

Strategic Plan

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International Right of Way Association



Prepared by:
Glenn Tecker
Chairman and Co-CEO
gtecker@tecker.com
www.tecker.com
Tecker International, LLC
301 Oxford Valley Road
Suite 1504B
Yardley, PA 19067

IRWA Timeless Core Ideology

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three notions: **core purpose, mission and core values**. **Core purpose** describes the organization's reason for being. The **mission** describes who we are, what we do and how we do it. Our **core values** are the enduring principles that guide the behavior of the organization.

CORE PURPOSE:

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

MISSION STATEMENT:

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

CORE VALUES:

- **Integrity:** We are role models that embody the highest standard of ethical practice.
- **Excellence:** We constantly improve our products, our services and ourselves.
- **Flexibility:** We embrace our continually changing environment to adapt to the needs of our stakeholders.
- **Collaboration:** We engage our members, partners and other stakeholders to build a shared body of knowledge and experience.
- **Leadership:** We shape our future through courage, clarity and transparency.

Vivid Description of a Desired Future

A **Vivid Description** conveys a concrete, yet unrealized vision for the organization. It is a description of how the world could be different for key stakeholders and serves as a focal point for effort. It describes the intersection of what a group is passionate about, what they do best, and what they can marshal the resources to accomplish.

IRWA VIVID DESCRIPTION

Global leaders in meeting infrastructure needs, IRWA professionals use innovative collaboration tools to ensure that projects are delivered efficiently, effectively and to the highest standards of safety. Around the world, IRWA professionals are the trusted experts known for consistently achieving the highest standards of education and training and working together to resolve common issues to meet the demands of the future.

More IRWA members hold designations than ever before and are enjoying unprecedented growth opportunities. By successfully identifying a clear career path, more young professionals are entering the field and making it their career of choice. Early adoption of emerging technology has enabled more members to share their knowledge and experience and mentor the next generation of ROW professionals.

Intergenerational collaboration helps support education, training and developing future generation of leaders. Young IRWA members report feeling supported, engaged and excited about their careers. The development of a complete ROW professional has created a more inclusive ROW culture so that all members are free to contribute, engage and benefit from the experience of others by sharing commonalities and integrating differences. Technology- enabling innovation reaches all members through successful real-time connection.

With chapters on every continent, each chapter is empowered with active membership who work together to meet local goals. Agencies fully support staff to participate, receiving valuable expertise from IRWA training and actively recruiting right-of-way staff. The public benefits from safer and improved infrastructure and the related economic benefits thanks to IRWA-led development. People around the world enjoy increased access to infrastructure and an improved quality of life.

Environmental Scan – Building Foresight

CONDITIONS, TRENDS AND ASSUMPTIONS

These statements, developed by the group, help to purposefully update the strategic plan on an annual basis. Since the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on the vision of the future that appears in this section, an annual review of this vision will be an appropriate method of determining and ensuring the ongoing relevancy of the goals.

Demographics:

1. Older generation is retired and there continues to be a shortage of new young professionals entering the workforce.
2. Networking will continue to play a significant role, even though the methods may change.
3. There will be a need to train young leaders and attract new comers to the field.
4. There needs to be a clearer career path.
5. There is a need for greater collaboration and support.
6. Access to technology and information – whether information is true or not.
7. Diversity of IRWA should better reflect population.
8. As older members retire, there will be more young decision-makers with less work/life experience.
9. Shortage of appraisers.
10. More consultants vs. in-house staff.

Business/Economic Climate:

1. There will be a need to increase mentorships so we can retain employees with IRWA.
2. Uncertainty in economic conditions (water, oil, gas) will continue globally.
3. Increased changes in infrastructure.
4. Global economic need for more workers to join the industry.
5. Employers watching budget constraints = less attendance at IRWA events.
6. Moving towards an age gap.
7. Young professionals will eventually step up to leadership roles.
8. Age of retirement is increasing.
9. People are working longer than expected, leaving less job vacancies.
10. There is a trend to hire more contractors; saving money on training.
11. More people working from home.
12. Politicians are increasingly supportive of wind and solar projects.

Legislation/Regulations

1. There will continue to be an increase in funding for infrastructure.
2. There is a decrease in federal regulation, loosening up on the environmental policy and laws.
3. There is a trend towards increased state regulations.
4. Lack of funding in agencies is a threat to IRWA growth.
5. Diversity in regulations will continue to be a challenge.
6. Regulations for renewable energy will continue to be a driving force.
7. Current U.S. administration focused on infrastructure is a strength.
8. Increased information for all involved with acquisition process.

