



**Chapter 11: January - February 2019**

**OVERCOMING CHALLENGES  
IN THE VALUATION AND  
ACQUISITION OF HABITAT/  
MITIGATION PROPERTY.**



**Upcoming Events:**



**Linus Paulus**, Chief of the Acquisition and Appraisal section for the California Department of Water Resources.

Linus Paulus has over 17 years of right-of-way experience with the State of California Department of Water Resources (DWR). He currently oversees the Acquisition and Appraisal activities of property required for flood, State Water Project, habitat restoration, and other projects statewide.

**Where? Handlery Hotel**  
950 Hotel Cir N, San Diego CA 92108

**When? February 20, 2019**

**Luncheon: 11:30 a.m. - 1:30 p.m.**

**COST:**  
\$25/pp Reservation Required - Walk-ins \$30/pp

RSVP MUST BE RECEIVED by:  
4:00 p.m. on Thursday, February 14, 2019

RSVP To Lida Jimenez: [ljimenez@semprautilities.com](mailto:ljimenez@semprautilities.com)  
Or online at <http://www.irwa11.org/events/>

**NO-SHOWS:** IRWA is billed for meals based upon your reservation whether you attend or not. If you make a reservation and do not attend, you will be invoiced \$30 for the meal to recover costs. Thank you for your consideration.

**Executive Board Meetings:**  
February 27, 2019—12:00 noon to 1:00 p.m. at the SD County Water Authority, 4677 Overland Drive, San Diego  
March 27, 2019—12:00 noon to 1:00 p.m. at the SD County Water Authority, 4677 Overland Drive, San Diego

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**Nick, von Gymnich SR/WA**

**January - February 2019**



## President's Message



Before I check in with everyone on their 2019 New Year's resolutions (which I'm sure everyone is doing well with) I want to go back to 2018 and thank the Holiday Luncheon Committee for all their time and effort to pull off a great luncheon this past December. I look forward to that luncheon every year and this year was once again a great event. Thank you! 2019 started off with the longest government shutdown in our nation's history. Thankfully, the shutdown is behind us for now, but it reminded me how interconnected everything is and how we need to find common ground to move forward. What common ground can Right of Way professionals agree on? **INFRASTRUCTURE!!**

We have crowded roads, lack of housing, too many potholes and lots of existing infrastructure that needs to be rebuilt. Can we as Right of Way professionals drive the change? Our members play a critical role in making sure that the projects that do get built are successful and come in on time and on budget. We are an integral piece of the puzzle to building world class infrastructure in Southern California and in the country at large. Let's keep up the good work and continue to show that Infrastructure isn't a partisan issue but what drives our economy. A subway tunnel in New York City or Los Angeles, a bridge over San Diego Bay or a road in rural Iowa may not have much in common but together they help our economy function. If any of those start to falter we lose our ability as country to be competitive.

How do we make sure we are the best in our industry and deliver successful projects? We stay on the top of our field by continuing our education in topics such as how to manage consultants, appraise partial acquisitions, negotiate with a property owner, and other courses that help keep us current with our designations. Please make sure to sign up to take a class with Chapter 11. I know this is a shameless marketing plug but the reality is that by being the expert in our field we contribute to successful infrastructure projects.

I look forward to seeing everyone at our February luncheon on Wednesday, February 20<sup>th</sup> and I encourage anyone that is interested in seeing how the Chapter is run or to get involved on the Board to join us at the Chapter Board meeting on Wednesday, February 27<sup>th</sup> at the San Diego County Water Authority.

**RICHARD CROCKETT**  
Senior Appraiser  
Cell: (760) 445-5902  
rich@calval.org

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# San Diego Education Opportunities: 2019



**\*\*Sign up as a Course Coordinator today to become eligible for free classes. \*\***

For information on becoming a Course Coordinator, please contact Education Chair Bethanee Lussier at: [bethanee.lussier@clarklandresources.com](mailto:bethanee.lussier@clarklandresources.com)

