

International Executive Committee
Meeting Minutes
Intercontinental Hotel
February 14-15, 2008
Dallas, TX

Call to Order: President Struble, SR/WA, called the meeting to order at 8:30 am. All members of the IEC were present with General Counsel Steve Ruth joining the deliberations in the late morning. The new Executive Vice President Mark Rieck participated along with Dennis Stork.

Minutes of Previous Meeting Approved: The minutes of the previous IEC meeting in November 2007 were approved as distributed by Secretary Ken Davis, SR/WA. President Elect Faith Roland, SR/WA, made the motion to approve which was seconded by Sandy Grigg, SR/WA. The minutes will be posted on the website as approved.

President's Report:

Welcome to New EVP: President Struble welcomed Mark Rieck to his first meeting as Executive Vice President. Dennis Stork outlined the transition plan and noted that March 5, 2008 had been tentatively set as his last day in the IRWA office.

IRWA Committee Chairs and Vice Chairs Meeting in Dallas: President Elect Faith Roland, SR/WA, and Vice President/Treasurer Sandy Grigg, SR/WA, reviewed the agenda for the Saturday morning meeting with the Committee Chairs and Vice Chairs. The agenda will be slightly different because of the time allocated for the discussion of future IRWA governance issues.

IRWA Region Chairs Meeting in Dallas: Struble reviewed the agenda for the meeting with the Region Chairs and made assignments for discussion purposes.

IEC Evaluation Process: Stork outlined the process being used to evaluate the IEC, noting that the region chairs would meet with INEC Chair Steve Benson, SR/WA, on Friday afternoon at 3:15 pm. This will be the first time the process agreed to in September 2007 has been implemented.

IRWA Restructure: Struble previewed his presentation to the region chairs and committee chairs and vice chairs to be given on Friday evening and discussed the communications plan timetable. The IEC will make presentations at the 2008 spring region forums on the proposed changes.

AASHTO: Struble reported that IRWA would be on the program at the 2008 American Association of State Highway and Transportation Officials in May 2008 in Grand Rapids, MI. The presentation will be a panel discussion about the proposed Uniform Act certification program with representatives from IRWA, FHWA and AASHTO. A meeting in Washington, DC will be scheduled in the early spring to continue the dialogue on the proposed program.

NACAO Report: Struble and Roland reported on their participation at the 2008 North American Conference of Appraisal Organizations that IRWA hosted in early January. It was noted that the NACAO organizations are sharing publications and strategic plans with one another in an attempt to improve communications.

Federal Partners: Roland reviewed recent contact made with federal partners during the PRES meeting. It was noted that the next IEC meeting in April will include a discussion regarding how to structure the federal liaison responsibility in the future as well as expectations of the partnership program.

Executive Vice President's Report:

Headquarters Update: Executive Vice President Stork provided a brief report on the status of headquarters, including the hiring of a new staff person in the education area in accordance with the approval granted by the IEC in November. He noted that Rieck had met with the entire staff shortly after accepting the position and that the transition was proceeding in an orderly fashion. An agreement with Stork to provide consulting services during April-May 2008 has been entered into to assist with the continuity at headquarters during the transition. He also noted several enhancements in the website, including summaries of current membership now available for chapters.

Educational Summit Implementation Update: Stork noted that the major initiatives in the summit implementation were proceeding according to schedule with the exception of the Online Learning Center which has been delayed because of more pressing activities. The initial launch of the Online Learning Center will be March 31, 2008.

Finance:

Finance Committee Report: Grigg reviewed the December 2007 financial statements, noting that the Association had a positive variance of \$178,560. Income through the first six months of 2007-9 was at 109.3 % of budget while expenses were at 98.5% of budget. Grigg cautioned that the expenses for the EVP search and the underperformance financially of PRES would be reflected in the February 2008 financial statements.

2008-9 Budget and 2009-10 Forecast: Grigg noted that the 2008-9 budget had been distributed to the region chairs and would be presented to them on Friday. The IEC unanimously recommended a 2008-9 budget calling for \$4,151,115 in income and \$4,129,957 in expenses for a net contribution of \$21,157.

Chapter Assistance: Grigg reported that only \$6,012 had been requested for the Chapter Assistance Program in 2007, an indication that the chapters were overall in good financial shape and that the funds were being expended consistent with the intent of the program. A discussion regarding the Chapter Assistance Program will be conducted with the region chairs on Friday, Grigg noted.

