

AGENDA

Executive Committee and Board of Governors Meetings
 Executive Committee Conference Call: March 20, 2018 (10:00am – 11:00am CST)
 Executive Committee: April 26, 2018 (8:30am – 10:00am EST)
 Board of Governors: April 26, 2018 (1:00pm – 5:00pm EST)

Agenda	Ref: Board Book Page	Action A=Action C=Consent I=Info.	Executive Committee Action Item	Board of Governors Action Item
Welcome – Robert McBride, International President Roll Call, establishment of a quorum		C # = Consent Item #	EC # =Motion #	G # = Motion #
LAI Motions Summary	P. 3	I		
LAI Information Materials LAI Board of Governors Voting Structure LAI Members (statistics by year as of March 15, 2018) LAI 2018 Membership and Dues (as of date on report)	P. 5	I I I		
A. President's Report – Robert McBride 1. Approval of Executive Committee Minutes – 9/14/2017 2. Approval of Board of Governors Minutes – 9/14/2017 3. Approval of Consent Agenda Items	P. 6	C-1 C-2 A	EC-1	G-1
B. Land Economics Foundation 1. Suspend LAI Board of Governors meeting and open Land Economics Foundation 2. Close LEF Board of Trustees Meeting and re-open LAI Board of Governors Meeting				
C. Matters Arising: 1. Land Economic Weekends (LEWs) a) Baltimore LEW b) Orange County LEW, Budget & Program (10/17/18-10/21/18) c) San Juan, Puerto Rico – Spring 2019 d) Austin LEW – Fall 2019 e) Ely (Chicago) – Spring 2020 f) Los Angeles – Fall 2020 g) Identification of Future LEW Sites	P. 31	I A A A A A	EC-2 EC-3 EC-4 EC-5 EC-6	G-2 G-3 G-4 G-5 G-6
2. Approval of At-Large Members	P. 35	A	EC-7	G-7

Agenda	Ref: Board Book Page	Action A=Action C=Consent I=Info.	Executive Committee Action Item	Board of Governors Action Item
3. Management Contract Renewal	p. 60	A	EC-8	G-8
C. Executive Director's Report	P. 78	I		
D. Treasurer's Report & Finance Committee – Sheila Harris 1. 2017 Financial Report 2. LEW Reconciliation – Vancouver 3. 2018 Financial Report	P. 83	C-3 C-4 C-5	EC-1 EC-1 EC-1	G-1 G-1 G-1
E. Secretary's Report & Bylaws Committee – Cheryl Soon	P. 89	I		
F. International Vice President Report & Chapter Services Committee 1. President's Roundtable 2. CSC Summary Report a. 2017 Year End Chapter Reports (dropbox folder) 3. RVP Report Europe 4. RVP Report North America, East 5. RVP Report North America, Central 6. RVP Report North America, West 7. RVP Report Asia/Pacific	P. 93	I I I I I I I I		
G. Other Standing Committee Reports 1. Archives – Christine Williams 2. Awards – Dr. Jim Fawcett 3. New Chapter Development – Steven Gragg -Expo Real Update – Cassandra Francis -New Chapter Strategic Report 4. Publications – Alan Nevin 5. Public Relations & Communications – Todd Cabanban/Phil Adams -Membership Survey 6. Global Chapter Report – Les Pollack 7. Nominations – Steven Gragg (holding for 2019) 8. LAISA Executive Council – Celeste Hammond	P. 117	I I I I I I I I I I		
H. Added Business 1. International Membership Committee 2. Strategic Plan Progress	P. 136	I I		
K. Motion to Ratify actions and activities of Executive Committee and Board of Governors from September 14, 2017 to date		A	EC-9	G-9
Adjourn				

Lambda Alpha International

Executive Committee & Board of Governors Meeting Items MOTIONS SUMMARY – March 20, 2018 EC Meeting, and April 26, 2018 EC and BOG Meetings

G-# = Board of Governors Motion

EC-# Executive Committee Motion

C-# Consent Item

AGENDA SECTION	ACTION	EXECUTIVE COMMITTEE	BOARD OF GOVERNORS
<u>CONSENT ITEMS</u>			
A. PRESIDENT’S REPORT	C-1	To approve the Executive Committee Minutes from September 14, 2017.	
	C-2	To receive the Board of Governors Minutes of September 14, 2017	
E. TREASURER’S REPORT 1. 2017 Financial Report 2. LEW Vancouver	C-3 C-4 C-5	To receive the 2017 Financial report. To receive the Vancouver LEW Reconciliation. To receive the 2018 Financial report.	
<u>ACTION ITEMS</u>			
A. PRESIDENT’S REPORT	EC-1 G-1	To approve the list EC consent items C1, C2, C3, C4 and C5. Motion to approve C1, C2, C4 made by Jim Musbach. Second by Sheila Harris. Motion carried unanimously. (3/20/18)	To accept and approve the recommendations of the Executive Committee in respect of Executive Committee Consent Agenda Consent Items C-1 to C-5.
C. MATTERS ARISING 1. Land Economic Weekends b) 2018 Fall Orange County	EC-2 G-2	To recommend approval of the Orange County LEW final budget and program.	To receive and accept the recommendations of the Executive Committee for the Orange County LEW.

AGENDA SECTION	ACTION	EXECUTIVE COMMITTEE	BOARD OF GOVERNORS
b) Spring 2019 San Juan, Puerto Rico	EC-3 G-3	To recommend approval of the San Juan, Puerto Rico LEW.	To receive and accept the recommendations of the Executive Committee for the San Juan, Puerto Rico LEW.
c) Fall 2019 Austin, TX	EC-4 G-4	To recommend approval of the Austin, TX LEW. Motion made by Robert McBride. Second by Gary Leach. Motion carried unanimously. 3/20/18.	To receive and accept the recommendations of the Executive Committee for the Austin, TX LEW.
c) Spring 2020 Ely-Chicago, IL	EC-5 G-5	To recommend approval of the Ely-Chicago LEW.	To receive and accept the recommendations of the Executive Committee for the Ely-Chicago LEW.
c) Fall 2020 Los Angeles	EC-6 G-6	To recommend approval of the Los Angeles LEW.	To receive and accept the recommendations of the Executive Committee for the Los Angeles LEW.
2. Approval of At-Large Members	EC-7 G-7	To recommend approval of LAI At-Large Members.	To receive and accept the recommendation of the Executive Committee for LAI At-Large Members.
3. Management Contract Renewal	EC-8 G-8	To recommend approval of the Management Contract renewal.	To receive and accept the recommendation of the Executive Committee to approve the Management Contract renewal.
K. Motion to Ratify actions and activities of Executive Committee and Board of Governors from September 14, 2017 to date	EC-9 G-9	To recommend ratification of the actions and activities of the Executive Committee and the Board of Governors from September 14, 2017 to the present.	To receive, accept and approve the Motion of the Executive Committee to and including the actions of the Board of Governors to the date hereof.

Information Materials

Voting Members of the Board of Governor's

Chapter Presidents

Aloha-Hawaii
Atlanta
AUM
Austin
Baltimore
Boston
Ely-Chicago
George Washington- Washington DC
Golden Gate- San Francisco
London
Los Angeles
Madrid
Memphis
Minnesota
New York
Orange County
Ottawa
Philadelphia
Phoenix
Sacramento
San Diego
Simcoe-Toronto
Tokyo
UAE
Vancouver
Zia-New Mexico

Executive Committee

International President
International Vice President
International Treasurer
International Secretary
International Scribe
International Historian
Regional Vice President, Europe & Middle East
Regional Vice President, Eastern North America
Regional Vice President, Central North America
Regional Vice President, Western North America
Regional Vice President, Asia/Pacific
International Past President

Note: The Board may approve up to two
At-Large Members as Executive Committee members

Others LAI Members Typically Attending a Board of Governor's Meeting

Executive Committee Assistants- Assistants vote only if EC Member is absent

International Assistant Treasurer
International Assistant Secretary
International Assistant Scribe
International Assistant Historian
Assistant Regional Vice President, Europe & Middle East
Assistant Regional Vice President, Eastern North America
Assistant Regional Vice President, Central North America
Assistant Regional Vice President, Western North America
Assistant Regional Vice President- Asia/Pacific

Council of Presidents-Co-Chairs

Co-chairs are not authorized to vote.

