

Kathie:

Sorry, I forgot to attach the Education Summit Strategy document mentioned in my e-mail to you as well as my "Seat at the Table" article from the magazine. Hopefully both documents show the direction the association is taking and that it is a planned approach with input from many sources.

Regards

Sandy Grigg SRWA

**From:** Sandy Grigg [mailto:sandy.grigg@sympatico.ca]

**Sent:** May-05-10 8:03 PM

**To:** 'ksholly@glendaleaz.com'

**Cc:** 'Sandy Grigg'

**Subject:** Response to your questions regarding the IRWA 2010-2011 Budget

Dear Kathie,

I have received notice of your questions regarding our IRWA 2010-2011 budget and Randy Williams and Mark Rieck's responses, which reflect the work of the larger association. I too, agree that we find ourselves in a difficult economy, which is why it is important to know that our budget is not devised by staff in isolation, rather it is produced after rolling up budget data from the education chairs of each of our chapters, annual and special project requests from our international education and service committees; reviewed and approved by our finance committee and international executive committee, before being presented to our region chairs for review, approval and presentation to all chapters at our spring forums. I worry that you are suggesting an "Us vs. Them" scenario, between association leadership and our chapters. I can assure you Headquarters does not have a vote in approving the budget, it is recommended for approval, by the IEC and Regional Chairs, for acceptance at the board of directors meeting in Calgary.

I truly believe chapters are the life blood of our organization and I am sure your own region chair, Chris Banks may be of assistance in explaining all the business strategy that went into this year's budget. We were very pleased to use zero-based budgeting for the first time, as opposed to our normal historical approach. Today's volatile environment requires that budgets be supported by actual plans for the future with a monthly review by the finance committee and the IEC. Next fiscal year, the review group will be increased to include all International Governing Council members (five IEC members and ten region chairs), in keeping with the bylaw resolution passed at the 2009 Board of Directors meeting in Indianapolis.

We recognize that education is our core and professional development is the engine of the IRWA. That is why we have spent so much time building our education and professional development strategies. Attached, you will find an outcome document from our Education Summit in 2006. That watershed meeting of more than sixty IRWA representatives from every level and station of the organization, built the platform that we are executing from today. Revamped courses, enhanced for adult learning concepts, online course development, IRWA advertising and the addition of management/leadership components are all part of a well thought out plan, which we are fiercely proud of as an organization. With this background shared, let's move on to your specific follow-up questions.

- **Classroom Education:** Will remain the cornerstone of our education effort. It will require different strategy, however, than we have pursued in the past. In the future, chapters will need to take into account their specific member and non-member professional development needs, travel restrictions and concentrations of potential new members as they plan their education year. The strategy is to build knowledge quickly, through core IRWA courses presented online, then move members and non-members into chapter based intermediate and advanced classroom work, for the important interaction and networking you mention in your email. A chapter education best practices session has been scheduled during Annual Conference, to prepare our chapter education leaders for the new economy. Using our new IRWA Generalist Professional Career Path as a model, we are currently approaching the Pennsylvania College of Technology, a Penn State Affiliate, to establish new classroom delivery methods that will benefit our chapters and the profession. We are also investigating the potential for live web delivery of classroom education that can be accessed in real time by any member, anywhere. We must consider all options, to meet the changing needs of our members.
- **Merchandise Sales:** While amounting to less than four tenths of one percent of our income budget, we are responding to member requests for wearable's they can wear proudly when they represent the association. We are also happy to provide logo art to any chapter that would prefer to produce wearable's and other items locally.
- **Membership:** We completed our annual membership campaign early this year, giving our chapters ten months to recapture lost members. I am happy to share with you that we retained 91% of our regular and senior members, in addition to increasing our success with agencies and international affiliates. Here is a breakdown of our 2009 membership statistics. Our new member acquisition campaign launched last month and we hope to improve on our success in 2010. What excites me with these numbers is the fact our members are starting to consider themselves as professionals and part of a professional association.

Retention of Regular & Senior Members:

2009:	8439
2010:	<u>7675</u>

**91%**

The totals above does not include:

Affiliates:	1,300
Members at Large:	33
Retired Members:	412
Agency Members:	99
Student Member:	<u>29</u>
 TOTAL	 1,873

Total Membership all categories is **9,548**

- **Curriculum Manager:** You are correct, the curriculum manager trained part-time, then became a full-time employee, to help drive the updates and enhancements we continue to make to our

classroom material. Her salary was previously reported under temporary help in our budget worksheet.

- **Merit Pool:** The 4% merit pool is just that, a pool of funds available to all staff, except the EVP, who warrant a raise because of performance. The IRWA does not provide automatic or cost of living increases.
- **EVP Contract Extension:** The EVP's contract is a multi-year agreement, so by its very nature, extends beyond the annual budget year. Mark Rieck is a proven association executive, who is helping us reposition the IRWA as the central authority for the Right of Way Profession. We felt very strongly that we needed to have consistent leadership over the next few years; extending his contract was a good decision and I stand by it. We value his continued partnership as we move forward as a professional association.
- **Member Support:** I believe we demonstrate member support through advancing professionalism. "A Seat at the Table" remains one of my key objectives for all IRWA professionals and was the title of my January article in *Right of Way Magazine*. We can remain an association of members, or elevate ourselves as professionals, through leadership and professional development. It is clear to me from your message that you have great passion for and commitment to our association. I look forward to seeing you in Calgary and building our organization, together.

Sincerely,

Sandy Grigg, SR/WA  
International President  
IRWA