

Virginia Natural Resources Leadership Institute

Session Four

March 11-13, 2009

Shenandoah Valley Region

location

themes
preparation
outcomes
agenda

Colonnade Room, Stonewall Jackson Hotel
Staunton, VA
866-880-0024
directions attached

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Leadership	✓ Servant Leadership
Building Skills: Conflict Resolution and Collaborative Problem Solving	✓ Interest-based Negotiation ✓ Developing Options for Mutual Gains
Dynamics of Environmental Decision-Making	✓ TMDLs and Water Quality ✓ Corporate Stewardship ✓ Conventional and Sustainable Agriculture

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Leadership	<ul style="list-style-type: none"> ➤ Read <i>The Essentials of Servant-Leadership: Principles in Practice</i>, by Gary Looper and Ann McGee-Cooper. ➤ Read <i>On Character and Servant-Leadership: Ten Characteristics of Caring Leaders</i>, by Larry Spears, Greenleaf Center for Servant Leadership ➤ Write and BRING a short description (no more than 100 words) of a personal and/or professional leadership challenge you are facing in your life that you would appreciate a chance to discuss confidentially with others. Describe the essence of the issue, why it is a challenge (in what ways are your leadership competencies being challenged?), how urgent it is, and how long you have been dealing with it. You will be asked to share this written description with your peer cohort group as part of a leadership clinic at the end of Session 4. ➤ If you have not done so already, develop a mission statement and identify your primary roles and corresponding goals.
Building Skills:	<ul style="list-style-type: none"> ➤ Read <i>Getting To Yes</i> ➤ TMDL Negotiation Role Play: please read and prepare for your role before you arrive! Read the scenario and your individual role. Complete the “Preparing for Negotiation” worksheets in advance. ➤ To prepare for your negotiation, please review various skills/processes you may wish to put to use in the negotiation, such as facilitation tips in Session 2 Manual; tools to build/test for consensus in Session 3 Manual; Thinking Hat process in Session 3 Manual, and interest-based negotiation materials on pages 49-57 of the Session 3 Manual. ➤ To prepare for your negotiation, complete the online exercise on Positions and Interest, developed by John Stephens at the UNC School of Government at: http://www.sog.unc.edu/onlinecourses/disputeresolution/positioninterestsVA/introduction.htm John Stephens would love to have your feedback on the exercise. Email him at stephens@iogmail.iog.unc.edu with your comments and suggestions.
Virginia’s Environmental Issues	<ul style="list-style-type: none"> ➤ Read Issue Briefs: <i>Total Maximum Daily Loads, Corporate Stewardship and Sustainable Agriculture</i>. ➤ Read the <i>Waste Solutions Forum Executive Summary</i> ➤ Review readings to date (i.e., those that you haven’t yet been able to read)
Above and Beyond (for those interested)	<ul style="list-style-type: none"> ➤ <i>The Omnivore’s Dilemma: A Natural History of Four Meals</i>, by Michael Pollan. Polyface Farm is featured in this book about the state of agriculture in the US. ➤ <i>Hope’s Edge</i>, by Frances Moore Lappe (2003), about sustainable agriculture and community food systems throughout the world. ➤ <i>Leadership Without Easy Answers</i>, by Ronald Heifetz (1994). ➤ <i>Addressing the Slippery Creek Toxic Waste Problem</i>. A thorough, multi-stage roleplay simulation with preparation questions and links to many resources: http://www.environmentalframing.org/option2.shtml?nid=6763 ➤ TMDL website at the U.S. EPA: http://www.epa.gov/owow/tmdl ➤ Frequently Asked Questions about TMDLs: http://www.deq.state.va.us/tmdl/faq.html