The Council of Presidents is a special committee authorized by the Board of Governors. The Council typically address special issues assigned by the LAI President or Board of Governors.

Note: The meetings of the Board of Governors are open to all members.

The Chapter Presidents, Executive Committee members, Assistant Executive Committee Members and the Co-chairs of the Council of Presidents are authorized to receive a stipend to offset their travel costs. Committee Chairs and persons invited by the Executive Committee and/or Board may also receive stipends, if they contribute at the LAI business meeting.

LAI Members 2006-2018
As of 3/15/2018

Chapter	Option	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Aloha	A	57	67	73	78	77	76	79	78	88	94	98	95	41
At Large	A	23	22	28	36	39	28	29	39	35	22	5	20	3
Atlanta	A				15	15	19	21	28	41	37	24	28	16
AUM	A									11	7	13	0	0
Austin	A												12	6
Baltimore	A	35	35	47	49	45	39	43	37	35	38	49	61	38
Boston	A	47	34	34	37	42	43	48	45	48	44	51	57	24
Ely-Chicago	A	385	403	425	432	404	338	348	430	448	409	402	416	220
George Washington	A	209	230	240	225	205	175	191	222	247	223	215	224	173
Golden Gate	A	297	307	290	329	319	299	317	330	334	317	315	318	206
London	A	25	25	35	38			2	38	29	34	36	12	6
Los Angeles	A	137	143	148	136	115	109	116	97	119	112	109	102	64
Madrid	B								19	19	9	23	29	0
Memphis	A	126	131	136	154	137	124	137	141	142	131	131	134	106
Minnesota	A	81	67	78	77	78	65	68	72	71	61	73	71	54
New York	A	16	13	10	11	8			4	5	2	4	3	2
Orange County	A	61	58	65	59	23	44	40	40	40	39	37	30	33
Ottawa	A	17	32	30	36	27	24	28	18	18	17	13	10	18
Philadelphia	A	50	50	46	1	22	7	30	44	44	49	44	44	25
Phoenix	A	96	71	104	97	62	62	67	65	65	63	66	70	48
Sacramento	B	79	80	93	93	90	75	101	112	125	120	115	133	91
San Diego	A	126	121	122	137	146	139	128	152	144	130	136	124	125
Simcoe-Toronto	B	112	118	135	145	129	9	143	166	153	147	155	166	8
Tokyo	B											8	8	0
UAE	B									30	22	9	11	1
Vancouver	B	87	85	92	92	91	91	90	95	110	92	83	95	1
Zia- New Mexico	A	15	61	58	47	40	31	34	29	33	28	25	29	24
Totals Members		2081	2153	2289	2324	2114	1797	2060	2301	2434	2247	2239	2302	1333

LAI MEMBERSHIP AND DUES

As of 3/15/2018

Chapter	Option	Total 2013	Total 2014	Total 2015	Total 2016	Total 2017	Total 2018	Active Paid	Retired Paid	Emeritus	Honorary	Fellow	Unpaid - current year	Total Int active dues	Total Int Retired dues	Chapter dues	Chapter dues Retired
Aloha	A	78	88	94	98	95	41	39	2	0	0	0	54	\$6,045	\$60	\$150	\$75
Al Large	A	39	35	22	5	20	3	2		0	1	0	17	\$310	\$0	\$0	\$0
Atlanta	A	28	41	37	24	28	16	13	3	0	0	0	12	\$2,015	\$90	\$100	\$25
AUM	A		11	7	13	0	0	0					0	\$0	\$0	\$0	\$0
Austin					0	12	6	6					6	\$930	\$0	\$100	\$0
Baltimore	A	37	35	38	49	61	38	32	6	0	0	0	23	\$4,960	\$180	\$150	\$25
Boston	A	45	48	44	51	57	24	23		0	1	0	33	\$3,565	\$0	\$125	\$125
Ely	A	430	448	409	402	416	220	194	20	3	0	3	196	\$30,070	\$600	\$125	\$35
George Washington	A	222	247	223	215	224	173	169	3	0	0	1	51	\$26,195	\$90	\$180	\$0
Golden Gate	A	330	334	317	315	318	206	188	17	1	0	0	112	\$29,140	\$510	\$75	\$25
London	A	38	29	34	36	12	6	4	1	0	0	1	6	\$620	\$30	\$0	\$0
Los Angeles	A	97	119	112	109	102	64	53	4	2	1	4	38	\$8,215	\$120	\$100	\$50
Madrid	B	19	19	9	23	29	0	0		0	0	0	29	\$0	\$0	\$0	\$0
Memphis	A	141	142	131	131	134	106	94	7	5	0	0	28	\$14,570	\$210	\$190	\$25
Minnesota	A	72	71	61	73	71	54	51	2	0	0	1	17	\$7,905	\$60	\$100	\$25
New York	A	4	5	2	4	3	2	1		0	0	1	1	\$155	\$0	\$0	\$0
Orange County	A	40	40	39	37	30	33	31	2	0	0	0	-3	\$4,805	\$60	\$400	\$200
Ottawa	A	18	18	17	13	10	18	18		0	0	0	-8	\$2,790	\$0	\$95	\$31
Philadelphia	A	44	44	49	44	44	25	24		0	0	1	19	\$3,720	\$0	\$100	\$100
Phoenix	A	65	65	63	66	70	48	45		1	0	2	22	\$6,975	\$0	\$270	\$30
Sacramento	B	112	125	120	115	133	91	89	2	0	0	0	42	\$13,795	\$60	\$220	\$25
San Diego	A	152	144	130	136	124	125	110	14	0	0	1	-1	\$17,050	\$420	\$260	\$75
Simcoe	B	166	153	147	155	166	8	0	0	7	0	1	158	\$0	\$0	\$125	\$35
Tokyo	B			8	8	8	0	0					8	\$0	\$0	\$0	\$0
UAE	A		30	22	9	11	1	1	0	0	0	0	10	\$155	\$0	\$50	\$0
Vancouver	B	95	110	92	83	95	1	0		0	0	1	94	\$0	\$0	\$150	\$92
Zia	A	29	33	28	25	29	24	23	1	0	0	0	5	\$3,565	\$30	\$125	\$50
Totals		2303	2436	2255	2239	2302	1333	1210	84	19	3	17	969	\$187,550.00	\$2,520		

*Excludes counts of types that dont pay dues. This differs from how 2013 numbers were aggregated for this report.

