RIGHT OF WAY MAGAZINE

The Voice of the Right of Way Profession

IRWA'S EDUCATION FOUNDATIONS

Updates from RWIEF's Carol Croft and CRWEF's Shannon Favaro

JANUARY/FEBRUARY 2020 IRWA

RIGHT OF WAY

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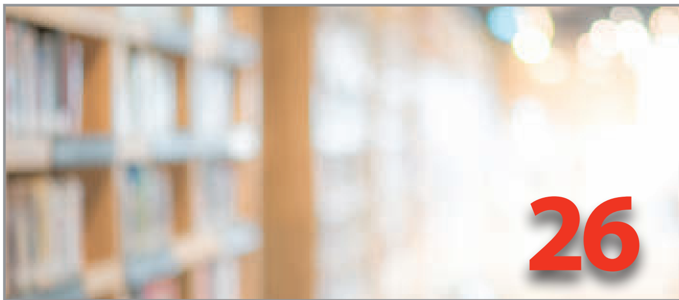

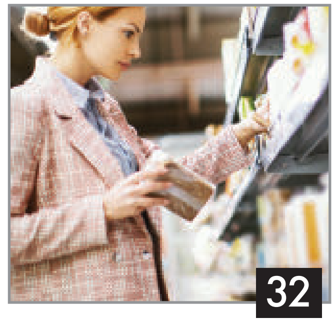

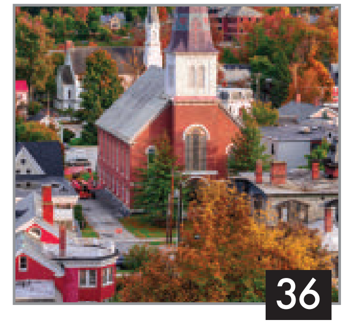

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20/20 Vision

Scholarship Program

Thanks to the success of the 40 for 40 Program, the Right of Way International Education Foundation is pleased to announce a new scholarship: The 2020 Vision Scholarship Program! This scholarship is targeted to new professionals in the infrastructure real estate industry seeking to advance their careers through IRWA credentialing. Applicants must be committed to achieving the RWA and/or the RWP credential, and funding can only be used towards eligible course registration fees.

For more information, visit **www.irwaonline.org** and click on "20/20 Vision Scholarship Program" under the Education tab. Applications must be submitted by May 1, 2020 and grantees will be notified by June 1, 2020. Awards will begin on July 1, 2020.

WE ARE THE IRWA

Building a better world. *Together*®

International Right of Way Association serves the needs of 10,000 multi-disciplined industry professionals who acquire, manage and transfer the land rights needed for building and maintaining energy and transportation infrastructure. Employed by private industry and government agencies, these members are recognized for their high ethical standards and proficiency gained through education, training and certification.

Our Purpose

We improve people's quality of life through infrastructure development.

Our Mission

We empower professionals by elevating ethics, learning and a standard of excellence within the global infrastructure real estate community.

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INTERNATIONAL EXECUTIVE COMMITTEE

INTERNATIONAL PRESIDENT
Aimie Mims, SR/WA,
R/W-AMC, R/W-NAC
HDR, Inc.
Tel: (763) 591-5454
aimie.mims@hdrinc.com

INTERNATIONAL PRESIDENT-ELECT
Sharon Slauenwhite, SR/WA
Prince Edward Island Dept T.I.E.
Tel: (902) 394-3135
snslauenwhite@gov.pe.ca

INTERNATIONAL VICE PRESIDENT
Jake Farrell, SR/WA
Omaha Public Power District
(402) 636-3649
jfarrell@oppd.com

INTERNATIONAL TREASURER
James A. Olschewski, SR/WA
Utah Department of Transportation
(801) 965-4821
jolschewski@utah.gov

INTERNATIONAL SECRETARY
Judy Jones, SR/WA,
R/W-AC, R/W-NAC
Goodwyn, Mills & Cawood, Inc.
(334) 271-3200
judy.jones@gmcnetwork.com

INTERIM CHIEF EXECUTIVE OFFICER
Daniel Stekol ext. 126
stekol@irwaonline.org

GENERAL COUNSEL
Bradford Kuhn, Esq.
Nossaman LLP
Tel: (949) 833-7800
bkuhn@nossaman.com

INTERNATIONAL REGION CHAIRS

REGION 1 – CHAIR
Yoli Matranga, SR/WA
Yoli Matranga Consulting
(916)622-9382
ymatranga@me.com

REGION 2 – CHAIR
Denise L. Skinner, SR/WA
NuStar Energy LP
(210) 918-2119
denise.skinner@nustarenergy.com

REGION 3 – CHAIR
Penny Rolf, SR/WA
WSB & Associates
(763) 231-4868
prolf@wsbeng.com

REGION 4 – CHAIR
Ida J. Parrett, SR/WA,
R/W-NAC, R/W-RAC
Delaware Dept. of Transp.
(302) 420-8764
ida.parrett@delaware.gov

REGION 5 – CHAIR
Beth Smith, SR/WA
Milwaukee Metropolitan
Sewerage District
(414)225-2275
bsmith@mmsd.com

REGION 6 – CHAIR
D. Wade Brown, SR/WA,
R/W-RAC, R/W-NAC
American Acquisition Group, LLC
(813)287-8191
wade@americanacquisition.com

REGION 7 – CHAIR
James Lingeman, SR/WA
Lingeman Valuation & Consulting
(360) 909-0855
jim.lingeman@gmail.com

REGION 8 – CHAIR
Rod Glaves, SR/WA
Niagara Region
(980) 980-6000 ext. 3259
rod.glaves@niagararegion.ca

REGION 9 – CHAIR
Fred L. Easton, Jr., SR/WA
Farnsworth Group, Inc.
(303) 947-9983
feaston@f-w.com

REGION 10 – CHAIR
Jenna Wood, SR/WA
Evolve Surface Strategies Inc.
(403) 912-2600
jenna.wood@evolveinc.ca

INTERNATIONAL REGION VICE-CHAIRS

REGION 1 – VICE CHAIR
Mike J. Flanagan, SR/WA
Clark Land Resources
(858)405-6559
mike.flanagan@clarklandresources.com

REGION 2 – VICE CHAIR
Erin K. Newberry, SR/WA,
R/W-NAC, R/W-RAC
HDR Inc.
(210) 601-5597
erin.newberry@hdrinc.com

REGION 3 – VICE CHAIR
Dan Lesher, SR/WA
Great River Energy
(763)445-5975
dlesher@grenergy.com

REGION 4 – VICE CHAIR
Derrick W. Roma, SR/WA
Massachusetts Department of
Transportation
(207) 310-0499

REGION 5 – VICE CHAIR
Daniel K. Bucan, SR/WA
(412)952-0800
bucandk@mac.com

REGION 6 – VICE CHAIR
Matthew D. Harris, SR/WA, R/W-RAC
Mississippi Department of
Transportation
(601) 946-7459
mdharris@mdot.ms.gov

REGION 7 – VICE CHAIR
Cyndi G. Whelpley, SR/WA
Universal Field Services, Inc.
(360) 929-4823
cwhelpley@ufsrw.com

REGION 8 – VICE CHAIR
James Hardy, SR/WA
Government of Nova Scotia
902-424-2363
james.hardy@novascotia.ca

REGION 9 – VICE CHAIR
Tony Pollack, SR/WA
Percheron
(720)490-4663
tony.pollack@percheronllc.com

REGION 10 – VICE CHAIR
Koby T. Godwin, SR/WA
Alberta Infrastructure
(780)422-0197
Koby.Godwin@gov.ab.ca

INTERNATIONAL INDUSTRY COMMITTEE CHAIRS

ELECTRIC & UTILITIES
James Mike M Hart
Cardno, Inc.
(619) 797-7443
james.hart@cardno.com

PUBLIC AGENCIES
Conner McDonald, SR/WA
Bender Rosenthal, Inc.
(916)978-4900
c.mcdonald@benderrosenthal.com

OIL & GAS PIPELINE
Brent Leftwich
GBL Companies
(281) 844-0210
brent@gblcompanies.com

TRANSPORTATION
Sarah Riebe, SR/WA, R/W-NAC
Pinnacle Consulting Management Group, Inc.
(817) 304-2051
sriebe@pinnaclegroup.biz

INTERNATIONAL SERVICE COMMITTEE CHAIRS

ETHICS
Matthew Hansen
Miller Nash Graham & Dunn LLP
(206)777-7502
matthew.hansen@millernash.com

NOMINATIONS & ELECTIONS
Jennifer C Kriner, SR/WA, R/W-NAC
Croft & Associates LLC
(615) 678-5674
jk17bear@yahoo.com

YOUNG PROFESSIONALS
Matthew B. Eckmann, SR/WA,
R/W-AMC, R/W-NAC
City of New Braunfels
(830) 221-4089
MEckmann@nbtexas.org

DISCIPLINE COMMUNITIES OF PRACTICE

ASSET MANAGEMENT
James F Prossick, SR/WA, R/W-RAC, R/W-AC
HDR Inc.
(206) 409-1406
James.Prossick@hdrinc.com

ENVIRONMENT
Dhugal M. Hanton, SR/WA
Vertex Resource Services Inc.
(832)588-0674
DHanton@vertex.ca

RELOCATION ASSISTANCE
Magaly Fernandez, R/W-RAC
H.C. Peck & Associates, Inc.
(303) 802-5313
mfernandez@hcpeck.com

SURVEYING & ENGINEERING
Todd E Rakstad, SR/WA
Salt River Project
(602) 236-3153
teraksta@srpnet.com

VALUATION
Christina H. Thoreson, SR/WA, R/W-AC, MAI
Real Counsel, LLC
(423) 593-1868
info@RealCounsel.net

COUNCIL ON INTERNATIONAL RELATIONS

Randy A Williams, SR/WA, MAI, FRICS
JLL Valuation & Advisory Services
(512) 459-3440
Randy.Williams@am.jll.com

EDUCATION AND CREDENTIALING

PARTNERSHIP FOR INFRASTRUCTURE PROFESSIONAL EDUCATION
Mary Anne Marr, SR/WA
Consumers Energy Co
(517) 788-1363
mlandqueen@gmail.com

CREDENTIALING COMMITTEE
Trevor Martens, SR/WA
Evolve Surface Strategies Inc.
Tel: (403)912-0305
trevor.martens@evolveinc.ca

RIGHT OF WAY INTERNATIONAL EDUCATION FOUNDATION

PRESIDENT
Carol A. Croft, SR/WA
Carol A. Croft & Associates
Tel: (615)678-5674
cacroft@aol.com

VICE PRESIDENT
Craig R. Poorker, SR/WA, R/W-NAC
Great River Energy
Tel: (763) 445-5980
cpoorker@grenergy.com

TREASURER
Clyde B. Johnson, SR/WA,
R/W-URAC, R/W-RAC
Tel: (678) 350-3675
clydebjohnson@comcast.net

SECRETARY
Leslie Finnigan, SR/WA
Universal Field Services, Inc.
Tel: (503)399-8002
lfinnigan@ufsrw.com

CANADIAN RIGHT OF WAY EDUCATION FOUNDATION

PRESIDENT
Shannon Favaro, SR/WA
FortisBC
(604) 576-7001
shannon.favaro@fortisbc.com

VICE PRESIDENT
Nancy Sinclair, SR/WA
Ministry of Transportation
Tel: (613)-545-4739
nancy.sinclair@ontario.ca

TREASURER
Crystal Greenlay, SR/WA
Manitoba Hydro
(204) 612-6129
deckndor@gmail.com

SECRETARY
Brian Taylor, SR/WA, R/W-AC, AACI
Natural Resources Canada
(780) 430-3803
brian.taylor@canada.ca

APPRAISAL AFFILIATES

TRUSTEE TO THE APPRAISAL FOUNDATION
Randall Kopfer, SR/WA
(512)217-1937
randallkopfer@gmail.com

MEMBER, THE APPRAISAL FOUNDATION ADVISORY COUNCIL
Randall Kopfer, SR/WA
(512)217-1937
randallkopfer@gmail.com

19210 S. Vermont Ave.
Building A, Suite 100
Gardena, CA 90248

Telephone: (310) 538-0233
Fax: (310) 538-1471
Office Hours : Monday through Friday
6 a.m. to 4 p.m. PST

ACCOUNTING
Chief Financial Officer
Rakhshan Mazarei ext. 131
rmazarei@irwaonline.org

Assistant to the CFO
Emory Peters ext. 137
peters@irwaonline.org

Assistant Controller, Accounts Receivable
Cokie Ganacias ext. 125
ganacias@irwaonline.org

Assistant Controller, Accounts Payable
Courtney Piscitelli ext. 144
piscitelli@irwaonline.org

CREDENTIALING
Credentialing Manager
Francis Vicente ext. 123
vicente@irwaonline.org

EDUCATION
Course Program Coordinator
Nathan Cruzado ext. 124
cruzado@irwaonline.org

Administrative Support
Linna Sok, ext. 147
sok@irwaonline.org

EXECUTIVE STAFF
Interim Chief Executive Officer
Daniel Stekol ext. 126
stekol@irwaonline.org

FIELD OPERATIONS
Director of Field Operations
Tim Drennan (310) 433-9672
drennan@irwaonline.org

Manager Field Operations
Jaime Rose Mathews (613) 809-4070
mathews@irwaonline.org

MEETINGS & EVENTS
Director of Events
Jade Meador ext. 146
meador@irwaonline.org

MEMBER SERVICES
Accreditation Program Coordinator
DeOnna Koonce ext. 138
koonce@irwaonline.org

Membership Coordinator
Mariah Carrillo ext. 134
carrillo@irwaonline.org

Assistant to the Controller, Member Services
Sylvia Smith ext. 120
smith@irwaonline.org

PROFESSIONAL DEVELOPMENT
Chief Learning Officer
Deidre Alves ext. 143
alves@irwaonline.org

Education and Instructional Development Manager
Amir Vafamanesh, ext. 142
vafamanesh@irwaonline.org

WEBSITE & TECHNOLOGY
Computer Services Senior Manager
Sergey Yushkevich ext. 127
yushkevich@irwaonline.org

Web and Database Manager
Carlos Gonzalez ext. 136
gonzalez@irwaonline.org

Membership:
Mariah Carrillo ext. 134
carrillo@irwaonline.org

Education:
Nathan Cruzado ext. 124
cruzado@irwaonline.org

Advertising/ Subscription/ Publishing/Editorial::
Ethel Navales, ext. 128
navales@irwaonline.org

RIGHT OF WAY MAGAZINE

EDITORIAL STAFF
Editor
Ethel Navales, ext. 128
navales@irwaonline.org

Creative Manager
Joseph Roman, ext. 145
jroman@irwaonline.org

GENERAL INFORMATION:
info@irwaonline.org
U.S. 310-538-0233
Canada 888-340-4792

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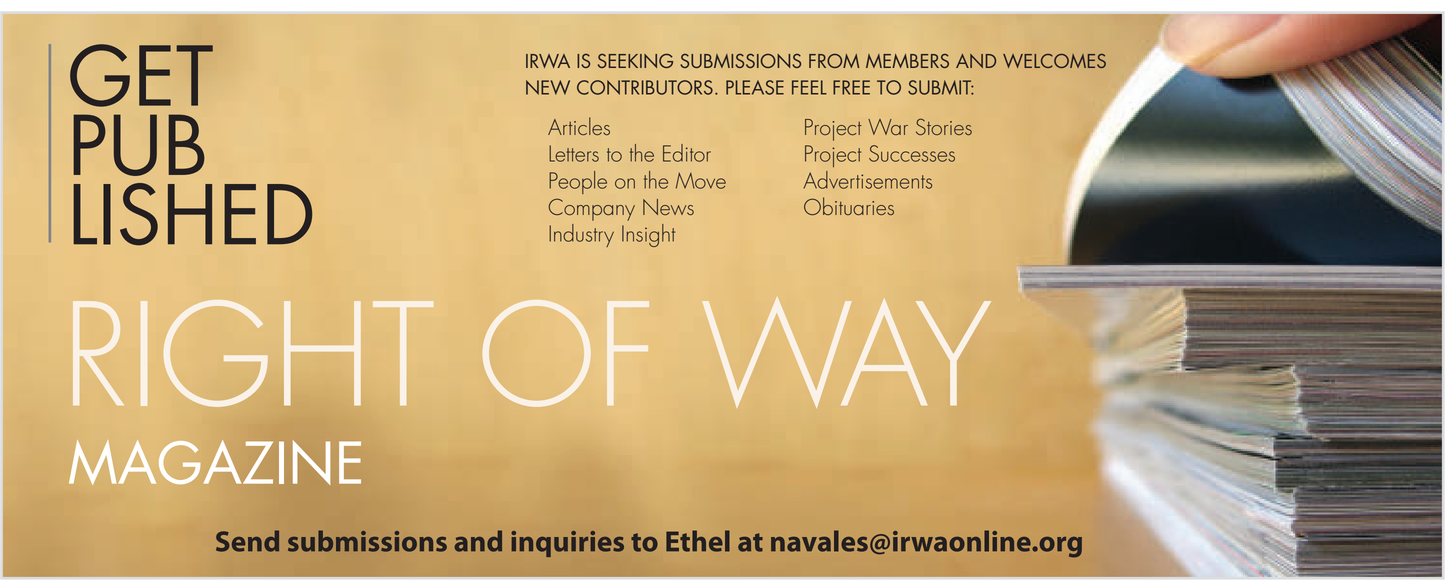
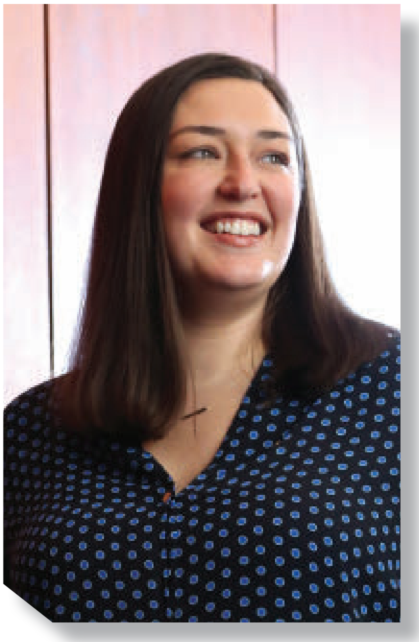


RECOGNIZING GREATNESS IN OUR MEMBER LEADERS

An update on goals and initiatives

BY AIMIE MIMS, SR/WA



There is no better example of dedication and passion than our Association's member leaders—all of whom continue to amaze and inspire me. The IRWA would not be the premier organization that it is today if it wasn't for for the many volunteer hours that these individuals contribute. It is thanks to their organizational skills, innovative thinking and unyielding enthusiasm that we have been able to continue delivering quality education and member services.

Best of all, these individuals continuously work to improve the Association through various goals and initiatives. I would like to take this opportunity to recognize and appreciate their hard work.

Chief Executive Officer Search

The International Executive Committee (IEC) remains steadfast in our search for the Association's next Chief Executive Officer. There have been well over 200 candidates that applied for the position. Specializing in non-profit executive searches, Sterling Search Inc. worked with the IEC to thoroughly evaluate applicants and we conducted the first round of interviews with candidates at the end of November in Los Angeles. The next round of interviews with additional candidates is anticipated to take place in December. The goal is to have our Association's next CEO on board before the Annual Education Conference in Minneapolis this June, and this remains the IEC's top priority. We are excited by this opportunity and look forward to sharing more details as they emerge.

Interim Human Resources Services

Vantaggio HR, ltd. continues to provide on-site human resources support to our staff as we navigate through the recent staffing changes. Vantaggio has also provided support to our senior management team in creating position descriptions for all staff members and

> We appreciate the hard work that each of you put in to make these Forums successful.

establishing protocol for annual reviews. A sincere thank you goes out to our staff who has endured enormous change over the past several months. We appreciate you!

International Committees and Communities of Practice

The Association's International Committees and Communities of Practice (CoPs) have all drafted strategic plans for the 2019-2020 fiscal year. These plans were reviewed and unanimously approved by the International Governing Council (IGC) in July 2019. The Committee Chairs and CoP Leaders joined a portion of the two recent IGC meetings to provide a quarterly update on the status of their strategic plans.

Thank you to all of our Committees and CoPs for your hard work on this initiative. Members are seeing the value in strategic planning and have shared that they now have a better understanding of the vision and goals of each group, how to become more involved, and how to continue to be advocates. The strategic plans can be viewed on the IRWA website under Member Network.

Corporate and Agency Agreements

During the 2019 Annual Education Conference in Portland, the Board of Directors voted to allow the Association to enter into corporate membership agreements. To move this directive forward, the IEC has created a corporate membership template as a starting place for 2020. Once the IEC has a better sense of time savings for staff, the total number of corporate memberships, the impact on local Chapters and their incentives, as well as overall feedback from IRWA members and corporations, we hope to be in a better position to potentially identify corporate membership discounts and education opportunities.

The IEC also believes it is important to allow a new CEO to come on board and assess the IRWA, its members, its agency and corporate partners, and to provide guidance on best practices going forward.

Next year, the IEC intends to revisit potential adjustments or revisions for both corporate and agency agreements that are in all parties' best interests. We want to ensure that we are providing unparalleled member value, and while we hope to get to a point where we can partner with our corporate members on membership agreements, we do not feel we are quite there yet. We thank each of our corporate and agency leaders for your continued support and commitment to IRWA.

Right of Way Consultants Council

The Right of Way Consultants Council (ROWCC) held their annual fall meeting in Las Vegas this November. The ROWCC Mission is "to exchange ideas and information efficiently, and to develop and promote standards for our industry." The ROWCC grew from the belief held by many prominent leaders of the right of way consulting community that the success of the consulting community as a whole would be greatly enhanced by open communications and mutual support between its members.