Dates	Course	Description	Instructor
2/6-2/7/2019	100	Principles of Land Acquisition	Carol Brooks
2/8/2019	102	Elevating Your Ethical Awareness	Carol Brooks
3/4/2019	901	Engineering Plan Development and Application	James Olschewski
3/5/2019	902	Property Descriptions	James Olschewski
4/3-4/5/2019	SR/WA	SR/WA Review Study Session/Exam	Carol Brooks
5/1-5/2/19	200	Principles of Real Estate Negotiation	Carol Brooks
5/3/2019	213	Conflict Management	Carol Brooks
7/8-7/9-2019	218	ROW Acquisition for Electrical Transmission Projects	Kevin Winner
8/5-8/6/2019	417	The Valuation of Environmentally Contaminated Real Estate	Craig Owyang
8/7/2019	431	Problems in the Valuation of Partial Acquisitions	Craig Owyang
9/4-9/7/2019	421	The Valuation of Partial Acquisitions	Craig Owyang
10/3-10/4/2019	205	Bargaining Negotiations	Carol Brooks



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858-755-8898  
[bob@rbackerappraisal.com](mailto:bob@rbackerappraisal.com)  
AG002082

# TRANSFORMING “TEAMWORK” INTO A VERB

How a change in perspective can benefit team effectiveness

BY CAROL L. BROOKS, SRWA



Carol Brooks, SRWA, 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 served four years as Vice-Chair of the Partnership for Infrastructure Professional Education. © 2018 Carol Brooks. Visit [www.CornerstoneManagementSkills.com](http://www.CornerstoneManagementSkills.com).



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RIGHT OF WAY MAGAZINE

American writer Constance Hale once said, “Let’s consider for a moment that a sentence can offer a moment of quiet, it can crackle with energy or it can just lie there, listless and uninteresting. What makes the difference? The verb.” Now imagine a sentence without a verb. A scene in a book may read something like this: Becket to the door, hoping someone— anyone—could him. The resulting sentence is boring and nonsensical, right? In contrast, this same scene with verbs could read: Becket staggered to the door, hoping someone— anyone—could rescue him. What a difference a verb can make to spur our imagination and motivate our creativity. A verb expresses action—it’s like putting feet to a commitment, a vision or a goal. Verbs can bring life to a story or in our case, to a workplace. According to the American Heritage Dictionary, “teamwork” is a noun and is defined as the collective effort by the members of a group or team to achieve a common goal. Do you sense the action in this definition? What if we changed our perspective from seeing the word “teamwork” as a noun and focused instead on the action? What can we do to be mindful of transforming “teamwork” into a verb?

## Intensity

Before you head into the next team meeting, think about what you bring to the table and take an objective view of your strengths. Give closer attention to who you are, then become curious about ways you can offer your strengths to support and fortify your team. Say yes to sharing the best of yourself with your team. For example, one of my strengths is humor. When expectations are set too high or when there’s a lack of buy in to top-down indices, I try to get my team to laugh and release their tension. In doing so, they can relax and become more engaging. When you think of it, it’s the team’s tension that can interfere with effective brainstorming.

Continued on page 5.

## Inclusion

One of the ways we can come from a place of generosity is to be bighearted. The gifts of your strengths are meant to be given away. It seems the more you give, the more you’ll get back. In the example that I shared about my humor, I am encouraged when people laugh at what I say. It gives me confidence to give away my humor and the results of being generous with my strength is like a boomerang. What I receive in return is a better version of myself. The same can happen to you!

## Intuition

It’s easy to doubt ourselves and think about how we might fail or be unduly challenged by someone. But over the years of my work experience, I’ve learned one key factor about myself: No one knows me like I do. No one knows how strongly I can second guess myself or hold back from being brave enough to trust myself. I finally began to realize that these traits weren’t helping me or my contribution to others. It was time to quit collecting all kinds of negative data. It was time to trust myself. This past year, I made a resolution to follow my intuition—no doubts, no dawdling, no distractions. There were times when the climb was too hard, but I kept to my resolution and trusted my intuition. The payoff was incredible.

## In Summary

We all seek success, the euphoria of accomplishment and the satisfaction of achievement. Each of us has the power to change the dynamics of our team by changing “teamwork” into a verb. Let intensity, inclusion and intuition partner with you to reach unbelievable heights of achievement for you and your team. This is action in its truest form and when you convert a noun into a verb, watch the renewed enthusiasm to team effectiveness.