** 2013 counts were aggregated based on membership status

President's Report

Lambda Alpha International

Executive Committee & Board of Governors Meeting Items

MOTIONS SUMMARY – August 17, 2017 and September 14, 2017 EC Meetings, and September 14, 2017 BOG Meeting

G-# = Board of Governors Motion

EC-# Executive Committee Motion

C-# Consent Item

AGENDA SECTION	ACTION	EXECUTIVE COMMITTEE	BOARD OF GOVERNORS
<u>CONSENT ITEMS</u>			
A. PRESIDENT’S REPORT	C-1	To approve the Executive Committee Minutes from February 23, 2017 and March 28, 2017.	
	C-2	To receive the Board of Governors Minutes of April 27, 2017	
E. TREASURER’S REPORT 1. 2017 Financial Report 2. LEW Reconciliation – Philadelphia, PA	C-3 C-4	To receive the 2017 Financial report. To receive the Philadelphia, PA LEW Reconciliation.	
<u>ACTION ITEMS</u>			
A. PRESIDENT’S REPORT	EC-1 G-1	To approve the list EC consent items C1, C2, C3, and C4. Motion by Jordan Peters. Second by Sheila Harris. Motion carried unanimously. (8/17/17)	To accept and approve the recommendations of the Executive Committee in respect of Executive Committee Consent Agenda Consent Items C-1 to C-4. Motion by Andrew Fogg. Second by Rob Gamrath. Motion carried unanimously. (9/14/17)
C. MATTERS ARISING 1. Public Relations Committee Recommendations	EC-2 G-2	To receive, adopt and recommend the recommendations in the Report of the Public Relations Committee. No vote.	To receive and adopt recommendations of the Executive Committee and the recommendations in the Report of the Public Relations Committee. No vote

AGENDA SECTION	ACTION	EXECUTIVE COMMITTEE	BOARD OF GOVERNORS
2. Land Economic Weekends (LEWs) b) Baltimore LEW, Budget & Program (Spring 2018)	EC-3 G-3	To recommend approval of the Baltimore LEW Budget. Motion by Gary Leach. Second by Sheila Harris. Motion carried unanimously. (9/14/17)	To receive and accept the recommendations of the Executive Committee for the Baltimore LEW. Motion by Susannah Bergmann. Second by Rick Cook. Motion carried unanimously. (9/14/17)
c) Orange County LEW, Budget & Program (Fall 2018)	E-4 G-4	To recommend approval of the Orange County LEW Budget. Motion by Gregg Robinson. Second by Ann Bouslog. Motion carried unanimously. (9/14/17)	To receive and accept the recommendations of the Executive Committee for the Orange County LEW. Motion by Steven Gromet. Second by Andrew Fogg. Motion carried unanimously. (9/14/17)
3. Approval of At-Large Members	EC-5 G-5	To recommend approval of LAI At-Large Members. Motion by Christine Williams. Second by Ann Bouslog. Motion carried unanimously. (8/17/17) Motion by Christine Williams. Second by Gary Leach. Motion carried unanimously. (9/14/17)	To receive and accept the recommendation of the Executive Committee for LAI At-Large Members. Motion by Russ Posey. Second by David McKay. Motion carried unanimously. (9/14/17)
4. Fellow Nominations	EC-6 G-6	To recommend approval of the Fellow Nominations. Motion by Steven Gragg. Second by Robert McBride. Motion carried unanimously. (Electronic Vote)	To receive and accept the recommendation of the Executive Committee to approve Fellow Nominations. Motion by Gary Leach. Second by Tim Youmans. Motion carried unanimously. (9/14/17)
5. Strategic Plan Resolution	EC-7 G-7	To recommend approval of the 2018-2022 Strategic Plan. Motion by Ian Lord. Second by Robert McBride. Motion carried unanimously. (9/14/17)	To receive and accept the recommendation of the Executive Committee to approve the 2018-2022 Strategic Plan. Motion by Ian Lord. Second by John Nye. Motion carried unanimously. (9/14/17)
E. Treasurer's Report & Finance Committee 3. 2018 Budget	EC-8 G-8	To recommend approval of the 2018 Budget. Motion by Sheila Harris. Second by Gregg Robinson. Motion carried unanimously. (9/14/17)	To receive and accept the recommendation of the Executive Committee to approve the 2018 Budget. Motion by Sheila Harris. Second by Andrew Fogg. Motion carried unanimously. (9/14/17)

AGENDA SECTION	ACTION	EXECUTIVE COMMITTEE	BOARD OF GOVERNORS
I. Other Standing Committee Reports 3. New Chapter Development a. Austin Chapter	EC-9 G-9	<p>To recommend approval of the Austin-Central Texas Chapter Charter subject to the change of the geographic jurisdiction.</p> <p>Motion by Robert McBride. Second by Joan Herron. Motion carried unanimously. (8/17/17)</p> <p>To recommend approval of the Austin-Central Texas Chapter Charter new submission including the change of the geographic jurisdiction.</p> <p>Motion by Jordan Peters. Second by Christine Williams. Motion carried unanimously. (9/14/17)</p>	<p>To receive and accept the recommendation of the Executive Committee to approve the Austin-Central Texas Chapter Charter.</p> <p>Motion by Jordan Peters. Second by Robert Gamrath. Motion carried unanimously. (9/14/17)</p>
8. Nominations	G-10		<p>To receive and accept the recommendation of the Nominations Committee to approve the 2017-2019 nominations of the LAI Executive Committee.</p> <p>Motion by Tim Youmans. Second by Robert McBride. Motion carried unanimously. (9/14/17)</p>
K. Motion to Ratify actions and activities of Executive Committee and Board of Governors from September 22, 2016 to date	EC-10 G-11	<p>To recommend ratification of the actions and activities of the Executive Committee and the Board of Governors from September 22, 2016 to the present.</p> <p>Motion by Jordan Peters. Second by Gregg Robinson. Motion carried unanimously. (9/14/17)</p>	<p>To receive, accept and approve the Motion of the Executive Committee to and including the actions of the Board of Governors to the date hereof.</p> <p>Motion by Andrew Fogg. Second by Jordan Peters. Motion carried unanimously. (9/14/17)</p>



MINUTES

Meeting of the Executive Committee: August 17, 2017 – 11:00 am PST

Members - * voting members

Steven Gragg*	International President	Orange County	P	Ian James Lord, Esq.	Chair, Council of Presidents	Simcoe	A
Robert McBride*	First Vice President	Simcoe	P				
Sheila Harris*	Treasurer	Phoenix	P	Suzanne Varco	Assistant Treasurer	San Diego	A
Cheryl Soon*	Secretary	Aloha	P	Millard Lee	Assistant Secretary	Los Angeles	A
Alan Nevin*	Scribe/Editor	San Diego	P	Vicki Estrada	Assistant Scribe	San Diego	P
Christine Williams*	Historian	Ely	P	Scott Burns	Assistant Historian	Simcoe	A
			P				
Aurelio Ramirez-Zarzosa*	Europe RVP	Madrid	A	Hania Maraqa	Europe AVP	UAE	A
Gary Leach*	East RVP	Boston	P	Joan Herron	East AVP	Atlanta	P
Jordan Peters*	Central RVP	Ely	P	Ann King	Central AVP	Memphis	A
James Musbach*	West RVP	Golden Gate	A	Gregg Robinson	West AVP	Zia	A
Ann Bouslog*	Asia/Pacific RVP	Aloha	P	Anil Hatkar	Asia/Pacific AVP	AUM	A
Tim Youmans*	Past President	Sacramento	P	Casandra Francis	PR Chair	Ely	P
				James Fawcett	Awards Chair	Los Angeles	A
				Sheila Hamilton	Executive Director	LAI	P
				Celeste Hammond	LAISA Council Chair	Ely	A

P= Present, A=Absent

Steven R. Gragg called the meeting to order at 11:00 am PST, identifying a quorum.

LAI Information Materials

Steven Gragg directed everyone to look at Informational Materials, specifically the voting structure and the Chapter data sheet.

1) Madrid Chapter

Cheryl Soon asked why Madrid only had one paid member in 2017.

Tim Youmans responded they're still collecting their dues even though it's getting late in the year and next year's dues will be coming up.

2) Total number of members

Steven Gragg directed everyone to look at the Membership numbers. There are 2149 members. We are slightly down from last year. Steven asked Sheila Hamilton if she thought we would get more renewals coming in.

Sheila Hamilton responded, yes, we have quite a few Chapters that do their inductions in October.

Steven Gragg asked if those would count toward 2017 numbers.

Sheila Hamilton responded yes that is correct.

Steven Gragg directed everyone to the Membership and Dues spreadsheet indicating it's useful to the Chapters when they're trying to determine what dues to charge if meetings are included. Chapters can use the report for comparative purposes when they're having their Board meetings.

