

Region 1
Chapter Report Form
San Diego Chapter No. 11

Primary Areas Served: San Diego Metro Area

Strengths of our Chapter:

- Large Membership
- Good Employer Support
- Strong Leadership
- Strong Board
- Strong Education Program

- Being a fairly contained area of influence, networking works well. Members tend to support each other in business dealings and IRWA's credentialing system is highly recognized area wide.

- San Diego is also blessed with what is considered by many as one of the best climates in the world. We are a destination resort community. This attracts people to our classes and other activities.

- The market turndown does not seem to have had much affect on member businesses. Economic stimulus money seems to be taking effect.

Weaknesses of our Chapter:

- Lack of widespread name recognition in the real estate community.
- Public agency participation could be better.

Goals of Our Chapter for Current Year:

Strategic Plan Summary 2009-2011

Background – In March of 2009, members of the Chapter's Executive Board attended a ½-day planning session to develop a two to three year strategic plan to guide the organization during that period. From the outcome of that session and further refinements, this plan was created.

Future State – Our “Future Vision” exercise identified the following desired states:

- We will regularly attend job fairs or real estate or professional organization expos at local campuses, partner with college real estate departments, and hold meetings on campuses intermittently to engage students, support student IRWA chapters, and provide scholarships and sponsorships.
- We will periodically provide free lunches for Board members as an incentive for their time and work.
- We regularly use IRWA’s annual survey as basis for expanding educational offerings.
- We will target specific industries and partner with professional organizations to offer programs through joint committees.
- We will make clear and incentivize succession planning for leadership at the local level and inform members how this can lead to leadership at the national and international level.
- We will market IRWA branding at the local level as much as possible.
- We will offer educational opportunities as incentives to bring in new members, e.g. free one day class for new members or for those about to receive professional designations or credentials.
- We will offer free lunches as incentives also.
- We will have developed an overall marketing strategy.
- Our communications systems will be superior.
- We will have hats, polo shirts etc with logo/brand of IRWA available for purchase on our website and in our newsletter.
- We will regularly advertise in industry and public publications to attract attention and provide knowledge of our organization to large agencies or targeted businesses.
- We will hold a campaign to familiarize public officials with IRWA including inviting them as guests or speakers to our lunches.
- We will target specific members for outreach, e.g. students, realtors, elected officials, attorneys, surveyors, engineers, title representatives, etc.
- We will start a local “we make life better” campaign.
- We will maintain contact with international at all times to ensure our voice is heard
- We will create and solicit “light duty/easy assignments” on committees to engage more members and get them more involved.
- We will maintain a member “bring a prospect” program including a possible free lunch for the quest.
- Our website will have an active blog, chat room, bulletin board to electronically share learning and ask for or share information.
- We will promote the use of International’s blog/Q&A program.

- We will review the Strategic Plan annually before new a President takes office, and committee members will present actions on Strategic Plan accountabilities at Board Meetings.
- We will make it a point to communicate to the international IRWA organization on legislative issues we think IRWA should weigh in on, or educate on.
- We will always strive to maintain and improve the quality of luncheon speakers by inviting local community leaders, leaders in individual disciplines making up the right of way profession, and authorities on timely subjects that will appeal to our membership.
- We will expand some luncheon presentations into mini-seminars to qualify for recertification credits.
- We will develop an orientation for new members and an ongoing program to connect with new members intermittently during their first year.
- We will use Facebook, Linked–In to connect to members, especially younger ones.
- We will incentivize the publication of articles by members.
- We will contact or survey all members annual to get feedback.

Strategy – The Chapter Executive Board created the following goals, strategies and initiatives to achieve our desired Future State and guide the organization for the next two to three years.

Reorganization – Under the direction of the President and Executive Committee,

1. Update our committee system to reflect current divisions at the international organization level, current capabilities of communications systems, and changing demands of the membership at large, as well as to generally increase organizational effectiveness and responsiveness.
2. Create a new level of management positions to oversee groups of related committees, or those with similar or common missions or goals, to more closely match objectives of the international organization and provide a more effective local organization. Recommended operating officer positions would included:
 - Communications & Marketing Director
 - Industry Committee Director
3. Develop job descriptions, specific responsibilities and goals for each Executive Board position including elected officers, operating officers and committee chairs.
4. Revise Chapter Bylaws to reflect changes to the organizational structure.
5. Develop and implement a strategic plan.
6. Post changes and documents in newsletter and on website.
7. Convert all significant documents into digital electronic form and store on flash (thumb or USB) drives and / or CDs.

Education – Under the direction of the Treasurer and Education Chair,

1. Maintain an education program offering 10-12 classes per year.
2. Hold seminar type events at least bi-annually.
3. Recruit a Coordinator Coordinator to coordinate the activities of class coordinators.
4. Recruit an Assistant Education Chair to help the Education Chair and understudy the position.
5. Promote on-line IRWA classes.
6. Promote on-line management and leadership offerings partnered by IRWA and available on the IRWA website.
7. Survey membership annually to determine educational needs and desires.