Travel Policy Amended: To address the requests of the Region Chairs to allow incoming Vice Chairs to be eligible to receive funds to attend the annual education conference where they will be elected, the IEC unanimously approved the following amendment to the reimbursement policy:

“Each Region and International Committee is allocated a certain amount of funds annually for reimbursement of travel and project-related expenditures. These funds may only be used to

reimburse Region Officers, International Committee Chairs and Vice Chairs, and Service Committee Members, as well as the nominated incoming Region Vice Chair to attend the annual conference where they are to be elected and installed (also see International Conference Expenses for Non-Member Speakers). Region and Committee funds cannot be spent for meals and other expenses for unauthorized Members and individuals. Questions regarding the policy should be directed to the EVP or International Vice President/Treasurer.” Davis made the motion to approve which was seconded by Grigg and passed unanimously.

Education/Professional Development:

Roland noted that the International Professional Development Committee would be meeting in mid-March in San Diego, CA.

Course Revamp Update: Stork reported that David Layne, SR/WA, would complete the revamp program by May 2008. The slippage in the timetable from the February 2008 date was largely created by delays from subject matter experts responding to requests from Layne and Ron Ellis. At the completion of the process, every IRWA course will have been revamped and upgraded to a common adult learning presentation platform and edited to incorporate all approved changes. Stork emphasized that the process of making changes and improvements to the courses is an ongoing process being overseen by Ron Ellis at IRWA headquarters using the approved protocols by the IPDC.

Course Coordinator Certification Program: Stork reported that the Course Coordinator Certification program was being updated to reflect new policies and procedures and would be available by March 2008. More than 400 individuals have been certified under the program. The incentive programs for larger classes appears to have been well-received, as average class size has continued to increase over the past year from slightly more than 17 to slightly over 19 students per class.

Online Learning Center: Stork reported that the Online Learning Center was tentatively scheduled to be launched on March 31, 2008. He briefly previewed the beta test site of the Online Learning Center portal with the IEC and showed how the courses would appear online. The initial launch will include only the 65 courses available from the Business Training Library while it is anticipated that IRWA Courses 103 and 215 will be available by the 2008 Annual Education Conference in Austin, TX in June.

2008 Membership Renewal Program: Stork noted that the 2008 renewal program was progressing ahead of the same time last year. He attributed the higher percentage of renewals against the same time last year to enhancements in the online renewal process, as well as eliminating the delays experienced last year with bank lock box issues.

Communications and Marketing Committee:

ICMC Meeting Recommendations in January in San Diego, CA: Stork noted that a written series of recommendations from the ICMC meeting in San Diego, CA had been received. The following recommendations were acted or commented upon by the IEC.

Boot Camp: The IEC noted that the shifting marketplace demand for entry level people into the business increases and decreases quite rapidly and that the Association would benefit from having the curriculum for a “boot camp” for new hires in place for the next surge in hiring. The IEC will approach the Right of Way Consultant’s Council to determine their interest in forming a

joint task force to determine the need, best delivery mode and curriculum for such a boot camp approach.

Review of Agency Agreements and MOUs: The IEC agreed that a more extensive review of the expectations of the agency agreements and MOUs with other organizations is necessary and will include that in their next strategic discussion revolving around the management of federal agency relations.

Subscriptions and Tiered Memberships: The IEC indicated that the concept of a tiered membership system should be tabled until after the other governance issues being presented to the association have been resolved. The consensus of the IEC was that the tiered membership concepts would be too radical a departure from the existing structure to introduce simultaneously with the other suggested changes.

Possible Name Change, Tagline and Value Proposition: The IEC received the initial recommendations regarding a possible name change for the Association as well as the adoption of a tagline and official value proposition but postponed full consideration of the recommendations until the April 2008 meeting to allow more time for reflection and discussion.

Business Development Responsibilities and Bartering Arrangements: The recommendations to expand IRWA staff resources to include a business development person was modified to direct the new Executive Vice President Mark Rieck to assume those responsibilities on an interim basis and then report back to the IEC regarding his recommendations as to how this should be permanently integrated into the IRWA staff function by the November 2008 IEC meeting.