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Leadership	<p>Fellows will be able to:</p> <ul style="list-style-type: none"> ➤ Describe the concept of servant leadership ➤ Identify ten characteristics of a servant leader
Building Skills: Conflict Resolution and Collaborative Problem Solving	<ul style="list-style-type: none"> ➤ Describe five key elements of interest-based negotiation, as well as strategies for effective participation in multi-party complex negotiations. ➤ Describe the difference between positions and interests. ➤ Describe a method for preparing for negotiation. ➤ Describe key strategies for effective participation in multi-party complex negotiations.
Virginia's Environmental Issues	<ul style="list-style-type: none"> ➤ Describe agroforestry practices, and how they constitute a third alternative to conventional agriculture and "beyond organic" agriculture ➤ Define TMDLs, including their relevance as well as the difficulties that are faced in establishing them. ➤ Differentiate between a TMDL and a TMDL Implementation Plan. ➤ Describe the public's roles in the establishment of TMDLs and TMDL Implementation Plans. ➤ Describe corporate stewardship challenges and innovations in environmental management, including air and water quality? ➤ Describe what local corporations are currently implementing or envisioning for the future. ➤ Describe Waste Solutions Forum pilot projects for reducing excess animal manure and transforming manure into useful products, e.g. energy, fertilizer, etc.

WEDNESDAY MARCH 11

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11:30	<p>Welcome, Opening and Brown Bag Lunch</p> <ul style="list-style-type: none"> • SENATOR EMMETT HANGER, 24TH DISTRICT
12:00	<p>Interest-Based Negotiation, Positions and Interests</p> <p>MIKE ELLERBROCK AND FRANK DUKES</p>
12:15	<p>Preparation by Participants for Multi-Party Negotiation and Agenda-settings for Consensus</p> <p>TANYA DENCKLA COBB</p>
1:15	<p>Break</p>
1:30	<p>Overview of TMDLs: Key Issues and Challenges</p> <p>INTRODUCTION BY MIKE FOREMAN</p> <p>NESHA MIZEL, TMDL /Watershed Field Coordinator Shenandoah Watershed Office</p>

	<p>Virginia Department of Conservation and Recreation James Madison University-Integrated Science and Tech. 44 Sangers Lane, Suite 102, Staunton, VA 24401 Phone: (540)332-9238 Nesha.mizel@dcr.virginia.gov</p> <p>TARA SIEBER, TMDL Specialist Virginia Department of Environmental Quality PO Box 3000, Harrisonburg, VA 22801 Phone: (540)574-7870 Fax: (540)574-7878 tsieber@deg.virginia.gov</p> <ul style="list-style-type: none"> • What is a TMDL and why are they important? • How do TMDLs and TMDL IPs differ? • What are the principle challenges faced during the TMDL process? • What strategies are used to address the challenges? • What recommendations would you make to people involved in the TMDL process?
2:15	Break
2:30	Multi-party Negotiation: TMDLs
3:00	Begin Negotiation Negotiations take place and continue until...?
5:00	Debrief Negotiations
5:30	Break
6:00	Dinner at Stonewall Jackson Hotel
7:00	Servant Leadership MIKE FOREMAN
8:15	Adjourn
8:15	<p>Optional – by the bar</p> <p>Leadership Competency: Personal Leadership Clinic TANYA DENCKLA COBB AND MIKE FOREMAN</p> <ul style="list-style-type: none"> • Read the description of your pre-written issue to your peer team • What is your leadership role in this issue? • Are you where you want to be? <p>Peers: Offer comments/insights on leadership strategies the Fellow may wish to consider</p>

THURSDAY MARCH 12

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7:00	Breakfast opens in 24 Market Restaurant in lobby (There will be breakfast snacks in meeting room at 8)
8:30	Debrief Previous Day
9:00	<p>Panel Discussion of Corporate Stewardship</p> <p>MODERATED BY MIKE ELLERBROCK</p> <p>HOBAY BAUHAN, Executive Director, Virginia Poultry Federation 333 Neff Avenue, Suite C, Harrisonburg, VA, 22801 504-433-2451 hobey@vapoultry.com</p> <p>AMY OWENS, Regional Director Virginia Department of Environmental Quality Valley Regional Office 4411 Early Road, PO Box 3000 Harrisonburg, VA 22801 540-574-7808 atowens@deq.virginia.gov</p> <p>CRAIG KENNEDY, Vice President, Plant Manager Merck & Co., Inc. Stonewall Plant PO Box 7 Elkton, VA 22827-0007 540-298-1211 craig_kennedy@merck.com</p> <p>MIKE OUDERKIRK, Manager of Brewing and Utilities Coors Brewing Company, Shenandoah Brewery 5135 South Eastside Highway Elkton, VA 22827 540.289.8338 mike.ouderkirk@millercoors.com</p> <p>What principles or guidelines are important for corporate stewardship? What are the challenges facing your company in environmental management in the Shenandoah Valley, specifically around air and water quality? What innovations are currently being implemented or envisioned for the future?</p>
10:30	Break
10:45	Debrief Corporate Stewardship Panel
11:15	Agroforestry ANDY WILSON , Adjunct Professor of Economics,