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# Young Professionals



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# Regional News

## Spring Forum 2019

Chapter 46 Welcomes You to

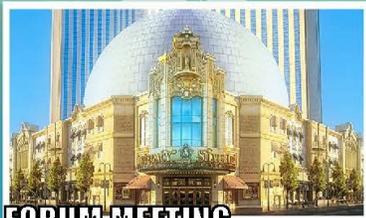
**RENO, NEVADA**

Save the Date

**MARCH 15-16, 2019**

Join Us Early on Friday, March 15, 2019 for 2 Half Day Seminars

Tentative Topics on the Tahoe Reno Industrial Center and  
Pedestrian Improvements around Lake Tahoe



### **FORUM MEETING**

Saturday, March 16<sup>th</sup>

Continental Breakfast

at 7:30am

Morning Refreshments

Lunch Buffet \$20 per person

Afternoon Snacks

### **HOTEL & MEETING ACCOMODATIONS**

**SILVER LEGACY RESORT CASINO**

Thursday, March 14<sup>th</sup> - \$75.00

Friday, March 15<sup>th</sup> - \$130.00

The Silver Legacy Resort Casino offers free garage parking for guests, free airport shuttle, entertainment, multiple restaurants, pool, fitness center and gaming!



JOIN CHAPTER 46 on Friday evening for a Mixer at Rumbullions Island Bar for drinks and appetizers!

Questions? Contact Chapter 46

2019 Region 1 Fall Forum Coordinator: Amanda Duncan

775-834-8035 or via email at [aduncan@tmwa.com](mailto:aduncan@tmwa.com)

# PLEASE MAKE THESE CORRECTIONS/ADDITIONS TO YOUR 2018-2019 ROSTER:

## Please note the following new members in your roster:

COMER, Todd.....909-694-9990  
San Diego Gas & Electric Co.  
8450 Monte Vista St.  
Rancho Cucamonga, CA 91701  
tcomer@semprautilities.com

CORTES, Axel Aleksander  
County of San Diego - Dept. Of General Services  
5560 Overland Ave., Ste. 410  
San Diego, CA 92123  
axel.cortes@sdcounty.ca.gov

NARDOZZA, Sharon K.....858-573-2000  
Terra Pro Solutions  
3954 Murphy Canyon Rd., Ste. D105  
San Diego, CA 92123  
snardozza@terraprosolutions.com



Lance W. Doré MAI, FRICS  
President  
THE DORÉ GROUP  
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San Diego, CA 92103  
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# Holiday Party



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# Holiday Party



# Holiday Party



**PROFESSIONAL OF THE YEAR:  
FRED CLARK, SR/WA**



**OUTSTANDING SERVICE  
AWARD: HUGH ROWLES**



**EMPLOYER OF THE YEAR:  
CITY OF VISTA**



# California Coastal Commission to Recommend Eminent Domain to Combat Sea-Level Rise?

By Brad Kuhn on January 7, 2019 POSTED IN INVERSE CONDEMNATION & REGULATORY TAKINGS, NEW LEGISLATION



With the recent widespread reports of sea-level rise triggered by global warming, the California Coastal Commission — a state agency which regulates coastal development — plans to release a proposal in

early-2019 which provides guidelines to local jurisdictions on how to combat the potential impacts. The stakes are enormous, as the Commission believes many homes along California's 1,100 miles of coastline will inevitably be wiped out by a rising ocean. According to an article by Anne Mulkern in E&E News, Calif. prepares policy for coastal 'retreat', the suggested approach in a draft version of the Coastal Commission's proposal involves "managed retreat" — i.e., buying or condemning threatened homes and relocating them or tearing them down, which would thereafter free the coastline and preserve the beaches. The Commission argues against relying on sea walls for fear that they would make sandy beaches disappear under rising ocean water. Needless to say, the proposal is extremely controversial.

## What are the Potential Impacts of Sea-Level Rise?

According to various studies prepared, sea-level rise impacts will be astronomical over the next 80 years.

Continued on page 11.

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## California Coastal Commission to Recommend Eminent Domain to Combat Sea-Level Rise?

Continued from page 10.

