



**International Governing Council Meeting**  
Friday/Saturday, February 21/22, 2014  
San Diego, California

**Welcome and Member Check In:** The meeting of the International Governing Council was called to order by President Lisa Harrison, SR/WA in San Diego, California at 8:32 am on Friday, February 21, 2014.

**Roll Call and Approval of Minutes:** International Secretary, Jerry Colburn, SR/WA conducted a roll call of IGC members and noted participating staff and guests as follows:

**IGC Members:** Lisa Harrison, SR/WA, Lee Hamre, SR/WA, Wayne Goss, SR/WA, Mary Anne Marr, SR/WA, Jerry Colburn, SR/WA, Eric Finn, Esq., Vivian Howell, SR/WA, Georgia Snodgrass, SR/WA, Richard Pino, Jeff Jones, SR/WA, Sharen Willis, SR/WA, Kerri Wittman, SR/WA, Mike Anders, SR/WA, Murray LeGris and Brodie Allen, SR/WA.

**Senior Staff:** Mark Rieck, Daniel Stekol, Barbara Billitzer, Fred Nasri, and Deidre Alves.

**Guests:** Janet Parks, SR/WA, Lou Ann Dollar, SR/WA, Rakhshan Mazarei and Karinne Elson, staff.

Wayne Goss, SR/WA moved and Sharen Willis, SR/WA seconded a motion to approve the minutes from the September 15-16, 2013 International Governing Council Meeting as presented. The minutes were unanimously approved.

**Finance Review:** Treasurer Mary Anne Marr, SR/WA presented financial reports from December 2013 with total income of \$2,151,473 and net income of \$201,408 noting that the Association is beating last year in all areas of membership, education and credentialing. The Association has seen an increase in classroom education as local chapters and Headquarters partner to produce a strong calendar of classes with an average of 16 participants per class, compared with 14 participants per class last year at this time.

**Member Fuse Issue:** President Harrison reviewed the President's Day IRWA Member Network blast that generated a significant amount of email traffic for each of our members. The program's all-member distribution feature was dismantled quickly, but messages already in the vendor's cue were automatically sent. Members were contacted immediately with the plan to fix the program and each member who complained to the Association received a personal response from Daniel Stekol. All members received an apology from EVP, Mark Rieck.

While the situation was clearly regrettable, Industry Discussion Groups and Communities of Practice each doubled and in some instances tripled the number of new members to the respective groups, and usage has strongly increased since that time.

**Conference and Meetings Updates:** President-Elect, Lee Hamre, SR/WA shared that the Association has completed a concentrated Annual Conference planning effort, beginning last September, designed to align IRWA education sessions in four industry tracts. This will allow the organization to focus the 2014 Hartford Conference on the industries we serve. We will discuss plans for chapter leader and international partner meetings held in conjunction with the Annual Conference. This is a new practice, and we will continue to communicate industry relevance as an important driver of member value.

Opening Ceremonies will have a different look and provide recognition for our new chapters. The Awards Luncheon will be enhanced as well. The International Luncheon will be open to all members this year with a separate ticket price to cover the increased cost.

General Council, Eric Finn, Esq. presented a bylaw resolution to request a dues increase of \$10 per member at the upcoming Board of Directors Meeting. After some discussion, Brodie Allen, SR/WA moved and Vivian Howell, SR/WA seconded a motion to add a second \$10 increase in 2017 into the resolution. The motion carried by a vote of 13 to 2. Mr. Finn was also asked to prepare a resolution that will provide Region Vice Chairs with both voice and vote at IGC meetings if they are representing a Region Chair. The motion, presented by Kerri Wittman, SR/WA and seconded by Jerry Colburn, SR/WA passed unanimously.

Region 10 Chair, Brodie Allen, SR/WA presented a draft program for the Young Professionals Event taking place this year in conjunction with Conference. Young Professionals will meet all day Saturday and on Sunday morning prior to Conference for presentations on the IRWA volunteer career path and mentor program; education sessions on use of technology in the right of way profession; renewables and transmission; and a presentation on IRWA's new Communication Model for CoPs and Industry Committee discussion groups.

Vice President, Wayne Goss, SR/WA provided an overview of the March 2014 Federal Agency Update, which will feature a day's worth of presentations from U.S. Federal Agency partners, sponsored by the Federal Highway Administration. The IRWA will also be presenting a Hill Briefing on successful project delivery to majority and minority staff of both the Senate and House Transportation and Infrastructure Committees. The event is sponsored by U.S. Representative Earl Blumenauer from Oregon and will take place in the House Ways and Means Committee Room, featuring a presentation on the Portland Milwaukie Light Rail Project by Leslie Finnigan, SR/WA, who is Chair of the IRWA International Public Agencies Committee.

**Committee Requests:** President Harrison lead a discussion regarding the potential for requiring IRWA's combined Ethics and Standards course for new members, recognizing that IRWA's Code of Conduct is at the center of what the Association stands for and differentiates our members from non-members. Vivian Howell, SR/WA moved and Lee Hamre, SR/WA seconded that beginning July 1, 2015, new members are mandated to take an IRWA Ethics course within one year of membership, and that IRWA develop program methodology for all members based on the Ethics Task Force standards. A task force to develop the program methodology will be established, with a report back to the IGC in June 2014.