9. Lack of funding in agencies is a threat to IRWA growth.
10. Eminent domain laws.

Technology & Science

1. There will be changes and developments in mass transportation.
2. There will be a move towards driverless cars & buses.
3. Advances in artificial intelligence will be able to predict and automate repairs.
4. There will be a greater prevalence of cameras and sensors imbedded in infrastructure.
5. Technology will continue to improve with a focus more on efficiency.
6. Content and training will continue to shift online.
7. There will continue to be less face-to-face interactions in business and education due to technology.
8. Increased technology will replace jobs.
9. More people are using technology to work from home.
10. There will be more interaction with property owners and IRWA members via tech.
11. IRWA needs to invest in tech to be ahead of trends and to attract members who are tech savvy.
12. Improvements in technology will make it feel more personal.

Politics and Social Values:

1. There will continue to be political pressure to change toll roads to non-toll roads.
2. There will be increased use and reliance on technology and therefore we will continue to be vulnerable to cyber-attacks.
3. Shift from gas to electric and more renewable energies.
4. Shift towards innovation and fresh ideas.
5. Shift towards more flex time in the workplace.
6. There will be increased pressure to live healthier lifestyles.
7. There will continue to be a decrease in civic involvement and decrease in organized social events.
8. Increase in globalization.
9. Increase in nationalization.
10. There will continue to be a major influence on communities and communication via social media.
11. Political landscape is more negative, breeding a culture of greater mistrust, misinformation and divisiveness.
12. There is increased political resistance/resistance community meetings.
13. There is an increased lack of accountability.
14. People are getting their news from multiple sources; people will stop supporting news sources that are not credible.

Global Dynamics

1. Change will continue to happen rapidly.
2. Growth trends, urbanization and demands on infrastructure.
3. There will be more public/private partnerships.

Key Drivers of Change

Key drivers of change are powerful forces that necessitate the IRWA develop strategies to address. They are conditions and dynamics in the relevant environment that will make tomorrow very different than today.

IRWA KEY DRIVERS:

1. Growth trends, urbanization and demands on infrastructure
2. Workforce issues (recruitment and retainment of employees; mentorships; need for more young professionals to enter the field; aging workforce; lack of new leaders in the industry and IRWA)
3. No clear pathway for young professionals to join the industry (no degree program)
4. Evolving technology or failure of evolving technology
5. Generational gap and differences (implications in the workplace and in the association)
6. More public & private partnerships
7. Increase in funding for infrastructure
8. Decrease in federal regulation (e.g. environmental policy and laws) vs. increased state regulations
9. Legislative gridlock
10. Climate change
11. Changes in mass transportation
12. Driverless cars/buses
13. Advances in artificial intelligence (e.g. ability to predict the future and automate repairs)
14. Greater prevalence of cameras and sensors imbedded in infrastructure
15. Increasing speed of change
16. Uncertainty in economic conditions (water, oil, gas)
17. Decreased opportunities to network face-to-face in an increasingly online world
18. IRWA does not reflect the population in terms of diversity in ethnicity

Draft Goals, Objectives & Strategies

Goals represent outcome-oriented statements intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives** further clarify direction and describe what the organization wants to have happen with an issue. In other words, a descriptive statement of what constitutes success in measurable terms. **Strategies** describe how the association will commit its' resources to accomplishing the goal. They bring focus to operational allocation of resources and serve as a link from long-term planning to annual planning. Finally, strategies set strategic priorities for committees, staff and all other work groups.

Priority Key

Critical (C) = Work must be completed in the coming year.

Immediate (I) = Work must begin on this objective in coming year

Intermediate (IN) = May begin objective, if resources permit, in the coming year

Later (L) = Work on this objective can wait until subsequent year if necessary

IRWA GOALS

Goal A: The Public

The public will benefit from daily conveniences of infrastructure projects and will have trust and confidence in IRWA members.

Goal B: The Profession & Professionals

IRWA professionals will be the trusted and recognized experts that deliver the projects that enrich our lives and improve our safety.

Goal C: IRWA Members

IRWA members will be provided with the professional enrichment opportunities that connect them with the association and provided a voice through which to create those opportunities.