While a rise in sea-level of 2.5-6.5 feet may not seem dramatic, in addition to impacts to many residences and businesses, dozens of wastewater treatment plants and power plants, 250 miles of highway, 1,500 miles of roads, and 110 miles of railways could be at risk. A recent article by my colleague, John Erskine, appears in the latest issue of California Special Districts magazine, and addresses the potential widespread impacts to California's coastline.

### How Would "Retreat" Be Accomplished, and What are the Alternatives?

While the Coastal Commission itself would not be buying or condemning the homes (it tasks the local cities and counties with that directive), the proposal itself is hugely detrimental, as the Commission has oversight over municipalities as they write land-use rules and can in many cases control permitting related to construction or development in coastal zones. The Commission is proposing to condition development permits in the coastal zone on ensuring modification or removal of structures where necessary to maintain minimum beach width, and including such language in recorded deeds so all future purchasers are on notice. It is further suggesting that jurisdictions fund "retreat" by buying the homes and then renting them out until they're damaged. Nossaman has assisted many property owners and local agencies recently with Coastal Commission approvals of new developments or modifications, and based on that experience, it is clear that the Commission is attempting to condition coastal development permits on waiving shoreline protection devices (such as seawalls), and is otherwise attempting to require setback conditions that reduce the size of development.

Some cities have opposed the "retreat" approach, and have instead pursued a sea-wall approach or beach replenishment programs. For now, push-back by beach homeowners has at least delayed hearings on the Commission's proposal, but many complex questions remain, including impacts to property values, how to manage and fund "retreat", the loss of substantial property taxes, and the use of eminent domain for such a controversial issue.

Other states have addressed somewhat similar problems, including the acquisition of flood-prone homes in New Jersey and Houston, but California appears to be the first state in the country to be

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considering retreat so broadly. And while it may seem like sea-level rise impacts are many years away, we are already seeing the ramifications. In Sonoma, 11 homes have been torn down or collapsed into the sea as oceanfront cliffs have fallen away, and similar erosion conditions in Pacifica have resulted in multiple homes or apartments being acquired by eminent domain and then demolished. Even Caltrans is shifting Pacific Coast Highway in certain locations.

Continued on page 13.

# HAPPY BIRTHDAY

## IRWA Chapter 11 Members' Birthdays

### January, 2019

Mickey Aquirre  
Anne T. Baldwin, R/W-AMC  
Monica Coria  
Mike Hart, LS, CFedS  
Michael D. O'Donnell, SR/WA  
Randy A. Tagg, MAI  
Mia Thayer  
Jane Wiggins



### February, 2019

Raymund M. Carreon, SR/WA,  
R/W-AMC  
Joseph A. Currie, SR/WA  
Gabriela M. Esquivel  
Brenda Gomez  
Lisa Goss, RWA  
Julie Welch Marshall  
Sara Rafou  
Susan Sanchez  
Danielle Weizman

*Sorry if we missed your birthday, - it's because we don't have that information in our records. Please send your information to [irwach.11newsletter@gmail.com](mailto:irwach.11newsletter@gmail.com) if you would like to be included.*



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### Is “Retreat” Legal, and What are the Potential Takings and Valuation Issues?

Property rights advocates argue the Coastal Commission does not have authority to condition development permits on retreat management, while the Commission contends it does under the Coastal Act, which mandates preservation of beach access. The Commission further purports that its proposal is simply “guidance.” But its real-world effect is much more significant, particularly as we have recently seen the Commission place significant restrictions on development involving the waiver of shoreline protection. Impacted property owners are encouraged to consult with coastal law experts before agreeing to any special permit condition approvals.

Moreover, the guidance itself will potentially massively impact property values and could potentially effect a regulatory taking of various properties. Traditionally, a regulatory taking involves the examination of three factors: (1) the economic impact of the regulation on the claimant; (2) the extent to which the regulation has interfered with the claimant’s reasonable, distinct investment-backed expectations; and (3) the character of the government action. If the Commission’s proposal moves forward, it is likely beachfront owners will at least attempt to challenge the proposal under this regulatory takings framework (i.e., a “facial challenge”), and we are certainly likely to see owners challenge strict standards or permit conditions placed on new development applications as unconstitutional (i.e., an “as-applied challenge”).