	Interdisciplinary Studies, UVA and Piedmont Community College and Founder, Springtree Agroforestry Project
12:00	Break for lunch
1:00	<p>Introduction Waste Solutions Forum KATHY HOLM, Shenandoah RC&D Coordinator, USDA NRCS 70 Dick Huff Lane, PO Box 60 Verona, VA 24482 540-248-3321 kathy.holm@va.usda.gov</p> <p>ERIC BENDFELDT, Extension Specialist, Northwest District, Virginia Cooperative Extension 2322 Blue Stone Hills Drive, Ste 140 Harrisonburg, VA 22801 540-564-3080 ebendfel@vt.edu</p>
1:30	Prepare to depart for tour of local farms and Waste Solutions Forum pilot projects (If you need to drive separately or leave early, note that we're headed north). *Meet vans in hotel parking loop by <u>2:00</u>
2:00 – 5:00	<p>Tour with Becky Barlow, Shenandoah RC&D, Market Maker Phone: 540-248-6080 <i>See tour handout for details and driving directions</i></p> <p>Site 1: Virginia Tech and the Waste Solutions Forum's pilot project to convert poultry litter into a bio-oil, slow release fertilizer, and value-added resource Physical Address: Oren Heatwole Farm, 6840 Wheelbarger Road, Dayton, Virginia 22821 Cell number 540-478-7967</p> <p>Site 2: Dale Beery's Poultry Farm at 3:15 p.m. Physical Address: 4005 Ottobine Road, Dayton, VA 22821 Phone: (540) 879-2197</p> <p>Site 3: Virginia Tech and the Waste Solutions Forum's pilot project to remove phosphorus from liquid dairy manure using a precipitation technology. Physical Address: Dale Heatwole, D & D Dairy Farm, 2099 Bank Church Road, Dayton, Virginia Cell number: 540-820-5757</p>
5:00	Depart
5:45	Arrive Staunton—Dinner (not covered by VNRLI)
7:30	<p>For those interested, the Blackfriars Shenandoah Shakespeare Theater is a very short walk from our hotel and is playing: The Blind Beggar of Alexandria Time: 7:30pm Location: Blackfriars Playhouse Inspired by Italian commedia dell'arte, this exuberant and outrageous comedy follows the brilliant schemes of a master conniver. Under various disguises, our hero embezzles,</p>

bamboozles, and beds his way to become King of Egypt. In what may be its first professional production in over 400 years, The Blind Beggar of Alexandria is a comedic tour de force.

FRIDAY

MARCH 13

Frontier Culture Museum and Polyface Farm

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7:00	Breakfast opens in 24 Market Restaurant in Lobby Checkout
8:00	Meet at Frontier Culture Museum (directions attached) and consolidate into vans
8:10	Depart Frontier Culture Museum for Polyface Farm
8:45	<p>Overview and Tour of Polyface Farm MODERATED BY: MIKE FOREMAN & TANYA DENCKLA COBB</p> <p>MATT RALES, JOEL SALATIN AND DANIEL SALATIN, Farmer/Owner, Polyface, Inc 363 Shuey Road, Swoope, VA 24479 (540)885-3590 Fax: (540)885-5888</p> <ul style="list-style-type: none"> • Describe your overall farming operation • What are your major challenges as a grower and how are you overcoming them? • What do you believe are key elements of sustainable agricultural practices? • How is animal waste managed at your farm? What are specific methods of sustainable agriculture that can reduce the challenges of waste management and water quality impacts associated with conventional farming? • What are your views on sustainable agriculture and how sustainable do you feel agriculture is in the Valley? • Considering issues of scale, do you feel your approach is easily replicated?
10:45	Prepare to depart/Time for purchase
11:10	Leave for Frontier Culture Museum for Lunch Lecture Hall on Second Floor of Dairy Barn, Frontier Culture Museum
11:30	Lunch and Discussion of Tour MIKE FOREMAN AND MIKE ELLERBROCK
1:00	Preview Next Session TANYA DENCKLA COBB
1:30	Adjourn

Directions to the Stonewall Jackson Hotel From I-81:

Take Interstate 81 to Exit 222.

