

ITC SYMPOSIUM AGENDA

Margaritaville Beach Resort – South Padre Island

310 Padre Blvd., South Padre Island, TX, 78597

Thursday, April 30, 2026, from 8:00 am to 5:00 pm

8:00 AM – Welcome & Introductions: Joe Ricco, Council Member, South Padre Island, TX

Marsha Hayes, SR/WA, ITC Chair & Brian Eades, MAI, RW-AC, ITC Vice Chair

Region 2 Chair – Marcus Boyd, SR/WA, Region 6 Chair – Pamela Taylor, SR/WA, RW-RAC

Region 9 Chair – Carmelita Delgado, SR/WA

8:15 AM – It Cost What? Current Trends Impacting ROW Costs in Litigation

Sejin C. Brooks, Partner, Baker Moran

Summary: An overview of impacts happening in the field with real parcels as cities change zoning and or allow construction to take place in the way of a project. Sejin will use examples of how raw land in mapping and budgeting phase of a project that was valued at \$2 million in the before turned into a \$47.5 million acquisition due to the city allowing development in a known path of a project. And that was just for one parcel!!!! He will attempt to answer the question “Where do the ROW dollars go?” by showing the real costs of acquiring land when all factors, such as remainder impacts, are thoroughly vetted. In the past few weeks, Sejin has been working on three parcels that total over \$100 million... that is an eighth of the State’s ROW budget for the year. Just three parcels, never mind the numerous others that are in the pipeline.

9:15 AM – From Resistant to Ready: Communication Strategies That Accelerate Property Acquisition

Nancy Cozzens, Senior Project Manager, Kimley-Horn & Associates

Amalia Andrews, Project Manager, Kimley-Horn & Associates

Summary: Right of way acquisition challenges rarely stem from technical hurdles — they stem from people. Mistrust, misinformation, fear, past negative experiences and unclear expectations are the true forces slowing down projects across the country. This session reveals communication strategies that move property owners from reluctant to engaged, and from oppositional to signing. Attendees will learn how to spot early warning signs that an acquisition effort needs support, how to deploy communication tactics that reduce resistance before it forms and how integrating communications professionals into ROW efforts ultimately accelerates progress. Whether you’re an acquisition agent, public agency, project manager or consultant, you’ll walk away with practical, immediately applicable strategies that improve outcomes and elevate the owner’s experience.

10:00 AM – Break

10:15 AM – The Tin Man Test: Legally Permissible Highest & Best Use in Right of Way Appraisals

Anthony Alderman, SR/WA, CRE, FRICS, Executive Managing Director, Cushman & Wakefield

Summary: In right of way appraisals, highest and best use is most often analyzed as vacant, making the legally permissible test the framework that constrains potential uses. This presentation will explore how zoning, environmental considerations, existing easements, covenants and restrictions, access controls, etc., determine what is legally permissible and shape land use conclusions in valuations. The session will integrate appraisal theory with real-world case studies to provide a practical, defensible approach to legally permissible analysis consistent with Uniform Act and DOT standards, with emphasis on issues commonly examined in litigation and agency review.

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11:15 AM – Right of Way Move Planning for Transportation Projects

Florence Green, SR/WA, RW-RAC, ROW Program Lead, AtkinsRéalis

Sarah Earl-Boggs, SR/WA, RW-RAC, Project Manager, Florida Acquisition & Appraisal, Inc.

Summary: This presentation will focus on practical approaches to planning and coordinating residential and business relocations on transportation projects. The presentation will highlight early planning strategies, communication, move complexity considerations and coordination with project teams to help minimize disruption and support efficient project delivery. Attendees will gain insight into real-world challenges and effective practices that lead to smoother, more successful move outcomes.

12:00 PM – Lunch

1:00 PM – One Corridor, Many Borders: How ROW First Can Support Multi-State Freight in TX-OK-AR-LA

Alyssia Padilla, SR/WA, Land Strategy and Partnerships Director, OR Colan Assoc., LLC

Summary: Freight does not stop at state lines, and neither should right of way strategy. As the nation's leading freight state, Texas drives significant truck traffic and infrastructure demand across shared corridors with Oklahoma, Arkansas and Louisiana, including I-35, I-20, I-30, I-40 and I-10. This 30-minute session will explore how ROW firms can move beyond state-by-state project delivery and adopt a corridor-based approach that supports seamless multi-state transportation improvements. Attendees will gain insight into the economic forces behind regional freight movement, the ROW challenges unique to cross-border projects and practical strategies for aligning acquisition, relocation, utility coordination and stakeholder engagement efforts across state lines to better serve DOT partners and the communities connected by these critical freight corridors.

2:00 PM – Leading Your Project Team to Right of Way Victory

Conner McDonald, SR/WA, Principal Program Manager, CMD West

Summary: As right of way professionals, leading our project team to right of way victory is what we do! But it can be a challenging road. In this interactive session, we'll discuss best practices for project team organization, collaboration and communication; meaningful engagement with the community and landowners; and key steps along the path to right of way victory!