I was honored to attend this meeting and to provide an update to the Council on the state of the Association. A special thank you to the Council board members for the invitation. I look forward to a continued partnership.

Region Forums

IEC members had the opportunity to attend the Region Fall Forums over the past several months. We enjoyed the opportunity to spend time with our Region leaders and members, and we appreciate the hard work that each of you put in to make these Forums successful. As plans for Spring Forums begin to take place, the IEC looks forward to seeing you again and sharing additional updates on the status of our Association. ✪

DEADLINE FEBRUARY 1, 2020

IRWA Call for Awards

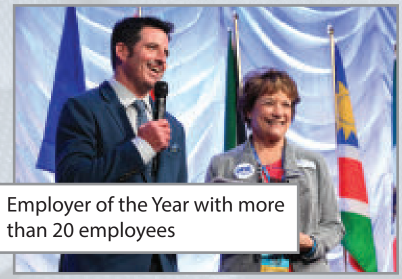
Young Professional of the Year

EACH YEAR, IRWA recognizes members, Chapters and companies for their valuable contributions toward advancing the Association and the right of way profession.

Frank C. Balfour Professional of the Year

The International Nominations and Elections Committee is currently accepting nominations for the following categories:

- Frank C. Balfour Professional of the Year
- W. Howard Armstrong Instructor of the Year
- Young Professional of the Year
- Government Employer of the Year
- Employer of the Year
- Chapter of the Year
- Website of the Year
- Newsletter of the Year
- SARPA Scholarship Sponsored by RWIEF
- CRWEF Scholarship



Employer of the Year with more than 20 employees

Website of the Year

Gene L. Land Award for the highest percentage gain

Chapter of the Year

SUBMISSION INFORMATION All forms are available on the IRWA website under the “About Us - Awards" tab. The "Award Forms" link is at the bottom of the page. Submissions will be accepted by email only.

CRWEF Scholarship applications should be sent to Shannon Favaro, SR/WA, at shannon.favaro@fortisbc.com.

Newsletter and Website of the Year should be submitted to INEC Vice Chair Kristopher Koehler, RWP, at irwainecvicechair@gmail.com.

All other submissions should be sent to INEC Chair Jenni Kriner, SR/WA, R/W-NAC, at irwainecchair@gmail.com.

Any questions can be directed to your INEC Region Representative. Contact information can be found under "Service Committees" on the website.

IRWA
BUILDING A BETTER WORLD TOGETHER®

Award winners will be honored at IRWA's Annual Awards Luncheon on June 22, 2020 during the 66th Annual International Education Conference.

ASPIRE TO YOUR NEXT LEVEL

The role of motivation

BY CAROL BROOKS, SR/WA

We all have a powerful tool that will push us to our highest potential. This tool—which inspires us to do better, take action and follow our dreams—is motivation. It is the strong desire to do and accomplish something that we find important. Motivation is sparked through a need, such as a desire to change the trajectory of our lives. It's easy to think we're motivated enough to plot a course of action, but without giving a name to our need, our motivation can easily miss its mark.

Defining Direction and Acknowledging Weakness

Let's say your need is to earn the year-end bonus. Once the need is identified, it becomes a goal. Here's where motivational direction plays out. Ask yourself what it will take to get that bonus. After some thoughtful analysis, decide a direction to improve your performance and be more committed to your goals. For some, digging deeper means recognizing that instead of complaining, we need to start doing some heavy lifting to reach successful outcomes. Once direction is defined, connecting introspectively with our motivation can reveal our weaknesses. By knowing our weaknesses, we can identify what needs to be fixed, improved upon and made stronger. Being aware of weaknesses and knowing how to become patient with limitations helps us to extend kindness to ourselves. We are able to cheer ourselves forward and not make excuses, knowing that as we grow in strength and confidence, we're creating within ourselves someone who is a significant contributor to the team.

Rising to the Challenge

Consider other leaders who have unintentionally posed a challenge simply through their reputation in excellence and accomplishment. For example, when other pro golfers are matched with Tiger Woods, their game improves. Woods has set a higher bar and his competitors—simply through their competitive nature—are more motivated to do better and stretch to their higher potential.

While seeking a higher level, avoid feeling comfortable and safe where you are. What would you find in comfort and safety? You would face no challenge, no journey and no

expectations. The ugly result is that you unknowingly begin to settle for less than your potential.

As English poet Geoffrey Chaucer once said, “Nothing ventured, nothing gained!” If you don’t step out of your comfort zone and venture onto a new journey, who knows what invaluable experiences you’ll miss. And think about this: you won’t be the only one missing out. Others in your circle will miss out too. Remember what Tiger Woods has done not only for the game of golf, but its youth as well. You can have an equally powerful impact. I hope you feel yourself being nudged from the blind protection of comfort and safety. Stand tall; be brave enough to feel the winds of challenge pulling you to reach your highest potential. Here are a few more tips to jumpstart your motivation:

Growth Means Letting Go of What We’re Holding Onto

The key to stretching forward to higher heights requires that we do not fall in love with where we’re at. Be willing to end things. Aspiring to the next level requires ending something, leaving it behind and moving on. Growth won’t happen until we are brave enough to end living as we are. If we don’t let go, the unwanted result is that we’ll get stuck. We won’t become who we were meant to be, stagnating both our talents and abilities.

Keep Your Eye on the Prize

In our frenzy for immediate growth and reward, we may get discouraged if we don’t see the desired growth within us. Remember, Rome wasn’t built in a day. Keeping your eye on the prize has to become a habit. Additionally, aspiring to your next level means weighing your values. If spending time doing a piece of work is worthwhile and moves you forward, then you should do it as well as possible. The results are immeasurable and succeeding, achieving, fulfilling and accomplishing shall become the foundation at the threshold of your next growth spurt.

Decide Your Own Path

In his book, "The 7 Habits of Highly Effective People," Stephen R. Covey pointed out that motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly. No one else knows you like you do. Therefore, don’t let anyone else influence your decisions. Remember that you set your own goals. Finally, think of success like breathing air. Your last breath was important, but it’s your next breath that’s vital. Goals keep you focused on what’s next, and writing them down keeps you on track.

Choose Things Just Out of Reach

Don’t think about what is a “realistic” goal. The problem with realistic thinking is that it is usually based on what others think is possible. They don’t know you and your potential. Whenever you start a task with a mind toward the potential outcome, you will limit the actions required to accomplish that goal. Never put your success in a box. You’ll suffer from small thinking, small outcomes and small opportunities. Instead, fall in love with your motivation, zest, drive, energy and the fire burning inside.

When it Comes to Your Team, Never Settle for a Quota

Working to your potential will keep you highly motivated. That level of motivation and commitment can be contagious. Your leadership will motivate other members of your team. Understand that you will not reach your full potential without increasing your knowledge. You must train and invest in yourself to make yourself better. Anything you want to flourish in will require you to put in time and energy. You also can’t reach your full potential holding on to where you are. Keep progressing and never give up on yourself.

In Summary

It is important to not only give your goals a name, but try giving your next level a name. Could it be collaborator? Creative and can-do thinker? Whatever your level’s name is, understand the gift of your motivation and how it brings your enthusiasm, eagerness, passion and interest. Recognize how contagious your spark can be to unite your team in a cohesive relationship. Create a team whose very strength and energy is contagious and leaves no team member behind. ✪

Carol Brooks, SR/WA, is owner of Cornerstone Management Skills and a well-known author and lecturer. With 20 years experience in right of way, she is an IRWA CLIMB Certified Lead Instructor and the recipient of the prestigious Lum Award by the R/W International Education Foundation. ©2020 Carol Brooks. Visit www.CornerstoneManagementSkills.com

AN INTERVIEW WITH EMMANUEL MARK, SR/WA

Describe your professional career. How did you first become interested in the right of way industry?

I am a self-motivated real estate professional with over 18 years of relevant experience, education and related skills. It is important to note that our training in Estate Surveying and Valuation in Nigeria includes the right of way discipline, which is referred to as compulsory acquisition.

I was awarded a contract by the Rivers State Government of Nigeria in 2009 to acquire the right of way for various roads and infrastructure in the state. That was when I first got interested in the right of way industry.

How did you hear about IRWA? Describe your involvement with the Association so far.

I first heard about the IRWA in 2012, during the Continuing Professional Development Training of Nigeria Institution of Estate Surveyors and Valuers in Port Harcourt, Rivers State. Mr. Ejike E.Okpa, a Dallas-based Nigerian, spoke to us about the right of way profession, encouraging us to be part of IRWA to expand our professional network and build our skill sets.

My involvement with the Association started early 2013 when I filled out the online membership form and later joined the local Chapter 84, Nigeria. I served as Chapter Treasurer in 2015-2016, Secretary in 2016-2017, Vice-President in 2017-2018 and finally, I served as President in 2018-2019.

The highpoint of my tenure as Chapter President was when our Chapter was presented with the Gene L. Land award at IRWA's 2019 Annual Education Conference for highest percentage growth. That was the first time the Chapter was called on stage during the IRWA Conference.

We would like to congratulate you on being the very first member of Nigeria Chapter 84 to obtain your SR/WA. What does this achievement mean to you?

I am excited to be the first member of Chapter 84 to obtain the SR/WA designation in Nigeria and Africa—a certification which stands for the highest standard of excellence in the right of way profession.

It means a world of impeccable disposition for me. To be the first to be designated SR/WA in my Chapter, in Nigeria and indeed the African continent as a whole is phenomenal and a defining moment for me.

The Nigerian Chapter of IRWA was inaugurated in 2013 as the first IRWA Chapter in West Africa. How has it grown since then?

Indeed, Chapter 84 was inaugurated in 2013 as the first Chapter in West Africa and has grown in leaps and bounds. Over 20 of our members have achieved their RWA's. Once again, our Chapter growth was evidenced by being recognized as the winner of Gene L. Land award for percentage growth in Portland, Oregon in 2019.

What do you envision for the future of Chapter 84?

First of all, I think that we have to redefine what the right of way profession means to us. We must work towards enlightening professionals all over Africa about the IRWA and the significance of the profession in the development of infrastructure real estate in Africa.

It is no longer just about creating right of way for highways and utilities; the profession has become more complex. We have become more flexible and adaptable with the changes in our practice. I envision a Chapter that will be more proactive in all aspects of our profession, as various laws and regulations require us to be certified to practice in Nigeria.

What advice do you have for anyone who is currently working towards their SR/WA?

My advice is simple: continue until you get it! Investment in SR/WA certification and knowledge always pays the best interest.

What would you like others in the IRWA to know about you or your Chapter?

I am results-oriented, dependable and passionate about my work because I love what I do. I have steady motivation that drives me to do my best and that's why my Chapter will keep winning!

Member Spotlight is a wonderful place to introduce yourself or to celebrate a fellow member's contributions to the IRWA. For more information or to submit a member for consideration, please contact Ethel Navales at **navales@irwaonline.org**.

THE BUSINESS ETHICS FIELD GUIDE

Challenge 7: Skirting the Rules

BY BRAD YARBROUGH

This series features 13 articles from Brad Agle, Aaron Miller and Bill O'Rourke, co-authors of The Business Ethics Field Guide. *Each article focuses on a common work dilemma, while providing real life examples and insightful solutions. For more information, please refer to the cover story in the November/December 2018 issue.*

Rules are part of almost every modern work experience. Usually, rules come out of experience and wisdom to prevent common mistakes. Similarly, laws are intended to prevent bad things but can have unintended consequences. They differ from rules because they involve much weightier matters, but here when we use the word "rules," it includes laws as well.

In either case, adherence may put us at an ethical crossroads. On one path, we may get the better outcome while breaking rules. On the other, we keep the rule, but sacrifice very important things. We define the Skirting the Rules dilemma this way: you have to choose between a better outcome that breaks the rule or the worse outcome that keeps it. We are not endorsing rule breaking merely for economic or personal benefit. Instead, we are describing those moments when rules stand in the way of a morally important end.

Choosing Obedience or Disobedience

Keeping rules is an ethically important behavior. As a society, we value the rule of law, meaning no one should be above or better than the law; otherwise laws have no value. Justice, a core ethical value, means rules and laws must have their effect, either through obedience or disobedience. Unequal application of rules or laws can create corruption and injustice.

A personal experience comes to mind. My boss decided to hold our next staff meeting at my office in Russia and told his direct reports to make arrangements to be there. A week before the meeting, I got a call from Ingrid in Germany to say she forgot to get her business visa and didn't have time to get one but said she could get a tourist visa. I advised Ingrid not to do that because she was coming for business meetings. I suggested she attend by Skype or phone.

The morning of the staff meeting, I got a call from the airport authorities saying that Ingrid was there. They asked me if she was a tourist or if she was here for business. What would you say? I said she was here for business and as a result, they put her in jail. However, I convinced the authorities to put her in a hotel. I had to pay for the armed guard who watched her room and escorted her out of the country the next day. To this day, Ingrid doesn't like me, but she respects me.

13 ETHICAL DILEMMAS

Upcoming articles in this series will take a closer look at each dilemma.

1 **STANDING UP TO POWER**
Someone in power is asking you to do something unethical.

2 **MADE A PROMISE**
Conflicting commitments force you to choose.

3 **INTERVENTION**
You see something wrong. How do you proceed?

4 **CONFLICTS OF INTEREST**
Multiple roles put you at cross purposes.

5 **SUSPICIONS WITHOUT ENOUGH EVIDENCE**
You believe something is going on, but you're not sure.

6 **PLAYING DIRTY**
Achieving justice but by doing something unethical.

7 **SKIRTING THE RULES**
Bending a rule for a better outcome.

8 **DISSEMBLANCE**
Misrepresenting the truth for better outcome.

9 **LOYALTY**
Giving up ethical stance to protect valued relationship.

10 **SACRIFICING PERSONAL VALUES**
Living ethically might put burden on others.

11 **UNFAIR ADVANTAGE**
When opportunity exists to wield an unfair upper hand.

12 **REPAIR**
When you are responsible for a mistake.

13 **SHOWING MERCY**
You could grant forgiveness, but you don't know if you should.

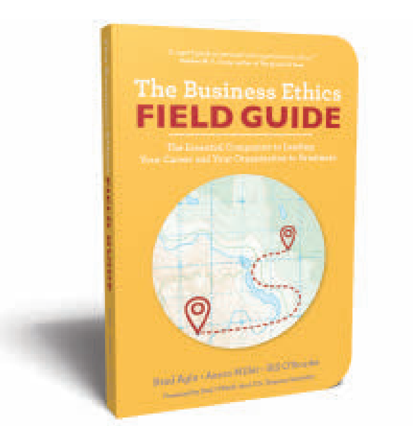
Breaking the Rules

There are situations where rules are counterproductive and it may actually be ethical to break them. However, the way you do so matters. Two of the best historical examples are Mahatma Gandhi and Martin Luther King, Jr., who both practiced civil disobedience. They broke unjust laws to get a just outcome. Following these four principles gave them great moral authority:

- They were nonviolent.
- Disobedience was a last resort.
- Disobedience was proportional—responding to an unjust law by disobeying that specific law.
- They willingly submitted to the penalties for breaking the law.

These high-level moral principles may seem excessive if you're considering breaking a small company rule like skipping supervisor approval to make a customer happy. But notice the importance of valuing other people, exhausting your other options, minimizing rule breaking as much as possible and respecting the authority of rule makers.

Don't skirt the rules by offloading responsibility. Asking others to break rules for your benefit has the same moral effect as doing it yourself. In fact, you have a responsibility to assure that your subordinates respect the rules.



Considerations

When skirting the rules seems an option, ask these questions:

What is the purpose of the rule? To ethically break a rule, you need to know why it matters. If the rule is to assure safety, perhaps you can be safe while breaking the rule. OSHA regulations require a certain spacing between rungs of a ladder. If the only ladder available had improper spacing, perhaps it could still be used safely—especially if using it to get to an emergency situation was necessary.

Can you get permission to break the rule? Almost every rule has exceptions. If time is not of the essence, you should consider getting approval for the exception from someone in authority.

Would those in authority want you to break the rule? Sometimes it is impractical to ask for permission. In those instances, put yourself in their shoes and objectively review the justification for the behavior.

Does breaking the rule encourage others to do the same? Don't allow your breaking a rule to be seen as a pattern of ignoring authority. Instead, assure that rule breaking is seen as an infrequent exception. Respect for laws and rules is important.

Does breaking the rule achieve fairness? Rules that do not achieve fairness should not be followed. That's why most organizations have processes to change and rewrite the rules.

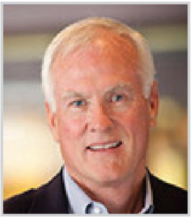
Can you accept the adverse consequences? Sometimes you might have to accept the consequences of the violation (a fine, a suspension, time-off, a demotion, etc.) even when it was justified. Accepting those consequences may help preserve the rule of law in the long term.

Rules and laws are good, but don't let them define your ethics.

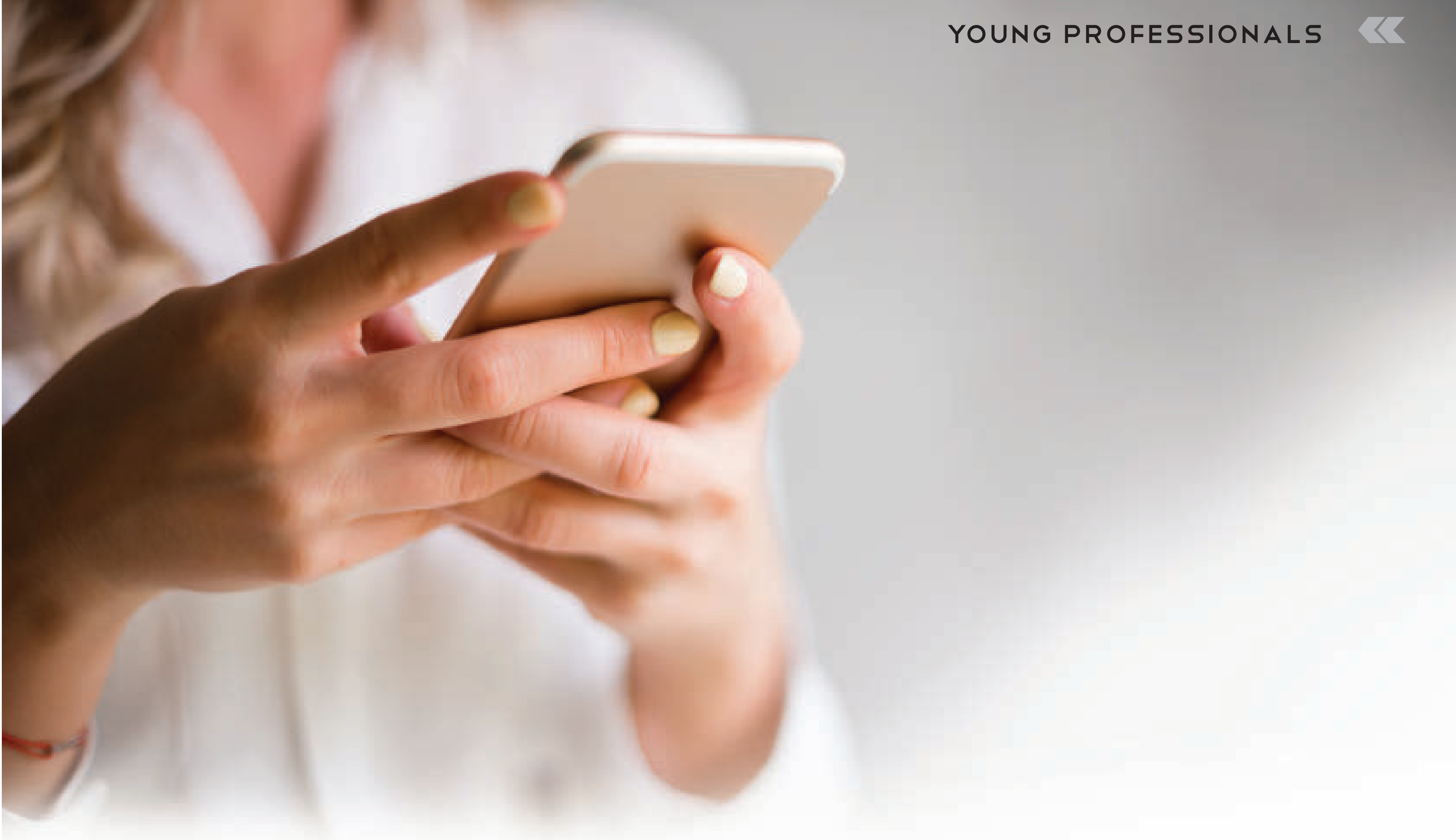
In Summary

If you decide to break a rule to achieve a just result, you need to be sure that your behavior does not signal a disregard for the rules. Explain the rationale for the behavior and the morally justifiable result.

Also, rules and laws are good, but don't let them define your ethics. If legal compliance is your guide, you will fall way short of virtuous behavior. Compliance needs to be the minimum behavioral standard. Great leaders act far beyond compliance. ✪



Brad Yarbrough is the Owner and CEO of Pilgrim Land Services, a right of way services company in Oklahoma City. With over 35 years experience in oil and gas, he has clients nationwide and an extensive network of landmen and agents.



RELOCATING Millennials

The unique challenges of this generation

BY SARAH WILLIAMS, RWA

The Millennial generation is often a controversial one. In fact, according to the Pew Research Center, some of us do not even like being called a Millennial. Born between 1981 and 1996, we are uniquely and significantly bifurcated even within our own generation. Half of Millennials can remember a time before the internet and cell phones existed, while the other half can't imagine life without Instagram.

