

by Carrol McCracken

1. **Welcome and Call to Order:** Meeting was called to Order at 9:05 a.m., PST by Vice President, Sharon Slauenwhite.

2. **Roll Call:** There was a roll call /introduction of all members at the meeting. They included:
 - Region 1 Representative Ray Mehler, Region 1 Secretary/Treasurer
 - Region 2 Representative Kim Hiebert, International Director 2-year, Chapter 36 - absent
 - Region 3 Representative Carrol McCracken, Region 3 Secretary/Treasurer
 - Region 4, Ross Greene, President Chapter 52
 - Region 5 Representative Pat Petitto, Past Int. Pres. & Advisory Council
 - Region 6 Representative Matt Harris, Region 6 Secretary/Treasurer
 - Region 7 Representative David Whitlock, Chapter 45, PDC Chair
 - Region 8 Representative James Hardy, Region 8 Vice Chair
 - Region 9 Representative, Lee Hamre, Past Int. Pres. & Advisory Council
 - Region 10 Representative, Jenna Wood, Region 10 Chair

International Executive Committee/International Staff:

Sharon Slauenwhite, President Elect, IEC Liaison/Chair
Daniel Stekol, IRWA Interim CEO

3. **Agenda:** Agenda had been emailed out. There was motion to approve the agenda by Matt, seconded by David. Motion carried.

4. **Approval of Minutes:** The minutes of the June 10, 2019, meeting had been revised slightly to reflect we had a meeting versus a conference call. There was motion to approve the minutes for both our May 22, and June 10, 2019, meetings by Matt, seconded by Kim. Motion carried.

5. **Feedback from Regions:**

A reminder that all feedback from the 5 questions put to the members at the Region Spring Forums is to be relayed to Sharon who will get it to James. As of now, James only has received reports from 3 of the 10 regions. Please get this done. A deadline of July 10, 2019 was set. James provided his personal email to members of the task force so he can work on his report while he is away from work.

There was no new feedback from any of the regions about the GTF project from the Regions.

6. **Other Communications:**

Sharon reported there has been an update submitted for publication in the next edition of Right of Way magazine.

7. Discussion Topics:

Ray presented his document, Governance Task Force - Governance Project History, Part 2, Informational Outreach. This focused on key interaction with Tecker, International. There had been some questions from some regions who wanted more information on the major steps and issues Tecker addressed along with the outcomes. It was agreed this could be shared with the Regions, and it has been placed on the Member Network. Sharon mentioned a few of the documents from this work could be attached as appendices to our final report.

Any other items to discuss before beginning work on our report?

- a. Matt talked about discussing the parts of the three models which caused dissention and then this task force. It seemed like all work up to that point was positive until there were problems in communication. One phase of taking the three models for discussion review and determination of a final model was never undertaken with the cessation of the project. This would be a new mandate for our group which would be at the discretion of the IGC. We can make a recommendation for this action.
- b. Goal is for the report to be completed by September 6, 2019, so it can be ready for the IGC meeting which is scheduled for September 13, 2019. The region chairs will be in attendance so each Region so they will see the report. Framework may have been completed during our meeting in Portland.
- c. Decision was to revise our conference call schedule to get our work and report completed. This would put calls on July 10, July 23, August 14, August 28, and September 4. The calls would begin at 9:00 a.m., PST. If a member cannot attend, they will see about getting someone as a proxy. IRWA HQ will send out new meeting requests.
- d. Compilation of final process – There will be a lot of communication between the group between meetings as report comes together. Mandate was to review the process and build and submit our report.
- e. Other opportunities for recommendations;
 - i. With all the information we have, we expect there will be further work and it makes sense that we make a recommendation for our group to continue with the project into next step on what is an incomplete project. This may be a topic for our next meeting.
 - ii. from Portland meeting
- f. James will get us a compilation of the Region responses.
- g. We have some big picture concerns from the initial work that must be considered.
- h. Ray mentioned in reviewing Tecker's work: Benefit May come from better feedback from membership and it may come from a better planned member survey?
 - i. Simplify request
 - ii. Using chain of command more effectively. Survey request coming from the Region versus coming from HQ. Use Regions to send request to Chapter leaders and then Chapter leaders to the members. This should get a better response rate. Questions to ask:
 - Ask members to do a quick response naming top 2-3 items IRWA needs to address. Should receive better feedback.
 - a. We discussed the use of direct questions and choice for answers versus open response dialog responses.
 - b. We may or may not limit the scope of questions to determine

which areas IRWA really needs to focus efforts.

- iii. Sharon will talk with Daniel about options and logistics for survey and report back on July 10. Ray was volunteered to lead the survey.
- iv. There was discussion on a deadline to ensure this can be used in our report and ensuring everyone knew about the survey in case it was filtered out by spam filters or agency filters.
- v. A response time of one week was put out as an option.

8. Review of Action Items:

- a. Everyone will provide responses to the Region questions by July 10 to James so he can have the summary report ready for presentation at the July 23 meeting.
- b. Will set target date of September 4 for completion of our report
- c. Set meeting dates of July 10, July 23, August 14, August 28, and September 4
- d. There will be help necessary to prepare a PowerPoint presentation to go along with the printed document for the IGC meeting on September 23. Lee and Carrol both offered to help.
- e. Sharon will create a framework for a schedule with steps in the process.

- 9. Next meeting:** Video Conference Call on July 10, 2019 (9:00-10:30 PST). Agenda will be: Start the compilation part of the report and recommendations and decisions on survey.

