organization at the University of Virginia. Since its establishment in 1980, the Institute's expertise has been sought for local and statewide environmental disputes resolution, community engagement processes, as well as policy issues. IEN has gained national recognition while facilitating hundreds of collaborative projects over the course of 35 years, many of which have led to new laws, regulations, and community plans. IEN conducts the majority of its work in Virginia; the remainder is performed in neighboring states and national programs. IEN's operating revenue comes entirely from fee-for-service work, grants, and donations.

### 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**

**19** projects conducted

**5** courses taught

**22** 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  
Judie Talbot, Senior Associate

### Contact Information

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### 2014-2015 Student Interns

Tatiana Márquez Aguel  
Sarah Burr  
Eiline Cai  
Elise Cruz  
Amber Finlay  
David Goodman  
Emilia Gore  
Katie Gronsky  
Emily Heymann  
Jason Knickmeyer  
Frankie Krawczel  
Wei Li  
Anna McMillen  
Annie Plotkin  
Natalie Raffol  
Andrew Reitelbach  
Abigail Sandberg  
Sydney Shivers  
Mi Sun  
Patrick Torborg  
Ross Weaver  
Shujing Zhang

## IVEN PROJECTS 2014-2015

*Albemarle County: Solid Waste Advisory Committee Facilitation*

*American Forest Foundation: National Urban & Community Forestry Advisory Council Ten-Year Action Plan*

Army Corps of Engineers, Institute for Water Resources: Conflict Resolution & Public Participation Center of Expertise

*Clinch River Valley Initiative (Core Project)*

Dialogue on Tobacco, Nicotine, and Alternative Products Harm Reduction (Core Project)

*Duke Energy: Dan River Project*

Elizabeth River Project

Loudoun Water: Beaverdam Reservoir

National Preservation Institute Trainings

*Northern Virginia Regional Park Authority: Improving Washington & Old Dominion Trail Safety*

Richmond Department of Public Utilities: Integrated Water Permit

*SRA International: Chesapeake Bay Stakeholder Assessment*

Thomas Jefferson Planning District Commission: Eco-Logical Pilot Project—Free Bridge Area Congestion Relief

*University and Community Action for Racial Equity (Core Project)*

*U.Va. Response to Sexual Violence Working Group*

*Virginia Department of Environmental Quality: Interest Based Negotiation Training*

*Virginia Department of Health: Waterworks Regulations*

Virginia Food Heritage Project (Core Project)

Virginia Natural Resources Leadership Institute (Core Project)

Courses:

Collaborative Planning for Sustainability course at U.Va.

Group Facilitation course at U.Va.

Mediation course at U.Va.

Race and Repair course at U.Va.

Righting Unrightable Wrongs course at U.Va.

Projects in *italics* are described in detail in this report.



# Featured Public Service Projects...



## Featured Public Service Projects...



### Virginia Health Department: Waterworks Regulations

The Virginia Department of Health Office of Drinking Water convened a stakeholder group of 31 individuals representing interest groups across the state to make recommendations for updated Regulations for Drinking Water for the Commonwealth of Virginia. The Office of Drinking Water Regulatory Advisory Panel process was planned through a collaborative effort involving the Virginia Department of Health, IEN as independent facilitator, and a planning team representing diverse stakeholder interests.

The Regulatory Advisory Panel members were selected by the Office of Drinking Water, without input from IEN. The Regulatory Advisory Panel met five times (one additional meeting added to the anticipated four), in both Charlottesville and Richmond, to review and offer edits to the regulation changes proposed by the Office of Drinking Water. Regulatory Advisory Panel members were very engaged in the process and offered their suggestions at the meetings, via email, and posting to the website NowComment. Some participated in extra workgroups to tackle the more difficult issues. The Office of Drinking Water staff was very responsive to suggestions of the Regulatory Advisory Panel and worked tirelessly to incorporate proposed changes. Consensus on changes was tested frequently throughout the process and the final regulation documents reflect the needs and desires of the collective group and will likely be a very strong document to go through the legislation process.