Follow 250 West (Richmond Road) for approximately 2 1/2 miles toward "Historic Downtown Staunton." You

will begin to see signs to the Stonewall Jackson Hotel.
When Hwy. 250 ends at a T intersection, turn right and go under the train tracks.
Follow the Historical Signs to Coalter Street.
Proceed up Coalter Street and make a left onto Frederick Street.
At the 1st traffic light, make a left onto Market Street.
Proceed 1 1/2 blocks, the hotel will be on the right.

After unloading, the parking garage is accessed by making a right onto Kalorama Street, go down the hill and the entrance to the Garage at New Street will be on your right hand side. The hotel elevator is available from all decks of the parking garage and will take you directly to the hotel's historic lobby. Parking can be added to your room bill for \$4.

Trains - Stonewall Jackson Hotel is also in close proximity to the historic working train depot which is serviced by the Cardinal/Hoosier State line of [AMTRAK](#).

Directions to Frontier Culture Museum:

From the Stonewall Jackson Hotel, return to 250 East/Richmond Road. Before Route 81, the Frontier Culture Museum will be on the right behind the Sheetz and Lowe's. Pass Sheetz and follow signs for the entrance road. There are multiple Parking lots – meet the vans in the far end of the first lot toward the Visitors Center.

Directions from Frontier Culture Museum to Polyface Farm:

From Museum parking lot, go left onto Route 250 (Richmond Road) toward Staunton.
Take the First left onto Frontier Drive at Sheetz and follow Frontier drive to Route 11 Business.
Cross Business 11 to enter 262 (Expressway). Go two exits and take the exit for Route 252.
Make the first right onto Route 693 (Cedar Green Rd.).
From 693, make the first left onto Route 703 (Hebron Road).
From 703, take the first left onto Route 708 and follow it for 4 miles (708 has two forks – stay to the RIGHT at both forks along the way). If you're riding with Frank, expect mooing now.
Turn right onto Rte 707 (Trimble's Mill Rd.), then go 500 yards and turn left onto Route 713.
This is Polyface's entrance lane and is opposite Bethlehem Church.
Follow the lane across the creek in to the farm and park on the gravel lot behind the house.

Virginia Natural Resources Leadership Institute
2009 Shenandoah Valley Tours
Thursday, March 12, 2009

Guide: Becky Barlow, Shenandoah RC&D, Market Maker Phone: 540-248-6080

Site 1: Virginia Tech and the Waste Solutions Forum's pilot project to convert poultry litter into a bio-oil, slow release fertilizer, and value-added resource

Physical Address: Oren Heatwole Farm, 6840 Wheelbarger Road, Dayton, Virginia 22821
Cell number 540-478-7967

From the Stonewall Jackson Hotel and Conference Center in Staunton, VA

1. Follow Rte. 250 East back to I-81
2. Travel north on I-81 to Exit 240 (Mt. Crawford-Bridgewater College).
3. Turn left onto Rte. 257 West and go 3.4 miles.
4. Turn right at N. Main St./VA 257/VA 42 and go north 2.7 miles.
5. Turn left at VA-257/ Mason St./Ottobine Rd. and go west 1.1 miles.
6. Turn right on Limestone Lane and go 1.4 miles.
7. Turn left on Rushville Road and go 0.1 miles.
8. Keep STRAIGHT onto Wheelbarger Road for another 0.1 miles until you reach 6840 Wheelbarger Road (Turn right into driveway, just after the Agriculture Fertilizer business on your right)
9. The shop and pyrolysis site is located up on a hill close to the woods.

Site 2: Dale Beery's Poultry Farm at 3:15 p.m.