3) Dues collected

Tim Youmans asked Sheila Harris about the map there for total international dues. That's about \$298k higher than you're showing in your finance report.

Sheila Harris asked Tim Youmans for more information.

Tim Youmans responded when I look at your budget analysis the year-to-date membership dues looked like it was about \$20k or \$30k less the \$298k. Maybe we can look at that offline when you can look at the budget and see the difference.

Sheila Harris agreed to review the budget offline.

4) Honorary and Emeritus Members

Cheryl Soon asked if Honorary members and Fellows pay dues. Sheila Hamilton responded no they do not.

Cheryl Soon asked what is an Honorary member. There are four Honorary Members. One At Large, one in Boston, one in London and one in Los Angeles.

Steven Gragg asked Sheila Hamilton to bring up the definition of Honorary Members in the By-laws for the Board to review. Steven read the definition of an Honorary Member.

Honorary Members: An individual who by the nature of his or her professional background is not otherwise eligible for nomination and initiation into LAMBDA ALPHA but who, by his or her contributions to the furtherance of the mission of LAMBDA ALPHA, deserves recognition: Honorary membership may be nominated by a local chapter or by petition of twenty active at-large-members of LAMBDA ALPHA and elected by the International Board of Governors. Honorary members are not required to pay dues.

Steven asked Sheila Hamilton who the four Honorary members are. Honorary Members and Fellow members do not pay dues. Sheila Hamilton began researching who are Honorary Members are.

Gary Leach joined the call. He was trying to recall who the Honorary members are. I think the Honorary Member in Boston is Chip Case. Who is now since deceased. We had voted him as an Honorary Member for some reason.

Vicki Estrada joined the call.

Cheryl Soon noted we have 39 people in non-paying categories.

Steven Gragg said we have 4 Honorary, 16 Fellow and I'm assuming you mean Emeritus with 19 to make the 39 non-paying members.

Cheryl Soon asked if Emeritus members pay dues.

Tim Youmans responded Emeritus members do not pay dues.

Cheryl Soon was wondering if the report was up-to-date and if the numbers were lower than that.

Steven Gragg said that's a very good question and we can have Sheila Hamilton research that. Based on Gary Leach's comment earlier maybe we have some more deceased folks that need to come off the report.

A. President's Report

(EC-1) to recommend approval of the consent items C-1 through C-4 LEW Budget and Program made by Jordan Peters. Second by Sheila Harris. Motion carried unanimously.

Discussion:

Steven Gragg directed everyone to the Executive Committee Minutes for A1 and A2. We also need approval of the Board of Governor's Minutes from 4/27.

Cheryl Soon asked if we need separate motions or can we have one.

Steven Gragg responded we have them under consent. Steven Gragg noted we have the Treasurers report to approve and the Philadelphia LEW reconciliation under consent vote.

Steven Gragg asked if we have any comments or changes to the February 23, 2017 minutes. There were none.

Treasurer's Report

Sheila Harris prepared a memo to review 2017 and to look ahead to 2018. One concern is that some chapters have not paid dues yet as was mentioned earlier. LAI could use that revenue. There are seven Chapters who are very active and are the major source of our support to move our organization forward. It is hoped that some of the ideas we came up with in Philadelphia can be adopted and can strengthen dues collection.

LAI Budget going into 2018 is very similar to what it was last year, slightly higher. The only cause increase was the costs of the Board of Governor's meetings. Meaning if everyone on the Board of Governors, the Chapter President's, and people who were chairing subcommittees all came then it would be slightly higher than what was in the previous budget.

The 2018 Budget does reflect the \$5 dues increase that was voted on in Philadelphia. It's a stretch budget: LAI primarily relies on dues to make our budget. The last few years fell slightly short.

Joan Herron joined the meeting.

Tim Youmans asked about Active Memberships at \$268K.

Sheila Harris said there may be some adjustments.

Sheila Hamilton reported that there may be a journal entry from the end of 2016 that was really for 2017.

Sheila Harris and Sheila Hamilton will look at that before we go to Vancouver.

Sheila Hamilton will also check the formulas in the other spreadsheet.

1) International Chapter Dues

Steven Gragg asked if it was our International Chapters that were missing dues. Steven asked can you tell us which Chapters they are.

Sheila Harris responded yes, they are primarily International Chapters. One of them is AUM. They traditionally pay late. Madrid is a bit of a surprise. Only Aurelio has paid; none of the other Chapter members have paid. That's something to look at immediately.

Tim Youmans asked if they typically pay this late.

Sheila Harris responded not this late.

Sheila Harris noted London is down. There are 12 active members but they had 36 last year. That's an area in which there is a downturn.

Steven Gragg stated we need to talk about the chapters who haven't paid. We know why the At Large category fluctuates when we're gearing up for new chapters. In terms of Madrid the current President has been very responsive to e-mails. You might want to reach out to him directly to see what the holdup is. The AUM Chapter, I'm not sure what their delay is at this point. The London Chapter I suspect that difference between the 36 and 12 is the transition from the old guard to the new guard. Some of those prior members are not going to renew. London is continuing to recruit.

Steven Gragg said it sounds like in getting more dollars in by the end of the year, AUM and Madrid is where we need to focus our attention.

2) Other chapters

At large has gone up from 5 to 19, but it's been all over the place from 35 to 39.

Boston is steady. LA is down a bit. Minnesota is consistent. Orange Count is down from 37 to 25. Orange County 39 and 40 the previous years. Philadelphia and Phoenix are consistent. Vancouver is consistent as well.

Sheila Harris reported those are the three we've seen the most variance in. One thing I failed to mention earlier is Aloha is also consistent.

Sheila Harris reported we have a few stragglers in the Phoenix Chapter that have not paid their dues yet and we talked about it in our Board meeting.

Sheila Hamilton noted the 2017 Actual Budget is a voting item under the Consent Items.

LEW Reconciliation for Philadelphia

Sheila Harris referred to page 121 of the Board packet. Philadelphia came out with \$6k net revenue thanks to the \$12k offset of the LAI International.

Tim Youmans noted it looks like they did well with sponsorships.
Sheila Harris noted they were very good at sponsorships.

Steven Gragg reported that in a note from Tony Forte, The Chapter was very pleased about the outcome. The LEW paid off for them financially.

Steven Gragg asked if there were any questions on the LEW reconciliation. If there are none, then he will ask for a motion which to approve the Minutes, then the two financial reports.

C. Matters Arising

2. Land Economic Weekends (LEWS)

a) Vancouver LEW

Steven Gragg asked Sheila Hamilton to give an update since no one from Vancouver was on the line.

Sheila Hamilton reported the hotel is completely sold out. We posted three optional hotels within a three-minute walk. There are 68 people who have gone online to register for the LEW. We are finalizing everything as far as contracts and deposits. The Chapter is very excited. A letter went out today from Richard Cook for one last push to invite people to attend with some bullet points of what's happening in the City of Vancouver.

Sheila did a pre-LEW visit and saw everything. Her only concern is the day we're taking the sky train. Getting people on and off the train before it takes off to the next station.

Steven Gragg asked if they are adequately prepared to handle people with disabilities.

Sheila Hamilton responded they are going to have a private driver. One of their members or a student will be driving anyone who can't ride the train.

Steven Gragg noted there will be people signed up right before the event. The hotel registration is a good sign. Steven asked if there were any questions on the status of the LEW. There were not.

b) Baltimore LEW

Steven asked if we should move discussion of the Baltimore LEW out until the next meeting.

Sheila Hamilton reported that she and Robert were doing a site visit to Baltimore next week. Sheila suggested we should wait to discuss the Baltimore LEW in case anything changes.

Steven Gragg noted we will table the Baltimore LEW until our Executive Committee meeting in Vancouver.

c) Orange County LEW

Steven Gragg noted we will table Orange County as well.

Sheila Hamilton reported she has received a budget for Orange County, but not a program.

d) Identification of future sites

Tim Youmans reported that Sacramento has decided to move out several years, to years 2021 or 2022.