The rapid rise of the internet, in my opinion, is the most polarizing and defining technological development of our generation. It has changed the way we live our lives, the way we grow up and the way we interact with others; it also plays a part in the controversy concerning our generation. Intrigued by the continuous debate surrounding Millennials, I sought to explore this generation's unique relocation challenges.

In the Right of Way Industry

Psychologist Jean Twenge conducted surveys on Millennials as part of the research for her book, "Generation Me" (2006). These surveys indicated that while Millennials display positive character traits such as confidence and tolerance, some can also be more entitled and narcissistic than their peers of preceding generations. But do these issues have effects within the right of way world?

The subject of relocating Millennials was not an easy one to research. There are not many in the generation who are in a position of eligibility for relocation benefits, and most projects do not encounter them in groups large enough to draw conclusions from. Despite this, I was able to communicate with several relocation experts who shared their experience

His experience indicated that this particular subset of our generation expected more from the relocation process and agents...

of dealing with Millenials. Their understandings and opinions expressed commonalities across several different projects.

Obstacles

I spoke with David Richman from Autotemp, who recently completed a project for a university in San Francisco. While this experience is certainly not descriptive of all Millennials, it is important to note that this project did involve the relocation of 65 upper-class, Millennial-dominated households.

The first issue he encountered with these specific displacees was their unique communication style. In contrast to other generations, these particular Millennial displacees actively avoided in-person meetings and requested information be disseminated via email or text. This made life especially difficult for David as he experienced a steady stream of text messages with questions about the relocation process, which would have been easier to explain at an in-person meeting.

As this was urban, high-density university housing, the dwellings often had several, unrelated occupants per unit. This meant additional meetings and the added complexity of working with multiple tenants to reach an agreement on how to split the benefits. Of course, this occasionally led to hostility between the displacees.

This group also utilized the internet to research the relocation process and Federal regulations, which they were quick to quote. David indicated this response was atypical of displacees of other generations. David's relocation team noted that these specific displacees often acted as if they knew more than the relocation agents. Additionally, their lifelong connection to the internet and awareness of data privacy concerns made them hesitant to complete the W-9 forms necessary for payment.

Continuing their avoidance of in-person meetings, the displacees also refused or disregarded the necessary decent, safe and sanitary inspections. Fifteen households moved upon receiving their Notice of Eligibility, preferring either not to reveal their information or to be bothered with the perceived hassle of the process.

David's overall conclusions from the project found that higher education levels and higher income resulted in more demands. This set of displacees appeared less appreciative of the benefits they received (even though many of them used the funds as down payments for home purchases) and communication/ information sharing was difficult.

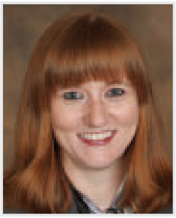
Notable Distinctions

Following David's interview, I reached out to several more relocation experts to see if their experiences coincided with David's or if his affluent, urban subset was more of an anomaly. Interestingly, Fred Bonner's research at Rutgers University finds that most of the traits attached to the Millennial moniker are mainly applicable to "affluent, white teenagers raised in the suburbs," whereas other Millennial ethnicities and socioeconomic classes do not tend to display the same traits.

I connected with another right of way agent who relocated mostly affluent (but suburban) Millennials. His experience indicated that this particular subset of our generation expected more from the relocation process and agents, and they were more reliant upon the relocation team for guidance compared to others. He also indicated that they strongly preferred to keep within close distance of their friends and workplace.

In Summary

When it comes to the right of way relocation process, it seems certain subsets of Millennials can present more of a challenge for the relocation agent. As I finished writing this article, I was left with the feeling that some of us may be exactly as entitled as our lust for avocado toast might suggest we are. However, we are also a highly intelligent and resourceful bunch. According to Forbes Magazine, we are the most highly educated generation thus far. It seems that having the collective knowledge of mankind at our fingertips has certainly shaped the way we interact with the world and the demands we make when presented with an inconvenience. ✪



Sarah Williams, RWA, joined the IRWA in 2016 and currently serves as Chapter 27 Treasurer, Newsletter Editor, Young Professionals Committee Leader, Website maintainer, Education Co-Chair and is a Region 1 Co-Chair of the Young Professionals Committee. In 2018, she was awarded the Young Professional of the Year at the Region level, Member of the Year for Chapter 27 and took home Newsletter of the Year at the Region level. Sarah has 15 years of experience in residential Real Estate and Right of Way. She is currently a Right of Way Agent for Interwest Consulting Group.

Here are a few updates from IRWA's International Leadership. For more information on Committees, Communities of Practice and Councils, please visit the IRWA Website and click on "About Us."

EDUCATION

As the new year rolls into place, many wonderful things have occurred these past few months, and the Partnership for Infrastructure Professional Education (PIPE) wanted to provide this update. The PIPE Committee consists of Mary Anne Marr, SR/WA (Chair), David Arnold, SR/WA, Kristen Bennett, SR/WA, Amir Vafamanesh (Staff) and James Olschewski, SR/WA (IEC Liaison).

In June 2019, the World CLIMB was held in Portland, Oregon right before the 65th Annual Education Conference. The World CLIMB was a resounding success with international members added to our instructor pool, allowing for instructors located in all parts of the world to bring education close to home.

Upon completing the World CLIMB, PIPE began the new fiscal year based on a strategic plan. The following is a list of items already completed:

- Updated Class Experience Survey form. Instructors will now be rated on a 1-5 scale and scores will be tracked to two decimal places. The form also includes the opportunity for student evaluation of course materials.
- All instructor materials have been uploaded to the website. Instructors are now able to download both participant and instructor manuals.
- New instructor recertification program.
- Completed review of IRWA courses to identify top 20 list from a financial/attendance perspective.

PIPE is currently working on:

- Developing a process for course updates along with a draft of course standards.
- Developing a technique for instructor performance management.
- Developing a procedure for how instructors add new classes to their approved program listing, along with preliminary review of instructor qualifications.
- Developing an online form for instructor course feedback that will feed into database for automatic sorting/categorization.

PIPE is very excited about the progress that has been made thus far and is looking forward to completing this list. The members of PIPE would love to hear from all members—especially our Education instructors—regarding all aspects of our education, including areas that could improve our world class education.

FINANCE COMMITTEE

With all the changes presently happening within our Association, the Finance Committee felt that it was important to provide some updates as to what is happening with the Finances of our Association. The Finance Committee has been meeting monthly to go over the finances, review the final Auditors Report and develop new policies and procedures thanks to recommendations from the IGC and comments from members.

The first accomplishment is the newly revised IRWA Business/Travel Expense Report Form in both U.S. and Canadian formats. The new form changed some of the items to be reported, clarified some eligible expenses, listed items that are no longer permissible and (for the first time) listed Alcohol as an item to be categorized. The new category for Alcohol was added at the request of the IGC this past June 2019 as a way to help track some of our spending areas and to see what efficiencies our Association is hoping to have implemented.

The Finance Committee will be meeting in January 2020 to review and prepare the annual budget for the 2020-2021 Fiscal Year. We would love to hear your concerns and accept your input to make this the best year yet.

IRWA Philadelphia Chapter 9 Establishes the

Jack H. Reefer, Jr. Scholarship Fund

BY CAROL MYERS

For those fortunate enough to have known Jack Reefer, it is no surprise that his generosity continues well after his passing on September 18, 2015 at the age of 69. One of his many passions was his membership in IRWA's Chapter 9 Philadelphia and his Associate Membership in Chapter 55 Pittsburgh.

Jack's estate bequeathed a sum of money to both IRWA Headquarters and Chapter 9. The Board members of Chapter 9 thought his wishes for that money would be best used to serve its members. Therefore, Chapter 9 has established the Jack H. Reefer, Jr. Scholarship Fund that will reimburse qualifying members for a certain portion of IRWA course registration fees. It is only fitting to continue his legacy beyond Chapter 9's Jack H. Reefer, Jr. Lifetime Achievement Award, which was established in 2009. The purpose of the Jack H. Reefer, Jr. Lifetime Achievement Award is to recognize a member of Chapter 9 who has served the Chapter over a period of years, participated in Chapter activities and served on various Chapter committees. The award represents Jack's unselfish service to others and the recipient shall have shown the same dedication to the members of Chapter 9.

A Beloved Individual

I got to know Jack when I began my right of way career with the Pennsylvania Department of Transportation in 1988. During my 25-year tenure, Jack and I were colleagues before I became his supervisor in Harrisburg, PA.

As an employee, he strived to improve and streamline processes. He was talented, kind, loyal, generous, funny and the master of puns. It is difficult to list all of Jack's interests and accomplishments; but let me share a few. One night a week he hosted a radio sports talk show on a Harrisburg station. He loved classical music and sang in the Pine Street Presbyterian Church as well as supporting the restoration of the church's organ. He often talked about his father working on the railroad; he would proudly show his father's gold pocket railroad watch that he carried every day. During a break from his university education, Jack was employed as a U.S. Postal Service and had the unique experience of working on the mail train: traveling from Pittsburgh to Chicago, which only encouraged Jack's fascination with trains and trolleys.

IRWA Leadership

Jack was an active member of the Pennsylvania Chapter 9, serving through the Chapter Office Chairs. He served as President-elect in 1980, President in 1981 and International Director in 1982-1983. He then became Region 4 Vice Chair, Chair and International Membership Committee Chair.

Jack authored an article that appeared in the November/December 2014 edition of the Right of Way Magazine titled, "Your Destiny is Calling, It's a Matter of Professional Pride." He stated that he became a member of IRWA in 1971 and as a state employee, he had to pay his own membership dues, travel expenses to events and take vacation leave to attend. He wanted to become a better right of way professional for his employer and to invest in himself. In the closing of that article, he provided the following advice, "Step up and take control of your own professional destiny. You will only get out of your career what you put into it."

Jacks passing also appeared in the IUP Magazine's January 2016 edition:

> *"Employed by the Pennsylvania Department of Transportation in Harrisburg for 38 years, Jack thought nothing of making 360-mile round-trips to attend IUP football and basketball home games and traveled even farther for playoff games. For years, he boasted perfect attendance at football games and once braved icy roads for seven hours—twice the normal driving time—to attend an IUP holiday basketball tournament. Jack was equally generous in his financial support of IUP causes, giving to the marching band, organ studies, and IUP-TV in addition to athletic programs. He also established a football scholarship in memory of his parents, Jack and Dorothy Reefer. Born in Delaware County and raised in the Beechview section of Pittsburgh, Jack moved back to Indiana after retiring from PennDOT in 2008."* ✪

Carol Myers has over 35 years of experience in real estate and teaching, as well as 25 years of service with the Pennsylvania Department of Transportation. After retiring from state government, her right of way experiences expanded by working for an engineering firm as the Department Head for Real Estate Services. She is a member of IRWA Chapter 9 and is an IRWA CLIMB certified instructor.

AVOIDING THE GREAT DIVIDE PART 2

BY LESLEY T. CUSICK

In the first part of this article, which was published in the November/December 2019 issue, the context for community engagement was described (when, how, where and why). Additionally, types of communities were identified: those of a geographic nature, of common interests and values, and even of a crisis/response nature. Finally, the different types of communication networks were introduced– both the formal (as often found in the corporate/project world) and the informal (typically found in communities).

This part two of the article describes the different roles found in the formal and informal networks, with a particular focus on the informal network since they can be the most difficult to reach or understand. Behavioral attributes of the informal network's participants ("Network Archetypes") are also described, along with key insights on where you can find these important people. Yes, you have to seek them out.

You Have Information

Consider that you are a project manager for a new infrastructure project. You have information and you are ready to share it with those in the project area. You're prepared to explain the rationale behind the project, what the possible routes are and to discuss the likely impacts. You know that the people you are going to talk with are going to be affected by the project, and you understand that they have a role in the project too – they can affect it through routing or timing adjustments and may even try to stop it.

You *Need* Information

Besides the names, addresses and public-source information you can find out about the people you'll be reaching, what do you know about them? What do they value? What are they concerned about?

You may find yourself wondering if all this even matters. After all, you have a job to do and that's to get your message out about the project and maybe these other bits of information are not relevant. But as we've learned, these community concerns are incredibly important.

If the project brings jobs, noise, dust, increased traffic, new workers on a temporary basis, economic growth potential and/or increased demand on social services or infrastructure, chances are high that the rumor mill is already active. The facts that you bring may differ significantly from what the rumor mill has spun. This creates an obstacle to be overcome in your trust-building and efforts to be a fact source. You need to get accurate information out and you must listen to what the community has to say. How does that happen?

Don't Just Announce. Engage!

Community involvement is not announcing a project to a community. That leaves no room for conversation. It is vitally important that an impacted community learns about a project be fore the decisions have been made. Additionally, depending on the federal role in the project, there may be other or enhanced community involvement requirements. For example, the provisions of Executive Order 12898 (Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations) may need to be considered.

Public involvement/engagement is a conversation – a back and forth. The conversation primarily needs to involve the people who are directly affected, but those who are indirectly affected, such as commuters, also need to be included. Remember, they are part of a community (or multiple communities) and they will talk within their networks. If you miss that fact, you have the potential to be engaging with people who were left out, may feel angry and are part of the social media community. Being sure that you engage with the right breadth of people to the right depth is essential.

Where Are the People You Need to Reach?

Consider your own patterns and routines. There are both structured and unstructured activities that involve your family, work, home, community or other types of service. It is when we are in unstructured time, at gathering places, that we are most likely to be ourselves – that may be with a group of friends for coffee, on a long run every Saturday, a community trash pickup, at a local bar or for our periodic haircut. The people that we spend that "down-time" with know us best. It is with some of those people that we may confide our concerns, plans and ideas. They know us differently than those who only know us in structured time.

If you want to find the people you need to reach, you need to enter into the routines of a community first, as described in depth in IRWA Course 225 – Social Ecology. You need to seek them out (RSI EnTech refers to this as the OutSeek method). That means going to the coffee shops, the parks, the farmer's markets and swap meets, the transit stops and other gathering places. Another way to think of where to find and define a community is to think of an interstate. People don't live on the interstate – in many areas of the country, the interstates are devoid of any signs of life. The people live beyond the exits. You need to exit the fast pace of the interstate and get onto the local streets to find the people and experience the communities.

Communication Goals and Roles

A project's outreach goal should be to avoid the divide that can separate the formal and informal networks in order to achieve project success. Unfortunately, sometimes the people sent out to engage with the community seem nervous, stiff or unreachable – anything but relaxed. After all, the project comes with schedules, charts and talking points. The community network comes with people who have a stake in the proposed changes. They may be angry and fearful because they feel threatened by your project. It is your job to talk about the project's benefits to the community. Most importantly, you must patiently listen to what they fear, need or want, and clearly explain what you know. Perhaps your project can alleviate the fear and address some needs or wants? You don't know that unless you listen.

An optimal way to understand citizen networks is to understand "Network Archetypes." Behavioral characteristics and attributes aggregate to form archetypes. The Social Ecology approach to working with communities relies on understanding and working within communities and their networks, as well as recognizing the network archetypes. As explained in IRWA course 225, network archetypes play a central role in community engagement. Network archetypes are those characters in the information networks of society that sustain them in healthy ways. Network archetypes define the ongoing jobs within the networks that keep it functioning. Here are key characters you will encounter:

Caretakers are the sage individuals that hold cultures/communities together. They are routinely accessible to people in their networks, and are selfless, calm, trusted and respected. These are key individuals to know and engage with.

Communicators move information throughout the networks, ensuring that "need to know" information is transmitted accurately and in a timely manner. They circulate within the community and can often be found in the gathering places.

Storytellers carry the culture of the community through their stories. They can benchmark important community events over time that impart context, flavor and temperament. You can find storytellers in the gathering places (often with many people gathered around them).

Gatekeepers function as a type of protective device for the informal networks, screening out and in some cases deflecting outsiders, in particular the ones from the formal networks (i.e. project sponsors). They may point you to others that you need to reach, but they want to control the circumstances and will likely reach out to the person you need to talk with *before* you get there.

Authenticators serve as types of interpreters of a project's technical information to the community. They will ask questions to gain understanding, check for consistency and put information into a cultural context for the community. They are trusted by the community so it is extremely important that they trust you and your information.

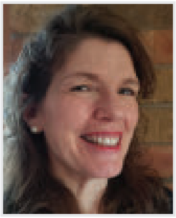
Bridgers bring people together, often with one foot in the formal network and one in the informal. They strive to understand both sides of situations. They are keen listeners and valuable for you to identify and work with.

Opportunists are self-promoters. They speak in generalities and are known to be disingenuous as to their role and standing in a community. They draw attention to themselves, often speak the loudest and longest and are a magnet for outsiders since they appear to be knowledgeable and trustworthy. While they may have some knowledge to share, it is parsed for purposes of control.

Historians know the history of their geographic place from its beginning. They know the key individuals that have shaped the community over time, along with the key events and decisions made that contribute to the community today. They also know when and why things in the community were in harmony and disharmony.

The Value of Understanding the Networks

Learning the informal networks and the key participants in them are invaluable to your project and its ability to learn and communicate. By seeking information and sharing knowledge, you have in turn learned that you can be attuned to changing public attitudes, dispel rumors, keep the public informed of current and future plans, and most crucially – identify and evaluate citizen issues and discuss opportunities that are available to address the issues. In order to build the project, you need to build community support for the project. In so doing, you will have avoided (or narrowed) the great divide. ✪



Lesley T. Cusick has been in IRWA since 2013. She is the Program Director for Community Outreach and Engagement with RSI EnTech, LLC, an ASRC Industrial Services Company. Lesley has over 30 years of professional experience assisting public and private sector clients with project development.

8 STEPS TO TRANSFORM YOUR CORPORATE CULTURE

Creating a great place to work

BY MAGI GRAZIANO

The engagement level of your workforce expands beyond the limits of offering tangibles such as a great benefits package, competitive market rates, flexible work schedules and challenging projects. Your company culture is truly your competitive advantage. Most leaders are intent on shaping a constructive, collaborative and innovative workplace; however, accomplishing this eludes most. The following eight steps are tried-and-true advances to creating a great place to work.

1 Understanding That the Organization is a Human System

The human system is made of people and it poses a higher degree of competency from all those who operate inside it. In a constructive corporate culture, the functionality of the system as a whole empowers individuals to fully participate with one another outside the limits of personal agendas and ego. It inspires people to collectively collaborate and contribute to the group cause. Understanding the human system allows you to consciously shape a culture and intentionally create an experience for people operating in the human system to thrive. This intentional experience is a constructive corporate culture.

2 Getting Curious About What Is So

When you take the time to peel back the onion and analyze the current condition of the human system in your organization at a macro level, it gives you insights into the root causes of labor disputes, stifled workforce productivity, unwanted employee turnover and lack of employee engagement.

It is imperative that you inform your people what you are up to and why. When you do reach out and let them know that you want to have a conversation or send a survey about culture, share the purpose behind your curiosity. If you are unclear about your reason and purpose for learning more, wait until you are filled with purpose or compelled by a real business need to move forward.

Before you begin your inquiry process, ask yourself what you really want to learn and what will you do with the information once you learn it. As you are speaking to people and reviewing the results of the survey, embrace your most curious, non-judgmental, non-reactionary, authentic self. Staying in the neutral zone during your conversations allows you to sense patterns and discern systemic organizational themes.

3 Acknowledging the Unworkability

Every executive has an image of how the ideal organization operates. The first step in any positive organizational change effort is getting real—the acceptance of what needs to change and what needs to happen to have the change last.

Make a list of the areas uncovered in the data collection process (interviews, focus groups, surveys) and prioritize the highest impact areas. These are highest because if improved, they would glean the highest return on time, money and effort invested. Next connect the underlying behaviors and processes that constrain the overall engagement, performance, collaboration and innovation in your workforce. Once you believe you have a handle on what is not working, it is important to allow the impact of this unworkability to move you into action.

4 Owning the Impact

Like it or not, the most senior executive is the ultimate guru with regards to how the organization operates. They decide what behavior is tolerated and how people treat each other. Introspection and self-awareness allows you to get real with yourself about what is really going on in the organization. If you are able to let go of self-judgment and defensiveness, you are much more able to see yourself as at the source of the unworkability. It is not about accepting blame or feeling guilty and taking responsibility for the problem. Instead, it is about seeing how you as the leader set the tone and create the space for constructive or destructive behavior to exist in the workplace.

5 Creating an Inspiring Vision

A mission statement is meant to guide the way for people to know and understand how to behave, act, react and work in sync with one other to accomplish the collective goal. In the absence of a grounded, motivating mission, human beings naturally focus on their individual experience and personal goals. The difficulty of this type of focus in a human system is that it produces silo mentality, unnecessary competition and friction throughout the organization.

6 Enrolling Others

Enrollment creates the possibility for others to feel connected and inspired in the workplace. Once you gain clarity on your mission and vision, communicating the message to the workforce is essential. Communication is often where messages break down. Realize that every person in your workforce has a unique perspective and way of listening, and target your message to the greater population and the varying degrees of listening. When crafting the message, discern the impact it will have on the people hearing or seeing it.

7 Designing and Following a Road Map

Once you have inspired the troops and promised a bright future for all who lead and follow in the organization, it is time to formulate a specific action plan. A cultural alignment road map includes desired outcomes, initiatives, programs, training, projects, people and timelines.

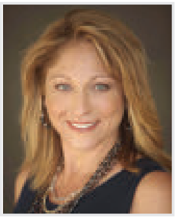
Each person involved and engaged in shaping a constructive corporate culture needs to understand their specific role, the amount of effort required outside of normal responsibilities, the goals and the desired organizational outcomes. Laying out a plan for what comes first, second and third, as well as who is ultimately responsible for keeping things on track is necessary to move forward. As with any major organizational improvement, meeting regularly, tracking progress and publishing results is what empowers forward movement.

