Our Vision
A world with authentic leaders, healthy communities, and a resilient environment.

Our Mission
Empowering communities to create shared solutions.

IEN At a Glance

4 courses taught
14 student internships
6 full time staff
27 projects conducted

IEN’s Frank Dukes was the 2016 co-recipient of the John T. Casteen Diversity-Equity-Inclusion Leadership Award. Photo by Kristen Finn.
IEN Staff

Kelly Altizer, VNRLI Program Manager
Carla Breeden, Office Manager
Tanya Denckla Cobb, Director
Franklin Dukes, Ph.D., Distinguished Institute Fellow
Theresa Krüggeler, Visiting Scholar
Tammy Switzer, Administrative Assistant
Judie Talbot, Senior Associate

2015-2016 Interns

Allie Arnold (CLAS ’18)  
Ali Barta (MBA/MPP ’18)  
Dita Beard (MUEP ’16)  
Briana Bergstrom (MUEP ’16)  
Lea Brumfeld (MUEP ’17)  
Eiline Cai (CLAS ’17)  
Elise Cruz (MUEP ’16)  
Molly Jenkins (UVA College at Wise)  

Peter Krebs (MUEP ’17)  
Cara Pattullo (MUEP ’16)  
Ben Pickus (MUEP ’16)  
Andy Reitelbach (MUEP ’16)  
Abigail Sandberg (MUEP ’16)  
Alex Sentilles (MUEP ’17)  
Julia Yu (MUEP ’17)
IEN’s 36th year was marked by numerous transitions. First, Frank Dukes, our director for 15 years, transitioned to Distinguished Institute Fellow so that he could devote full-time to the facilitation and mediation work that first attracted him to our profession. We can thank Frank for leading us through rocky economic times, for expanding our professional staff, and for growing our scholarship and national reputation. Personally, I’m grateful to continue working alongside my friend and colleague and fully intend to continue drawing on his experience and wisdom.

Another transition came in the form of a generous gift. Early in the year, we received an astonishing offer that promises to shape our organization for years to come. Slingshot, a national marketing firm led by Owen Hannay, architect and School of Architecture alumni and SARC Foundation Board member, generously offered to take on IEN as a client for a full-blown rebranding effort, pro bono.

Slingshot’s rebranding process has been creative, thought provoking, and above all, professional and exciting. IEN’s organizational “compass” is sharpened, and we have greater clarity about what we do, for whom, and why we do it. With Slingshot as our guide, we are confident that our sharpened focus will enable us to better meet the evolving needs of the Commonwealth and beyond.

Yet more transitions involved IEN’s small crew of five full-time professional staff, one part-time Administrative Assistant, and anywhere from seven to 20+ graduate assistants in any given academic year. In January, we welcomed Carla Jo Breeden as our new Office Manager, who brings 15 years of experience from James Madison
University as well as professionalism, creative ideas, and the unusual desire and ability to get along with everyone.

Becoming director of IEN carries both responsibility and possibility. My intention is to honor the legacy created by our founders while stewarding IEN’s continued evolution in providing services to help bridge differences, build understanding, and develop sustainable decisions and relationships for sustainable and resilient communities.

Looking forward, I will be working with the IEN team to ensure that IEN continues to thrive as a vibrant University hub with a statewide and national reputation of excellence.

My hope is that, together, we will ensure that IEN is a place where staff enjoy their work, where students have high-impact experiences that build skills and real-world knowledge, and that helps communities and organizations in conflict navigate complex issues. IEN’s role is to create the space and support for collective leadership, and a process that supports collaborative change.

IEN’s focus through the years has broadened beyond issues of the natural and built environment to encompass also the social environment, in growing recognition that all three elements are intertwined imperatives for both sustainability and resilience.

As someone who believes in both servant leadership and leadership as the “art of getting things done,” I am eager to hear from you and to work with you in providing services that give people the chance to participate in decisions that shape our world.

Please don’t hesitate to drop me a line or give me a call!

[Signature]
IEN Projects

Transportation
- Campbell County Route 29 Corridor Planning Effort: Collaboration Framework (*)
- Thomas Jefferson Planning District: Free Bridge Congestion Relief

Negotiation & Facilitation Training
- National Preservation Institute Trainings (Richmond)
- Virginia Department of Environmental Quality: Negotiation Training
- Virginia Natural Resources Leadership Institute (VNRLI) (*)
- Young African Leaders Initiative (YALI)

Strategic Planning
- Albemarle Solid Waste Authority: Strategic Planning
- Hampton Roads Intergovernmental Pilot Project: Strategic Planning
- National Urban and Community Forestry Advisory Council: Ten-Year Action Plan
- Southern Group of State Foresters: Strategic Planning
- U.Va. Sustainability Office: Strategic Planning
- Virginia Sea Grant: Strategic Planning