“ IEN’s experience with stakeholder groups encouraged a productive outreach effort. Many thanks for all your hard work on this project. ”

ANGIE MCGARVEY, VIRGINIA DEPARTMENT OF HEALTH, OFFICE OF DRINKING WATER

## National Urban & Community Forestry Advisory Council Ten-Year Action Plan

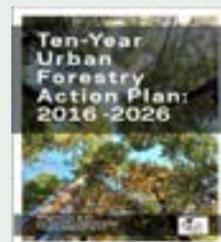
Contracted by the American Forest Foundation, IEN has led an 18-month project to develop the nation's next Ten-Year Urban Forestry Action Plan (2016-2026) for the U.S. Forest Service. To accomplish this ambitious task, IEN worked with its partners to develop a planning process that successfully engaged nearly 1,000 stakeholders across the nation in a variety of ways – in-depth interviews, focus groups, digital engagement, a strategic advisory team, conferences, as well as ongoing consultation with the National Urban and Community Forestry Advisory Council. The project team used the expertise of local firm Dialogue and Design (Christine Gyovai, '05), seven urban planning graduate students, Mark White from the UVa McIntire School of Commerce, American Forest Foundation, the University of Maryland Center for Economic Finance, and the University of Washington School of Environmental and Forest Sciences.

The seven goals developed to guide the next decade of urban forestry reflect its broad impact on all aspects of community life; including regional planning; human health; diversity, equity, and leadership; management; funding; and education and public awareness. Notably, this plan serves as a framework for funding and recommendation priorities developed by NUCFAC for the U.S. Forest Service's National Urban and Community Forestry program and National Challenge Cost Share Grants. The plan is intended to serve, and be implemented by, the broad urban forestry community throughout the United States and its territories.

### FEATURED REPORT

Ten-Year Urban Forestry Action Plan: 2016-2026

IEN has worked with the National Urban and Community Forestry Advisory Council and other stakeholders to develop the nation's next Ten-Year Urban Forestry Action Plan: 2016-2026. This action plan includes seven goals to guide urban forestry initiatives over the next decade while recognizing the impact that urban forestry has on various aspects of community life. The plan serves as a framework for community forestry programs throughout the United States to follow as they implement the priority recommendations.



## Chesapeake Bay Stakeholder Assessment

The Chesapeake Bay Total Maximum Daily Load (Bay TMDL) is the largest water cleanup plan ever developed by the U.S. Environmental Protection Agency (EPA), involving 64,000 square miles of watershed, five states and the District of Columbia, and well over 2,000 local jurisdictions. This planning process is anticipated to involve three phases, with implementation fully underway by 2025.

IEN is conducting an assessment of stakeholder experiences with Phase I and Phase II Watershed Implementation Plans (WIPs) developed by states and the District of Columbia as part of the Bay TMDL accountability framework. Over 100 conversations with stakeholders will inform answers to the following questions:

- What aspects of the Phase I and II WIP process facilitated implementation?
- What topics does the Phase III WIP process need to address more directly?
- How may Phase III WIPs and the oversight of implementation better engage local partners and accelerate the implementation of pollution reduction practices?
- How should information on pollutant loads, reductions, and/or implementation efforts be expressed in the Phase III WIPs so that stakeholders understand their share towards meeting Bay TMDL allocations?

This assessment will detail challenges and recommend improvements so that the forthcoming Phase III WIPs create effective blueprints for implementation through 2025.



“ Working with IEN introduces you to complex, real-world problems and teaches you how to work on a team to help resolve them. ”

JASON KNICKMEYER, MASTER OF URBAN & ENVIRONMENTAL PLANNING '15

## NOVA Parks: Improving Washington & Old Dominion Trail Safety

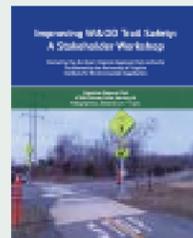
In Northern Virginia, a 45-mile rail trail – known as the Washington and Old Dominion Trail (W&OD Trail) – extends from Loudoun County to Washington, DC, serving as a popular recreational amenity, commuter corridor, equestrian path, and fitness resource for many diverse user groups. Ongoing use conflicts and safety issues led the Northern Virginia Regional Park Authority (now NOVAParks) to contract with IEN to engage trail stakeholders in an effort to identify priority recommendations for improving safety on the trail.