8 Measuring What Matters

Now that all the groundwork has been established (you know the why, what, how and who), it is critical for success that you measure the benefits of the systemic changes you are making. Many organizations utilize the balanced score card approach as a framework for setting the right metrics. Additionally articulating and tracking the key result areas impacted by shaping a constructive culture gives insight and information that tells people in the organization what is working and what is not, what needs to pivot or realign, and what needs to stop. Without system-wide accountability from the top to the bottom and every one in between, the organization won't flourish. A core component of a constructive culture is achievement. When you measure what matters, people pay attention. Through accountability and transparency, people get to see their impact, how the team is doing and how an improvement in culture elevates the organization's operating effectiveness.

In Conclusion

The eight steps to transforming your corporate culture from the inside-out are not difficult to walk through. They are not revolutionary. These steps are simply a common sense approach to bringing out the best in people in the places they work. ✪



Magi Graziano is a speaker, author, and Chief Evangelist for KeenAlignment, a global people optimization consultancy firm and Inc. 5000 award recipient. Her book, The Wealth of Talent, was written from over 20 years of real-world, hands-on experience. Those who experience Magi's programs, on average, reduced operating expense 8%, improve net profit 5.6% and increase revenues by as much as 200%. For more information, please visit: www.KeenAlignment.com.

What is a Claim?

Back to the basics for real estate appraisers

BY CLAUDIA GAGLIONE

A "claim" generally means a demand against you (the insured) seeking damages arising out of a wrongful act by you in the rendering of professional services which you are legally qualified to perform as a real estate appraiser. If you have obtained the required endorsement, your policy may also apply to professional services rendered as a real estate agent or broker.

It is helpful to have an understanding of some basic legal terminology. Many times, people may be unsure of what questions to ask. They may be intimidated by the prospect of speaking with attorneys or they may feel a bit embarrassed about asking questions that demonstrate their own lack of knowledge.

If you are a professional that has been an expert many times, or who testifies in court on a regular basis, then you probably know all of the following terms. For the rest of the professionals with no legal experience, this information should be helpful when you find yourself forced to navigate what can be choppy legal waters.

Common Legal Terms:

Complaint
The first document a Plaintiff files with the Court to commence a lawsuit. It will list the facts of the case, what the Defendant allegedly did wrong and what the Plaintiff is looking to recover. In some states this is called a Petition.

Damages
That which the Plaintiff sues to recover in order to compensate them for the loss or injury caused by the Defendant. This is usually some form of monetary compensation. Fines, penalties or injunctive relief would not typically be considered to be "Damages."

Demand
When one party seeks some kind of relief from another party. The relief sought can be monetary compensation or some kind of action.

Deposition
A type of discovery conducted during a lawsuit. A witness gives oral testimony under oath, which is later transcribed to be used as evidence.

Duty
An obligation one party owes to another or a requirement to act in conformance with a certain standard of care.

Subpoena
An order directed to a person requiring attendance at a place and time in order to give testimony as a witness. It may also direct that the witness produce documents that will be used as evidence.

Summons
A form of notice and instruction that must be served along with a Complaint. The form contains information like the location of the Court where the lawsuit is pending and how long the Defendant has before a response must be filed.

Signs of Potential Claims May Include:

1. Letter of a bad review from a lender.
2. A subpoena for a deposition.
3. A threatening phone call.
4. Discovery of a possible error in your appraisal report.

Some Examples of Common Claims are:

1. A complaint filed in court seeking damages from you in connection with an alleged error in one of your appraisals (in most states, a complaint will be accompanied by a summons or you may be served with a citation or a petition).

2. A demand letter from a lender or property owner seeking damages from you for an alleged error in one of your appraisals.

3. A letter alleging potential damages or "putting you on notice" of a claim.

Better Safe than Sorry

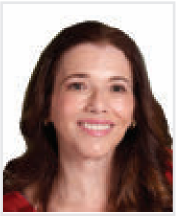
An appraiser was served with a summons and complaint. It was his first experience with a lawsuit and he did not know what to do. He read over the complaint and became furious because the borrower was accusing him of all sorts of things and was stating complete and total lies.

The appraiser addressed a four-page letter to the judge whose name appeared on the first page of the summons. He explained that he owed no duty to this borrower and that the complaint contained numerous lies. He denied that he did anything wrong and asked the judge to dismiss the lawsuit immediately. The appraiser did not notify his insurer or even discuss the lawsuit with an attorney.

A few months went by and the appraiser heard nothing more about the disturbing complaint. He assumed the judge had received his letter and that he had nothing more to worry about. The insured did not mention this lawsuit on his professional liability renewal application because he assumed the issue of his involvement was resolved.

Sometime later the appraiser received mail concerning the lawsuit. He did not understand the legal jargon and decided to disregard it. Later, the appraiser received a document stating that a judgment was entered against him. He called the attorney for the plaintiff to explain that he had done nothing wrong. The plaintiff's attorney requested that he answer some questions under oath and the appraiser agreed. He testified at a deposition for several hours and volunteered the name of his insurance company. After the deposition, the plaintiff's attorney refused to dismiss the appraiser and refused to set aside the judgment; he indicated that he intended to call the appraiser's insurance company to demand payment of the judgment.

The appraiser's insurance company declined coverage due to late notice (after finding out 2 years after the lawsuit took place) and due to the appraiser's failure to disclose the lawsuit on his subsequent renewal application. ✪



Claudia Gaglione is a partner at Gaglione, Dolan & Kaplan, and the National Claims Counsel for LIA's Errors & Omissions program. She graduated from the University of Southern California Law Center in 1982 and specializes in the defense of professional malpractice claims. Since 1987, Claudia and her colleagues have supervised over 8,000 claims and lawsuits filed against real estate appraisers, and other real estate professionals, across the country.

IRWA's
Education Foundations

Updates from RWIEF's Carol Croft and CRWEF's Shannon Favaro

In the April 1984 issue of Right of Way Magazine, Executive Vice President Charles M. Fornaci wrote the following about IRWA's Education Foundations:

"One of the more far-reaching and significant forward steps taken by our Association in the last 10 years has been to formalize the concept of the International Foundations. First, the Board of Directors in 1976 established the Right of Way International Education Foundation, and in 1979, set up a similar Foundation for Canada.

In layman's terms, the Foundations give our Association a separate funding source solely dedicated to the advancement of our education program. We look to the day when our Foundation will be able to provide all of the seed money for new course development, for course revisions, for Chapter programming aids, and for other projects in our general education area.

Over and above the very tangible financial help the Foundation provides, it also constitutes a commitment to and by our membership for continued excellence for our profession by making positive contributions to those in the right of way field. The Foundation is our ultimate mark of professionalism and represents a tangible symbol of pride we all share in being part of a growing, dynamic profession."

The Education Foundations

Charles M. Fornaci, SR/WA
Executive Vice-President

Fast forward to current day and the Right of Way International Education Foundation (RWIEF) and the Canadian Right of Way Education Foundation (CRWEF) are stronger than ever. Charles M. Fornaci certainly had the gift of foresight in recognizing just how much IRWA's Education Foundations could bring to the table. Today, these Foundations remain a symbol of the commitment of our members to improving the quality of people's lives through infrastructure development and education.

Best of all, our dedicated Foundation Board Leaders continue to push boundaries and improve efforts. RWIEF President Carol Croft, SR/WA, and CRWEF President Shannon Favaro, SR/WA, have graciously provided updates on developing Education Foundation goals and initiatives.

Right of Way International Education Foundation (RWIEF)

BY CAROL CROFT, SR/WA

Since 1976, the Right of Way International Education Foundation (RWIEF) has supported IRWA, ensuring that members receive unparalleled education, new courses, training programs and the necessary resources to thrive in the ever-evolving right of way industry.

Upon recognizing that continuing education and professional development are essential to the growth and advancement of our profession, the RWIEF's primary goal has always been to fund right of way education initiatives. Throughout the year, the Foundation brings forth innovative ideas focused on generating financial contributions.

There are countless ways to contribute to our cause. You can include a donation with your IRWA membership renewal, collect funds through your Chapter, donate an item to the annual auction or even support the annual golf tournament. Any level of support can make a great difference.

Begin to look at the RWIEF as your savings account for education. Now, let's talk about the Foundation's deep commitment to this cause.

What is this cause called?

We are the Right of Way International Education Foundation. It is a vibrant cause, supported by a Board of Trustees that believes in the volunteer spirit and mission of the Foundation. We also have a Board of leaders that is strong, innovative and passionate about their position of service. RWIEF is a group that believes in the mission of raising funds to further great education initiatives within the right of way profession.

Is this cause contagious?

Yes! It is spreading across an international spectrum.

Can you kill this cause?

I don't think so. It's been around since 1976 and continues to grow and strengthen.

What does this cause do for you?

It provides a secure place for donations to be held over time to support development of innovative education programing.

What makes this cause so vibrant?

It's all thanks to the passion of leaders who have served it in the past like Tom Benson, Alicia Worthly, Jim Finnigan, John Benson, Bill Milton and Jeff Triplett. These pioneers helped pave the way and strengthened the cause with more transparency, options and specialization for those seeking knowledge.

What's the cause doing now?

RWIEF is advancing the worth of individuals. Just look at Smedemore Bernard, Carlos Obando, Julie McDonald, Shellie Finan, Leesa Love and 35 others who availed themselves of the Forty for Forty Scholarship Program, as well as other scholarship programs and courses funded by the Foundation. These individuals were uplifted with greater wisdom and understanding of their profession.

What keeps the cause growing?

The Foundation thrives because of the volunteer spirit to work for a cause that is greater than one's self. Strong leaders serve as Trustees and constantly support the cause, such as David Sinclair, Clyde Johnson, Craig Poorker, Leslie Finnigan, Ron Barker, Bernie Lea, Mike Pattison, Kevin Winner, Angel Banks, Gina Anthony, Lara Bailey, Joe Neighbors and Aimie Mims.

If the RWIEF is that old, how does the cause survive?

The Foundation obtains new life blood and spirit annually from young volunteers like Taylor Sass, Brett Farner, Kasy Baldauf, Carmelita Delgado and Kelly Simmons. These leaders are called YPs and serve a three-year term as a full Trustee. Most importantly, the cause continues to have strong support from donors that believe in these principles.

If the cause is that good, can I get involved?

Certainly! It is available for all that wish to partake. Attend the International Right of Way Association's Annual Conference. Visit the Foundation's booth at the Exhibit Hall. Introduce yourself to the Trustees and learn how to engage yourself in the fruits of this cause. Play golf at the Annual Golf Tournament. Network at the Monday Night Event. You will be uplifted with enthusiasm and a sense of purpose in your work.

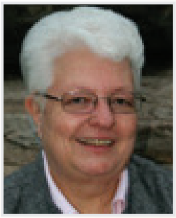
What does the future hold for the RWIEF?

The future is very bright. The ability to fund education programming is supported by the generosity of those in the right of way profession. Having a 501 (c) 3 structure, donations to the RWIEF are tax deductible. With a corpus of approximately 1.6 million dollars, the Foundation can fund any education initiative that furthers the right of way profession.

Where is the cause going?

Future stops are Minneapolis, San Antonio and Cleveland. Foundation Trustees will be at IRWA Region Forums and Chapter meetings through the year. They are available to speak to any group interested in the Foundation's mission and promoting the cause. The fruits of the Foundation are there for all right of way professionals.

We can always look back and learn from history, but to move forward, we must look forward. The Trustees of the Right of Way International Education Foundation are always there to help and are always looking forward!



Carol A. Croft, SR/WA is a principal in Croft & Associates and has over 30 years of experience in right of way appraisal and acquisition work. She has been an active member of the IRWA since 1979. In service to the Tennessee Chapter, she has held numerous committee and officer positions including President and Director. Carol has served as Region 6 Vice Chair and Chairperson, and was awarded the Frank C. Balfour Professional of the Year Award in 2000. She is currently the President of the Right of Way International Educational Foundation.

The Canadian Right of Way Education Foundation (CRWEF)

BY SHANNON FAVARO, SR/WA

For many of you who have been a member of the International Right of Way Association for some time, you are undoubtedly familiar with the two partnership Education Foundations, the Right of Way International Education Foundation (RWIEF) and the Canadian Right of Way Education Foundation (CRWEF). However, those of you who are new to the IRWA are probably wondering who we are and what we do.

A History

The CRWEF was created in 1979 to provide professional development programs, educational programs, scholarship awards and grants to IRWA members. We also embraced the added responsibility of supporting Canadian content in IRWA-based courses by investing in the development of new Canadian courses and/or funding course rewrites to satisfy the needs of Canadian members of the IRWA.

Between 1980 and 2007, the CRWEF received administrative support to run the Foundation's business, including financial bookkeeping, receipt of funds and funding for educational initiatives through the IRWA. In 2007, the CRWEF took full control of its business and became an independent arms-length not-for-profit organization.

Since 2007, the CRWEF has broadened its scope of support to include individuals and groups outside the IRWA membership that are affiliated with public infrastructure. In 2009, on the 30th anniversary of the CRWEF, a High School Graduate Scholarship program was created which provides an annual $2,500 scholarship to deserving students entering post-secondary education.

Recent Advancements

With the growing success of the education component of the IRWA, the CRWEF has supported new opportunities and methodologies for educational courses and instruction, such as online courses, leadership training and Video Enabled Integrated Technology (VEIT).

In 2014, on the 35th anniversary of the CRWEF, the Foundation introduced a new Sponsorship Program. The purpose of the program is to provide opportunities for Chapters and Regions to apply for funding towards educational and professional development, such as sponsoring new course materials, video presentations, networking events and seminars, and other educational-based objectives.

We remind all IRWA members that the CRWEF Sponsorship Program is an international program and is open to all IRWA members. Each year, a total of $5,000 is available for sponsorship opportunities. We encourage all IRWA members to explore the CRWEF sponsorship program should additional funding be necessary to carry out educational initiatives of their respective Chapters and/or Regions.

Please visit www.CRWEF.ca for more information regarding program guidelines, policies and the approval process.

CRWEF Leadership

The CRWEF Board of Directors is served by four elected Officers (President, Vice President, Treasurer and Secretary), together with the Chairs and Vice-Chairs of Region 8 and Region 10. Another important element to the Foundation is its members. Membership in the Foundation is available to any person who is and continues to be an IRWA member in good standing, resides in Canada on a full-time basis and works as a right of way professional in Canada.

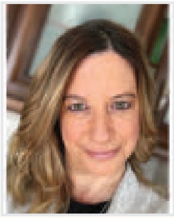
Due to the generous donations received over the years from our Canadian members and Chapters, as well as donations from IRWA members and Chapters located within the United States, the CRWEF has been able to grow into what it is today. Members are regularly reminded of the importance their donations make. The donated money helps the Foundation continue to meet its mandate of contributing to the advancement of the right of way profession through quality education and training opportunities.

We all know the importance of being certified. Certification helps members stay ahead of the competition and advance the profession. Whether you are just starting the journey down the credentialing pathway, well on your way or require recertification, the purpose of credentialing is to ensure professionals meet a minimum standard for specialized proficiency and ethical practices in the industry.

Looking to the Future

As the CRWEF continues to evolve, one of the many goals the Foundation has is to reinvest in its members and their continuing education. Looking into the future, CRWEF is committed to expanding its Scholarship Program by creating further opportunities that focus on and highlight Canadian members. Whether you are certifying, re-certifying, instructing or a Young Professional, there may be a scholarship opportunity available for you in the near future. The scholarship ideas have been conceptualized and CRWEF is working hard behind the scenes to bring these ideas to fruition.

The support and participation of CRWEF members is vital to the overall success of the Foundation and we all owe it to ourselves to acknowledge and celebrate all that CRWEF has accomplished over the years. Take some time to get to know the real people behind the titles of the CRWEF Officers and Board of Directors, ask questions, become informed and get involved. Let's work together to cultivate valued partnerships and a sense of community that we can all be proud to share in. ✪



Shannon Favaro, SR/WA, has been in the right of way industry for 22 years working as a Land Representative for FortisBC Energy Inc. Shannon became a member of the IRWA in 2008 and soon after became the Education Chair of Chapter 54 Sea to Sky. In 2009, she stepped into the role of Chapter President and continued to lead the Chapter to 2014. This is Shannon's fifth year being involved with CRWEF and she currently serves as CRWEF President.

BY ANTHONY L. ALDERMAN AND ZACHARY A. NORTHCOTT

Convenience stores, specifically those with fuel service, are ubiquitous across transportation right of way projects. Ironically, they are some of the most challenging property types to appraise in eminent domain proceedings. The following article is part one of two installments, which will spell out the challenges for appraisers valuing this property type for right of way. It is not meant to be comprehensive; rather, it aims to give appraisers and consultants a basic understanding of the specific issues faced when valuing convenience stores.

Define the Problem

Two significant issues stem from appraising convenience stores for right of way projects. First, convenience stores are a specialized property type which are often appraised incorrectly. Second, many states preclude any loss of business value from compensation, but right of way projects sometimes impact the business. This directly impacts the real property value, which makes determining appropriate damages difficult.

CONVENIENCE STORES

Part One: An inconvenient appraisal problem

We answer questions about convenience store appraisals all the time, so we have listed a number of typical questions we get about appraising convenience stores for right of way.

Right of way aside, why are convenience stores so difficult to value?

The short answer is convenience stores fall in the category of “going concern” appraisals in which the real estate plays a critical role in a business operation. Other than convenience stories, common examples include hotels, bed and breakfasts, funeral homes, wedding venues, breweries and even dragstrips! (Yes, we have appraised a dragstrip and no, we did not get to race—though we did ask.) Thus, convenience stores are not unique for being a property type for which the appraiser must value the going concern, and it is commonly affected by right of way projects. It is the rare (DOT/right of way) project that will affect a dragstrip.

What makes a convenience store a going concern is that typically convenience stores are purchased for the income that the business can generate, not for the rental income they can generate. In fact, even rental rates for leased stores are based on the expected profit. Moreover, the improvements are so specific—requiring underground storage tanks (USTs), large fixtures such as canopies, dispensers and signage—it is often not financially feasible to adapt the store to an alternate use. It is also worth noting some DOTs consider UST and other convenience store fixtures personal property.

In order to value a convenience store (as a going concern), the appraiser must be able to understand and value the components of the going concern. The going concern includes three components of value: the real estate, the FF&E (furniture, fixtures and equipment) and the intangible value. The appraiser must also be able to understand the factors motivating sellers and buyers in the market, which necessitates both an understanding of the pertinent factors driving a transaction and access to relevant data to provide a credible value conclusion.

Why is it important to value the going concern?

USPAP (SF 1-2(e) and 1-4 1-4(g)) requires appraisers to “identify and consider the effect on value of any personal property, trade fixtures, or intangible items that are not real property but are included in the appraisal.”

Additionally, the definition of market value describes buyers and sellers as typically motivated, well-informed and acting in what they consider their own best interest. This definition implies appraisers must know who the willing buyer is and what motivates said buyer. If the buyer is motivated by the income potential of the business operation, the appraiser should attempt to value the property in a manner consistent with the expectations of buyers and sellers. Thus, if buyers derive their transaction prices on a gross profit multiplier and not per square foot, then it is the appraiser's job to mirror the market. Failing to reflect the actions and motivations of buyers and sellers in the market leads to reports that do not reflect market value because, in short, they do not reflect the market.

What happens when we ignore the going concern?

Ironically, if you use the sales comparison or income approaches, the going concern is included, but it is not identified. For example, let's say an appraiser finds three local convenience store sales and values his subject strictly on a price per square foot. The range is tight, and the appraiser feels like the value is spot on. Perhaps it is. Perhaps not. But our hypothetical appraiser simply comes up with a price per square foot and concludes the value. There is not allocation of the going concern to the components of value. However, the three sales may or may not include the USTs, the canopy, the reach-in coolers, POS system and so forth. The sales may or may not have been turn-key sales in which the new owner walks in the next day and takes over the business, meaning some amount of intangible/business value may be present.

When we reviewed several reports for Virginia DOT, we found this exact case. The property owners had three different appraisals of their store. One of the reports identified and valued the equipment; the other two ignored it, opting instead to value the convenience store on the per square foot and per unit methods and reporting a single figure with no allocation. None of the reports identified or discussed the presence of any intangible value in either the subject or the comparable. Because the appraisers had not allocated the components included in the going concern, the appraisals did not comply with USPAP.

So how does this work?

This is the truncated version, but when we get a new convenience store assignment, the first step is to request the production figures. This includes gallonage, inside sales, lottery and other miscellaneous income, as well as profit and expenses. Even on right of way projects, owners regularly share this with us (there is a whole method of estimating the production figures when the information simply is not available using production comparables; however, that is a whole other article). This information can also be subpoenaed. From the subject data and market information, we derive a projection of the subject's gross revenue, gross profit and earnings before interest taxes depreciation and amortization (EBITDA). From the gross profit and EDITDA, we can use comparable data and reach a going concern value via the sales comparison and income approaches. Concurrently, we develop a cost approach. The cost approach includes real estate and FF&E, but not any intangible value. Now we have three values, two of which include all three components of value (the real estate, the FF&E and the intangible value).

Finally, we allocate the values to their components and any excess EBITDA not tied to the investment in the real estate and FF&E is allocated to the intangible value.

Thus, the report includes four values: the going concern value (the value of the entire operation) and the three components of value (real estate, FF&E and intangible value), which total the going concern. This allocation is critical for several reasons. For instance, a lender does not want to loan on intangible value and many states do not compensate for lost business value (if they do, it is only under very narrow guidelines). Moreover, many states are very specific about what FF&E they will buy from property owners, so without a proper allocation, appraisers may very well be including items in the compensation that are non-compensable.

