

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: Rees Langston, Mayor Pro-Tem, 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 – Guiding Your Project Team to Right of Way Victory

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

Summary: As right of way professionals, guiding 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.