President Harrison shared that the International Nominating and Awards Committee has expanded its scope well beyond vetting IEC candidates and selection of annual awards to include leadership development and succession planning. The committee now provides oversight for the Leadership Institute, and will review/update volunteer position descriptions and partner with the International Professional Development Committee (IPDC) on marketing and support of the IRWA Mentor Program.

As part of the discussion, Mary Anne Marr, SR/WA moved and Kerri Wittman, SR/WA seconded a motion that in order to apply for an award, chapters must be in compliance with IRWA requirements.

IRWA Vice President of Professional Development Deidre Alves, M. Ed., provided an update on a number of new initiatives in the areas of education and credentialing. Our industry centric SR/WA pathway is becoming well defined with 13 to 15 courses per industry. The IPDC plans to provide a final recommendation for IGC approval in June. Our first year (Phase I) Curriculum Design plan is on track to deliver 10 revised learning products and four

new products by the end of June.

The IGC also considered a motion by Jeff Jones, SR/WA to approve up to \$30,000 for the correction of six high-value IRWA classroom courses before the end of June 2014, seconded by Sharen Willis, SR/WA. The motion passed with unanimous approval.

Treasurer and IEC liaison to the International Relations Group (IRG), Mary Anne Marr, SR/WA presented a report from the IRG. The IRWA continues to expand in Africa, Europe and potentially into Mexico. South Africa and Nigeria have fully embraced the IRWA and their chapters are dynamic and growing. We are working to add additional African chapters, although their growth may not be as strong as Chapters 83 and 84. Even so, the population of the countries with IRWA chapters has increased from 350 million to 570 million.

If formed, a Mexico Chapter (population 121 million) will be pushing to expand into Central and South America just as Chapter 83/SARWA and Chapter 84 are pushing to expand in Africa. As we grow, so does our world exposure. Our new chapters rightfully desire to fully participate in all functions of the IRWA, including Committees and CoP membership and leadership. It will be up to the IRWA to embrace the challenges of integrating members that are located overseas and in different time zones. There will also be the challenges of assimilating different cultures and languages. What is obvious is that South Africa, Nigeria, Saudi Arabia and Mexico are pursuing our credentialing. This is of primary importance to them.

South Africa has been a leader in working to adapt our education programming. We have lessons learned from teaching in Saudi Arabia and China, as well as South Africa's experience in adapting our courses, and the Association plans to act on those opportunities and lessons in a timely manner. Nigeria is a perfect example of a new chapter that is looking to the IRWA for help in education and credentialing. Fortunately we have Chapter 83 who understands the African landscape and how to best provide these services to our members. Through South Africa and Nigeria, we are building the model of how to support new chapters and provide the services and education they are seeking.

**Balanced Budget Presentation:** Mary Anne Marr, SR/WA reported that the Finance Committee, IEC and staff have worked since our last IGC call to develop a balanced budget that reflects IGC top priorities of increasing IRWA marketing and personnel with an eye toward less investment in administrative travel and more investment in member value and industry relevance. Members went on to review all major budget categories in detail. Following review, Mike Anders, SR/WA moved and Lee Hamre, SR/WA seconded a motion to approve a draft budget proposal of \$5,130,878 in income with expenses of \$5,124,196. The motion passed with unanimous approval.

In a following discussion, Brodie Allen, SR/WA moved and Jerry Colburn, SR/WA seconded a motion to approve the concept of developing all CoPs into a pooled fund for the development of budgets to achieve their objectives as approved by the IGC, IEC or authority yet to be determined. With 12 for, one against and one abstention, the motion carried. A task force will provide guidance to Industry Committee and CoP leadership on developing plans and budgets for next fiscal year.

An additional discussion with a motion from Sharen Willis, SR/WA to approve the concept of developing all Industry Committees into a pooled fund for the development of budgets to achieve their objectives as approved by the IGC, IEC or authority yet to be determined, seconded by Brodie Allen, SR/WA failed, with a vote of 10 for, three against and one abstention. A second motion was offered by Brodie Allen, SR/WA and seconded by Sharen Willis, SR/WA to approve the concept of developing a minimum budget for all Industry Committees with the balance pooled for the development of budgets to achieve their objectives as approved by the IGC, IEC or authority yet to be determined. Following discussion, that motion was tabled until it could be further developed the following day.