Why not only develop the cost approach and avoid all the going concern issues?

That is a fair question since the cost approach is clean in this regard, clearly reporting the land value, value of improvements and the value of the FF&E. Our reasons for not solely developing the cost approach are:

1. Buyers give the cost approach the least possible consideration, so it does not reflect the actions or attitudes of market participants. Remember the definition of market value?

2. Without a second or third approach, the cost approach can be a wide target, lessening the credibility of the report. Given the compensation amounts and the litigious nature of these assignments, our clients do not accept cost approach-only reports.

3. When using the cost approach for appraising convenience stores, we regularly see a discrepancy in the cost comparables we have and M&S. If the appraiser does not have cost data from actual newly built stores, it is one more reason to develop the other approaches.

4. It is not feasible to address many impacts from right of way projects without income data or at least an understanding of the relationship between the income a store generates and its real property value.

What's the deal with the gross profit multiplier and EBITDA?

The gross profit multiplier is a unit of measurement derived from comparable sales. Think of the gross profit multiplier like a price per acre for land. It is derived by dividing the sales price by the sale's gross profit. The EBITDA can be capitalized to reach a value conclusion.

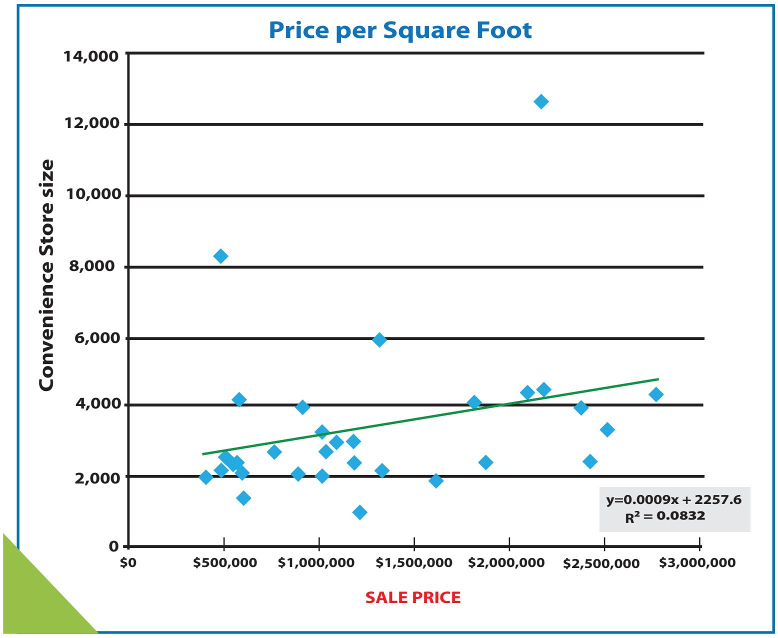
That means the appraiser has to know the revenue, cost of goods and expenses for each comparable sale in order to utilize these methodologies.

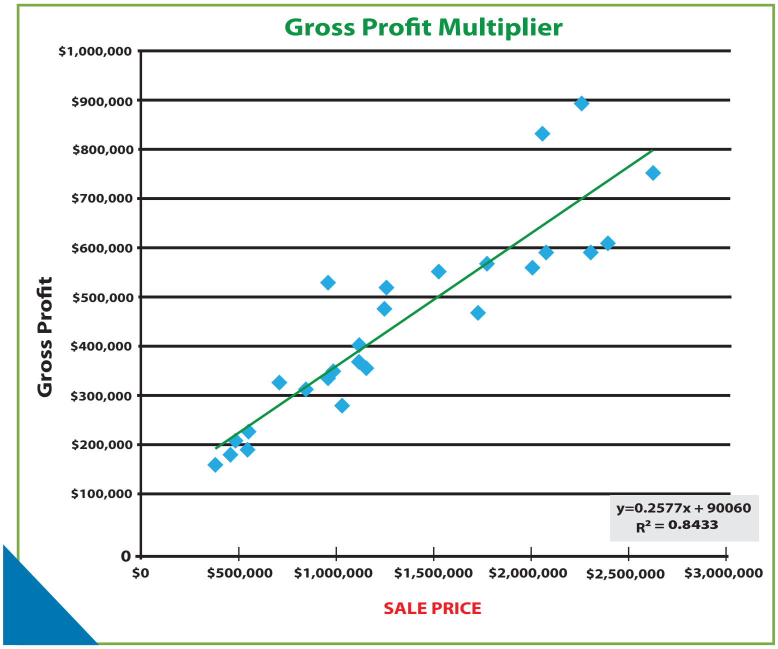
How do you get comparable revenue, cost of goods and expenses?

This usually comes from verifying the sale with one of the brokers on the transaction or the buyer or seller. The closing attorney will not usually be privy to this information. Other pertinent information to glean from a broker includes gallonage, inside sales, other income and profit margins for each. Establishing a good rapport with convenience store brokers, buyers and sellers is critical for appraising the property type. While appraisers share this data, it is best practice to verify the information. The difficulty in acquiring this data is one reason these property types are so difficult to appraise.

Are you certain the GPM is a better methodology than the price per square foot?

See the regression analysis below. The graphs represent analysis of 31 going concern convenience store sales.





	Coefficient of Variation	R2 Value
Price per Square Foot	0.62	0.0832
Gross Profit Multiplier	0.19	0.8433

The coefficient of variation represents the ratio of the standard deviation to the mean, and it is a useful statistic for comparing the degree of variation from one data series to another, even if the means are drastically different from each other.

The R^2 value explicitly expresses the strength of each data set. Essentially, the closer the R^2 value is to 1, the better the data.

It is evident from the data set, as well as the regression analysis graphs, the buyers are fixated on a store's profitability, not its size. That is not to say the size of the store plays no role. A larger store being underutilized may command a higher GPM due to the potential upside seen in converting the barely operational laundromat into a food service component. Even so, the driver is still gross profit, not size.

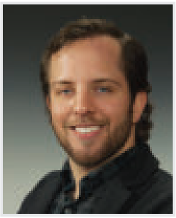
What to Expect in Part 2

Having established the complexity of the convenience store appraisal, Part 2 of this article will discuss common issues arising with right of way projects impacting convenience stores. Some topics we will cover include how and when loss of an access point impact the stores, as well as how easements (especially temporary construction easements) impact convenience stores. We will also review several case studies of impacted stores.

Have Questions for Us?

We realize this is a broad overview of issues related to appraising a complicated property type. Please reach out to us with any questions you might have. We will do our best to give or find an answer. Please visit *nxnwconsulting.com* for more information. ✪

Anthony Alderman, MRICS is CEO of North By Northwest Consulting, Inc. He has been in IRWA since 2012, the same year he started NxNW, and is a Past President of Chapter 31 and current Region 6 Treasurer/Secretary.



Zachary Northcott, Senior Appraiser at North By Northwest Consulting, Inc. has appraised over four hundred convenience stores for condemnation, for lending, partnership buyouts, and for estate settlement.

THE ROLE OF THE ROW AGENT

A successful effort in Vermont

BY ALLYSON BROWN

The role of the right of way agent is important in any project. Typically, this role is most intensive at the beginning of the project, ensuring that any given rights, easements or land is acquired to support the continuation of the project. However, as right of way professionals, we know that our roles carry on far beyond the planning and acquisition stages. And while securing the necessary rights and/or land is incredibly important, so equally is the work that we do through the remainder of the project to foster productive and positive relationships with the landowners and the public now and into the future.

Rural Areas vs. Industrial Areas

Like many other electric transmission utilities, Vermont Electric Power Company (VELCO) has assets on both developed and undeveloped properties. Vermont, being the largely rural state that it is, has more right of way in corn fields, forests and open land than it does in back yards. While either scenario has its own pros and cons, performing large scale maintenance efforts in highly congested areas proves to be one of the most challenging and one where the agent can really depend on being a vital part of the project from the early stages to the very end.

VELCO's infrastructure was largely built in the 50s and 60s, and there has been a significant effort over the past few years to get aged poles replaced. The replacement of these (mostly) H-frame structures requires heavy equipment and the work occurs over a couple of months. We in Vermont have become accustomed to significant access road construction in order to get heavy equipment to our assets—all in extremely challenging terrain in any given time of year. Working along busy road side traffic or on a sidewalk in front of an operating business is not something that we experience every day.

Often when this maintenance occurs in typical rural parts of the state, the right of way agent's role in this project is a heavy lift in the beginning—researching landowners, making contact and presenting the proposed scope of work, site meetings, identifying potential concerns, acquiring additional rights if needed and developing trustworthy relationships. During the actual construction work, the agent usually serves as support to the field crews and is called upon should any problems arise. I recently learned the importance and value of the right of way agent in highly congested commercial, industrial and residential areas.

A Daunting Task

VELCO recently replaced 17 aged structures in Williston, Vermont, which is one of the most highly congested areas on our system in terms of commercial, residential and industrial areas. Working in areas like Williston pose challenges for multiple departments and the success of the work relies on communication, planning and creativity. This project serves as our latest example of a culmination of hard work from across the company coming to fruition, and it highlights the importance of the right of way agent in this kind of work.

These structures were within the parking lots of shopping centers, on the berms of storm water detention ponds, within the active construction of condo complexes, adjacent to daycares and directly on front lawns in residential developments. Before any field work began, there were extensive reviews, landowner and stakeholder meetings, and collaboration among the entire project team and our contractors. The line outage was rescheduled three times over the past few years, making the collaboration for this work even more challenging due to varying time of year conditions, resource planning, complicating landowner communications and dealing with an area of our state that is constantly changing and being built up around our infrastructure.

Getting this important work done while also ensuring safety and limiting the impacts to our neighbors' properties required the entire project team and our contractors to collaborate closely with a heightened sense of communication and appreciation for small details. Access crews were tasked with finding or creating enough space for line equipment to be set up despite limited space. In residential areas, extra care had to be taken on our neighbors lawns and driveways as the cutting of vegetation, excavating of holes and presence of heavy equipment was of particular concern. In multiple areas, we had to coordinate with businesses and residents in housing complexes to ensure they had egress/ingress. There was a significant amount of effort put into coordinating with the large scale construction where multiple buildings, parking lots and utilities would be installed on either side of and within the VELCO right of way. Compared to project efforts in more rural areas where crews work in the woods and on the farmers "back forty," there was an overall heightened awareness for this work being performed directly in the public eye and among very busy areas where safety for our crews and our neighbors was paramount. The relationships made with landowners in the early stages of this work were of great value to us and honoring promised commitments required the right of way agents' attention throughout the entire project.

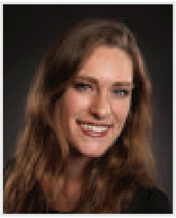
The Importance of Communication

Communicating schedules and scope of work with every landowner/stakeholder along this line was essential to this maintenance being performed smoothly. The many landowner/stakeholder meetings that occurred leading up to this effort paved the way for a great working relationship with our neighbors. We sought out their concerns, questions and priorities first so that we could develop our plans for access and line work with those in mind as much as possible. This really built a foundation of trust even in our early interactions. Our willingness to meet multiple times, answer questions, send maps and provide progress updates also added to our reputation for being a trusted partner. Communicating with the crews and landowners during the restoration phase was critical in ensuring that all commitments were met before leaving the property.

It is also our typical practice to follow up with the landowners after the completion of the work in the form of a survey. Landowners have the chance to give feedback or mention any last concerns using this tool. The right of way agent's role continues to be valuable even after the work is complete.

In Summary

We created even stronger working relationships with our landowners in the Williston area through doing this work. Additionally, I believe the interdepartmental connections within the project team and our company grew stronger through the communication and coordination that this effort required, especially with everyone working toward the same goal: to perform this work safely and in positive coordination with our neighbors. The right of way agent may be known for the important role they play in the beginning of any project, but they are often the first person a landowner connects with and they remain the common thread throughout the project. Most importantly, the right of way agent is the last person to leave a positive lasting impression. ✪



Allyson has been employed at Vermont Electric Power Company (VELCO) as a Right of Way Specialist for five years. She has been a member of the IRWA for five years and currently serves as Chapter 16 Vice President and Communications Chair. Her favorite pastimes include music that you can dance to, laughing through life with her husband and experiencing the world through the eyes of her two young children.

JAKE FARRELL, SR/WA

Candidate for IRWA International President-Elect

Jake has been a member of IRWA's Platte River Chapter 78, Region 3 since 2006.

Education

- Bachelor's degree in General Administration with Emphasis in Management and Speech from the University of Nebraska at Omaha in December 2003
- Licensed Real Estate Salesperson for State of Nebraska in August 2006
- Completed SR/WA Designation with the International Right of Way Association in 2015
- International Association of Public Participation, IAP2 Trained 2018

Employment

- Manager Building Services & Operations at Omaha Public Power District (OPPD), 2018 to Present
- Supervisor Land Management, Siting and Records at OPPD, 2014-2018
- Working Lead – Real Estate & Land Rights at OPPD, 2012-2014
- Right of Way Coordinator from at OPPD, 2008-2012
- Land Acquisition and Relocation Agent with at Midwest Right of Way Services, Inc., 2006-2008
- Owner/Operator and Carpenter for Jacob Farrell Construction Company, 2004-Present

IRWA Activities

- International Vice President 2019-Present
- International Treasurer 2018-2019
- International Finance Committee Chair 2018-Present
- International Electric and Utilities Committee Member 2010-Present
- International Electric and Utilities Committee Vice-Chair 2017-2018
- Co-Creator and Charter Member of Region 3 Young Professionals Group
- IRWA Young Professionals Group 2012-2018
- Region 3 Chair 2017-2018
- Region 3 Vice-Chair 2015-2017
- Region 3 Secretary/Treasurer 2013-2015
- Chapter 78 Professional of the Year
- Chapter 78 Director 2012-2014
- Chapter 78 President & Director 2010-2012
- Chapter 78 President-Elect 2008-2010
- Chapter 78 Vice President & Treasurer 2007-2008
- Chapter 78 Secretary 2006-2007

Other

- International Association of Public Participation (IAP2) Nebraska Core Team, 2019-2020
- 2017 ICAN Defining Leadership for Men Program
- Omaha Public Power District Professional of the Year 2015
- Greater Omaha Young Professionals Council of Companies Co-Chair, 2013-2014
- Omaha Public Power District Young Professional Group Board Member, 2011-2014

It is hard to believe that another year has passed. As I look back on this year on the IEC, I am hopeful for the new IRWA—focused on honoring the past, working for today and building for the future. This year has been a year of research, development and building.

The industry is changing, our members are evolving and the IRWA is positioned to evolve the future of real estate and right of way. The Association's reputation and ability to transform the industries that our members represent is paramount to its sustainability. Our core values—integrity, excellence, flexibility, collaboration and leadership—uphold and promote our Association. We have focused and organized the Association so that our elected leaders and staff are accountable to these values and should be held to a high standard.

Aging infrastructure across the globe, technology advancements, political landscape and the economy's volatility provide both challenges and opportunities for the IRWA to capitalize on advancing the dialogue around ethical right of way practices and standard ways of engaging, negotiating, resolving conflicts and the value of hard discussions.

I continue to push for the IRWA to be a truly outward facing organization—beyond the people in the industry. I want our designations to be recognizable beyond our members. To be successful and viable, we must focus our efforts where we have deep expertise and build alliances with similar agencies and associations to help educate our members, without overinvesting in redevelopment of courses and materials that already exist outside the IRWA.

I am grateful and humbled by the opportunity to serve as your International Vice President this past year. I ask for your support in my candidacy for the International President-Elect to continue the work of rebuilding and improving the IRWA for our members, our staff and the industry. We have a lot of challenging work ahead of us. I promise to continue transparency, collaboration and strong leadership.

JAMES A. OLSCHEWSKI, SR/WA
Candidate for IRWA International Vice President

James has been a member of IRWA's Salt Lake City Chapter 38, Region 9 since 2009.

Education
- Associate of Applied Science in Architectural Technology from the Salt Lake Community College
- Associate of Applied Science in Surveying from the Salt Lake Community College
- Professional Land Surveyor (PLS) licensed in the State of Utah
- Certified Engineering Technician (CET) in Highway Design from the National Institute for Certification in Engineering Technologies (NICET)
- Senior Right of Way Professional (SR/WA)
- Right of Way Negotiation & Acquisition Certified (R/W-NAC)
- R/W-URAC & R/W-RAC Candidate

Employment
- Right of Way Design Program Manager at UDOT, 2018 – Present
- Deputy Director Right of Way at UDOT 2009 – 2017
- VP-Transportation Manager for Bush & Gudgell, Inc., 2008 – 2009
- Network and CADD Administrator (ROW Designer and Surveyor) for ESI Engineering Inc., 1999 – 2008

IRWA Activities
- International Treasurer, 2019 – Present
- International Secretary, 2018 – 2019
- International Finance Committee, 2018 – Present
- PIPE Committee Liaison for IEC, 2018 – Present
- ITC Liaison for IEC, 2018 – Present
- IRWA CLIMB Certified Instructor, 2017 – Present
- Chapter 38 President, 2017 – 2018
- Vice Chair ITC, 2017 – 2 018
- Chapter 38 Vice President, 2017
- ITC Committee Member, 2015 – 2017

Other
- Vice Chair AASHTO CRUO Technical Council on ROW Engineering 2019 – Present
- Serves on the Transportation Committee for Riverton City, Utah 2018 – Present
- Member of the Utah Council of Land Surveyors (UCLS) where he has served on the Standard and Ethics Committee from 2000 – Present. He has also served on several other committees including the Education Committee from 2000 - 2004 where he served as the Secretary
- Conference Committee Chair for the 2003 and 2008 UCLS Annual Conferences along with the UCLS Fall Forums for 2002 and 2007
- James was elected and served as the UCLS SLC Chapter President 2005 – 2006
- A volunteer member of the Boy Scouts of America since 1998 in various leadership positions

As I begin this campaign for the International Executive Council (IEC) Vice President Position, I again want to thank each and every one of you in our great Association for putting your trust in me as your current International Treasurer. It has been and continues to be an honor and a privilege to serve in this capacity and to represent you in this role. I look back at what we collectively have achieved and I am again encouraged by the support and the professionalism that is devoted to the International Right of Way Association (IRWA)—especially the dedication to truly advance each other as we strive to achieve our goal of "improving people's quality of life through infrastructure development."

I am hopeful that the changes being made in all areas of the IRWA are truly reflective of what each of you have wanted and asked for. Although many of these changes may be slow to complete or implement, we are seeing progress and a bright light at the end of the tunnel. This bright light now shines on all parts and aspects of our wonderful Association and helps to bring openness and clarity for each of us.

In my statement last year, I mentioned a new era for our IRWA Education and Finances. Since then, we have completed and implemented some new changes to help provide the information requested by our members. The Partnership for Infrastructure Professional Education (PIPE) has rolled out the new Instructor Recertification Program for all IRWA Instructors and will provide documented Policies and Procedures to help in all areas of our industry-leading education. Many more updates are still currently in the works.

Our finances also continue to see new modifications consistent with changes requested by our members. In July 2019, our Association saw new policies for expenses, including the tracking of alcohol for the first time. You will see additional policy adjustments in the next few months. The journey that you have asked for to receive more and better reporting is still ongoing and will be informative.

With all these new and positive changes, I am even more excited now than ever before to see the potential that our Association has to offer. We are connecting in new ways and have become even more outward facing with new partners. As I travel from area to area talking with each of you—especially in the classes I am fortunate to instruct—the feedback has been both optimistic and reassuring, and I thank you for all your comments.

Positive change *is* good. The changes I have made personally and the ones you have asked for are coming. For these reasons, I humbly ask for your support in my candidacy to be your next IRWA International Vice President so that may I continue to work towards the goals we have initiated. Thank You.

JUDY JONES, SR/WA
Candidate for IRWA International Treasurer

Judy has been a member of IRWA's Alabama Chapter 24, Region 6 since 2003.

Education
- Paralegal, Auburn University at Montgomery, 1988
- Environmental Site Assessor, Georgia Institute of Technology, 1991
- Alabama Real Estate Sales License, Alabama Real Estate Institute, 1995
- Alabama Real Estate Appraisers License, Alabama Real Estate Institute, 2003
- Achieved SR/WA designation in 2004
- Achieved R/W-AC designation in 2004
- Achieved R/W-NAC designation in 2004

Employment
- Director of Right of Way at Goodwyn, Mills & Cawood, Inc., 1988-Present

IRWA Activities
- International Secretary, 2019-Present
- International Governing Council, 2017-Present
- International Finance Committee, 2018-Present
- Region 6 Professional of the Year, 2018-2019
- Region 6 Chair, 2017-2019
- Region 6 Vice Chair, 2014-2017
- Region 6 Secretary/Treasurer 2013-2014
- Chapter 24 Director, 2011-2013
- Chapter 24 President, 2011-2012
- Chapter 24 Vice President, 2010
- Chapter 24 Treasurer, 2009
- Chapter 24 Secretary, 2008
- Chapter 24 Professional of the Year 2012
- Chapter 24 Valuation Chair, 2012-2016
- Chapter 24 Education Co-Chair, 2004-2008

Nathaniel Hawthorne once said, "Time flies over us, but leaves its shadow behind."

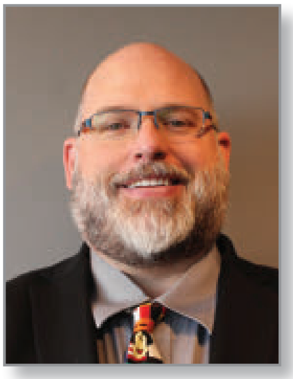
It seems like only yesterday you elected me to serve as International Secretary and time has moved quickly. These past months have been filled with exciting challenges and opportunities for growth and improvement. Hopefully, you will soon see several positive results from the tireless efforts of so many dedicated individuals that I have been blessed to work with. Without a doubt, IRWA will rise to new heights in the coming decade. I trust you are doing all you can to partner with us to advance our Association, especially as we collaborate and work together to make positive improvements in our respective industries.