IEN first interviewed key stakeholders to recognize important issues and a set of possible priority enhancements, then created an online survey to which more than 1,500 stakeholders responded to rank these possible enhancements. Bringing all of this together, IEN designed and facilitated a workshop, held in April 2014 at NVRPA's Algonkian Regional Park in Sterling, Virginia, and attended by 52 lead stakeholders. Participants reached general agreement that all proposed strategies could effectively improve trail safety, although there were divergent views on which could be implemented best in one to three years. In addition, five overarching priority recommendations emerged that will provide guidance to NVRPA and its partners.

### FEATURED REPORT

#### Improving W&OD Trail Safety: A Stakeholder Workshop

IEN prepared the final report on the W&OD Trail Stakeholder Workshop, an initiative of the Northern Virginia Regional Park Authority (NVRPA) to develop priority recommendations for improving trail safety. IEN facilitated seven small groups at the workshop, all discussing different strategies for trail safety. The report is comprised of results from instant polling on these strategies and overall themes from workshop discussions, providing five priority recommendations to assist the NVRPA in moving forward.



## Interest Based Negotiation Training

IEN offered mid-level training for program managers and staff of the Virginia Department of Environmental Quality on fundamental approaches to enhance outcomes when working with groups and individuals. Key elements of the two-day session focused on:

- Expectations for Meaningful Participation.
- Determining Underlying Interests.
- Identifying and Framing the Issues.
- Exploring Options for Mutual Gain.
- Tools for Decision-Making (evaluation criteria and testing for consensus).

The content for this training provided participants with strategies for engaging parties in conversations that promote transparency and better-informed decisions. The overall framework involves three aspects associated with any collaborative planning: conceiving, conducting, and completing the process. This results in a well-designed effort that supports greater awareness for how issues and proposals may affect various groups or individuals, as well as encourage deeper discussion on proposals and solutions. Each learning component featured activities that sequentially built on each other, preparing participants to use new skills in a role-play specifically tailored to issues and stakeholders likely to be encountered by DEQ team members.



“...having this experience made me stand out in comparison to many other planning students that may have had similar coursework and analytical skills, but did not have concrete experience with all the interpersonal skills IEN offers.”

NATALIE RAFFOL, MASTER OF URBAN & ENVIRONMENTAL PLANNING '14

## Duke Energy: Dan River Project

In February 2014, a stormwater pipe broke at the Duke Energy Dan River steam station in North Carolina, resulting in a release of coal ash and coal ash water into the Dan River. Duke Energy contracted with IEN to provide impartial process design and facilitation for a community engagement process. During interviews with community members, strong support surfaced for a Dan River Basin Community Stakeholder Team (CST) to identify community concerns and seek consensus for solutions that address the impacts of the coal ash.

Over 10 months, members learned about the release's impacts and identified goals, concerns, solutions, and potential funding sources. Survey responses from community members informed the CST's work. Key concerns included the drinking water supply and recreational and agricultural uses of the river. The most common concerns were safety for consumption and human contact, and the community's image regarding economic development.

IEN provided facilitation to help local stakeholders and Duke develop well-informed choices to address the release and the relationships that will outlast the release event. The CST met nine times to share information, identify solutions, and plan for implementation.

The CST assisted in designing three public forums - in Danville, VA and Eden, NC - which involved over 100 participants who shared ideas and engaged with the CST, Duke Energy, and state agencies. After structuring their final recommendations for solutions, many CST members committed additional time to discuss the continued coordination, communication, and accountability needed to support project implementation and to foster regional approaches to regional issues.

“(IEN has the) ability to bring people with multiple viewpoints together and have a constructive dialog.”

WOOD HUDSON, THOMAS JEFFERSON PLANNING DISTRICT COMMISSION

## Albemarle County: Solid Waste Advisory Committee

Albemarle County convened a Long Range Solid Waste Solutions Advisory Committee to provide recommendations on comprehensive alternatives for solid waste management in the County. Advisory Committee members established a shared understanding of the overall context by visiting local and neighboring facilities and clarifying options for different elements of solid waste management. They informed the update of the County's Comprehensive Plan and drafted an objective on Solid Waste for the Plan, outlining 10 key strategies. In preparing to provide a final list of prioritized recommendations to the Albemarle County Board of Supervisors, IEN was retained to assist the Committee in refining their problem statement, prioritizing policy recommendations, and identifying specific strategies for policy implementation.