Goal D: Chapters

The chapter will provide a forum to seek greater professional and personal opportunities.

Goal E: The IRWA as an Organization

The IRWA, as an organization, will consistently engage, educate, and lead the R.O.W. industry to create enriched infrastructure experiences across the world.

GOAL A: PUBLIC

The public will benefit from daily conveniences of infrastructure projects and will have trust and confidence in IRWA members.

Objectives:

1. Increase positive public perception by expanding public outreach (C)
2. Increase familiarity of public with the industry (C)
3. Increase communication with changing demographics (IN)

Strategies:

1. Promote IRWA to the public. (C)
2. Create more positive press. (I)
3. Educate clients and agencies about IRWA. (IN)
4. Partner with other related-field organizations. (IN)

GOAL B: THE PROFESSION & PROFESSIONALS

International Right of Way Association professionals will be the trusted and recognized experts that deliver the projects that enrich our lives and improve our safety.

Objectives:

1. Increase outreach to employers, associated professional associations, secondary educational institutions/facilities.
2. Increase the number of professionals that are certified and credentialed.
3. Increase accountability within the profession.

Strategies:

1. Develop recommendations for public and private organizations for using IRWA professionals with designation.
2. Identify potential members.
3. Identify institutions, associations and organizations where we can reach potential members.
4. Develop a “message” to communicate to the public.
5. Develop guiding principles for professionals worldwide.
6. Implement a PR campaign.
7. Implement a mandatory designation requirement over some period of time.
8. Coordinate joint activities with associate professional organizations (e.g. AI, engineers).
9. Implement requirements of signing and disclosing code of ethics.

GOAL C: IRWA MEMBERS

IRWA members will be provided with the professional enrichment opportunities that connect them with the association and a voice through which to create those opportunities.

Objectives:

1. Increase effective communication.
2. Increase quality of course materials and instructors.
3. Increase trust in headquarters and leadership.
4. Increase the understanding of membership motivation.

Strategies:

1. Identify member motivation and expectations: what do members want to get out of their membership. (C)
2. Establish a common structure for cross-organization communications to better capture intent of actions and increase transparency in decision-making. (C)
3. Clarify roles, responsibilities, functions and authority throughout the organization. (I)
4. Review and assess course materials and instructors' qualifications to deliver. (I)
5. Focus on successful member recognition. (IN)

GOAL D: CHAPTERS

The chapter will provide a forum to seek greater professional and personal opportunities.

Objectives:

1. Increase participation.
2. Increase innovative ideas and strategies.
3. Increase public relations.
4. Increase recruitment of effective and interested leadership.
5. Decrease resistance to change.

Strategies:

1. Identify and recruit potential leaders. (C)
2. Create innovative programs to increase participation. (C)
3. Provide leadership training and resources. (I)
4. Create innovative ideas to provide member benefits. (I)
5. Identify and analyze risk associated with change. (I)
6. Develop a public relations program (i.e. member recruitment and public promotion). (IN)

GOAL E: THE IRWA AS AN ORGANIZATION

The IRWA, as an organization, will consistently engage, educate, and lead the right of way industry to create enriched infrastructure experiences across the world.

Objectives

1. Increase awareness of ROW within other disciplines.
2. Increase understanding of the value and relevance of the ROW professional role.
3. Increase respect and appreciation of the ROW industry locally and globally.
4. Increase consistency in communication at all levels of leadership.
5. Increase consistency of internal expectations.

Strategies

1. Develop a robust communication model. (C)
2. Develop fact sheets: short, concise, highlights to disseminate information internally. (C)
3. Incorporate accountability into communication (e.g. timeframes for getting the message out). (C)
4. Provide creative educational packages that others can access to build awareness about the ROW profession. (I)
5. Foster dialogue between disciplines to identify shared goals and how each relies on the other to achieve project goals. (I)
6. Seek out opportunities to participate and market to other related organizations (i.e. Appraisal, Survey, Legal). (I)
7. Lead innovation and change in our industry (government, legislation, etc.). (L)
8. Establish relationships with the “decision makers”. (L)
9. Identify where the opportunities are to lead change. (L)
10. Actively pursue project planning opportunities to enlighten partners about key role of ROW professionals. (L)

Appendix A - Mega-Issue Questions

Strategic "mega" issues are overriding issues of strategic importance that cut across multiple goal or outcome areas. They address key questions that IRWA leaders must ask and answer, illuminating choices of strategy the organization must make and the challenges which will need to be overcome in moving toward future goals. They articulate the questions that will need to be asked and answered by IRWA in the next 5-10 years.