Jordan Peters reported we are focused on the anniversary year and we have talked about it in our Board meetings. We're enthusiastic about having the LEW in Chicago in the year 2020 because it's the 90th anniversary of LAI.

Steven Gragg noted 2019 is still in play and asked Robert to do some recruiting in Vancouver.

Steven Gragg reported we won't take action on the LEW's today. We'll take action in Vancouver

3. Approval of At-Large Members

EC-3 To recommend approval of LAI At-Large Members. Motion by Christine Williams. Second by Ann Bouslog. Motion carried unanimously.

Discussion:

- 1) Juanjo Martinez Galera is from Barcelona. Aurelio has talked with Juanjo about starting a chapter in Barcelona. Juanjo would be the first member and there are nine others joining. Aurelio spoke highly of Juanjo.
- 2) Kyle LeWallen is from Austin, Texas. Austin, Texas is going to charter a chapter. We will talk about it later. Steven Gragg has known Kyle for many, many years. He's an appraiser.
- 3) Lee Einsweiler is from Austin, Texas. He is a Principal from Code Studios. He is a Planner by profession.
- 4) Charles Heimsath is from Austin, Texas. He is the President of Capitol Market Research. Steven has known Charles for over 30 years. He used to work with him. He is a true Land Economist.
- 5) Lee Combs is from Austin, Texas. He is President of Emerson Group, LLC. He is an investor and developer. He's been active in the Austin market over 30 years now. Steven has known him for years.
- 6) Ann Hoge is from Austin, Texas. She is a Project Manager/Landscape Architect for Consort, Inc. I met her for the first time at our meeting in Austin. She was referred by Golden Gate.
- 7) Doug Launius is from Austin, Texas. He is the Managing Principal for Marketplace Real Estate Group. Randy Williams is sponsoring Doug.
- 8) Karl Koebel is from Austin, Texas. He is the Managing Principal of Marketplace Real Estate Group. Randy Williams is sponsoring Karl.
- 9) Laurie Logue is from Austin, Texas. She is an EVP Austin Executive Market Manager for Broadway Bank. Steven has known her for years.

Christine Williams noted they look like a great group. Good job to the people who put this together.

Steven Gragg noted he's excited to get our first Chapter in Austin. Austin will be a good market for LAI. Would like to see Chapters in Houston and San Antonio as well.

Cheryl Soon asked if they would be assigned to the Western Region.

Robert McBride responded no they will be located in the Central region.

Steven Gragg reported we will review Fellow applications in Vancouver.

5. Strategic Plan Resolution

Steven Gragg noted we do not have Ian Lord on the line so we will act in Vancouver.

D. Executive Director's Report

1. 2018 Dues Collection

Sheila Hamilton reported LAI has posted the dues process dates for 2018 so share this with your Chapter President's. It has been e-mailed to them as well.

Steven Gragg asked if there is anything new in how you're handling dues.

Sheila Hamilton responded no. It's just updating the dates to what we did last year.

Steven Gragg noted the report is consistent and we're collecting the dues as best we can. Steven asked if there were any questions or concerns. There were not. Steven thanked Sheila Harris and Sheila Hamilton for all their efforts.

E. Treasurer's Report & Finance Committee

3. 2018 Budget

Steven Gragg noted we will skip over that and discuss in Vancouver.

F. Secretary's Report & Bylaws

Cheryl Soon noted she does not have anything new to report.

G. President Round Table

Steven Gragg noted we will discuss in Vancouver.

H. Vice President Report & Chapter Services Committee

Robert McBride thanked all the RVP's for their reports. There are challenges around membership

1) Madrid Chapter

Cheryl Soon noted Aurelio's report, looks like there are the issues the officers need to investigate.

Cheryl Soon looks like they're not scheduling board or member meetings.

Steven Gragg reported he had conversations with Aurelio and David. They are in fact holding membership and Board meetings. There was concern if there was proper advance notification of the meetings. Some of this gets lost in the translation with language and culture. Steve's sense is they are going about their business as they always have. He has made a concerted effort to get Aurelio, David and the rest of the Madrid Board communicating and working with each other. He thinks that has happened. We will keep an eye on it and continue to manage in the future. He thinks we're going in the right direction.

2) Atlanta Chapter

Joan Herron noted she is the Atlanta Chapter membership person going forward. She noted they hadn't asked for new membership in the past two years. They plan to send out a prospect form at the end of August. Planning a luncheon event in October. Our initiation will be in December. Joan reported Leslie Blake from San Diego has joined our Chapter. Leslie was very active in the San Diego Chapter. Leslie will be Joan's co-membership chair. You'll see more members in Atlanta this year.

3) New York Chapter

Gary Leach reported New York has scheduled a meeting for August 30th without a speaker. It will just be a social gathering. We're trying to get the momentum going.

Steven Gragg asked if Gary was planning to attend that meeting.

Gary Leach responded he couldn't get it on his calendar. Jeff Beal tried to register for the LEW, but the hotel was booked. I will try to revisit with Jeff in September to see what the plans are going forward.

Steven Gragg noted he still has concern about New York. We have a little bit of momentum and he would hate for it to fall off. I don't think Jeff knows we have PowerPoint presentations that can be given. Not sure how well setup they are to have this event and be successful

Robert McBride reported we have given them all the tools we have available.

Steven Gragg noted there are hotels in Vancouver just not at the host hotel. It shouldn't keep Jeff, Chris or others from attending the LEW.

Robert McBride will circle back with them to make sure they are aware of it.

Steven Gragg pointed out that we have a PowerPoint we can send, and they can hand out copies. Bring Membership forms and try to turn attendees into new members. That would be our goal for the event.

Robert McBride asked Gary about the size of the event and how it's funded.

Gary reported the restaurant will have a cash bar and there will be no speaker. Try to reintroduce LAI to get the chapter going again.

Steven Gragg noted the event is at Bryant Park Grill from 6 to 9 pm. Folks should be able to attend before they catch their trains to leave the city. Steven asked Gary to follow up with them to make sure their focused and have the material.

Jordan had to drop off the call and stated he is looking forward to seeing everyone in Vancouver.

4) Tokyo Chapter

Steven Gragg reported we have reached out to our friends in Tokyo to get them to attend the LEW in Vancouver. Radio silence as per normal. Not sure what we can do with them at this point.

Ann Bouslog reported that until we get someone out there to do business, without an introduction, it's going to be difficult to move forward. Ann reported that the two leaders of the Tokyo Chapter have retired from their jobs and she's not so sure how active they are going to remain. We need to think of ways to revitalize the group without insulting the people who are keeping it going. Ann stated she would like to talk to Sheila off line because they have been around over ten years and believe they're been paying their dues.

Steven Gragg reported Richard Cook from the Tokyo Chapter has a Japanese speaker for the LEW, however he has gotten no response. Maybe they'll walk in the room and surprise us.

Ann Bouslog would like to find a way to bring the Tokyo Chapter into the fold. She noted with language issue and cultural difference she doubted they would come to a LEW. She noted they usually don't travel with their spouses and they tend to travel in groups. She thought if we had a LEW in Hawaii, maybe they would come.

Steven Gragg asked if David had any trips planned to Tokyo.

Ann Bouslog responded he would be out there in the spring or summer of 2018.

5) AUM Chapter

Ann said AUM is also a concern. She has been trying to skype with them. They have zero payments this year.

Sheila Hamilton has had some e-mail conversations with them to try and set up their on-line dues payment on the LAI website. She's at a stand still waiting for replies from them on questions she needs answered. She's not sure if they're collecting dues or if they're wanting us to collect dues.

Ann Bouslog reported that they were having some financial challenges. They were in the red on one of their big events. Ann said she was surprised they were hosting another big event. She would like to talk to them about their philosophy and what their affiliation means. Their next big event is going to focus on rivers.