As I consider what to share with you, I am reminded of two recent Right of Way Magazine articles that made an impression on me. We are blessed to have such talented members in our organization, and I appreciate the opportunity to learn from their insights. In the November/December 2018 issue, Dustin Weaver wrote an article entitled, "Level Setting Priorities." In his article, Dustin referenced a quote by George Bernard Shaw that reads, "The single biggest problem in communication is the illusion that it has taken place." You may recall that I pledged to work toward greater transparency and accountability from our IEC and staff. Clearly communicating our progress and plans is somewhat challenging, but hopefully you are beginning to see a trend toward openness and inclusivity. I will continue to push toward this goal and welcome your input on how we as International Executive Committee members can communicate more clearly with our membership.

Many that know me will attest that I wear my heart on my sleeve. I often considered this to be a weakness until I read the article by Carol Brooks entitled, "Great Leadership Comes from the Heart," published in the March/April 2019 issue of our magazine. Carol's article hit home to me when I read, "Be approachable. Big-Hearted Leaders succeed by paying personal attention to their people. They aren't feared or unapproachable." I have a deep passion for the IRWA and I truly hope that I have demonstrated this to you, as well as my high expectation of leadership.

It is a great honor to serve as your current International Secretary—one that I do not take lightly. Hopefully, I am doing what is expected when you placed your trust in me. My goal is to continue to serve and be your voice, so I humbly ask for your support in my candidacy for the position of International Treasurer.

FRED EASTON, JR., SR/WA
Candidate for IRWA International Secretary



Fred has been a member of IRWA's Mile High Chapter 6, Region 9 since 2008

Education
- Machinist Mate Naval Nuclear Field "A" School, Orlando, FL
- Courses in Land Surveying, Valencia Community College, Orlando, FL
- Professional Licensed Land Surveyor, State of Colorado
- Completed additional coursework through IRWA, achieving the SR/WA and R/W-AMC designations
- Operating Engineers Formal Apprenticeship Program – Land Surveying, completed through Chief of Parties, 1993

Employment
- Survey and GIS Manager at Farnsworth Group, Inc., 2001 – Present
- Vice President at LandTech Surveying and Mapping Services, 1997 – 2001

IRWA Activities
- Region 9 Chair, 2018 – Present
- CLIMB Certified Instructor, 2016 - Present
- IDEAs Task Force Chair, 2018-2019
- Region 9 Vice Chair, 2016-2018
- Region 9 Secretary, 2015-2016
- Region 9 IAMC representative, 2013-2014
- Chapter 6 Events Chair, 2016-2018
- Chapter 6 President, 2014-2015
- Chapter 6 Vice President, 2013-2014
- Chapter 6 & Region 9 Treasurer, 2012-2013
- Chapter 6 Secretary, 2011-2012
- Chapter 6 Survey Committee Chair, 2009-2018

Other

Member of Professional Land Surveyors of Colorado, 2001-Present

I have had the honor of serving the IRWA for over a decade in various leadership positions, but choosing to continue my journey and run for International Secretary was not an easy decision for me. Those who know me best are aware that I don't do things lightly. If I'm going to do this, I'm going to go "all-in." That's what you can expect from me: a leader who will devote himself to growing the Association, improving our education and helping our members meet our purpose to improve people's quality of life through infrastructure development.

That purpose really speaks to me. When I was a young professional, I had the pleasure of working on a project that brought roads, sewers, water and housing improvements to people living in homes constructed shortly after the Civil War with outhouses, dirt tracks and external wells. I saw 90-year-olds, whose parents were born into slavery, brought to tears when they turned on their own kitchen sink for the first time and were able to use a restroom that wasn't outside in the swampy Florida weather. This affected me greatly and turned what I saw as a job into a career. After that experience, I set a goal to provide only high-quality services and work on projects which benefit people and communities. The IRWA has helped me meet that goal through education and training opportunities. I feel a sense of duty to give back to the Association by improving the quality of those opportunities and to bringing them to the widest audience possible.

Our Association faces many challenges to achieving our purpose. The top two I would like to set my sights on are education and marketing. We have an amazing source of knowledge in our instructors and SR/WA members to tap into. Our courses are our chief assets and we need to build an asset management plan to determine if we have the right number of regularly-updated courses and to determine which courses no longer fit the needs of our industry. We must continue to engage and support our local Chapters in their endeavors. They are our front lines and the face of our Association; the importance of our Chapters cannot be overstated! It's been a real pleasure working with staff to conceive and evolve ways of helping Chapters during my time on the International Governing Council. I want to expand on this by encouraging and supporting the development of more Regional and local educational offerings, such as seminars and symposiums. Our specialized training only truly exists here! We must adjust our marketing strategies to get that message out to the decision-makers who can encourage their staff to join our Association.

I'm very proud of what I have accomplished over the years for Chapter 6 and Region 9, including hitting growth goals, holding seminars and symposiums, hosting other Regions and growing our education. It would be my greatest honor to have your vote and support for the position of International Secretary so that I can bring that goal-oriented focus to the International Executive Committee. Thank you.

DENISE L. SKINNER, SR/WA
Candidate for IRWA International Secretary

Denise has been a member of IRWA's Chapter 74, Region 2 since 2002.

Education
- Bachelor's in Range Science – Natural Resource Management, Texas A&M University
- Master's Degree – Land Economics and Real Estate, Texas A&M University
- SR/WA – International Right of Way Association, 2007
- State of Texas General Certified Real Estate Appraiser, 1992
- PMP Certification- Project Management Institute, 2016

Employment
- Supervisor Real Estate & ROW, NuStar Energy, 2016 - Present
- Right of Way Agent, NuStar Energy, 2011- 2016
- Staff Appraiser, Atrium Real Estate Services 2006-2011
- Review Appraiser, City of Austin, 2002-2006

IRWA Activities
- Region 2 Chair, 2019 - Present
- Region 2 Vice Chair, 2017 - 2019
- Region 2 – Secretary/Treasurer, 2016 - 2017
- Chapter 74 Director 2 Year, 2015 - 2016
- Chapter 74 Director 1 Year, 2014 - 2015
- Chapter 74 President, 2013 - 2014
- Chapter 74 President Elect, 2012
- Chapter 74 Vice President, 2011
- Chapter 74 Secretary, 2010
- Chapter 74 Treasurer, 2009
- Chapter 74 Education Co-Chair, 2008 - 2009
- Chapter 74 Membership Co-Chair, 2006 – 2008
- 2011 Chapter 74 Professional of the Year
- 2011 Region 2 Professional of the Year
- CE Credit Concierge – Chapter 74/39 Joint Eminent Domain Seminar Committee, 2009 - Present
- Chapter 39 – "Say Yay to SA in 2021" Committee, 2016

Other
- United Way Program Accountability Review Team 2016-2018

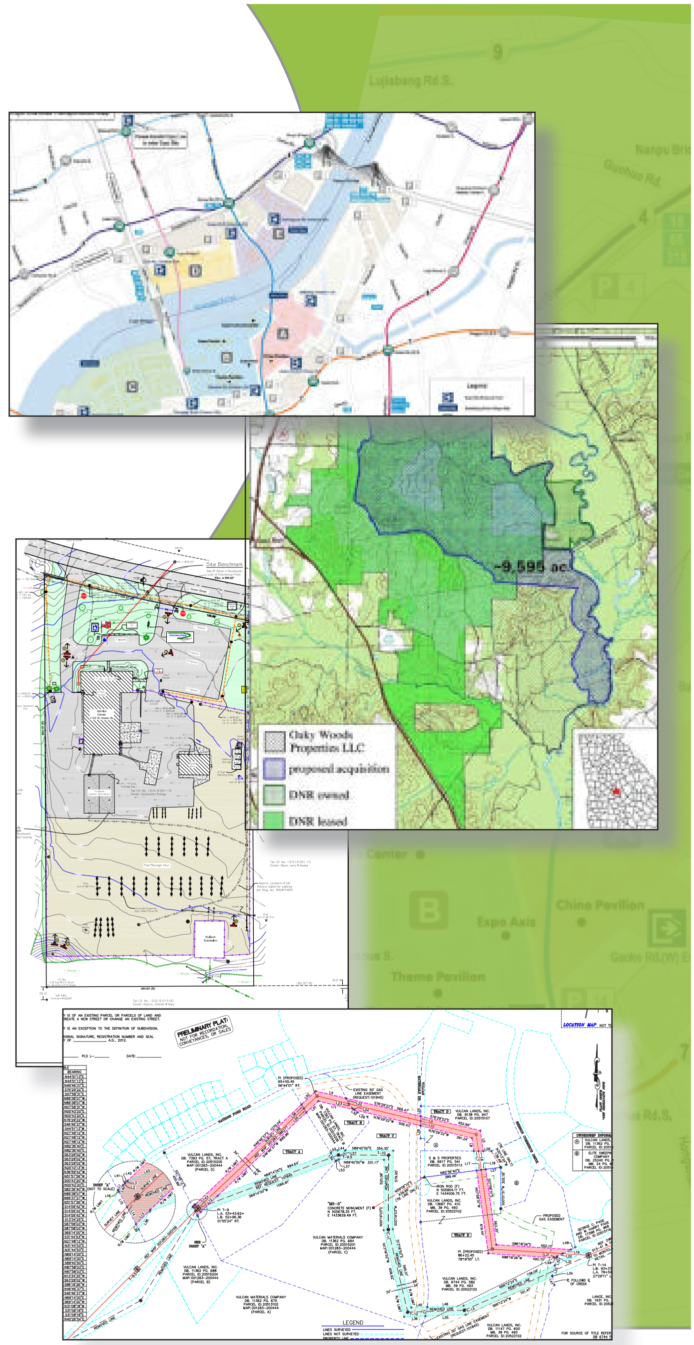
We work in an industry that largely receives nothing but bad press. Everybody wants renewable energy sources, but not the transmission lines to deliver that energy to the power grids. People want to get to work quicker and easier—whether through public transportation, bike routes or better roads—but nobody wants their property to be acquired to facilitate these improvements. This is why the IRWA's core values of integrity, excellence, flexibility, collaboration and leadership are more important than ever. Working with landowners and other public stakeholders with integrity and respect is what sets IRWA members apart.

These core values should be integral to the interactions we have within the organization as well. The IRWA is going through a series of changes and with change, no matter the size, comes challenges. In my company, we utilize a very successful program called Management of Change (MOC). This is a process to manage change – through identification of the end goal, the scope of work, schedule and budget impacts. But above all, MOC is a tool to communicate the process (project) and receive feedback from impacted stakeholders in order to identify and mitigate (or eliminate) risk. Active communication takes the unknown factor out of the process.

In the past few years, IRWA members have seen a lot of changes, with more still to come. Whether we recognize it or not, we are working through an unofficial MOC process. As IRWA continues to work through recommendations provided by the various task forces, concerns should be brought forward and communicated in ways that are not abusive, blaming or misleading. We should be able to debate issues and treat our fellow volunteers with civility and respect. This is how we will grow and keep our Association the foremost authority for right of way educational programs and professional services. It is paramount at this critical moment that we have a steady approach to decision-making and be supportive of the process and our leaders. By creating a collaborative and supportive environment, we ensure our organization's success for present and future members.

My background as an appraiser and project manager over strategic right of way projects, working successfully with diverse groups will serve to support the IRWA as we continue through the change process. I believe in listening to all sides, keeping a positive attitude, solution-based discussions and forward momentum. I stand for positive change in a supportive, inclusive and collaborative environment. For these reasons, I respectfully request your consideration for my candidacy for Secretary of the International Right of Way Association. Thank you.

18 TH ANNUAL IRWA RIGHT OF WAY MAPPING COMPETITION



Enter your map today!

Sponsored by IRWA's International Surveying & Engineering Community of Practice, this annual competition will be held in conjunction with IRWA's 66th Annual International Education Conference in June of 2020 in Minneapolis, Minnesota.

Winners will be announced in Right of Way Magazine and at the Annual Education Conference, where winning maps will also be displayed. Winners will receive recognition at a national, regional or local IRWA meeting.

Eligibility: Anyone can enter, however, each entry must be sponsored by an IRWA member. Members may sponsor multiple entries. Maps must be associated with the right of way profession including related disciplines.

Prizes: The Grand prize winner will receive a complimentary registration for IRWA's 66th Annual International Education Conference. In addition, a cash prize of $250 will be given to the individual winners in the following categories: Transportation, Oil & Gas, Electric & Utility, GIS, SUE Mapping, Engineering and Industry General.

Rules: One entry per person in each category. A map may only be entered in one category. Each entry shall be a standalone single sheet. Maps and entry forms must be submitted digitally using Adobe pdf files. Entries under the transportation, oil & gas and electric & utility categories must be maps/plats prepared for, or in support of, boundary/right of way line retracement or acquisition. This includes, but is not limited to, property or right of way survey maps and plats. Entries under the GIS and industry general categories shall be maps or exhibits related to highways, pipelines, utility lines, telecommunication lines (or associated facilities) prepared for general purposes such as public hearings, presentations, conceptual plans, etc. Examples include, but are not limited to, ownership exhibits and aerial photos (with or without overlays), etc.

Judging: Entries will be judged on overall presentation, orientation and the effective use of graphics, legends, symbols and innovative methods

Disclaimer Information: If contractual confidentiality precludes submission, the title block can be cleared of all pertinent information and state "Prepared for Competition due to Jurisdictional Confidentiality."

18th Annual Right of Way Mapping Competition

Deadline: February 17, 2020

Official Entry Form (please print or type)

IRWA Sponsor ______________________________

Entrant's Name ______________________________

Company Name or Agency ______________________________

Address ____________________ City ____________________ State/Province __________ Zip/Postal __________

Phone ____________________ Email ______________________________

Category

❑ Transportation ❑ Oil & Gas ❑ Electric & Utility ❑ GIS

❑ Industry General ❑ SUE Mapping ❑ Engineering

Email PDF entries to:
isecop@irwaonline.org

IRWA COURSES

CLASSROOM BASED

BASIC RIGHT OF WAY DISCIPLINES

100	Principles of Land Acquisition	2 days
102	Elevating Your Ethical Awareness	1 day
105	The Uniform Act Executive Summary	1 day

COMMUNICATION/NEGOTIATIONS

200	Principles of Real Estate Negotiation	2 days
201	Communication in Real Estate Acquisition	3 days
203	Alternative Dispute Resolution	2 days
205	Bargaining Negotiations	2 days
207	Practical Negotiations for U.S. Federal & Federally Assisted Projects	2 days
209	Negotiating Effectively with a Diverse Clientele	2 days
213	Conflict Management	1 day
215	ROW Acquisition for Pipeline Projects	2 days
218	ROW Acquisition for Electrical Transmission Projects	2 days
219	Introduction to Presentation, Instruction and Facilitation	2 days
225	Social Ecology: Listening to Community	1 day
230	Oil and Gas Land Basics & Related Surface Rights Issues	1 day
235C	The Canadian Oil & Gas Industry Overview	2 days

MANAGEMENT

303	Managing the Consultant Process	2 days
304	When Public Agencies Collide	1 day

APPRAISAL

400, 400C	Principles of Real Estate Appraisal	2 days
402	Introduction to the Income Capitalization Approach	1 day
403	Easement Valuation	1 day
406A	15-Hour National USPAP Course Uniform Standards of Professional Appraisal Practice	2 days
406B	7-Hour National USPAP Course Uniform Standards of Professional Appraisal Practice	1 day
409	Integrating Appraisal Standards	1 day
410	Reviewing Appraisals in Eminent Domain	1 day
415	USPAP and the Yellow Book: A Guide to Understanding Their Relationship	1 day
417	The Valuation of Environmentally Contaminated Real Estate	2 days
421, 421C	The Valuation of Partial Acquisitions	4 days
431	Problems in the Valuation of Partial Acquisitions	1 day

RELOCATION ASSISTANCE

501	Residential Relocation Assistance	2 days
502	Non-Residential Relocation Assistance	2 days
503	Mobile Home Relocation	1 day
504	Computing Replacement Housing Payments	2 days
505	Advanced Residential Relocation Assistance	1 day
506	Advanced Business Relocation Assistance	2 days

ENVIRONMENT

600, 600C	Environmental Awareness	1 day
603, 603C	Understanding Environmental Contamination in Real Estate	1 day
604	Environmental Due Diligence and Liability	1 day
606, 606C	Project Development and the Environmental Process	1 day

PROPERTY/ASSET MANAGEMENT

700	Introduction to Property Management	2 days
701	Property/Asset Management: Leasing	2 days
703	Real Property/Asset Management	1 day

REAL ESTATE LAW

800, 800C	Principles of Real Estate Law	2 days
801	United States Land Titles	2 days
801C	Canadian Land Titles	2 days
802, 802C	Legal Aspects of Easements	1 day
803	Eminent Domain Law Basics for Right of Way Professionals	2 days
803C	Expropriation Law Basics for Right of Way Professionals	2 days
804	Skills of Expert Testimony	1 day

ENGINEERING

900, 900C	Principles of Real Estate Engineering	2 days
901	Engineering Plan Development and Application	1 day
902	Property Descriptions	1 day

SR/WA REVIEW STUDY SESSION

SR/WA: SR/WA Review Study Session	3 days
SR/WAC: SR/WA Review Study Session (Canadian)	3 days

ONLINE

BASIC RIGHT OF WAY DISCIPLINES

100	Principles of Land Acquisition
100	Principles of Land Acquisition (Spanish)
103	Ethics and the Right of Way Profession
104	Standards of Practice for the Right of Way Professional
105	The Uniform Act Executive Summary

COMMUNICATION/NEGOTIATIONS

Global I	International Real Estate
Global II	International Real Estate
200	Principles of Real Estate Negotiation
203	Alternative Dispute Resolution
205	Bargaining Negotiations
213	Conflict Management

MANAGEMENT

303	Managing the Consultant Process
304	When Public Agencies Collide
305	The 1-2-3's of Right of Way Project Management

APPRAISAL

400	Principles of Real Estate Appraisal
402	Introduction to the Income Capitalization Approach
403	Easement Valuation
406A	15-Hour National USPAP Course Uniform Standards of Professional Appraisal Practice (*McKissock is the provider of The Appraisal Foundation's official online USPAP course*).
406B	7-Hour National USPAP Course Uniform Standards of Professional Appraisal Practice (*McKissock is the provider of The Appraisal Foundation's official online USPAP course*).
411	Appraisal Concepts for the Negotiator

RELOCATION ASSISTANCE

502	Non-Residential Relocation Assistance
503	Mobile Home Relocation
507	Specialized Nonresidential Payments
520	Special Topics in Replacement Housing
521	Nonresidential Fixed Payments
530	The Business Move Process

ENVIRONMENT

600	Environmental Awareness
606, 606C	Project Development and the Environmental Process

PROPERTY/ASSET MANAGEMENT

700	Introduction to Property Management

REAL ESTATE LAW

800	Principles of Real Estate Law
801	United States Land Titles
802	Legal Aspects of Easements

ENGINEERING

900	Principles of Real Estate Engineering
903	IKT/IRWA Underground Infrastructure Panorama

For descriptions and to find a class, visit www.irwaonline.org.