IRWA Mega-Issues (** question was raised multiple times):

1. How should IRWA improve its communications and deliver a clear and consistent message from leadership to membership? **
2. What is the best way to increase access and communication with international staff and leadership?
3. How can IRWA reach the decision-makers in organizations to gain recognition of the profession and IRWA?
4. How should IRWA combat a lack of public understanding about the acquisition process?
5. How should IRWA efficiently navigate regulatory environments?
6. Why should IRWA reevaluate its organizational structure and governing procedures to maximize its potential?
7. How should IRWA best allocate resources to provide increased member benefits?
8. How does IRWA make classroom education a priority?

Membership Value Proposition & Culture

9. How does IRWA promote the value of membership and relevance to industry? **
10. How should IRWA engage with employers about the benefits of investing in IRWA and to help employers demonstrate the value of IRWA membership to employees? **
11. What steps can IRWA take to increase active membership and encourage members to volunteer? **
12. How can IRWA promote a positive culture that supports innovation and inclusion? **
13. In what ways can IRWA integrate cultural and generational preferences and help all members feel valued and engaged? **
14. How should IRWA establish a culture of trust and embrace change? **
15. What steps do we take to continue to be a member-driven organization?

Workforce and Leadership Development

16. How does IRWA recruit and retain new and younger members and prepare them for leadership roles both within the industry and the association? **
17. How should IRWA support the transfer of expertise and knowledge from retiring members to new and younger members in a manner that entices and excites them? **
18. How should IRWA make the ROW profession relevant and attractive to new comers? **
19. How do we attract and retain diverse ROW professionals? **
20. In what ways should IRWA encourage members to accept responsibility and leadership roles?
21. What should IRWA do to market the association to colleges and younger adults?
22. How do we transition leadership from seasonal professionals to young professionals?

Technology

23. What should IRWA's role be in embracing new technological advancements?
24. How can IRWA use technology to break generational, language and cultural barriers?
25. How does IRWA achieve consistency in digital collaboration?

Chapters

26. How do you sustain chapters when there is no income from education?
27. How can IRWA offer financial assistance to address technology needs of chapters/member agencies (i.e. putting on webinars, remote learning, improve interaction)?
28. How should IRWA help chapters/members realize the benefit of IRWA?

Appendix B – Unsatisfactory Conditions

GOAL A: THE PUBLIC

Unsatisfactory Conditions

- Public perception
- Lack of familiarity with industry, IRWA, benefits of infrastructure, daily conveniences
- Politics
- Lack of trust, civic involvement, positive social media, public education
- Changing demographics
- Communication

GOAL B: THE PROFESSION & PROFESSIONALS

Unsatisfactory conditions

- Lack of public knowledge of profession or public perception of profession is not correct
- Lack of recognition by employers
- Ethics lack of public and member knowledge of process and requirements and reporting
- Self-educate and self-certify

GOAL C: IRWA MEMBERS

Unsatisfactory conditions

- Information sharing
- Website
- Leadership expectations
- Member recognition
- Top-down decision making
- Members' motivations
- HQ "castle in the valley"
- Trust
- Certification tracking -notifications – should be hard copy and email and multiple – communications in general
- "change fatigue"
- Ethics/accountability
- Course quality
- Instructor qualification
- Employer motivation
- Efficiencies – paying invoices online

GOAL D: CHAPTERS

Unsatisfactory conditions

- Lack of innovative ideas
- Chapter size and capabilities
- Lack of public understanding
- Participation

- Time and geography
- Member appreciation and benefits
- Community interaction
- Marketing
- Community involvement
- Public relations
- Lack of young members
- Effective and interested leadership
- Chapter finances
- Educational offerings and certified instructors/course coordinators
- Lack of communication between chapters
- Lack of employer support
- Lack of effective info sharing - top down and bottom up
- Industry trends
- Resistance to change

GOAL E: THE IRWA AS AN ORGANIZATION

Unsatisfactory Conditions

- Internal (i.e. co-workers, project partners)
 - Lack of awareness
 - Lack of understanding
 - Lack of respect/appreciation
- External (i.e. outside the industry/public)
 - Consistency in education/committees (industry) SME's, uncertain about expectations
- Leadership communication effects success on all levels