If local jurisdictions ultimately move forward with acquiring beachfront properties, either voluntarily or under threat of eminent domain, there will surely be large valuation disputes and legal issues on how, if at all, the Commission’s guidance and its impact on property values should be considered in determining just compensation. Impacted owners may seek to recover precondemnation damages (i.e., diminution in value due to the unreasonable actions or delays of the government), and will claim that any decrease in value due to the Commission’s guidance or the jurisdiction’s proposed acquisition or retreat program must be ignored. (See Code Civ. Proc., sec. 1263.330.)



#### JAMES (BUZZ) NAUGHTON, JR., MAI

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Del Mar, CA 92014  
Telephone: (858) 481-2123  
Cell: (619) 980-3742  
E-Mail: bznaughton@aol.com

#### SCOTT NOYA ATTORNEY AT LAW

TEL: (858) 755-5666 x7222  
FAX: (858) 755-7870  
SNOYA@DALEYHEFT.COM  
WWW.DALEYHEFT.COM



462 STEVENS AVENUE, SUITE 201  
SOLANA BEACH, CA 92075-2099

# **Meet Your Colleague**

This month we hear from member Michael O'Donnell, PLS, SR/WA, Supervising Land Surveyor at Otay Water District. Michael has worked at his current position for 11 years and in the Right of Way Industry for 20 years. Here, in his own words, is a personal sketch of our colleague, **Michael**:



## ***What are your current job responsibilities?***

Manage the Survey Division which includes the damage prevention program and parts of the right-of-way program. Responsible for all phases of surveying including legal research, resolving title issues, boundary analysis, topographic mapping, cadastral mapping, right-of-way mapping and subsurface utility engineering. Manage aspects of real estate and right-of-way services including the acquisition and disposal of real properties and the deterrence, removal or permitting of encroachments. Present items to board members and executive staff during committee meetings.

## ***What has been your favorite project you have been involved with?***

My favorite project I have been involved with at Otay Water District was the Otay Mesa Recycled Pipelines Supply link. It was a large, challenging project and all of the ROW and survey work was done in-house.

## ***What path did you take to arrive in the ROW industry?***

After graduating college, a friend of mine who worked for a recruiting company asked if I would be interested in surveying for a large GIS project as a temp. That was all it took. Surveying brought me into the ROW industry and I have never looked back.

## ***What hobbies or activities do you enjoy outside of work?***

I enjoy watching my daughters play fast pitch softball. They are both really good. Outside of softball, I enjoy walking by Labrador Tucker, deep sea fishing, surfing, swimming and golf.

## ***What is your ideal vacation destination?***

My ideal vacation destination would be Ireland then hop over to Scotland.

## ***If you could try another job for a day what would it be?***

I would try coaching the Los Angeles Lakers basketball team during a home game. Preferably, that would occur during the playoffs.

## ***Whom do you admire and why?***

I admire my father. He was a Navy carrier pilot who flew off of the USS Enterprise and then flew for TWA for 35 years. He still fly's several days a week at 82 and has over 30,000 plus hours in the air. He is a truly remarkable person.

The other person I admire is my boss Dan Martin. He taught me what an exceptional manager looks like. He displays hard work, intelligence, integrity and leadership. Those qualities are often lacking in today's society.

## ***Tell us about an experience you consider part of your 15 minutes of fame.***

I am still waiting for that to happen!

## ***Is there a ROW/public improvement project you would like to see developed in the region?***

I would really like to see the SDSU campus expansion take place with appropriate traffic infrastructure.

## ***Is there any one question in particular that you would like to ask your ROW colleagues?***

ROW is a great profession and intricately linked to land surveying. How has land surveying affected you in your ROW career?

## ***Do you have any advice to newly hired ROW professionals?***

Work very hard, never stop learning new things, have fun with your colleagues and enjoy the ride. It goes quickly.