Marketing Toolbox: In response to the ICMC suggestion that the headquarters staff create a “marketing toolbox,” staff has been asked to prepare an estimate of what it would cost to have four table top exhibits, cloth table banners with logos and other items for the implementation of this program. The IEC agreed to pursue this recommendation and the funding will come from the existing 2007-8 marketing budget.

PRES and Annual Conference Recommendations: A thorough discussion of the Public Real Estate Education Symposium will be included as part of the April 2008 IEC meeting. The IEC also accepted the specific recommendations regarding the promotion of the Annual Education Conference and directed Rieck to review the implementation with staff for future conferences.

Survey of Educational Needs: The ICMC noted that IRWA has developed a survey for chapters to help them plan classes based on membership needs. Only a small percentage of chapters are taking advantage of this free research tool. The committee recommended that IRWA conduct an annual survey among all members – then sort by chapter and distribute the findings.

IEC Reaction to Recommendation: While a small percentage of chapters are taking advantage of this information, doing a survey of all members creates an expectation that someone is going to review and use the information. The request by a chapter is a triggering mechanism that indicated they are serious about using the information for planning and marketing. Providing a report automatically won’t necessarily increase its use. As an interim step, the IEC is asking that the Regional Vice Chairs emphasize this tool when discussing class development with their chapters. The Executive Vice President will ask Valerie Fries to emphasize this in the next conference call with the Region Vice Chairs.

The need for additional surveying regarding education and professional development needs organization wide continues to exist and we should begin developing an appropriate survey that will help us sharpen our communications and marketing strategy. With the current demand on staff resources, this is something that will have to be done after the annual conference.

Marketing Role at the Chapter Level: The IEC directed Rieck to work with staff to develop a new model job description for a marketing position at the chapter level that would include membership, education, professional development and chapter activity marketing. A draft of the job description will be developed over the summer and reviewed by the ICMC in 2008-9. The revised job description will also include a plan on how to train chapters in this function in the future

Chapter Best Practices: The IEC has requested that IRWA staff develop a communications strategy to highlight individual chapter best practices in the magazine, online and at the region forums in the future. This will be reviewed as part of the September 2008 IEC meeting with the Region Chairs.

E-Seminars Phased Out: Per the recommendations of the ICMC, the monthly e-seminars will be discontinued because of lack of use and concerns about overall quality.

Chapter in a Box: The IEC concurs that more effective leadership training on the resources available from IRWA is needed but has requested that this be placed on hold until after the pending changes in organizational structure being considered over the next year. On an ad hoc basis, the IEC will encourage staff and Region Chairs and Vice Chairs to take advantage of WebEx style technology to conduct training sessions within a region on specific topics in the interim.

Online Courses: The IEC noted that the format and design of the Online Learning Center had been reviewed by the IPDC prior to entering into an agreement with Business Training Library. The initial six to eight courses converted to the Online Learning Center platform will be asynchronous learning programs. Future courses may or may not include facilitator involvement, but that will be the decision of the IPDC rather than the ICMC. A plan to launch and promote the Online Learning Center will be developed in early March for the tentative March 31, 2008 release.

Cost-Benefit System: The IEC noted that a cost-benefit analysis system has been in place for two years and is being used for all major new projects. The IEC will review applying that system retroactively to existing programs as part of the strategic plan.

Annual Conference/Other Meetings: Roland/Stork

2008 Annual Conference: Roland reported that the sessions for the annual meeting in Austin were progressing according to plan. The program was published in the January/February issue of *Right of Way* magazine and registrations were already well underway. The room block at the Hilton in Austin, TX has almost been sold out and staff is negotiating for additional hotel space in the area.

Public Real Estate Education Symposium: Roland reported that attendance for the 2008 PRES approximated the 2007 meeting. The FHWA will be paying \$10,000 toward a sponsorship of the event. It is anticipated that the PRES may/will underperform. Future PRES meetings after 2009 will be an item of discussion for the IEC meeting in April 2008.

2013 Annual Conference Bids: Stork noted that no formal bids have been received at headquarters for the 2013 meeting but stated that at least three chapters had expressed interest in hosting in 2013.

Education Foundation Reports: Struble noted that there were no major issues to report from the RWIEF or CRWEF.

Liaison Responsibilities: The IEC briefly reviewed their liaison responsibilities before adjourning at 5:45 PM.

Minutes reviewed and approved by Secretary Kenneth L. Davis, SR/WA, on March 10, 2008.