**Communities of Practice:** President Harrison reported that on the first day of the Region 2 Winter Forum, the Relocation Assistance Community of Practice held its meeting in New Orleans which featured a case study presented by the U.S. Army Corps of Engineers and broadcast via WebEx to an extended CoP audience across the country and Mexico. The IGC fully considered the need to expand Industry Committee and CoP impact on the Association and profession and budget related deliverables for next fiscal year, and expectations for CoP budget funding were developed by an IGC sub group to include:

#### Participation

- Attend – by liaison (Vice-Chair) - Industry Committee meeting(s)
- Encourage growth of CoP
- Encourage members to all become actively involved by tapping strengths
- Encourage members to provide suggestions for other committee, industry and CoP related activities

#### Communication

- Identify and share best practices
- Communicate information with industries, leaders, and CoP members
- Use IRWA Member Network as a communication tool, i.e., posting meeting notices, minutes, agendas, and other communication

#### Education -- Subject Matter Experts (SME)

- Provide education support, i.e., curriculum review, course case studies and course exercises
- Encourage development of discipline specific instructors
- Publication creation and review, i.e., magazine articles, white papers
- Provide SME to serve as discipline subject matter resource when needed
- Encourage member participation when a task force or other task-specific group is required

#### Sessions -- (Annual Education Conference)

- Provide education support to Industry Committees and other CoPs
- Provide SME for Annual Conference sessions in conjunction with Industry Committees
- Develop and present discipline-specific education sessions

#### Administrative

- Prepare annual work plan to support funding requests
- Manage annual budget
- Provide input for committee report for Region Forums
- Report to CoP members on budget and annual work plan
- Perform other administrative tasks as necessary

**Industry Committees:** Expectations for Industry Committees were developed to include:

Make Industry Committee a welcome place to receive CoP information and CoP Liaison

- Provide meeting agenda time to CoP/Industry Committee via open communication

## Participate and communicate information with Regions, Leaders and CoP bodies

- Host Industry Committee meeting(s)
- Use IRWA Member Network as a communication tool, i.e. posting meeting notices, minutes, agendas and other communication
- Identify and share best practices
- Facilitate exchange of information with CoPs including industry trends, issues, and topics of interest
- Encourage members to all become actively involved by tapping strengths
- Encourage members to provide suggestions for other committee, industry and CoP related activities

## Administrative

- Prepare annual work plan to support funding requests
- Manage annual budget
- Report as required, i.e., committee report for Region Forums, including report on budget and work plan

## Region Representation

- Support and encourage region industry experts' participation in Industry Committee meetings
- Support and encourage region industry experts' participation in Region Forums

## Industry Subject Matter Experts (SME)

- Provide education support, i.e., curriculum review, development of course case studies and course exercises
- Encourage development of industry based instructors
- Publication creation and review, i.e., magazine articles, white papers
- Provide SME to serve as Industry subject matter resource
- Encourage member participation when a task force or other task-specific group is required

## Sessions (Annual Education Conference)

- Develop/present industry specific education sessions in conjunction with CoPs
- Provide education support to other Industry Committees and CoPs
- Provide SME for Annual Conference sessions in conjunction with CoPs

Following the completion of the Committee/CoPs expectations exercise, Vivian Howell, SR/WA moved and Wayne Goss, SR/WA seconded a motion to approve the procedure for pooling industry committee budgets, with parameters to be determined by an appointed task force. The motion carried unanimously.

**Region Chapter Business:** President Harrison introduced a session on region and chapter business noting that the Association has a number of issues and opportunities for region and chapter engagement, including an Accreditation presentation, Incentive Plan review and implementation discussion, education foundation support through chapter and corporate fundraising and clarification regarding our current practice for the membership dues check-off program, along with Spring Forum planning.

IRWA Accreditation Program Manager, Karinne Elson presented an overview of the newly centralized Accreditation Program, providing an in-depth understanding of IRWA's current focus on appraisal courses for continuing education credit. IRWA is currently certified to deliver appraiser continuing education in 30 states in the U.S. The challenge is that each state has different regulations for organization (school) instructors and course material. Accreditation program development will continue and eventually expand to include other key disciplines of the IRWA.

Vice President of Field Operations, Daniel Stekol provided a review of the new IRWA Chapter Incentive Program that will take affect beginning July 1, 2014. The key components required for incentive plan participation reinforce and ensure IRWA compliance with the IRS audit and must be met by a chapter to receive an incentive.

1. The timely updating of chapter activities in QuickBooks online
2. The accurate filing of chapter tax information by August 15<sup>th</sup> of each year
3. Chapter P&L, balance sheet reviewed with sign off by the Chapter President and Treasurer on a monthly basis then uploaded to Member Network and in chapter board records
4. Update of current chapter leadership contact information by July 1<sup>st</sup> of each year using approved leadership contact information form

The chapter incentive plan will be reviewed with all chapter leadership on Leadership Day during the Annual Education Conference in Hartford.

**Other Business:** No other business was presented.

**Upcoming Meetings:** The next meeting of the IGC will take place in Hartford, CT on Saturday, June 21, 2014.

**Recap and Member Check Out:** Actions/decisions and follow-up items were reviewed and each IGC member was given the opportunity to share their thoughts about the meeting and plans for the Association. Overall, members reported that while change is difficult for the IRWA, they are excited to be moving the Association forward and shifting our professional development programming to an external, industry-centric focus. They are also enthusiastic about moving IRWA Committees and CoP from administration to engagement activities that will drive member value and industry relevance for the Association and the profession.

**Adjourn:** With no further business, the meeting was adjourned at 5:12 pm on Saturday, February 22, 2014.

*Minutes reviewed and approved by IRWA International Secretary, Jerry Colburn, SR/WA for presentation at the next regular meeting of the International Governing Council.*

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Signature

Date