2:45 PM – Break

3:00 PM – Behind the Curtain – What AI and ML Can & Cannot Do...

Dheeraj Kulshrestha, Founder / CEO, Flairdocs / Flairsoft, Ltd.

Nancy Sinclair, SR/WA, Director, Business Development, Flairsoft, Ltd.

Summary: Looking beyond the hype and vitriol surrounding the uses and abuses of AI, this session will explore terminology basics and trends in artificial intelligence (AI) and machine learning (ML) and discuss how these technologies can be leveraged to address the project and data management challenges of the right of way industry.

4:00 PM – When DOT Purchases Property for Mitigation – Specifics to Know When DOT is Involved

Wendi McAleese, President, American Government Services Corporation

Summary: Wendi will be discussing eminent domain vs. environmental land acquisition and the important differences in practices, procedures and requirements for each of transaction. She will use her 25+ years of experience on both sides of acquisition consulting to inform the group. This information will be useful to the IRWA professionals tasked to ensure mitigation goals are met or for agents looking to transition from DOT eminent domain to environmental voluntary acquisition programs.

SPEAKERS

Moderator: Marsha Hayes, SR/W, International Transportation Committee Chair



Marsha Hayes, SR/WA serves as Principal of Hayes Consulting Services, LLC (HCS), where she oversees all aspects of the firm's operations and strategic direction. She is a Licensed Real Estate Broker in Florida, Alabama, and North Carolina, and a Certified DBE Consultant in Florida, North Carolina, and Tennessee. With over 37 years' experience in Right of Way, Marsha leads project management efforts, coordinates all contracts, and manages both employees and sub-consultants. She remains actively engaged in daily operations at the contract, project, and parcel levels, providing hands-on leadership and guidance on complex right-of-way projects and parcels. She is widely recognized for her depth of knowledge in acquisition and relocation services and provides appraisal, appraisal review, property management, right of way cost estimating, conceptual-stage relocation planning, and parcel title services on projects throughout the Southeastern United States.

Moderator: Brian Eades, MAI, R/W-AC, Committee Vice Chair



Brian Eades, MAI, CCIM, R/W-AC has over 25 years of experience in the real estate appraisal field. He specializes in appraisal, appraisal review, and consulting services related to eminent domain and right of way/corridor projects. In addition, he provides litigation support and expert witness testimony. He has served IRWA Chapter 32 in all officer positions and is currently Secretary of the Appraisal Institute's Tennessee Chapter

Presenter: Sejin C. Brooks, Partner, Baker Moran



Sejin C. Brooks is an eminent domain attorney with nearly two decades of experience representing public, private, and governmental clients in complex real estate acquisitions. He has managed thousands of parcels—including more than 400 Special Commissioners' Hearings—and previously served as an Assistant Attorney General for the State of Texas, handling major TxDOT condemnation matters such as the multi-billion-dollar DFW Connector project. Before joining Baker Moran, he practiced with Barron, Adler, Clough & Oddo and began his career as an Assistant District Attorney in Oklahoma. Sejin holds a J.D. with honors from the University of Tulsa and is active in the International Right of Way Association, the Transportation Research Board, and Texas Bar College.

Presenter: Anthony Alderman, SR/WA, CRE, FRICS, Executive Managing Director, Cushman & Wakefield



Anthony Alderman, CRE, FRICS, SR/WA is Executive Managing Director and National Lead of the Infrastructure Practice Group at Cushman & Wakefield, where he oversees a 90-person valuation team serving right-of-way projects nationwide. With more than 16 years of real estate experience across twelve states, he is a sought-after expert witness in eminent domain litigation and has provided testimony in multiple high-profile Department of Transportation cases. Anthony is a frequent industry presenter, published author on complex valuation issues, and holds Certified General Appraiser licenses in North Carolina, Tennessee, and Virginia. Outside of work, he enjoys yoga, meditation, jiu jitsu, and time with his family and pets.

SPEAKERS

Presenters: Florence Green, SR/WA, RW-RAC, ROW Program Lead, AtkinsRéalis,



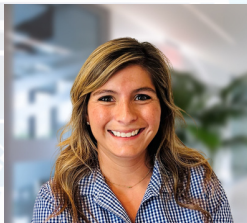
Florence Green, SR/WA, RW-RAC, serves as the Right of Way and Utilities Program Manager for AtkinsRéalis in the Northeast region of the United States. Florence has worked in various roles during her 34-year career serving as Program Manager, National Relocation Lead, Relocation Administrator, Project Manager, Deputy Right of Way Manager. Ms. Green has been an active IRWA member since 1989, is an IRWA Instructor, has served as Chapter Education Chair, Professional Development Chair, and Chapter President, Chapter Vice President, Chapter Newsletter Editor, IRAC Secretary, Region Relocation Rep. and Vice Chair for the IRAC.

Sarah Earl-Boggs, SR/WA, RW-RAC, Project Manager, Florida Acquisition & Appraisal, Inc.