COURSES SCHEDULED

January 2020-March 2020

REGION 1

100 (2-DAY) Principles of Land Acquisition
San Diego, CA (2/10/2020-2/11/2020)

200 Principles of R. E. Negotiation
San Diego, CA (1/21/2020-1/22/2020)

200 Principles of Real Estate Negotiation
Shell Beach, CA (1/30/2020-1/31/2020)

213 Conflict Management
Los Angeles, CA (3/19/2020-3/19/2020)

219 Intro to Presentation, Instruction and Facilitation
Las Vegas, NV (1/21/2020-1/22/2020)

303 Managing the Consultant Process
Reno, NV (1/23/2020- 1/24/2020)

400 Principles of Real Estate Appraisal
Pleasant Hill, CA (1/27/2020-1/28/2020)

502 Non-Residential Relocation Assistance
Phoenix, AZ (1/13/2020-1/14/2020)

502 Non-Residential Relocation Assistance
San Diego, CA (1/23/2020-1/24/2020)

504 Computing Replacement Housing Payments
San Diego, CA (3/9/2020-3/10/2020)

603 Understanding Environmental Contamination in R.E.
Phoenix, AZ (1/28/2020-1/28/2020)

604 Environmental Due Diligence and Liability
Phoenix, AZ (1/29/2020-1/29/2020)

800 Principles of Real Estate Law
Irvine, CA (1/21/2020-1/22/2020)

801 U.S. Land Titles
Alhambra, CA (2/5/2020-2/6/2020)

900 Principles of Real Estate Engineering
Alhambra, CA (3/11/2020-3/12/2020)

900 Principles of Real Estate Engineering
San Diego, CA (3/11/2020-3/12/2020)

902 Property Descriptions
San Diego, CA (3/13/2020-3/13/2020)

SR/WA Review Study Session & Exam
Las Vegas, NV (1/29/2020-1/31/2020)

REGION 2

100 (2-DAY) Principles of Land Acquisition
Round Rock, TX (1/21/2020-1/22/2020)

100 (2-DAY) Principles of Land Acquisition
Irving, TX (3/12/2020-3/13/2020)

225 Social Ecology - Listening to Community
Houston, TX (2/25/2020-2/25/2020)

703 Real Property Asset Management
Fort Worth, TX (1/23/2020-1/23/2020)

803 Eminent Domain Law Basics for ROW Professionals
Fort Worth, TX (2/13/2020-2/14/2020)

900 Principles of Real Estate Engineering
San Antonio, TX (1/15/2020-1/16/2020)

901 Engineering Plan Development & Application
San Antonio, TX (1/17/2020-1/17/2020)

REGION 3

200 Principles of R. E. Negotiation
Ankeny, IA (1/13/2020-1/14/2020)

207 Practical Negotiations for U.S. Federal and Federally Assisted Projects
Stillwater, MN (2/11/2020-2/12/2020)

502 Non-Residential Relocation Assistance
Sioux Falls, SD (1/30/2020-1/31/2020)

REGION4

406B 7 Hour National USPAP Course
Waltham, MA (1/7/2020-1/7/2020)

415 USPAP and the Yellow Book: A Guide to Understanding Their Relationship
Waltham, MA (1/8/2020-1/8/2020)

502 Non-Residential Relocation Assistance
Virginia Beach, VA (1/30/2020-1/31/2020)

506 Advanced Business Relocation Assistance
Chester, VA (3/9/2020-3/10/2020)

REGION 5

102 Elevating Your Ethical Awareness
Indianapolis, IN (2/24/2020-2/24/2020)

230 Oil / Gas Land Basics & Related Surface Rights Issues
Charleston, WV (1/29/2020-1/29/2020)

421 The Valuation of Partial Acquisitions
Indianapolis, IN (2/25/2020-2/28/2020)

502 Non-Residential Relocation Assistance
Springfield, IL (3/16/2020-3/17/2020)

504 Computing Replacement Housing Payments
Springfield, IL (3/18/2020-3/19/2020)

603 Understanding Environmental Contamination in R.E.
Plainfield, IN (3/16/2020-3/16/2020)

900 Principles of Real Estate Engineering
Springfield, IL (2/24/2020-2/25/2020)

902 Property Descriptions
Springfield, IL (2/26/2020-2/26/2020)

REGION 6

403 Easement Valuation
Tuscaloosa, AL (3/4/2020-3/4/2020)

406B 7 Hour National USPAP Course
Nashville, TN (2/21/2020-2/21/2020)

421 The Valuation of Partial Acquisitions
Memphis, TN (1/13/2020-1/16/2020)

431 Problems in the Valuation of Partial Acquisitions
Memphis, TN (1/17/2020-1/17/2020)

700 Introduction to Property/ Asset Management
Ocoee, FL (1/22/2020-1/23/2020)

REGION 7

100 (2-DAY) Principles of Land Acquisition
Salem, OR (2/26/2020-2/27/2020)

205 Bargaining Negotiations
Everett, WA (3/18/2020-3/19/2020)

410 Reviewing Appraisals in Eminent Domain
Bellevue, WA (1/28/2020-1/28/2020)

421 The Valuation of Partial Acquisitions
Helena, MT (1/7/2020-1/10/2020)

421 The Valuation of Partial Acquisitions
Anchorage, AK (1/27/2020-1/30/2020)

501 Residential Relocation Assistance
Tacoma, WA (1/29/2020-1/30/2020)

502 Non-Residential Relocation Assistance
Salem, OR (1/15/2020-1/16/2020)

504 Computing Replacement Housing Payments
Anchorage, AK (2/24/2020-/25/2020)

505 Advanced Residential Relocation Assistance
Tacoma, WA (2/26/2020-2/26/2020)

506 Advanced Business Relocation Assistance
Tacoma, WA (2/24/2020-2/25/2020)

800 Principles of Real Estate Law
Boise, ID (3/12/2020-3/13/2020)

902 Property Descriptions
Spokane, WA (2/19/2020-2/19/2020)

SR/WA Review Study Session & Exam
Tacoma, WA (3/23/2020-3/25/2020)

REGION 9

102 Elevating Your Ethical Awareness
Salt Lake City, UT (1/31/2020-1/31/2020)

209 Negotiating Effectively with a Diverse Clientele
Taylorsville, UT (3/12/2020-3/13/2020)

400 Principles of Real Estate Appraisal
Brighton, CO (3/19/2020-3/20/2020)

421 The Valuation of Partial Acquisitions
Albuquerque, NM (1/21/2020-1/24/2020)

700 Introduction to Property/ Asset Management
Glenwood Springs, CO (3/26/2020-3/27/2020)

703 Real Property Asset Management
Glenwood Springs, CO (3/30/2020-3/30/2020)

800 Principles of Real Estate Law
Salt Lake City, UT (2/6/2020-2/7/2020)

901 Engineering Plan Development & Application
Greenwood Village, CO (2/20/2020-2/20/2020)

REGION 10

215 Right of Way Acquisition for Pipeline Projects
Surrey, BC (1/20/2020-1/21/2020)

421C The Valuation of Partial Acquisitions
Calgary, AB (1/7/2020-1/10/2020)

600C Environmental Awareness 01.16.20
Winnipeg, MB (1/16/2020-1/16/2020)

Please visit **irwaonline.org** to view course details and to find other courses scheduled around you.

When Sound Legal Advice Made a Difference

Trust in the professionals

BY MICHAEL F. YOSHIBA, ESQ.

In 2005, our client was a tenant within a proposed private redevelopment project called Marlton Square, a dilapidated shopping center built in the 1950s, situated on a 22-acre property, only a few miles from downtown Los Angeles and close to the then-proposed Metro light rail project. Marlton Square, also once known as Santa Barbara Plaza, sat between the renovated Baldwin Hills Crenshaw Plaza and low rent multifamily apartment buildings. Marlton Square had approximately 50 tenants, subtenants and businesses on site. The developer's plan was to acquire and assemble the property rights to the 22-acre property by voluntary negotiations, hoping to construct a mixed-use center with upscale retail shopping, single family homes, condominiums and affordable housing.

The developer arranged for private investors to fund the project and this is specifically where sound legal advice was required for our client, a small non-profit drug treatment and prevention organization called AADAP.

Voluntary Acquisitions Only

Since this was a private redevelopment project, the developer could not rely upon eminent domain to acquire property by condemnation. The now-defunct City of Los Angeles Redevelopment Agency (CRA) assisted the developer with some project planning and provided some initial funding to generate momentum for the project, but was otherwise not involved in the acquisition process. All acquisitions had to be by voluntary negotiations, but because CRA funds were involved, CRA required that the developer follow the statutory requirements for provision of notices to property owners, performing appraisals, making offers to purchase and providing relocation assistance. It was a complicated and difficult task for the developer having to comply with eminent domain law procedures, but unable to use public necessity and condemnation to backstop unsuccessful property negotiations. Undeterred, the developer proceeded to acquire 80 percent of the property rights for Marlton Square by voluntary negotiations. A truly herculean feat with only 20 percent of Marlton Square left to acquire, but the developer's failure to acquire the last 20 percent of occupants was the project's eventual downfall.

They stood to lose their entire client base and revenue if they were to move from this location.

Negotiations

AADAP had provided their services to the local community for nearly 40 years and had a well-established presence at this location. The location was very convenient for residents needing the drug abuse treatment and employment access services. As with most small businesses, AADAP needed legal help because they had no expertise with acquisitions for redevelopment and were certainly unfamiliar with the purchase and sale of real estate process. AADAP had been negotiating with the developer for several months before we were retained to provide legal assistance. They owned long-term leases for two units in the commercial buildings at Marlton Square, with the two units containing tenant owned improvements, fixtures and equipment that would need to be either purchased or relocated.

The developer offered AADAP compensation for bonus value of the leasehold interests and tenant improvements. AADAP performed their own appraisals and faced an organizational dilemma; their client base was within a mile of Marlton Square and rent could not be reasonably replicated in this vicinity. They stood to lose their entire client base and revenue if they were to move from this location. Revenues for non-profit agencies like AADAP are reimbursement-based. Reimbursement comes from local city and county public funding only after treatment services are provided. AADAP would lose their revenue stream and cessation of services likely soon thereafter. Negotiations between the developer and AADAP was amicable but the parties could not close a gap of $2,000,000 between the offer and demand.

A Difficult Choice

While AADAP negotiations were proceeding, the developer had opened an escrow that included the packaging of the 80 percent of properties that had committed to purchase and sale agreements that would be funded by the private investor group for this project. The developer was given a fixed deadline by the private investor and their bank of 20 days for any transactions to be included in this escrow that wished to be eligible for funding, transfer of title and payment. The developer anticipated another later escrow where the private investor group would fund and pay for the remaining 20 percent of properties to be acquired in Marlton Square development. AADAP's negotiations with the developer had stalled and AADAP was left with a difficult decision: stay firm with their valuation numbers and hold out for the full $2,000,000 difference and wait for the second escrow, or settle now and possibly leave compensation on the table.

Sound advice from attorneys is always legal, but often it is simply practical advice. After a long conversation with AADAP, they were reminded that although their valuation opinions were performed by professionals, they were just opinions. Competing professional opinions are equally credible or discredited. Funding was going to be made available in 20 days and the proceeds were sufficient to cover expenses in the short term, while long-term solutions for AADAP operations could be planned. In this critical moment, AADAP agreed with the attorney settlement recommendation. They settled the matter for about an even split between the demand and offer, and AADAP completed the purchase and sale agreement in time to be part of the escrow for the 80 percent of Marlton Square property transactions that funded payment.

In the End

Later, AADAP learned that the escrow closing 80 percent of the Marlton Square acquisitions was the last escrow transaction between the developer and the private funding group. Disputes arose over the delays in acquiring the final 20 percent of the properties and the property became mired in bankruptcies and claims from unpaid vendors and property owners with purchase agreements that were made but never funded. AADAP was able to use the sale proceeds to purchase several properties and continue their non-profit mission. ✪

Michael Yoshiba is a shareholder in the Eminent Domain and Litigation Departments of the Los Angeles law firm, Richards, Watson & Gershon.

A Personal Property Move

Challenges of PPO relocation

BY DARRYL ROOT, R/W-RAC

Many relocation professionals breathe a sigh of relief when they hear "personal property move." They believe that the relocation case will be much easier to handle because there will be no need to relocate the business or household from the subject parcel. However, personal property only (PPO) relocations can be some of the more difficult relocation cases to deal with. Depending upon the nature of the personal property to be moved and whether it belongs to a residential or non-residential owner, the relocation case can be difficult.

Definitions

PPO relocations can generally be defined as ones falling under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA) where there is a move of personal property from right of way acquired for a project and there is *not* a need for a full relocation of a residence, business operation, farm operation or non-profit organization from the acquired property. The PPO can occur where items are stored on otherwise vacant lots, residential parcels and on commercial properties where the business can still operate after the acquisition of the new right of way and where the business will not incur reestablishment expenses.

When a PPO relocation is proposed, one of the first things the relocation professional needs to do is to confirm that the items in the new right of way are indeed personal property. For example, a shed or storage structure might be categorized as either personal property or real property depending on whether it is on some sort of permanent foundation or not. Categorization of items as real or personal property by the appraiser will depend upon the specific item, state laws and other factors. Ideally, the relocation agent should accompany the appraiser on his or her appraisal inspection and discuss these types of issues with the property owner. These discussions can lead to a clear understanding on the categorization of the items prior to the appraisal being reviewed. In any event, once the appraisal is approved by the displacing agency, the relocation agent should confirm how the appraiser has described the item.

PPO Benefits

If the items are deemed personal property, relocation benefits for PPO relocations are primarily governed by 49 CFR §24.301 (e):

> (e) *Personal property only*. Eligible expenses for a person who is required to move personal property from real property but is not required to move from a dwelling (including a mobile home), business, farm or nonprofit organization include those expenses described in paragraphs (g)(1) through (g)(7) and (g)(18) of this section. (See appendix A, § 24.301(e).)

They are also governed by 49 CFR §24.301 (g):

> (1) Transportation of the displaced person and personal property. Transportation costs for a distance beyond 50 miles are not eligible, unless the Agency determines that relocation beyond 50 miles is justified.
>
> (2) Packing, crating, unpacking, and uncrating of the personal property.
>
> (3) Disconnecting, dismantling, removing, reassembling, and reinstalling relocated household appliances and other personal property. For businesses, farms or nonprofit organizations this includes machinery, equipment, substitute personal property, and connections to utilities available within the building; it also includes modifications to the personal property, including those mandated by Federal, State or local law, code or ordinance, necessary to adapt it to the replacement structure, the replacement site, or the utilities at the replacement site, and modifications necessary to adapt the utilities at the replacement site to the personal property.
>
> (4) Storage of the personal property for a period not to exceed 12 months, unless the Agency determines that a longer period is necessary.
>
> (5) Insurance for the replacement value of the property in connection with the move and necessary storage.
>
> (6) The replacement value of property lost, stolen, or damaged in the process of moving (not through the fault or negligence of the displaced person, his or her agent, or employee) where insurance covering such loss, theft, or damage is not reasonably available.
>
> (7) Other moving-related expenses that are not listed as ineligible under § 24.301(h), as the Agency determines to be reasonable and necessary.….
>
> (18) Low value/high bulk. When the personal property to be moved is of low value and high bulk, and the cost of moving the property would be disproportionate to its value in the judgment of the displacing Agency, the allowable moving cost payment shall not exceed the lesser of: The amount which would be received if the property were sold at the site or the replacement cost of a comparable quantity delivered to the new business location. Examples of personal property covered by this provision include, but are not limited to, stockpiled sand, gravel, minerals, metals and other similar items of personal property as determined by the Agency.

Benefits for PPO relocation include various options:

Self-Move:
The self-move option requires the displacee take full responsibility for the movement of personal property. Prior to the move, the displacee will prepare a written and photo inventory of the items to be moved. This inventory becomes the basis for bids prepared by commercial movers or an estimate prepared by the relocation agent. If a professional bid is required, the relocation agent should help the displacee obtain at least two bids from qualified movers. (The move bids would be limited to a 50-mile radius.) The displacee would then receive the amount of the lower of the two bids to move the items.

Commercial Move:
The owner of displaced personal property can request that the displacing agency pay a commercial mover directly for relocating the items. The mover will use the displacee's inventory as a basis for the bid. The lowest, responsive bid up to 50 miles would become the highest amount the agency would pay to a professional mover.

Actual Cost:
The displacee may also choose to be reimbursed for PPO moving expenses through providing documentation of the actual and reasonable costs incurred. This documentation could include receipts, copies of invoices and time sheets of people hired to perform the move, etc.

Moving Schedules:
In addition, some states have PPO move schedules that they have developed for particular types of PPO relocations, such as for storage units. The displacee would receive the amounts indicated in the schedule once all items had been moved.

Self-moves are often used by displacees when the personal property items are very easily moved, such as swing sets. In contrast, self-moves are also used when the items that must be moved are unique or difficult to relocate and displacees do not want to entrust the personal property to movers. For residential PPOs, these unique items can include special planters, antique yard ornaments and other items. For non-residential displacees, PPO relocations can include equipment or items of inventory that are in the new right of way.

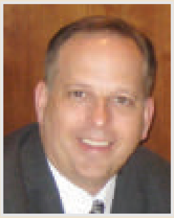
Potential Challenges

The movement of equipment and inventory can bring a host of difficulties. For example, if a business fronts a highway and displays inventory near the edge of pavement to attract customers, moving the inventory may decrease its visibility and decrease sales. Examples of these types of situations include RV and car dealerships. Many times, businesses will even encroach upon existing right of way to attract customers with highly visible inventory. It is often a shock to businesses to learn that they have placed merchandise on existing right of way for decades and now must move the items even further into their properties to accommodate the new right of way. In addition, some agencies have taken the position that they will not pay relocation benefits for encroaching items.

To make things worse, some businesses will claim that moving the equipment or inventory further into the property will reduce or eliminate its functionality. These businesses may claim the need for re-establishment benefits to re-configure the property in order to restore functionality or may claim they have been completely displaced and can no longer operate on-site. This is especially true when the impacted parcel is small, oddly shaped or when the partial acquisition affects access. Such claims may take significant time to evaluate and may impact project schedule and budgets. The displacing agency may have to bring in experts to analyze the claims and further delay the relocation process. Even after the agency makes decisions on these claims, the displacee can always appeal and further impact the project schedule.

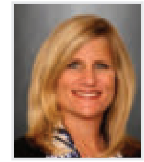
Even if the business does not make claims beyond the movement of personal property, the nature of the personal property itself may be problematic. Businesses that must move hazardous materials out of the new right of way may incur large expenses and require special permits. Examples of these hazardous materials might include used automotive oil and related liquids, metals used in printing and plating businesses, or chemically unstable substances such as fertilizers, explosives and insecticides. These substances may require the use of hazardous materials movers and take long periods of time to move. Regulations enacted after the on-site production of the substances may require special disposal of the items or prohibit their movement or storage off-site. Even if the items can be moved off site, the cost of permits may be very high. If the nature of the items is not hazardous, there may still be other issues. For example, if an auto salvage yard must relocate some of its vehicles, movers will require that the property owner be able to produce clear title to the cars before they can be moved.

From swing sets to explosives, PPO relocations can create many challenges for the relocation professional. However, early identification of these challenges and the proper choice of benefits can help resolve these issues. ✪



Darryl Root is a Senior Right of Way Project Manager for HDR. He has been in the right of way industry for 25 years.

Deborah Street joins JLL as Senior Vice President



JLL announced the addition of a new advisory and investment transaction services practice. The new service offering will be led by **Deborah Street,** who joins the firm as a Senior Vice President based in San Diego. As leader of the new practice, Deborah will oversee a broad continuum of services across multiple property types, with a focus on seniors housing, nursing care and multifamily product.

Deborah joins over 40 professionals dedicated to the seniors housing and healthcare space. Deborah brings more than 20 years of experience to JLL. Most recently she was part of a global commercial real estate firm's National Seniors Housing Capital Markets team - over the last 12 years she completed nearly $7 billion in transactions nationwide. Before working in the seniors housing industry, Deborah spent five years as a Vice President of Asset Management and Operations with a public REIT.

Cardno Promotes Mike Lancioni to Division President

Professional infrastructure and environmental services firm **Cardno** is pleased to announce the promotion of **Mike Lancioni** to Division President effective December 1, 2019.

In his new position, he will lead several business areas within the firm, including natural resources, assessment and remediation, restoration services and health sciences. He has over 30 years of experience assembling project teams, overseeing client relationships, and coordinating the successful implementation of large projects involving restoration, consulting and Cardno's Native Plant Nursery in Walkerton, IN.

Mike has been with Cardno since 2002 where he has served as Principal in Charge on a number of large restoration projects and with key clients during his tenure. He is also actively involved within the community, as a recently elected Town Councilman for Michiana Shores, IN and serves as Board President for an Indiana University Alumni organization.

Michael Welch Rejoins Integra Realty Resources

Integra Realty Resources (IRR) announced **Michael Welch**, SR/WA, has rejoined the company as Managing Director of the IRR—Houston office.

For the past three years, Michael served as Jones Lang LaSalle's Head of Valuation & Advisory Services business in the United States. Prior to that position, Michael spent more than 20 years with IRR, during which time he founded IRR-Houston's litigation department and helped it grow into one of the largest Integra offices in the country. Michael served on the Integra Board of Directors for 9 years, even serving briefly as Chairman of the Board prior to his resignation and departure for JLL in 2016.

With more than three decades of appraisal industry experience, Michael is nationally recognized for his specialty work in appraisal and consulting assignments for properties involved in litigation and large-scale infrastructure projects. He is also actively involved with the International Right of Way Association, where he served as the Inaugural Chairman of the Young Leadership Council.

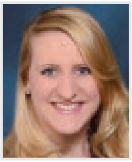
Bowman Hires Terry Rowe as Survey Operations Manager

Terry Rowe, RPLS, LSLS, PMP joins **Bowman Consulting Group, Ltd.** as the new Survey Operations Manager. He has developed a reputation for his strong mechanical and technical aptitude, interpersonal skills, wide-ranging computer skills and consistency in exceeding goals and expectations. Terry is a registered Professional Land Surveyor in several states, a Licensed State Land Surveyor in Texas and a Pre-Certified Texas Department of Transportation (TxDOT) Surveyor.

Terry will be working on the day-to-day operations of the Survey Department, as well as focusing on achieving Bowman's business plan goals for 2020. Prior to joining Bowman, he was with Percheron, LLC, where he managed projects, directed field and office operations, developed and maintained client relationships and executed business expansion strategies.

He is a Certified Adjunct Professor within the Lone Star Community College System on the Montgomery Campus. From 2008-2009, Terry served as the Chapter 9 Vice President for the Texas Society of Professional Surveyors.

Aimee Morgan joins JLL as Senior Vice President



JLL announced **Aimee Morgan** is joining the firm's Valuation Advisory business as a Senior Vice President specializing in the appraisal of multifamily assets. She is based in Houston and will cover the Texas region.

"Aimee brings a wealth of knowledge and experience to our team, and her philosophy of providing clients with white glove services encapsulates what JLL is all about," said JLL Managing Director Eric Enloe.

Aimee comes from a leading global commercial real estate firm where she most recently served as the Dallas Multifamily Practice Manager and the Regional Business Development and Client Care Manager. She brings nine years of experience and is a general state certified appraiser in Texas and Oklahoma. She is also the current treasurer of the Urban Land Institute's North Texas chapter.

Acrow Bridge Names Paul Sullivan President - International Business

Acrow Bridge, a leading international bridge engineering and supply company, has announced the promotion of **Paul Sullivan** to the newly-created position of President - International Business. Paul will be based in Acrow's International Office in New York City.

Paul has successfully led Acrow's international business expansion, most recently as Senior Vice President – International. Before joining Acrow in 2007, he practiced as a corporate attorney in the United States and Latin America, and served as a judicial clerk for the appellate court in the Commonwealth of Pennsylvania and for Honorable Justice Hugh O'Flaherty of the Supreme Court of Ireland.