Water Quality & Stormwater Management
- Chesapeake Bay Landscape Professional Certificate: Facilitation
- Chesapeake Bay TMDL Assessment (*)
- Duke Energy: Dan River Project (*)
- Elizabeth River Project
- Richmond Watershed Planning and Integrated Water Permit: Stakeholder Engagement (*)
IEN Projects (continued)

Community Resilience
- Army Corps of Engineers James River Transmission Line: Section 106 Consulting Parties
- Blue Ribbon Commission on Race, Memorials, and Public Spaces (*)
- Clinch River Valley Initiative (CRVI) (*)
- Resilience and Adaptation Feasibility Tool (RAFT) (*)
- University and Community Action for Racial Equity (UCARE) (*)
- USDA Food Symposium at George Mason University: Keynote and Facilitation
- U.Va. Sustainable Food Strategy Task Force (*)

Community Engagement
- Loudoun Water/ Beaverdam Reservoir: Community Engagement
- Virginia Department of Agriculture and Consumer Services: Managed Pollinator Protection Plan (*)

(*) Project Descriptions Included in Report
Virginia Natural Resources Leadership Institute

The Virginia Natural Resources Leadership Institute (VNRLI) equips environmental leaders to address contentious natural resource issues through conflict resolution and collaborative problem solving. The nine-month program is comprised of six sessions held across the state, and participants represent the public, private, and nonprofit sectors.

During the 2015-2016 VNRLI, the program delved into some of the state’s most pressing issues, including water quality in the Chesapeake Bay, extractive resources, and environmental justice.

27 Fellows graduated from the 2015-2016 program, becoming part of an alumni network of over 400 individuals.

Members of the Class of 2016 on the Clinch River in St. Paul, VA
UCARE: Confronting the Legacy of Slavery, Segregation, and Discrimination at the University of Virginia

The University and Community Action for Racial Equity (UCARE) is 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.

Our efforts at working across sometimes polarized divides represent positive steps towards truth, understanding, repair, and authentic relationship and promote real outcomes to achieve racial equity.
The Clinch River Valley Initiative (CRVI) is a pioneering effort to build local economies in the coalfields of Southwest Virginia, focusing on the Clinch River Valley. Working at a watershed scale with several local partners, this grassroots effort has developed significant support and momentum throughout the region.

Utilizing a consensus-based approach, project partners have developed goals for connecting downtown revitalization, outdoor recreation, creating a state park, enhancing water quality, entrepreneurship and environmental education along the Clinch River.
Richmond Watershed Planning and Integrated Permit

RVAH2O.org is an initiative of the City of Richmond’s Department of Public Utilities to educate the community about ways to keep its waterways pollution-free, and the importance of integrating drinking water, wastewater, and stormwater under one watershed management program. IEN is working with the City Department of Public Utilities, West Cary Group, and Limnotech, to design and facilitate a two-year stakeholder engagement process that identifies key watershed goals, objectives, and strategies, and develops a stakeholder-driven method for prioritizing watershed strategies and projects for implementation.

The group is paving new ground, as this is the first known time in the nation that a municipality is voluntarily developing an integrated water permit program.
Chesapeake Bay TMDL Assessment

In December 2015, the Institute for Environmental Negotiation completed an assessment of five years of work in Phases I and II of the Chesapeake Bay Total Maximum Daily Load (TMDL).

The Bay TMDL is an intensive planning and implementation process intended to achieve significant reductions in nitrogen, phosphorus and sediment pollution throughout a 64,000-square-mile watershed.

This assessment was undertaken in order to recommend improvements to the development of the next phase of the Bay TMDL (Phase III).

Following completion of the assessment, IEN’s Frank Dukes presented the assessment to a variety of stakeholder groups involved in the Bay TMDL. He also participated in the development of the Chesapeake Bay Program’s action plan that responded to the assessment.
Virginia Department of Agriculture and Consumer Services: Managed Pollinator Protection Plan

Different agencies are directing their attention towards the multiple factors contributing to the national and global declines in honey bee and other pollinator populations.

IEN assisted the Virginia Department of Agriculture and Consumer Services in reaching out to agricultural, beekeeper and industry interests to develop the state’s first Managed Pollinator Protection Plan – to reduce pollinator exposure to pesticides and share information and best practices.
Campbell County Route 29 Corridor Planning Effort

The Virginia Transportation Research Council (VTRC) partnered with Campbell County, the Lynchburg District Office of the Virginia Department of Transportation (VDOT), the Central Virginia Metropolitan Planning Organization (CVMPO), and IEN on a collaborative planning effort. Their proposal was one of seven grants awarded by nationally the Federal Highway Administration as a lead adopter pilot project for developing capacity to implement the PlanWorks planning framework.