IEN developed a survey to assess the relative priorities for policy options previously identified by the Committee. Over the course of two 4-hour sessions, Committee members: reviewed the list of proposed policies, developed criteria for evaluating policy recommendations in terms of desired outcomes, and assessed the feasibility of the policy options by analyzing the factors that worked for, or against, each policy. The overall process allowed Committee members to reach consensus on: prioritizing the policy recommendations, strategies to support each policy, and potential partners for implementation. Their final report was submitted to the Board of Supervisors for review and action.



“ I learned the nuts and bolts of consensus building. In class, we discuss that public participation is required, but not necessarily how it is executed.”

SARAH BURR, MASTER OF URBAN & ENVIRONMENTAL PLANNING '15

## Featured Transformational Projects...

### U.Va. Response to Sexual Violence Working Group

Following events that brought UVa into the national news, including most prominently a now-discredited Rolling Stone magazine article, Frank Dukes of IEN was asked by University President Sullivan to chair a group of 21 alumni, parents, faculty, staff and students, including survivors and relatives of survivors, to address the question of how UVa should respond to sexual violence. The group was charged with the following specific tasks:

1. After some form of sexual misconduct has occurred, what can we do to remove the barriers to increased reporting? What process or practice is most likely to support/encourage the victims in their decision whether or not to report the incident?
2. What kind of support for survivors is most needed both short term and long term? What is the best training for faculty, staff, and students to support sexual misconduct survivors?
3. Considering the practices that the University adopts to comply with legal constraints, what is the best way to enhance those practices to increase their effectiveness?

After two months of learning and intensive deliberations, the Response Working Group developed a set of fifteen consensus recommendations, with a detailed rationale reflecting the information that was gathered, the discussion and deliberation of the group, and a general statement about the resources needed for implementation.



“ I can honestly say that I am equipped to handle all conversations with skill and grace. I can be of use at private and public meetings. ”

EMILY HEYMANN, BACHELOR OF URBAN & ENVIRONMENTAL PLANNING '15

## University & Community Action for Racial Equity

The University and Community Action for Racial Equity (UCARE) is an effort dedicated to helping the University of Virginia and the Charlottesville area communities work together to understand the University's history of slavery, segregation, and discrimination and to find ways to address and repair the legacy of those harms.

UCARE has transformed substantial elements of the University-community relationship. Recent achievements include the following:

- Been a major catalyst in the President's Commission on Slavery at the University of Virginia, including curricular changes, responses to community concerns, memorialization of the full history of the university, and more.
- Distributed a weekly newsletter with over 290 subscribers, highlighting projects and events in the community and at the University addressing issues of race and equity.
- Taught a class "UVa History: Race & Repair" that included community members and students. The class examined history and developed projects addressing legacy racial issues.

UCARE is now focusing on ways of institutionalizing its presence. One idea gaining support is to establish a center for community-university partnerships, based on the successful models of other universities, most notably the Netter Center for Community Partnerships at the University of Pennsylvania. UCARE brought a number of community and university members to Philadelphia in May 2015 to explore the Netter Center model.



## Clinch River Valley Initiative

The Clinch River Valley Initiative is a pioneering effort to build local economies in the coalfields of Southwest Virginia and to protect the region's unique natural assets. Because the Clinch is one of the most biodiverse river systems in North America, and the coalfields area is one of the most economically depressed regions in the country, boosting the local economy while protecting the area's natural resources are both important to local residents.

CRVI began as a grassroots effort, with initial support from IEN, but has since grown to include numerous other project partners. The project partners 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 promoting environmental education. The project partners also developed a vision statement for CRVI: By 2020, the Clinch River Valley will be a global destination based on its unique biodiversity, natural beauty, cultural attractions, and outdoor opportunities.

IEN continues to facilitate monthly Steering Committee conference calls and quarterly community meetings, which are held in different towns along the Clinch. IEN also assists with grant writing, budget coordination, action plan development, and website maintenance to guide the future direction of the initiative. The most exciting update for 2015: the Virginia General Assembly appropriated the initial funding to begin the planning process for the proposed Clinch River State Park.