Membership – Under direction of the President and Membership Chair,

1. Survey new member's expectations and desires from IRWA membership.
2. Follow up with new members to ensure they are being incorporated into the chapter.
3. Create an orientation program for new members including an organization chart of the governance of IRWA locally and nationally, and duties of the local Executive Board.
4. Identify for all members the opportunities and succession plan for Committee and Board leadership and how they are linked to or interrelated with the IRWA world organization.
5. Expand membership within targeted industries and organizations.
6. Work with local colleges in recruiting student members and sponsoring or helping establish student chapters at the schools.
7. Work with the Communications & Marketing Group in marketing & recruiting efforts on campus, within related industry and realtor groups, and in fostering on-going relations with member agencies.
8. Increase overall chapter membership by 6% per year.

Luncheons – Under direction of the Vice President and Luncheon Committee Chair,

1. Expand at least three luncheon presentations per year to 50 minutes in order to offer 1 recertification credit hour for the event.
2. Invite local political and industry leaders to speak.
3. Offer incentives to increase attendance and to return profits back to members.
4. Increase average luncheon attendance by 10% per year.

Communications – Under the direction of the Communications & Marketing Director and respective group Committee Chairs,

1. Update our communications systems to reflect current technological capabilities.
2. Provide a consistent newsletter to address timely coverage of monthly chapter news and activities. Guarantee a monthly circulation of 250 newsletters.
3. Develop a website for 24/7 global accessibility to chapter information and provide an on-line message center and blog so members can actively provide

- input to chapter leaders. Achieve a visitor count of 10,000 hits per year on the website.
4. Develop guidelines for instantaneous email communications within the chapter.
 5. Coordinate the activities of the Newsletter, Advertising, Historian and Website Committees into a unified communications system.
 6. Keep members informed of achievements and activities of the local organization and the regional and international groups.
 7. Communicate the value of IRWA membership to existing and potential members, key decision makers and other stakeholder in the right of way profession.
 8. Communicate current local job opportunities within the industry.

Marketing – Under the direction of the Communications & Marketing Director,

1. Work with the International Communications & Marketing Committee in developing new branding and programs to increase and retain membership, educational and networking opportunities. Develop a local program that supports the following goals and objectives of that committee:
 - a. Market IRWA membership among appropriate right of way stakeholders with a special emphasis on recruiting new members and retaining existing members
 - b. Market IRWA courses, seminars and other educational programs among appropriate right of way stakeholders
 - c. Market the IRWA annual education conference and other meetings such as the Public Real Estate Education Symposium among appropriate right of stakeholders
 - d. Market IRWA designations and certificate programs among appropriate right of way stakeholders
 - e. Communicate the value added of IRWA membership to existing members and potential members and key decision makers in the right of way profession
 - f. Communicate the achievements and activities of IRWA and its members to appropriate right of way stakeholders
2. Identify priorities for group for 2009 and beyond by developing strategies and tactics, develop metrics to evaluate its progress, and report back to the Board on status of committee membership, recruitment and defining the role of the group.
3. Advertise within large public or private agencies where IRWA representation is weak.
4. Increase sponsorship opportunities.
5. Partner with related organizations to form mutually beneficial alliances and hold joint social and professional activities including networking mixers, classes, and seminars.
6. Establish a campaign to familiarize public officials with IRWA, having elected officials as luncheon guests or speakers.

7. Outreach to local colleges and universities including supporting the formation of on-campus student chapters of IRWA, and providing IRWA presence at job fairs and professional and organizational expos on campus, while offering sponsorships and scholarships, etc.
8. Create a program to outreach to young professionals who might be seeking a career change, for example, out of real estate brokerage. A larger goal of recruitment of young professionals and college students is to bring in younger members to IRWA.
9. Communicate the achievements and activities of IRWA and its members to appropriate right of way stakeholders.

Special Events – Under the direction of the Vice President and Special Events Chair,

1. Offer two social events per year.
2. Offer one community service activity per year.
3. Assist the Communications & Marketing Group in the coordination of events of mutual interest to both organizational units, and the Chapter as a whole.

Professional Development – Under the direction of the Professional Development Chair,

1. Develop a coaching or mentoring program for new members and new board members.
2. Offer scholarships to potential emerging leaders.
3. Increase the number of Designations and Certifications by 15% per year.

Industry Committees – Under the direction of the Industry Committee Director and respective group Committee Chairs,

1. Focus on issues impacting the disciplines and industries associated with the right of way profession.
2. Provide advice and assistance to the Chapter on proper procedure and performance of the various industry committees.
3. Develop a common job description including responsibilities and goals for the group.
4. Provide on-going guidance for the committee chairs
5. Monitor performance of individual group committees.
6. Report progress/ status to Executive Board on regular basis.
7. Work with the Communications & Marketing Group in promoting IRWA to industry organizations and disciplines.
8. Each group committee or chair will produce one project per year in the form of a newsletter or Right of Way magazine article, luncheon presentation, a class, seminar, tour, or other project of interest and benefit to the chapter organization.

HENCEFORTH, PROGRESS REPORTS ON PLAN ACCOMPLISHMENTS WILL BE MADE A STANDARD ELEMENT OF THE MONTHLY EXECUTIVE BOARD MEETING AGENDAS.

New ideas, successes, recommendations to share with other Chapters:

Restructured officer responsibilities, created two operating officer positions: Communications & Marketing Director and Industry Committee Director to oversee committees falling under these categories.

Our Chapter needs assistance with:

Continuing support of our classes and other activities.