- 10. Adjournment:** The meeting adjourned at 9:59 a.m., PST



Governance Task Force Governance Project History, Part 2 Informational Outreach

Objectives

- Part 1 of the Governance Project History provided a high level activity overview since commencing in 2015.
- Part 2 summarizes the key actions led by Tecker International from January 2017 to June 2018.

Key Actions

- IRWA responded to Governance Project recommendations by hiring consultant Tecker International in January 2017. Glenn Tecker of Tecker International proceeded to lead the Governance Project effort for the next 18 months.
- Mr. Tecker led IRWA groups in a series of meetings at different locations with different participants to develop recommendations which culminated in a presentation to leadership at the Edmonton Education Conference, as follows:
 - May 2017, **Chicago** with IEC: Project Planning
 - June 14, 2017, **Anchorage Education Conference** at Leadership Session: Data Collection
 - October 7, 2017, **Phoenix** with Region 1 Fall Forum: Draft Strategic Plan
 - November 2017, **Online Survey** of Membership: Survey of Draft Strategic Report
 - January 16, 2018, **Videoconference** with IGC, Plan Proposed for Remodeling Summit
 - April 7-8, 2018, **San Antonio**, Remodeling Summit
 - June 25, 2018, **Edmonton Education Conference**, Small Working Group
 - June 27, 2018, **Edmonton Education Conference** at Leadership Session, Remodeling Discussion

Project Planning Working Session with IEC, Chicago, May 2017

- Mr. Tecker laid groundwork for the Governance Project by:
 - Examining the Association's existing governance structure and how it functions;
 - Identifying the project stakeholders;
 - Identifying challenges facing all leadership levels to provide value to members and the industry.

Data Collection, Anchorage, June 14, 2017

- Mr. Tecker led about 140 members of IRWA leadership to articulate and examine problems and opportunities perceived to affect the Association. Mr. Tecker encouraged participants toward a Big Audacious Goal.
- Participants scanned the profession's environment and compiled conditions, trends and assumptions, examining these areas:
 - Demographics
 - Business and Economic Climate
 - Legislation and Regulation
 - Technology and Science
 - Politics and Social Values
 - Global Dynamics
- Participants examined the key drivers of change. The leading drivers included:
 - Growth, urbanization and demands on infrastructure.
 - Workforce issues including recruitment and retainment and need for young professionals.
 - Absence of clear pathway for young professionals to join the industry.

- Evolving technology.
- Generational differences.
- Increasing public and private partnerships.
- Increased infrastructure funding.
- Participants addressed “mega-issues” which are overriding issues of strategic importance that cut across multiple goal or outcome areas. Participants raised 28 mega issues; those raised most frequently included:
 - How should IRWA improve communications and deliver clear and consistent messages from leadership to membership?
 - How does IRWA promote the value of membership and relevance to industry?
 - 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?
 - What steps can IRWA take to increase active membership and encourage members to volunteer?
 - How can IRWA promote a positive culture that supports innovation and inclusion?
 - In what ways can IRWA integrate cultural and generational preferences and help all members feel valued and engaged?
 - How should IRWA establish a culture of trust and embrace change?
 - How does IRWA recruit and retain new and younger members and prepare them for leadership roles both within the industry and the association?
 - How should IRWA make the ROW profession relevant and attractive to new comers?
 - How do we attract and retain diverse ROW professionals?
- Mr. Tecker then led each of the 14 tables of participants to develop an envisioned future based upon the environment scan, the key drivers of change and the mega-issues.
 - Each table invested much intellectual capital and energy into addressing the issues.
 - The participants developed much raw material with which to evaluated membership and governance issues.

Draft Strategic Plan, Phoenix, October, 2017

Mr. Tecker very briefly reviewed the environment scan, key drivers of change, mega-issues and envisioned futures developed by the Anchorage Data Collection group. He gave this Phoenix group the task of developing goals and priorities. The groups developed objectives and strategies for each goal, and prioritized them as critical, immediate, intermediate and later, and identified unsatisfactory conditions for each of these goals.

Survey of Draft Strategic Plan, Online Poll of Membership, December, 2017

Mr. Tecker presented the Goals, Objectives and Strategies to the members through an online survey in November 2017.

- Of approximately 9,500 members, 278 responded to the poll. (2.9% response rate)
- Concern: statistically small number of respondents may not have adequately captured sentiment of the membership to the underlying rationales for remodeling IRWA governance.

Plan Proposed to IGC for Remodeling Report, Videoconference, January 16, 2018

IGC invited Mr. Tecker to update project progress to date, to outline the proposed plan for the Remodeling Summit and to respond to questions.

Remodeling Summit, San Antonio, April 7-8, 2018

Tecker International used the Remodeling Report to facilitate development of governance design specifications and evaluated four governance and membership models with four groups in San Antonio.

- The groups developed governance design specifications, determining what a new governance model either:
 - “Must be like”
 - “Must not be like”

- The groups evaluated the four governance and membership models for:
 - Advantages and Disadvantages.
 - Overall Ranking.

Small Working Group, Edmonton, June 25, 2018

Mr. Tecker facilitated a small working group drawn from the Remodeling Summit participants to narrow the four models of the Remodeling Report to two or three models, which was presented for the Remodeling Discussion in Edmonton.

Remodeling Discussion, Edmonton, June 27, 2018

Mr. Tecker delivered three governance structure recommendations at the Edmonton conference in June 2018. These recommendations were met with noticeable opposition.