# INTERNATIONAL NEWS

## INAUGURAL OIL & GAS PIPELINE SYMPOSIUM THURSDAY, FEBRUARY 21, 2019



**HOSTED BY IRWA CHAPTER 8-HOUSTON  
ENDORSED BY IRWA REGION 2 AND THE PIPELINE COMMITTEE**

### Symposium:

Norris Centers – Red Oak Ballroom B 816 Town & Country Blvd., Suite 210  
Houston, TX 77024  
(713)590-0950

**EARLY REGISTRATION (NOV. 1-DEC. 31)**

**LATE REGISTRATION (JAN. 1-FEB. 21)**

### HOW TO REGISTER

An email will be sent via Constant Contact on November 1st. You may register and/or sign up for sponsorships as you would register for the luncheon. If you are not currently a member of Chapter 8, please email [kasy.baldauf@airliquide.com](mailto:kasy.baldauf@airliquide.com) to receive an email at the opening of registration.

**\*\*All registrations and/or sponsorships are non-refundable**

# Chapter Bulletin Board

SHARE YOUR NEWS WITH US!!

**Please note the following new certifications:**

**NEW RWA's:**

- Lauren Fritts
- Pamela Parr
- Cody Ragsdale
- Mia Thayer

**SR/WA RECERTIFICATIONS:**

- Tad Brierton
- Lisa Murphy
- Patrick Nash



Carol Brooks and her husband, Al, are happy campers in their 31ft 2015 Jayco Precept motor home. They enjoy hiking, biking, kayaking, reading, and meeting up with camping friends. There's nothing better than sitting outside with a hot mug of coffee and watching the morning wake up. Their mini-schnauzer/terrier rescue, Lulu, is a campaholic as well.



CANADIAN RIGHT OF WAY EDUCATION FOUNDATION  
WISHES YOU

*Greetings of the Season and Best Wishes for the New Year*

In warm appreciation for your continued support of the Foundation during the past year, we extend our very best wishes for a safe and happy holiday season.

In 2019, CRWEF will be launching the first edition of the CRWEF newsletter. Please stay tuned for future news and updates.

President: W.D. (Bill) Giese, SR/WA  
Vice-President: Shannon Favaro, SR/WA  
Treasurer/Secretary: Nancy Sinclair, SR/WA



Search: "San Diego Chapter 11 of the International Right of Way Association" or click [here](#)

## **It's YOUR newsletter ... Be a part of it!**

If you want to contribute an article you've written, have photos (especially the San Diego skyline!), want to suggest a possible topic or project to be covered, have event or general announcements, job postings, regional or international updates, or are available to be interviewed for our "Meet Your Colleague" feature, please email newsletter editor Sarah Bottom at: [irwach.11newsletter@gmail.com](mailto:irwach.11newsletter@gmail.com).

# Chapter Bulletin Board



Carol Brooks' grandson, Jude Steffen, stands 6'3" and he's only 15 years old for crying out loud! He received the Varsity Football's Iron Hog Award for *Offensive/Defensive Lineman of the Year* from La Costa Canyon HS.

He was invited to join a 12-man Club Volleyball team of southern California's best 15-year olds. The good news is that he made the team; the not so good news is it requires mega miles of travel.



***Do you have time to volunteer and want to become more involved with IRWA? Chapter 11 has vacancies and could use you! Please contact any board member for more information!***

**CHAPTER 11 IS LOOKING FOR LUNCHEON SPONSORS!!  
CONTACT DENNIS ALVISO FOR MORE INFORMATION:  
[dennis.alviso@ctt.com](mailto:dennis.alviso@ctt.com)**

## **JOB OPPORTUNITIES**

[Land Surveying Assistant](#) City of San Diego, CA CLOSSES 2/4/19. Click [HERE](#) to apply

[Asset Manager/Program Manager, Real Estate Assets Department](#)  
City of San Diego, CA CLOSSES 2/20/19. Click [HERE](#) to apply

[Real Estate Office Supervisor](#) San Diego Unified School District  
San Diego, CA CLOSSES 4/30/19. Click [HERE](#) to apply

[Program Coordinator, Real Estate Assets Department](#)  
City of San Diego, CA CLOSSES 2/4/19. Click [HERE](#) to apply