A frequent speaker at international development conferences, Paul was recently appointed to the Sub-Saharan Africa Advisory Committee of the Export-Import Bank of the United States (EXIM), the official export credit agency of the United States. In addition, he serves as the Vice Chair of the Trade Advisory Committee on Africa (TACA), a committee of the Office of the United States Trade Representative (USTR), and on the Board of Directors of the Corporate Council on Africa (CCA) and the Board of Directors of Princeton in Africa (PiAF).

AWARDS AND RECOGNITION

David Layne Presented with Public Service Award

At The Appraisal Foundation's Fall Board of Trustees meeting, President David Bunton presented David Layne, SR/WA, with The Foundation Chair's Public Service Award.

The Appraisal Foundation established the lifetime achievement award in 2005 to recognize individuals for their leadership and dedication to The Appraisal Foundation, appraisal profession and the public.

In addition to other activities, David served as the 2016 Chair of The Appraisal Foundation's Board of Trustees. David is the owner of Layne Consulting Services. He is also a New York State Certified General Real Estate Appraiser and an AQB Certified USPAP instructor. He was a member of The Appraisal Foundation's Yellow Book course development team and the author of TAF's online version, delivered by McKissock Learning.

Additionally, David was the recipient of IRWA's Frank C. Balfour Professional of the Year Award in 1990. The award reflects outstanding contributions made through leadership positions in the Chapter, Region and International levels; fulfillment of educational courses and activities; participation in the Association's Region and International activities; and achievement of IRWA's professional designations.

This photo features Ronny Johnson, the 2019 Chair of The Appraisal Board of Trustees; David Layne, SR/WA, recipient of the Chair's Public Service Award; and David Bunton, President of The Appraisal Foundation.

BRIDGES

Acrow Provides Safe Detours for Structures Damaged in Midwest Flooding

Acrow Bridge, a leading international bridge engineering and supply company, is pleased to announce the opening of two of its modular steel bridges in Nebraska, restoring important routes that were closed after the record flooding across the Midwest earlier this year.

When damage assessment began, Acrow was contacted by Nebraska's Department of Transportation (NDOT), as it was expected modular bridges would be needed to provide emergency transportation solutions in the northeast portion of the state. By early April, NDOT had identified two severely damaged bridges requiring detour bridging during the rebuilding of the permanent structures. A decision was made to use Acrow bridges at both locations to reestablish connections and provide relief to local residents and first responders who were experiencing lengthy detours.

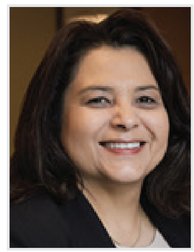
The first Acrow structure opened on Highway 281 in the Spencer Dam/Niobrara River area consists of six spans of 100 feet each with an 18 feet roadway width. The second detour bridge is on Highway 12 west of the Village of Niobrara and also consists of six 100 feet spans, but has a 24 feet width.

Components for the projects began shipping in early July with the anticipation that both structures would be completed by early August. The Spencer Dam Highway 281 bridge reopened on July 29 and the Niobrara Highway 12 bridge on August 13. It is anticipated the bridges will be in use for 12 to 16 months until the permanent structures are completed.

COMPANY NEWS

HDR's Real Estate & Right of Way Recognition

Congratulations are in order for three of HDR's real estate and right of way business class professionals who have been named within HDR's 2020 Professional Associates, Officers and Associates Program:

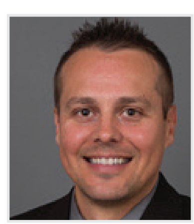


Elaine Verver, SR/WA, Vice President

As Vice President, Elaine embodies HDR's values, demonstrates sound business judgment and consistently exceeds expectations. She exhibits a focus on clients, develops business strategy, manages company resources, integrates marketing and operations, shows on-plan performance, helps build and motivate teams, and is active in industry organizations and the community.

Patricia Thayer, SR/WA, Senior Professional Associate

Pat is recognized as a technical expert in the right of way industry. As a Senior Professional Associate, Pat has achieved unique prominence in her profession, is an industry leader, serves as a mentor and impacts industry practices through professional organizations including the IRWA.



Lee W. Kaffar, Associate

HDR's Associates display high standards of personal and professional conduct and show extraordinary potential for advancing in technical, creative or business careers. Lee has achieved the Associate designation through demonstrated leadership, increasing levels of responsibility, initiative for professional growth, industry and community involvement, and supporting HDR company initiatives, goals and direction.

ACQUISITION

Westwood Professional Services Acquires Main Line Energy Consultants

Westwood Multi-Disciplined Surveying & Engineering

MAIN LINE ENERGY CONSULTANTS LLC a Westwood team

Westwood Professional Services, Inc. (Westwood), a leading multi-disciplined surveying and engineering firm, announced that it completed the acquisition of Main Line Energy Consultants, LLC (Main Line) on October 1, 2019. This acquisition brings the firms' expertise and strength together to better serve power delivery and energy clients.

Headquartered in Lansdale, Pennsylvania, Main Line is a multi-disciplined engineering firm providing transmission, distribution, and telecommunications design and consulting services for U.S. utilities and developers. Led by principal directors Estes Parker, PE, Daniel Baggiani, PE, and Christian Sorensen, PE, the firm's civil, electrical, structural and mechanical engineers and designers excel at exceeding their clients' expectations. Westwood is a multi-disciplined national surveying and engineering services provider for private development, public infrastructure, wind energy, solar energy, energy storage and electric transmission projects. Westwood was established in 1972 in Minneapolis, Minnesota and has grown to serve clients across the nation from multiple US offices.

"We are truly excited to bring Main Line's team on board," says Aaron Tippie, PE, Westwood senior vice president of the power division. "It's been a relationship in the making for quite some time. Their culture, leadership, and vision for growth align well with Westwood's, and together, we will provide an even greater set of solutions to all of our clients."

Main Line will continue to operate from its Lansdale, PA and Rochester, NY offices. The firm's Maple Grove, MN team will transition to Westwood's headquarters in Minneapolis.

EVENTS

Asset Management Community of Practice Symposium

IRWA Chapter 6, the Mile High Chapter, is proud to support the Asset Management Community of Practice (AMCoP) Symposium, as well as courses 700 and 703 on March 26, 2020 – March 30, 2020. We have selected the historic and newly renovated Hotel Colorado in beautiful Glenwood Springs Colorado as the setting for this incredible event.

Those looking to kickstart their R/W-AMC certification can do so by taking courses 700 -Introduction to Property/Asset Management (offered March 26 and March 27) and course 703 - Real Property Asset Management (offered March 30). This will be an immersive experience and one you will not want to miss out on, including a Roaring Fort Transportation Authority asset tour on Sunday, March 29.

Surround yourself with experts in the field and take your career to the next level. Reservations are now open: **https://reservations.travelclick.com/2939?groupID=2687933**

Course Registration is now open and sponsorship/speaker opportunities are available. Please email **irwa.6.events@gmail.com** for more information.

Course 700 – Introduction to Property Management
This course addresses all major aspects of property and asset management. Participants will learn how to establish a cost-effective management plan that increases profitability, conserves resources and reduces risk exposure for properties managed.

Course 703 – Real Property Asset Management
This intensive course is designed to teach participants the necessary skills and knowledge to introduce and implement an asset management program within an organization. Participants will explore the comprehensively planned management of a diverse portfolio of real estate for the optimum use of available assets.

AWARDS AND RECOGNITION

Travis Carmack Named Chapter 25 2019 Professional of the Year

On December 6, 2019, IRWA Kentucky Chapter 25 held its annual Christmas Banquet and Awards program. The Chapter recognized those individuals who have added value throughout the year in various capacities, and our highest award at this banquet was for Professional of the Year (POTY).

The qualifications for POTY are as follows:

1. An individual who stepped up and performed tasks on behalf of the Chapter without supervision.
2. Someone who exemplifies strong leadership skills, exudes high ethical standards and a great positive attitude.
3. A person who pushes IRWA membership to others who may not be a member or are considering membership.
4. A person who contributes useful ideas to the Board of Directors, assists in problem-solving and is unafraid to answer questions regarding our Chapter status.

Based on all of these merits, our Chapter selected an outstanding individual: our 2019-2020 Treasurer, YP Leader and newest board member, Mr. Travis Carmack, SR/WA.

Travis is a current employee of H.W. Lochner, Inc. from Lexington, KY. He also received his SR/WA at the 2019 Annual Conference in Portland, Oregon. He has become a great asset not only to Kentucky Chapter 25, but Region 5 as well. We would like to congratulate Travis on his hard work and dynamic personality; he is setting a great example for all new YPs in the organization, and we are proud he is a member of IRWA.

-Mike Penick, SR/WA
2019-2020 Chapter 25 Nominations & Elections Chairman
Kentucky Bluegrass Chapter 25

Chapter 25 President Debby Taylor presenting the award to Travis Carmack, SR/WA

ACKNOWLEDGING EXCELLENCE

The IRWA members listed below earned a certification or designation in the past two months. We applaud them for their commitment to professional growth in the right of way field.

Industry CERTIFICATION/DESIGNATION

Abdulaziz I. Alsanea, ARWP
Saudi Aramco
Chapter 87 Dhahran, Saudi Arabia

Nicole Wilkins, RWA
Matanuska-Susitna Borough
Chapter 49 Palmer, AK

Abdulkareem H. AlMakrami, SR/WA
Saudi Aramco
Chapter 87 Dhahran, Saudi Arabia

Katherine Badin, RWA
Colliers International
Chapter 29 Toronto, ON

Heather R. Bagley, SR/WA
Stateside Right of Way Services, LLC
Chapter 36 Mansfield, TX

Angel Bailey, RWP
Memphis Light, Gas & Water
Chapter 32 Memphis, TN

Chad Barthman, RWA
Northwest Iowa Power Loop
Chapter 41 LeMars, IA

Terry Beck, RWA
Cobb Fendley & Associates, Inc.
Chapter 36 Fort Worth, TX

Erin Begier, RWP
HDR
Chapter 6 Denver, CO

Tara Bender, RWA
City of Brandon
Chapter 66 Brandon, MB

Danielle Brown, RWA
Summit Title & Surface Solutions
Chapter 33 Edmond, OK

Julie Burch, RWA
NiSource
Chapter 10 Merrillville, IN

Juan Carmona, RWA
County of Tulare
Chapter 50 Visalia, CA

Megan Charlton, RWA
Kingston Midstream
Chapter 79 Esteven, SK

O'Tika J. Cherry, RWA
Maser Consulting
Chapter 31 Charlotte, NC

Brenda Dees, RWA
Jefferson County Commission
Chapter 24 Birmingham, AL

Douglas Dommasch, RWA
Synergy Land Services Ltd.
Chapter 62 Calgary, AB

Matthew Ferris, RWA
Lac Ste. Anne County
Chapter 62 Sangudo, AB

Jeremiah H. Hall, RWA
Summit Title & Surface Solutions
Chapter 33 Edmond, OK

Leroy Harder, RWA
Synergy Land Services Ltd.
Chapter 66 Brandon, MB

Marissa Hillje, RWA
Adams County
Chapter NM Brighton, CO

Greg R. Hoyes, RWA
Volkert, Inc.
Chapter 10 Indianapolis, IN

Thomas Jackson, SR/WA
The Dow Chemical Company
Chapter 8 Houston, TX

Kathleen A. Keller, RWP
Columbia Gas of Ohio/NiSourse
Chapter 13 Columbus, OH

Francine P. LeBlanc, RWA
NB Power
Chapter 65 Moncton, NB

Annie Li, RWA
Metropolitan Water District of Southern California
Chapter 1 Los Angeles, CA

Julia MacRory, RWP
Santa Clara Valley Transportation Authority
Chapter 42 San Jose, CA

Emmanuel O Mark, SR/WA
Nuel Mark & Partners
Chapter 84 Port Harcourt, Rivers, Nigeria

Gary McSweyn, RWA
Diamond Resources
Chapter 45 Williston, ND

Nelson Mendes, RWA
CanAcre Ltd.
Chapter 29 Toronto, ON

Alan A. Nash, RWP
JMT
Chapter 52 Richmond, VA

Marissa D. Novoa, RWA
Department of Interior, Bureau of Reclamation
Chapter 27 Sacramento, CA

Sarah Pauly, RWA
HDR
Chapter 4 Everett, WA

Kelly A. Rankin, RWA
Bender Rosenthal, Inc.
Chapter 27 Sacramento, CA

Anthony J. Reese, SR/WA
City of Oakland
Chapter 2 Oakland, CA

Monica Rodriguez, RWA
Bernalillo County
Chapter 53 Albuquerque, NM

Anna C. Rosenkranz, RWA
Pierce County Planning & Public Works
Chapter 4 Tacoma, WA

Jennifer G. Ryan, RWA
The Metropolitan Water District of Southern California
Chapter 1 Los Angeles, CA

Christopher J. Sanchez, RWA
Bernalillo County
Chapter 53 Albuquerque, NM

Elizabeth Silvernale, RWA
McClintock Land Associates, Inc.
Chapter 49 Eagle River, AK

Ash Swereda, RWA
Synergy Land Services
Chapter 66 Brandon, MB

Frank Ulloa, SR/WA
City of Tucson - Real Estate Division
Chapter 73 Tucson, AZ

Eric E. Wegner, SR/WA
Enbridge
Chapter 7 Bay City, MI

Kenneth Wunsch, RWA
Universal Field Services, Inc.
Chapter 41 Urbandale, IA

Note: *Education milestones include only newly certified individuals.*

IRWA offers two career paths for right of way professionals: industry programs and specialist programs.

Industry Certification/Designation

RWA	Right of Way Agent Certification
ARWP	Associate Right of Way Professional Certification *
RWP	Right of Way Professional Certification
SR/WA	Senior Right of Way Professional Designation

Specialty Certifications

R/W-AC	Appraisal Certified
R/W-AMC	Asset/Property Management Certified
R/W-EC	Environmental Certified *
R/W-NAC	Negotiation and Acquisition Certified
R/W-RAC	Relocation Assistance Certified
R/W-URAC	Uniform Act Certified

SPECIALTY CERTIFICATION

Andrew Cooper, R/W-NAC
Chapter 36 Richardson, TX

Diane Dominguez, R/W-AMC
Chapter 1 Los Angeles, CA

Cole Heidaker, R/W-RAC
Chapter 8 Fulshear, TX

Patricia J. Nalley, R/W-RAC
Chapter 52 Fredericksburg, VA

Valorie Ohnesorge, R/W-NAC
Chapter 36 Fort Worth, TX

Ryan J. Pankiewicz, R/W-NAC
Chapter 33 Tulsa, OK

Wendy A. Rasmuson, R/W-AC
Chapter 11 San Diego, CA

John P. Schneider, R/W-NAC
Chapter 8 Fulshear, TX

Andrew B. Sherwood, R/W-AC
Chapter 36 Abilene, TX

Dylan Swanson, R/W-NAC
Chapter 45 Butte, MT

Rhonda R. Young, R/W-NAC
Chapter 74 Austin, TX

*Retired as of September 1, 2014. Members who have earned this certification can retain it as long as they recertify every five years.

* Frank C. Balfour, SR/WA	1956-1957
* Richard Taylor	1957-1958
* Sam Houston	1958-1959
* Fred A. Crane	1959-1960
* Dan W. Rosencrans	1960-1961
* Roger M. Lovell	1961-1962
* Roy A. Strobeck	1962-1963
* Dan H. Williamson	1963-1964
* Philip L. Rezos, SR/WA	1964-1965
* Adelbert W. Lee, SR/WA	1965-1966
* Victor H. Eichhorn, SR/WA	1966-1967
* William F. Howard, SR/WA	1967-1968
* Garth J. Linkey, SR/WA	1968-1969
* George R. Watson	1969-1970
* Karl E. Baetzner, SR/WA	1970-1971
* Gene L. Land, SR/WA	1971-1972
* Rexford M. Shaffer, Jr., SR/WA	1972-1973
* David E. Punches, SR/WA	1973-1974
* William P. Snyder, SR/WA	1974-1975
Richard L. Riemer, SR/WA	1975-1976
* William L. Reid, SR/WA	1976-1977
* Robert K. McCue, SR/WA	1977-1978
* Wade S. Manning, SR/WA	1978-1979
* R. Tom Benson, SR/WA	1979-1980
George E. Midgett, SR/WA	1980-1981
* F. Larry Stover, SR/WA	1981-1982
Robert L. Art, SR/WA	1982-1983
W.A. Thomasson, SR/WA	1983-1984
Richard D. Ricketts, SR/WA	1984-1985
* John E. Day, SR/WA	1985-1985
Carroll W. Keck, SR/WA	1985-1986
Donald H. Ellis, SR/WA	1986-1987
Ronald L. Williams, SR/WA	1987-1988
George D. Wilkerson, SR/WA	1988-1989
* Keith L. Densley, SR/WA	1989-1990
Gene A. Land, SR/WA	1990-1991
Robert H. Tarvin, SR/WA	1991-1992
* Donald A. Henley, SR/WA	1992-1993
* John W. Benson, SR/WA	1993-1994
Donna B. Crosby, SR/WA	1994-1995
Larry E. Griffin, SR/WA	1995-1996
Susan M. Serdahl, SR/WA	1996-1997
* Woodrow Pemberton, Jr., SR/WA	1997-1998
Stephanie Rankin, SR/WA	1998-1999
Dwight G. Pattison, SR/WA	1999-2000
* Wayne F. Kennedy, SR/WA	2000-2001
* Alan D. Wurtz, SR/WA	2001-2002
Albert N. Allen, SR/WA	2002-2003
Donald S. Marx, SR/WA	2003-2004
Gordon E. MacNair, SR/WA	2004-2005
Daniel W. Beardsley, SR/WA	2005-2006
James H. Finnegan, SR/WA	2006-2007
Jim L. Struble, SR/WA	2007-2008
Faith A. Roland, SR/WA	2008-2009
Sandy A. Grigg, SR/WA	2009-2010
Kenneth L. Davis, SR/WA	2010-2011
Randy A. Williams, SR/WA	2011-2012
Patricia A. Petitto, SR/WA	2012-2013
Lisa R. Harrison, SR/WA	2013-2014
Lee S. Hamre, SR/WA	2014-2015
Wayne L. Goss, SR/WA	2015-2016
Mary Anne Marr, SR/WA	2016-2017
Jerry Colburn, SR/WA	2017-2018
Jeff Jones, SR/WA	2018-2019

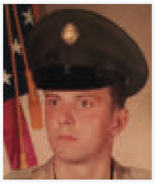
* Deceased

IRWA Member Farewell

Byron M. Brady

Byron M. Brady, 92, passed away on October 19, 2019 at his residence. Byron was born April 11, 1927 in Elkhart to the late Edwin M. and Margery (Grove) Brady. Also preceding him in death is a son, Thomas Brady who died in 1954. On January 20, 1950, he married Mary Ruth Holt in Sturgis, KY. Mary Ruth succumbed to lung cancer on January 24, 2005. He began his career by working for the city of Elkhart in the City Engineer's Office for five years before founding Brady Land Surveying, Inc. in November of 1958. Byron was a licensed surveyor in the states of Indiana and Michigan. He was active in the business until he retired in December 1988. Byron was a long time member and supporter of IRWA's Indiana Chapter 10. Byron was also past president of the Ellakono Chapter-Indiana Society of Professional Engineers and a past member of the Indiana Society of Professional Land Surveyors where he served on the board of directors. He was part of the Michigan Society of Land Surveyors, a past delegate from Indiana to the American Congress of Surveying and Mapping, as well as a past member of Elcona Country Club where he served on the board of directors. He is survived by Edwin "Ted" (Joyce) Brady and grandchildren, Morgan Brady (Matthew Simon) and David Brady; Kimberly (David) Miller and Nicholas J. (Bridget) Brady and grandchildren, Ryan and Caitlin Brady.

Edward Zanussi



Edward Peter Zanussi, 71, of Indianapolis, passed away November 14, 2019. He was born in Fanna, Italy to Angelo and Rina (Franceschina) Zanussi and Immigrated to the US shortly after WWII. He was a member of the Cathedral High School Class of 1965. He was a Civil Engineer having worked on many of the projects in and around Indianapolis. He graduated from Purdue University with a Bachelors in Science and Industrial and Mechanical Engineering and joined the United States Army shortly after. He worked at McDonald Douglass in St. Louis Missouri and was one of the Chief Engineers on the F-16. He served as President of Indiana Chapter 10 of the International Right of Way Association in 1990 and 1996. Ed was recognized as Indiana Chapter 10 Right of Way Professional of the Year in 1995. He was a great man of few words and was loved by many people. He is survived by his wife, Cheryl Zanussi; sons Michael (Heather) Zanussi, Angelo Peter Zanussi; his father Angelo Gioacchino Zanussi; his sister, Paula Harris; and his grandchildren, Lily and Rina.

Advertiser Index

JOIN FORCES WITH THE INDUSTRY LEADER

IRWA is proud to partner with so many North American and International agencies and organizations in pursuit of strengthening infrastructure for all citizens of the world. These relationships provide our Association with an opportunity to exchange best practices, share industry research and collaborate on mutually-beneficial educational programs.

North American Partners

International Partners

If you are ready to take advantage of all the opportunities these joint partnerships offer, IRWA invites you to contact Daniel Stekol at stekol@irwaonline.org.

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David Dominy
+1 713 243 3333
david dominy@am.jll.com

Jason Crump
+1 713 243 3307
jason.crump@am.jll.com

Greg Cook
+1 817 334 8121
greg.cook@am.jll.com

pure

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