“ I will definitely approach the future with a better understanding why it's important to go into every situation knowing what you want to get out of it - whether it is an internal meeting, external large public forum, or just a one-on-one interview. ”

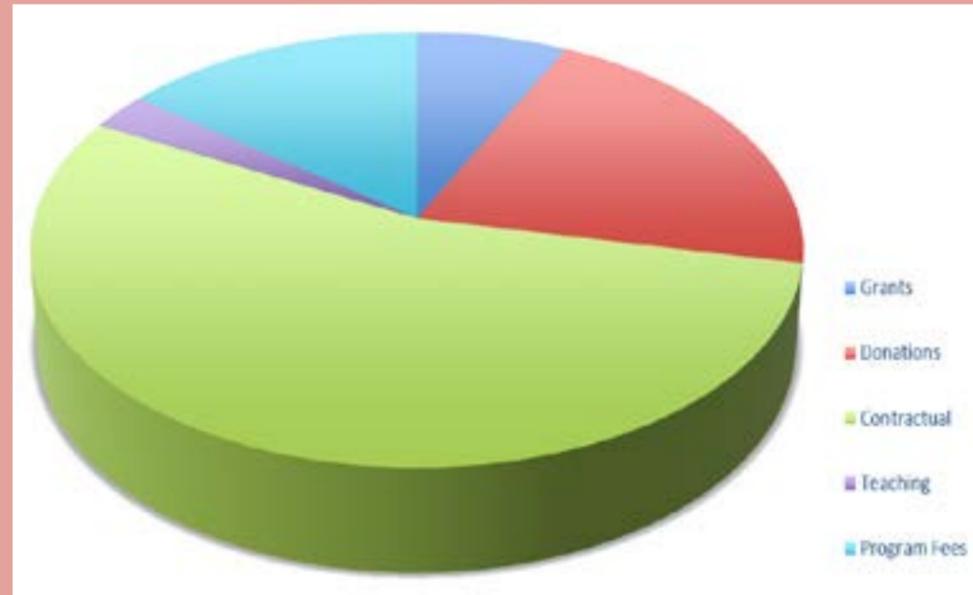
NATALIE RAFFOL, MASTER OF URBAN & ENVIRONMENTAL PLANNING '14



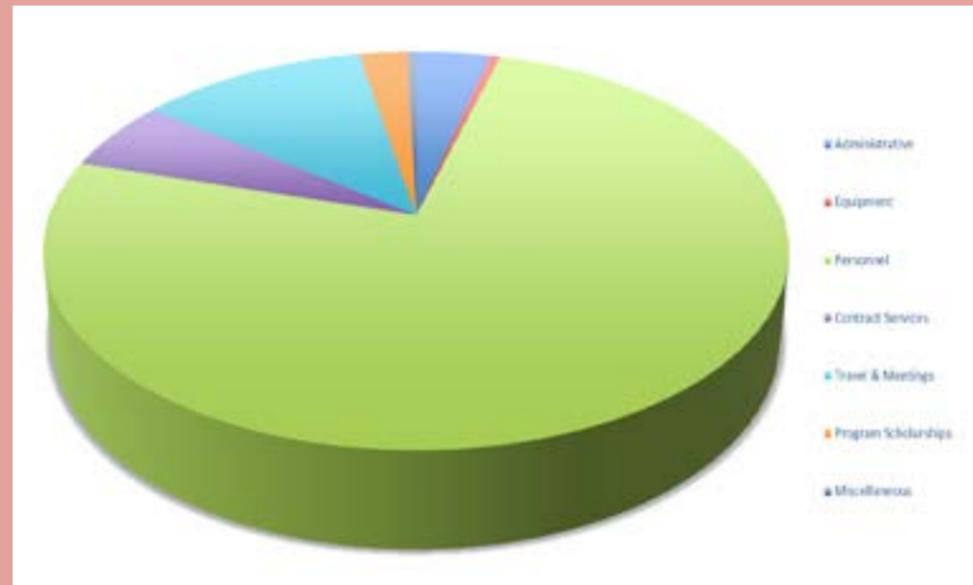
“ I get to see theories, legislation, and tools taught in the classroom being used in 'the real world.' ”