Sarah Boggs, MBA, SR/WA-TN, R/W-RAC, serves as Project Manager at Florida Acquisition & Appraisal, where she specializes in property acquisition and relocation services for public agencies. Sarah has over a decade of experience in right of way program management and is formerly the Relocation Administrator for the State of Florida and the FHWA Right of Way lead for the state of Florida. Mrs. Boggs is active in the IRWA serving in the roles of Chapter 26 Secretary and Chapter 26 Vice-President.

Presenter: Alyssia Padilla, SR/WA, Land Strategy and Partnerships Director, OR Colan Assoc., LLC



Alyssia Padilla, SR/WA, serves as the Land Strategy and Partnerships Director for ORC, where she focuses on developing collaborative right-of-way solutions that support large-scale transportation and infrastructure initiatives. With extensive experience in right-of-way program strategy, stakeholder engagement, and multi-state corridor coordination, Alyssia works closely with public agencies and project teams to advance efficient project delivery while balancing the needs of communities and infrastructure partners. An active leader within the International Right of Way Association, Alyssia is dedicated to advancing the profession through collaboration, innovation, and strategic partnership development.

Presenter: Conner McDonald, SR/WA, Principal Program Manager, CMD West



Conner McDonald – SR/WA is a Principal Program Manager at CMD West, providing real estate and right-of-way services across California and the Western States. Throughout Conner's career in infrastructure real estate, he has worked with public agencies, utilities, non-profits, and educational institutions, overseeing all aspects of project delivery and land management, including planning; valuation; negotiation; condemnation; relocation; and property management, on a diverse array of projects from high-speed rail and transportation, to water storage and flood control. In addition, Conner has served with the IRWA in past roles as Chapter President, International Public Agency Committee Chair, and Young Professionals Committee Secretary and Regional Representative. He has also served with the Appraisal Institute as Chapter Education Chair and a Regional Representative. He is currently the IRWA Region 1 Chair, a Past Recipient of the Region 1 Professional of the Year Award, and the IRWA International Instructor of the Year for 2023. Let him know what you're working on at Conner@CMDWest.com!

SPEAKERS

Presenter: Nancy Cozzens, Senior Project Manager, Kimley-Horn & Associates



Nancy Cozzens is a Senior Project Manager with Kimley-Horn and Associates and a strategic communications and public outreach professional specializing in transportation and infrastructure projects. She works with public agencies and project teams to develop stakeholder engagement and communication strategies that support complex project delivery and right-of-way acquisition efforts. Nancy is known for helping bridge the gap between technical project teams and the communities they serve, ensuring projects move forward through clear messaging, collaboration, and proactive public engagement.

Amalia Andrews, Project Manager, Kimley-Horn & Associates



Amalia Andrews has over 25 years of experience in project management and public involvement within the engineering and consulting sectors. Currently serving as an Associate and Senior Project Manager at Kimley-Horn since September 2015, Amalia previously held the position of Senior Associate at Somers-Jaramillo & Associates from November 2011 to August 2015. Prior to that, Amalia worked at PB Americas, Inc as a Project Manager/Sr. Communications Specialist from July 2009 to November 2011 and at URS Corporation as a Public Involvement Manager from September 1998 to October 2009. Amalia's extensive background highlights a strong commitment to effective communication and project execution in complex environments.

Presenters: Dheeraj Kulshrestha, Founder / CEO, Flairdocs / Flairsoft, Ltd.



Dheeraj Kulshrestha is the Founder and CEO of Flairdocs, a division of Flairsoft, which he established in 2001 to deliver innovative technology solutions for complex business challenges. He led the creation of Flairdocs™—the industry's first configurable, web-based right of way platform—and oversees AI Labs, driving next-generation technology for ROW and DoD clients. Dheeraj manages Flairsoft's federal, state, and product divisions across six North American offices, supporting 50+ major installations and 100+ staff. He holds an M.S. in Computer Science/Robotics from Texas A&M University and remains active in IRWA and multiple industry committees.

Nancy Sinclair, SR/WA, Director, Business Development, Flairsoft, Ltd.



Nancy Sinclair is the Director of Canadian ROW Programs for Flairdocs and a former Regional Head of Property for Ontario's Ministry of Transportation, where she led acquisition, appraisal, and property management initiatives across the province. With over 30 years of experience, she now serves as Flairdocs' subject matter expert for Canadian ROW, overseeing training programs and business development. Nancy is an experienced facilitator, an IRWA Certified Instructor, an SR/WA, and a past leader within both the International Transportation Committee and the Canadian Right of Way Education Foundation.

SPEAKERS

Presenter: Wendi McAleese, President, American Government Services Corporation



Wendi is the President and Senior Title Examiner for American Government Services Corporation, a Florida DOT certified women-owned business. She has over 25 years of experience in title review and closings, specializing in right-of-way research and government transactions. Wendi is both a licensed Title Agent and licensed Real Estate Broker and currently serves as the Vice-Chair of the Florida Board of Professional Surveyors and Mappers. Wendi has been active in the IRWA for over 20 years, currently serving as President of Florida Sunshine Chapter 26 and presenting at Chapter, Regional and International Conferences. She is also a member of the Right-of-Way Consultants Council.

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