Physical Address: 4005 Ottobine Road, Dayton, VA 22821 Phone: (540) 879-2197

Park near poultry houses on Dry River Road

1. From Oren's turn left onto Wheelbarger Road
2. Continue straight on Rushville Rd. about 0.1 miles to top of hill
3. Turn right on Limestone Lane and go 1.4 miles to Rte. 257/Ottobine Road.
4. At the stop sign, turn right onto Rte. 257/Ottobine Road and go about 0.5 miles
5. Turn left onto Dry River Road and go about 800 feet.
6. Dale's poultry houses will be the left. Dale grows broilers for Tyson's Foods
7. If Dale is not around you can call his son, Owen or Nelson.

Note: Please wear all of the biosecurity materials (i.e., boots, mask, hairnets, coveralls, and gloves)

Site 3: Virginia Tech and the Waste Solutions Forum's pilot project to remove phosphorus from liquid dairy manure using a precipitation technology.

Physical Address: Dale Heatwole, D & D Dairy Farm, 2099 Bank Church Road, Dayton, Virginia
Cell number: 540-820-5757

8. From Dale Beery's farm, turn right and get back on Dry River Road.
9. Turn left onto Ottobine Road and cross over Dry River about 0.2 miles.
10. Turn right on west Dry River Road and go 1.9 miles.
11. Turn right to stay on West Dry River 0.1 miles.
12. Bear to the right and continue on Rushville Road 0.4 miles.
13. Turn left onto Hinton Road and go 0.8 miles.
14. Turn right onto Bank Church Road and go 0.7 miles.
15. Turn right on Harness Shop Road and go 0.1 miles
16. Dale's new barn and the project site will be on your right.

From D & D Dairy Farm in Dayton, VA back to Staunton

1. Turn left onto Harness Shop Road.
2. Turn left on Bank Church Road and go 0.7 mile.
3. Turn left onto Hinton Road and go 0.8 miles
4. Turn right onto Rushville Road
5. Slight left to continue on West Dry River Road.
6. Turn left to stay on West dry River Road and go 1.9 miles to Rte. 257/ Ottobine Road
7. Turn left onto Rte. 257 East/ Ottobine Road and go about 2 miles back to Rte. 42
8. At the stoplight, turn right and follow Rte. 42 S/257E for 2.7 miles into Bridgewater
9. Turn left at Dinkel Ave to continue east on Rte. 257.
10. There will also be signs for Interstate 81

Greetings VNRLI Class of '09!

As we prepare for coming together again next week, we're pleased provide you with the "360-feedback" on session 4. Please see the attached compilations of your peer evaluations.... (numbers lacking this time! let's do better in SW!)... and below for our thoughts.

Interest-based negotiation: We will try to arrange for more time for discussion of the theory behind interest-based negotiation next year, as well as allowing a little more time to jointly prepare for your roles. To do this, we may need to schedule the legislator to come at a different time or to build more time for the legislator into the schedule. We may also consider working with the class to try to develop a list of key negotiation strategies to have as part of your "toolbox."

Peer Coaching: We noticed that many people did take advantage of the "optional peer coaching" and are thinking about expanding or moving some of the peer coaching next year into the optional/social time. We would like your feedback on this idea – whether you prefer it to be built into the schedule, or optional during social time?

Waste Solutions Field Trip and Corporate Sustainability Panel: Next year we are likely to tour the Merck and Coors plant, instead of the Waste Solutions pilot projects. We would welcome your individual feedback on the speakers from Merck and Coors for next year.

Agroforestry: Next year we are likely to drop this presentation in order to make room for a different presentation on water quality. I.e., we are thinking that we will ask Amy Owens, the DEQ speaker and VNRLI alumni, to conduct a case study with the class, walking the class through a real enforcement case regarding water quality, and asking the class at particular points in the events, what would you do? We would welcome your feedback on whether you think this would be of interest.

Polyface: We are seeking feedback from people who bought meat at Polyface... please let us know if you had a good experience so that we can determine whether to encourage people to bring coolers next year.

New Ideas: Also, we'll put the idea of having farmers talk to each other on a panel, with a regulator and environmental group present to talk about the runoff issue and its impact on the Bay.

Thank you all – and looking forward to another fun session together!

Bring instruments or other things for our social Thursday night – weather permitting, outside by a fire!

Tanya