Steven Gragg shares Ann's concerns and they received a sizable Chapter Grant and we expect that to be reflected in membership. We have made it very clear and they understand that. Clearly the non-payment of dues is an issue and needs to be resolved. Sheila has been very diligent in trying to do that. Steven asked Sheila who was registered for Vancouver.

Sheila responded no one from the AUM Chapter was registered.

Ann Bouslog reported that Arial and Anil are working hard to keep the chapter viable. It's not a lack of effort on their part.

Steven Gragg noted we can talk about this more in Vancouver.

I. Other Standing Committee Reports

1. Archives

Christine Williams noted she did not have anything new to report. She asked if we could add Archives to the agenda at the LEW.

Robert McBride suggested Christine join the President's Roundtable and spend a few minutes on Archives.

Christine Williams will plan to attend the President's Roundtable at the LEW.

Steven Gragg said at the Board of Governor's meeting Christine can take a few minutes to talk about Archives

Christine Williams wants to talk about Cornell and what that is and the status. She will include that as well.

2. Awards

Sheila reported that the Awards have been ordered and will be ready for Vancouver.

3. New Chapter Development

a. Austin Chapter

EC-9 To approve the Austin Chapter Charter subject to clarification of the geographical description. Motion made by Robert McBride. Second by Joan Herron. Motion carried unanimously.

Discussion:

Steven Gragg reported we do have a petition to charter an Austin-Central Texas Chapter. They have a minimum of 10 at-large members. They are working on additional nominations. Our goal is to charter them in Vancouver. They are planning a membership meeting in October where we will install all the new members and give them a good kick off meeting.

Robert McBride had a question about the geographic extent of this potential new chapter. In section 2.1 it says the greater Austin area and the Austin-San Antonio corridor along Interstate Highway I-35. He doesn't know the Texas area. And he didn't know if that physical description was the same thing.

Steven Gragg reported the description makes sense to him. He doesn't know if the intent is to bring in San Antonio or if they're speaking to the corridor linking Austin and San Antonio. Tim Youmans note it might be better to have the actual MSA Boundary which includes cities and counties.

Joan Herron noted the MSA boundary is what they have in the agreement in Atlanta.

Steven Gragg said we can make that suggestion to them. Either define it MSA or a collection of counties. Sheila and I will go back to Jim and Randy and raise that issue for clarification.

Steven Gragg noted we will finish off this in Vancouver. I know Jim Nias is registered so you'll get an opportunity to meet him.

4. Publications

Alan Nevin Is delighted people keep sending in articles for Key Notes. Sheila keeps blasting them out to membership. Alan asked if we have any information on the open rate. Nina Gruen's articles are very good and so are her son's.

Sheila Hamilton said she didn't have it right now but said we can get it. Sheila pulled up the website and reported it tells you how many people have read the article.

Steven Gragg noted it was good to see how many people are reading the articles.

5. Public Relations

1) PR Budget

Cassandra Francis had two items. One is how is the PR Committee budget going to be handled next year. She talked to Ron Buss about it in Philadelphia and sent him a couple of e-mails since then. The PR Committee would pay \$5,000, Phil Adams \$10,000 with the other \$5,000 being paid for by the Land Economics Foundation (LEF). Then adding \$2K for incidentals like printing and publications. She had loose approval on it from Ron Buss when she talked to him in Philadelphia, but she has not heard back from him. That's what's in the budget and she wanted everyone to understand that.

Tim Youmans was on the LEF Call and they want to know specifically what Phil is going to be doing for LEF. They were leaning to a contribution of \$2,500.

Cassandra Francis stated we may want to adjust that. Phil is comfortable in proceeding anyway we see fit. Cassandra wants Sheila Harris and Sheila Hamilton to make sure we reflect that in the budget. In what he would be doing for them, Phil would be directed by LEF.

Tim Youmans asked if Cassandra was going to get in touch with them before they finalize their approval.

Cassandra Francis wanted to report it was in the budget without his formal approval. Cassandra said she didn't know if Phil was coming to the LEW. We will go thru the items briefly at the Board meeting.

2) President's Roundtable

The other item is the President's Roundtable if we could have a few minutes to talk about an upcoming survey that the PR Committee plans to do under its next leadership.

Robert McBride stated we can add that to the agenda at the President's Roundtable.

Cassandra Francis stated we will hand out a checklist at the Board meeting. We can keep it very brief.

3) LEF Meeting

Steven Gragg asked if LEF was going to have any guest speakers.

Tim Youmans said they are and he didn't know if it was going to be one or two. They did recognize they took more time than they should have at the last meeting.

Sheila Harris also stated that we need to know how many for the luncheon. LAI ended up paying all those lunches last time. We need to make them aware of other cost considerations.

Tim Youmans suggested we send a bill to LEF.

Steven Gragg said he wouldn't hesitate in asking them to pay for those lunches.

Sheila Harris stated we will invoice.

Steven Gragg said for future planning they should let us know.

6. Global Chapter Report

Tim Youmans noted Les Pollack was traveling for two months. We're hoping he will do some presentations for the global committee.

Steven Gragg noted Les Pollack is very close to the AUM chapter. We can ask him to assist with collecting dues.

7. Strategic Plan Report

Steven Gragg reported we will skip over the strategic plan until we have Ian Lord available. We will take action on that in Vancouver.

Ann Bouslog referenced page 83 of the Board Book. The documented is dated the 17th of August. Ann wanted to know if we want to make a motion to approve or re-date the document. The next date would be September 14th.

Steven Gragg's preference would be to wait until Vancouver and have Ian present since he is the one who led the charge on that.

8. Nominations

Tim Youmans stated there is a slate that they worked on for six months. We have a really strong team being recommended

This item goes directly to the Board of Governors.

9. LAISA Executive Council

Steven Gragg noted we will take this item up in Vancouver as well. Steven reported he successfully nominated that committee. The committee will be chaired by Celeste Hammond. Celeste will have a report for us in Vancouver.

Adjourn at 10:33 am PST



MINUTES

Meeting of the Board of Governors: September 14, 2017

Members - * voting members

Steven R. Gragg*	International President	Phoenix	P	Ian James Lord, Esq.	Chair, Council of Presidents Chair, Strategic Plan Committee Chair, International Meetings Committee	Simcoe	p
Robert McBride*	First Vice President	Simcoe	P	Suzanne Varco	Assistant Treasurer	San Diego	p
Sheila Harris*	Treasurer	Phoenix	P	Millard Lee	Assistant Secretary	Los Angeles	A
Cheryl Soon*	Secretary	Aloha	P	Vicki Estrada	Assistant Scribe	San Diego	P
Alan Nevin*	Scribe/Editor	San Diego	P	Scott Burns	Assistant Historian	Simcoe	A
Christine Williams*	Historian	Ely	P	Hania Maraqa	Europe AVP	UAE	A
Aurelio Ramirez-Zarzosa*	Europe RVP	Madrid	A	Joan Herron	East AVP	Atlanta	A
Gary Leach*	East RVP	Boston	A	Ann King	Central AVP	Memphis	P
Jordan Peters*	Central RVP	Ely	P	Gregg Robinson	West AVP	Zia	P
James Musbach*	West RVP	Golden Gate	A	Anil Hatkar	Asia/Pacific AVP	AUM	A
Ann Bouslog*	Asia/Pacific RVP	Aloha	P	Ron Buss	LEF President	Los Angeles	P
Tim Youmans*	Past President	Sacramento	P	Rachel Edds	LEF Treasurer	Baltimore	P
Jan Yakota*	Chapter President	Aloha	A	Russell Mathew	LEF Secretary	Simcoe	P
Russ Posey*	Chapter President	Atlanta	P	Tim Youmans	LEF Board Member	Sacramento	P
Anilkumar Hatkar*	Chapter President	AUM	A	Jon Devries	LEF Vice President	Ely	P
Susannah Bergmann*	Chapter President	Baltimore	P	James Fawcett	Awards Committee Chair Past President	Los Angeles	P
Gary Leach*	Chapter Proxy	Boston	P	Les Pollock	Global Chapter Chair	Ely	A
Rob Gamrath*	Chapter President	Ely	P				
Erwin Andres*	Chapter President	George Washington	A	Phil Adams	PR Committee	Ely	P
Andrew Wolfram*	Chapter Vice President	Golden Gate	A	Sheila Hamilton	Executive Director	LAI	P
				Cassandra Francis	PR Chair	Ely	P
Andrew Fogg*	Chapter President	Los Angeles	p	Jim Nias	Austin-Central Texas Chapter		P
Aurelio Ramirez*	Chapter Proxy	Madrid	a				
Ann King*	Chapter Proxy	Memphis	p				
Cecile Bedor*	Chapter President	Minnesota	p				
Jeff Beal*	Chapter President	New York	a				
Stevan Gromet*	Chapter President	Orange County	p				
Miguel Trembley*	Chapter President	Ottawa	a				
Sheila Harris*	Chapter Proxy	Phoenix	p				
Anthony Forte*	Chapter President	Philadelphia	p				
			p				
Vicki Estrada*	Chapter Proxy	San Diego	p				
Bronwyn Krog*	Chapter President	Simcoe	p				
			p				
Rudayna Abdo*	Chapter President	UAE	a				
Richard Cook*	Chapter President	Vancouver	p				
John Nye*	Chapter Proxy	Zia	p				