**COMING SOON: Land Management Position at SDG&E!**  
Check company website or Chapter 11's website for future posting.

## 2018 – 2019 Chapter 11 Executive Board, Committees and Communities of Practice (CoP)

### OFFICERS:

President:	Nick von Gymnich, SR/WA	<a href="mailto:nvongymnich@sdcwva.org">nvongymnich@sdcwva.org</a>
Vice President:	Eric Schneider, MAI, SRA	<a href="mailto:eric@jrcvaluation.com">eric@jrcvaluation.com</a>
Treasurer:	Cody Ragsdale	<a href="mailto:cody.ragsdale@clarklandresources.com">cody.ragsdale@clarklandresources.com</a>
Secretary:	Julie Marshall	<a href="mailto:jmarshall@rinconconsultants.com">jmarshall@rinconconsultants.com</a>

### EXECUTIVE BOARD MEMBER:

Past President:	Fred Clark, SR/WA	<a href="mailto:FredW.Clark.Sr@clarklandresources.com">FredW.Clark.Sr@clarklandresources.com</a>
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### STANDING COMMITTEES:

Nominations and Elections:	Carol Brooks, SR/WA	<a href="mailto:cbrooks@cornerstonemanagementskills.com">cbrooks@cornerstonemanagementskills.com</a>
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(Committee Members : Lucy Galvin, SR/WA, Carole Herrin, SR/WA, Bill Mac Farlane, SR/WA, Vince McCaw, SR/WA)

Professional Development:	Kathleen Hider, SR/WA	<a href="mailto:kathleen.hider@sdcounty.ca.gov">kathleen.hider@sdcounty.ca.gov</a>
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(Committee Members: Vince McCaw, SR/WA and Nick von Gymnich, SR/WA)

Education:	Bethanee Lussier, SR/WA	<a href="mailto:bethanee.lussier@clarklandresources.com">bethanee.lussier@clarklandresources.com</a>
Membership Co-Chairs:	Lisa Murphy, SR/WA	<a href="mailto:LMurphy2@semprautilities.com">LMurphy2@semprautilities.com</a>
	Lauren Fritts	<a href="mailto:lauren.fritts@clarklandresources.com">lauren.fritts@clarklandresources.com</a>

### INDUSTRY COMMITTEE CHAIRS:

Electric & Utilities:	vacant	
Public Agencies:	Carolyn Lee, SR/WA	<a href="mailto:carolynlee@san.rr.com">carolynlee@san.rr.com</a>
Oil & Gas Pipeline:	Sue Cope, SR/WA	<a href="mailto:sue.cope@clarklandresources.com">sue.cope@clarklandresources.com</a>
Transportation:	Daniel Furr	<a href="mailto:Dfurr@opcservices.com">Dfurr@opcservices.com</a>

### COMMUNITY OF PRACTICE (CoP) REPRESENTATIVES:

Asset Management:	vacant	
Environment:	Julie Marshall	<a href="mailto:jmarshall@rinconconsultants.com">jmarshall@rinconconsultants.com</a>
Relocation:	vacan	
Surveying & Engineering	Julie Blackman	<a href="mailto:julie.blackman@clarklandresources.com">julie.blackman@clarklandresources.com</a>
Valuation:	Mark Hendrickson, MAI	<a href="mailto:mark@hendricksonapprail.com">mark@hendricksonapprail.com</a>

### CHAPTER COMMITTEE CHAIRS & PARLIAMENTARIAN:

Advertising:	Dennis Alviso	<a href="mailto:dennis.alviso@ctt.com">dennis.alviso@ctt.com</a>
Luncheon:	Lida Jimenez, SR/WA	<a href="mailto:ljimenez@semprautilities.com">ljimenez@semprautilities.com</a>
Newsletter:	Sarah Bottom, RWP	<a href="mailto:irwaCh.11newsletter@gmail.com">irwaCh.11newsletter@gmail.com</a>
Parliamentarian:	Cynthia Colburn, SR/WA	<a href="mailto:cyncolburn@gmail.com">cyncolburn@gmail.com</a>
Roster:	Carole Herrin, SR/WA	<a href="mailto:c-pherrin@msn.com">c-pherrin@msn.com</a>
Website:	Lauren Fritts	<a href="mailto:lauren.fritts@clarklandresources.com">lauren.fritts@clarklandresources.com</a>
Young Professionals:	David Hall	<a href="mailto:david.hall@clarklandresources.com">david.hall@clarklandresources.com</a>