EMILY HEYMANN, BACHELOR OF URBAN & ENVIRONMENTAL PLANNING '15

**IEN REVENUE FISCAL YEAR 2015**



**IEN EXPENSES FISCAL YEAR 2015**



<b>IEN Income &amp; Expense Statement</b>	
<b>July 1, 2014-June 30, 2015</b>	
<b>INCOME</b>	
Grants	\$51,996
Donations	149,860
Contractual	388,331
Teaching	19,878
Program Fees	103,770
Miscellaneous	0
<b>Total Income</b>	<b>\$713,835</b>
<b>EXPENSES</b>	
Administrative	\$23,265
Equipment	3,331
Personnel	459,529
Contract Services	35,446
Travel & Meetings	71,666
Program Scholarships	15,342
Miscellaneous	2,654
<b>Total Expenses</b>	<b>\$611,233</b>
<b>NET INCOME</b>	<b>\$102,602</b>

<b>IEN Statement of Financial Position</b>	
<b>June 30, 2015</b>	
<b>ASSETS</b>	
Cash and Equivalents	\$283,570
Pledges Receivable	45,560
Grants Receivable	0
Contracts Receivable	59,067
Program Fees Receivable	12,512
<b>Total Current Assets</b>	<b>\$400,709</b>
<b>TOTAL ASSETS</b>	<b>\$400,709</b>
<b>LIABILITIES</b>	
Reimbursements Payable	\$1,165
Accounts Payable	11,470
<b>Total Liabilities</b>	<b>\$12,635</b>
<b>EQUITY</b>	
Unrestricted Net Assets	\$150,830
Temporarily Restricted Net Assets	134,642
Net Income	102,602
<b>Total Equity</b>	<b>\$388,074</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$400,709</b>



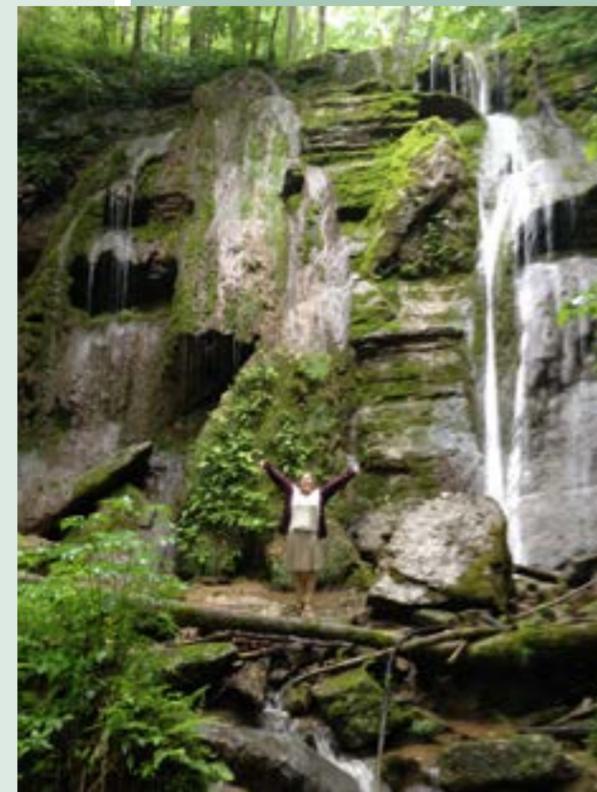
The Institute for Environmental Negotiation expresses its heartfelt appreciation to its grantors and donors to all its programs in Fiscal Year 2015:

**Businesses and Organizations**

Altria Client Services  
Andrus Family Fund  
Charlottesville Area Community  
Foundation: Ballyshannon Fund  
Dominion Foundation  
Health Diplomats  
Pinney Associates  
R.J. Reynolds Tobacco Co.  
U.Va. School of Architecture, Office of the  
Dean  
VNRLI Class of 2015  
Virginia Association of Soil and Water  
Conservation Districts  
Virginia Cooperative Extension  
Virginia Tech Center for Economic  
Education

**Individuals**

Anonymous  
Tanya Denckla Cobb  
Mike Foreman  
Khalil Hassan  
Kelly Hitchcock  
Beverly Hunter  
Cathryn Kloetzli  
Sarah Richardson



**This Annual Report was the cumulative effort of IEN staff and interns.**

**Report prepared by:**

Ellen Martin  
Andrew Reitelbach

**Report edited by:**

Tanya Denckla Cobb  
Frank Dukes  
Tammy Leverenz-Switzer  
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Eiline Cai

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Judie Talbot

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