P= Present, A=Absent, T=Telephone

Introduction = introduction of the item before a motion.

Discussion = discussion that occurs after a motion has been made & seconded.

Welcome

President Steven R. Gragg called the meeting to order at 1:15pm, identifying a quorum. He welcomed everyone to Vancouver and asked those present to introduce themselves.

A. President's Report

Introduction: Steven R. Gragg provided an overview of the agenda and board book.

G Motion No. 1 to approve the recommendations of the Executive Committee in respect to Executive Committee Consent Agenda Items C-1, C-2, C-3, and C-4.

Motion by Andrew Fogg. Second by Rob Gamrath. Motion carried unanimously.

C. Matters Arising

1. Public Relations Committee Recommendations

Phil Adams gave a preview of the 2014 membership survey. Methodology was series of one on one interviews. It was suggested to put the summary of the 2014 survey results on the website. The following suggestions were given for the 2017 membership survey:

Reaffirm member understanding, awareness and appreciation of LAI core values.
Evaluate common practice and barriers communicating to current, new and prospective members.
Understand member engagement with chapter and LAI events.
Barriers to increased participation and attendance.
Determine member understanding of LEF and its value to them.
Understand opportunities and barriers to enhance these values at chapter level and with individual members.
Attitudes toward contributions, donations, bequests.
Background: Review chapter surveys conducted in the last 2 years.
Leadership: Focus on Chapter Presidents.
Custom online survey and possible one on one interviews.
Inactive members: Custom online survey.

Phil Adams provided the following schedule for the survey:

Discussion guides and drafts to chapter presidents – October 2017
Active research: November 2017
Analysis: November – December 2017
Initial reporting through ex PR committee January 2018
Final presentation in Baltimore LEW April 2018

The LAI Board of Governors meeting adjourned at 1:45pm to allow for the Land Economics Foundation Trustee Board Meeting.

The LAI Board of Governors meeting was reconvened at 2:27pm

C. Matters Arising

2. Land Economic Weekends

b) Baltimore LEW Budget & Program (Spring 2018)

G. Motion No. 3 To receive and accept the recommendations of the Executive Committee for the Baltimore LEW.

Motion by Susannah Bergmann. Second by Rick Cook. Motion carried unanimously.

Discussion: Susannah Bergmann stated the committee thought about ways to get the local chapter members involved at the LEW, may provide a discount. The program changes every 5 seconds. The idea is to limit the amount of time on buses.

d) Identification of Future LEW Sites

Robert McBride stated we have no locations set for 2019 LEWs. London has expressed interest. This would require the support of headquarters. Holding a LEW in NYC may help in the revitalization process in NY as well.

Other ideas include Hermosillo. Possibly Austin would be interested, in order to introduce LAI to them.

Andrew Fogg stated Los Angeles would like to volunteer for 2019.

LEW in Chicago (Ely) Fall of 2020 as it will be the 90th anniversary of LAI.

Sacramento is interested to host a LEW in 2021 or 2022.

3. Approval of At-Large Members

G. Motion No. 5 To receive and accept the recommendation of the Executive Committee for LAI At-Large Members.

Motion by Russ Posey. Second by David McKay. Motion carried unanimously.

4. Fellow Nominations

G. Motion No. 6 To receive and accept the recommendation of the Executive Committee to approve Fellow Nominations of Ron Buss and Alan Nevin.

Motion by Gary Leach. Second by Tim Youmans. Motion carried unanimously.

5. Strategic Plan Resolution

G. Motion No. 7 To receive and accept the recommendation of the Executive Committee to approve the 2018-2022 Strategic Plan.

Motion by Ian Lord. Second by John Nye. Motion carried unanimously.

A signed copy of this motion can be found at the end of these minutes and in the approved copy of the Strategic Plan for 2018-2022.

E. Treasurer's Report & Finance Committee

3. 2018 Budget

G. Motion No. 8 To receive and accept the recommendation of the Executive Committee to approve the 2018 Budget.

Motion by Sheila Harris. Second by Andrew Fogg. Motion carried unanimously.

Discussion: Rick Cook asked if the variance is going to be close at the end of the year. The goal is not to reduce expenditures. Cecile Bedor stated they really appreciate the chapter assistance grant they just received for the Minnesota Chapter website.

H. Vice President Report and Chapter Services Committee

2. Chapter Services Committee Summary Report

Robert McBride is looking for help on German translation for the Expo Real meeting.

4. RVP Report East

Gary Leach reported the NY chapter hoped to get a meeting together in April, but nothing happened until August. They are planning another event in the fall. He will stay in contact with them.

I. Other Standing Committee Reports

1. Archives

Christine Williams reported on the archives at Cornell and how to get to the website. It's now much lot easier to see what documents are there. We will be adding the link to the website and posting on keynotes.

2. Awards

Jim Fawcett asked for input on whether there should be more than one international member of the year, not limit it to just one.

Robert McBride felt there is no need to put a cap on it, however no more than one per chapter.

Andrew Fogg asked if nominations from previous years need to be resubmitted.

Jim Fawcett stated they would need to be resubmitted.

John Nye asked about the minimum number of nominations.

Jim Fawcett felt it encouraged members to submit.

Christine Williams asked what the financial obligations are to awardees.

Jim Fawcett stated that we give them complimentary LEW registration, but not travel.

Susannah Bergmann stated we can do no harm thanking people for their dedication of years and years of time. It would be great if we were fighting over the award. She thought the committee should have the discretion as to how many to award.

Jim Fawcett will be reconstituting the awards committee along with the new administration.

Jim Fawcett will send new guidelines to LAI staff.

6. Global Chapter

Les Pollack was absent. No report.

9. Lambda Alpha International Student Association Executive Council

Tim Youmans reported the LAISA executive council is now confirmed and will be holding a meeting in the coming months.

Jon Devries – American Real Estate Society has become a big partner with LEF. There may be some possibility as we find more candidates for grants and we may get better assistance from faculty.

Rick Cook welcomed everyone to Vancouver.

Robert McBride expressed appreciation for the incredible leadership of Steven Gragg during his presidency. He has led the organization through some of its most challenging times. Steve has been a great mentor and provided him with a good foundation.

Steve Gragg stated it has been a privilege and a pleasure to serve. He stated he had a great team to work with!

K. Motion to Ratify actions and activities of Executive Committee and Board of Governors from September 22, 2016 to date.