The partners are working with the community and local interests to identify and submit a preferred package of improvements for the Route 29 corridor, just south of Lynchburg. The final recommendations will support safety, local access and through-traffic flow.
Duke Energy: Dan River Project

Duke Energy contracted with IEN in 2014 to provide impartial process design and facilitation of a community Stakeholder Team to identify community concerns and seek community consensus for solutions that address the impacts of a major coal ash release into the Dan River. The Dan River Basin Community Stakeholder Team identified goals and concerns, learned about the impacts of the release, and proposed solutions and potential funding opportunities.

The Team endorsed by full consensus 26 solutions in seven categories that met their criteria.
Race, Memorials, and Public Spaces

Few institutions and communities in the U.S. have confronted the emotionally explosive and divisive issues of colonialism, slavery, and white supremacy. These constructs are often visually embedded in public art and spaces, reflecting cultural beliefs, institutionalized policies and practices that devalue African Americans, Native Americans, and other people of color.

IEN is partnering with UVA’s School of Architecture, Batten School and Center for Cultural Landscapes to address these issues at different levels.

This effort will develop, enact, and share guidance for communities and institutions to confront their past through engagement, learning, creativity, and consensus.
Resilience and Adaptation Feasibility Tool

Local coastal governments face daunting challenges related to sea level rise. Current and projected conditions affect residents, businesses, and key national security facilities, as well as public health, infrastructure and economic development.

IEN is working within a multi-university, inter-disciplinary academic partnership to create an assessment and response decision framework to assist coastal communities in: evaluating risks to coastal flooding; prioritizing action to increase resilience; and identify sources of technical assistance and funding.
U.Va. Sustainable Food Strategy Task Force

IEN is part of a task force dedicated to increasing the University's use of sustainable foods and practices, as an integral piece of UVA's Sustainability Plan 2016-2020.

The task force has developed goals and actions for the new Plan, and has begun deliberation to determine how those can be implemented.
IEN clients from FY 2016 represent a variety of sectors:

- **Federal Government**: 16%
- **Private Sector**: 8%
- **Academia**: 20%
- **Non Profits**: 12%
- **Clients Representing Multiple Sectors**: 8%
- **State and Local Government**: 36%
IEN grants and contracts from FY 2016 range from $900 to $170,230.
The Institute for Environmental Negotiation expresses its heartfelt appreciation to its Fiscal Year 2016 grantors and donors:

Businesses and Organizations:
Charlottesville Area Community Foundation: Ballyshannon Fund
Dept. of Urban & Environmental Planning, University of Virginia School of Architecture
Dominion Resources
Friends of Southwest Virginia
Mid-Atlantic Chapter, International Society of Arboriculture (MAC-ISA)
New River Land Trust
The Opequon Watershed Inc.
University of Virginia, Frank Batten School of Leadership & Public Policy
The Virginia Horticultural Foundation
Virginia Department of Conservation & Recreation
Virginia Department of Forestry - Urban and Community Forestry Grant
Virginia Cooperative Extension at Virginia Tech

Individuals:
Kelly & Damin Altizer
Heather Barrar
Anne Beals
Charles W. Becker
Doug Bement
Eric Bendfeldt
Kristina Bezanson
Wade Biddix
Karl Bren
Bobbie Burton
Abby & David Byerly
Daniel Byerly
Susan & Louis Cable
David Carr
Lois A. Christensen
Jane B. Clardy

Bobbye Cohen
William Conkle
Jane Corson-Lassiter
Gene Crabtree
Alycia Crall
Rick Crofford
Lynn M. Crump
Nelson Dail
Individuals (continued):
Anne Darby
Littleberry Darby
Carol Davis
Lance E. Davisson
Peter deFur
Tanya Denckla & Cecil Cobb
Christopher M. Donnelly
Justin Doyle
Frank & Linda Dukes
Diane Dunaway
Bob Dunn
Mike & Sue Ellerbrock
Karen Forget
Michael Galvin
Daniel Goldstein
Jeanie Grandstaff
Laura Grape
Khalil Hassan
Carol A. Heiser
Melissa & Jeff Herlitz
Chessie & David Hickman
John Horne
Stacy Horton
Thomas Hoy
Bruce Hull
Jim Hurley
Sami & Alma Abdul Hadi
Jadallah
Ann Jennings
Dr. John L. Johnson
Dwayne Jones
Ann Jurczyk
Cathryn Kloetzli
Matthew Landes
Elisabeth Lardner
Jim Lawrence
Ursula Lemanski
Grace LeRose
Diane C. Lubarski
Ed Macie
Cathryn McCue
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Peter Smith
Ginny Snead
David Spears
David Stone
Charlene & James Strickland
Cathy Taylor
Alison Teetor
Karen Terwilliger
Kim Thurlow
Timothy & Terry Tigner
Rosemary Wallinger
A.J. Wangner
Bud Watson
Jenny West
Barbara White
Gary & Katrina White
Carey Whitehead
Hugh C. Whitehead
Candace Wyman