G. Motion No. 11 To receive, accept and approve the Motion of the Executive Committee to and including the actions of the Board of Governors to the date hereof.

Motion by Andrew Fogg. Second by Jordan Peters. Motion carried unanimously.

Meeting adjourned at 4:00pm PST.

MOTION NO. 7 OF THE BOARD OF GOVERNORS

(LAI Strategic Plan)

MOVED BY: Ian James Lord, Esq.

SECONDED BY: John Nye

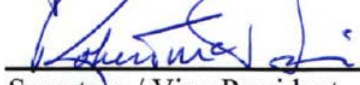
THE AFORESAID resolution of the Executive Committee be and the same be received, ratified and confirmed.

DATED at Vancouver, BC, this 14th day of September 2017.

By the: BOARD OF GOVERNORS



President



Secretary / Vice-President

Matters Arising

Land Economic Weekends

Date: March 7, 2018
To: LAI President and Executive Committee
From: Cassandra Francis, LAI International Vice President
Re: Proposal to Host Spring 2019 LEW in San Juan, Puerto Rico with a Day of Service

For Spring of 2019, we propose a new format for the LEW, which would serve as a test for potential implementation for specific LEW's in the future. Particularly in geographic locations where there are cases of natural disaster or some other form of destructive event or structural dilemma, we would like to discern the interest of membership to attend a LEW with a combined mission: to learn more about land use and development issues in a specific locale and to provide a day of service to assist on a specific local issue.

Given the recent destruction in Puerto Rico caused by Hurricane Maria, we propose that LAI host the 2019 Spring LEW in San Juan, where we would hold our regular day of business meetings, a day of tours highlighting local land use and development issues, followed by a day of service hosted by an organization focused on a specific issue related to the natural disaster. We would still close the weekend with a celebratory dinner and awards.

A cornerstone of LAI is captured in Richard T. Ely's maxim, "the law of society is service", demonstrating an obligation to provide service to the community by working to contribute professionally to the enrichment of our planned environment. We believe community service is an important aspect of LAI membership which can be very rewarding as many of our members have indicated an interest in outreach activities. We propose that LAI consider delivering community service through formal and informal Professional Advisory Delegations (PAD's) at the invitation of a "client" organization with a specific land use or development problem to address. In various applications, LAI would develop appropriate delivery formats to provide no- or low-cost advisory services and expert guidance in a facilitated format. LEF may also have an interest in participating.

The proposed format for a PAD in the context of a LEW is that a "client" organization would provide a tour or detailed presentation of the issue or problem to be addressed during a morning session followed by a question and answer segment facilitated by members of the client organization. Then over lunch and during the early afternoon, the delegation would divide into context-based sub-groups to deliberate on aspects of the matter and propose solutions and further considerations.

The final session in the mid-afternoon would include the verbal reporting of the sub-groups followed by a general summation of recommendations. The afternoon proceedings would be recorded and a general report will be provided thereafter to summarize the delegation's guidance. The process would be directed and facilitated by a PAD special committee comprised of members of the Board of Governors and selected LEW attendees.

Beyond providing an opportunity to provide service in a geographic area of need, hosting a LEW in Puerto Rico would provide the added benefit of providing an opportunity to meet and work with local land use professionals who would be encouraged to join LAI as At-Large members and to help charter a chapter in the coming year(s). The International Vice President and the Executive Director and staff have agreed to provide the leadership and effort to plan the LEW and engage local support and potential future chapter leadership with the help of other LAI members with Puerto Rican colleagues.

We request of the Executive Committee agreement to pursue the hosting of a Puerto Rican LEW, subject to the below considerations. We would request the appropriation of the typical chapter LEW stipend to support this effort, particularly as it will be difficult to raise sponsorship dollars without a local chapter established. Further, we will request that the client organization physically host, provide the tour (transportation, if necessary), a simple lunch and materials for the PAD. We are currently researching available hotels, potential LAI Puerto Rico chapter champions/members, tour topics and leaders, and interested client organizations to host the PAD (including the International Red Cross, the Puerto Rican Land Authority, etc.).

If the Executive Committee agrees to pursue the Puerto Rican LEW, we would need to finalize the hotel availability, some local tour leaders and a client organization to support the PAD in the next month so we can gain further approval at the April LEW. We could further be prepared to start marketing the Puerto Rican LEW and the new day of service format to LEW attendees. We will plan to discuss this on the Executive Committee conference call on March 20 once we have more information confirmed.

LAI LEW Budget Proposal

2019
Spring
Puerto Rico

Registration Fee

Revenue

Registration Fees (90 registrants)	\$44,550
President's Reception from LAI	\$2,000
Sponsor Revenue	
Total Revenue	\$46,550

Expenses

Facility Rental	\$5,200
Food & Beverage	\$35,000
Equipment Rental	\$3,500
Program Supplies	\$1,500
Program Printing	\$3,000
Program Postage	\$150
Speaker Fees	
Other Program Costs	\$11,500
Professional Advisory Delegation	\$6,000
Total Expenses	\$65,850

Net Income Prior to LAI Incentive	(\$19,300)
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LEF Grant - PAD	\$3,000
LEW Incentive	\$10,000

Net Income	(\$6,300)
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Approval of At-Large Members



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: MARTA MARTÍ CAMP

Position: Director and partner

Firm: MARTÍ, ADVOCATS I ECONOMISTES ASSOCIATS, SL

Business Address: Avenida Diagonal 584, principal.

City/ST: Barcelona ☐ Zip: 08021 ☐ Telephone: +34 932016266

E-mail: martamarti@martilawyers.com ☐ Facsimile: +34 932020914

Residence Address: C/ Cadí, 7

City: San Cucufato del Valle Zip: 08195 ☐ Telephone: 935846402

EDUCATION:

- Law Degree – Universitat de Barcelona (1995 – 1999)
- Masters Corporate Law MADE – Universitat Pompeu Fabra (1999-2000)
- Masters LLM Law of International Business & Taxation – London Guildhall University / London Metropolitan University (2000-2001)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Property Tax Assessment |
| <input type="checkbox"/> Administrative Zoning | <input type="checkbox"/> Public Works |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Asset Management | <input type="checkbox"/> Real Estate Consulting |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Government | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Journalism | <input type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Land Engineering | X Real Property Law |
| <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Traffic & Transportation |



☐ Transportation Planning



☐ Urban Development/Redevelopment



☐ Other Workspace Management

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

1. Business Initiative distinction

2. Prominent member of many business boards

3. Expert invited in international workspace fairs and speaker in national summits and conferences

Justification for nomination:

Briefly state the qualifications and civic involvement of the proposed member to be considered as distinguished service in the field of real estate and land economics. For example, cite business experience, education, community service or honors that distinguish the individual. Attach resume or other form of career summary in addition to information above.

Proactive person, responsive and excited about new projects, specially those that involve international relations and variety of professionals and sectors. This cross boarded personal relations enrich personally and professionally.

I am currently Director and Lawyer in Martí & Associats, a Law Firm located in Barcelona, Spain. We are a multidisciplinary firm that advises companies in all legal matters. Personally, I am involved in Real Estate Law. The range of clients include both local and international companies with an important presence of the Real Estate sector, including constructors, developers and linked industries. I am member of several board of Directors as well as appointed Attorney in different companies (such as Arenales de Mar, SA, Levi Strauss de España, S.A., UTC Fire & Security España, SL, etc).

I am currently Second Vice-President of Ally Law, an international organisation of independent law firms, planning to serve until June 2018. Also member of Expansion Committee. This network has the headquarters in UK and USA and includes independent law firms worldwide. We support each other, exchange legal updates and experiences and refer our clients in their international needs. Great opportunity for working in an international environment in the law sector.

I have been participating as expert invited in international workspace fairs organized by the Bar Association of Barcelona and involved in local conferences (Rotary International, Union for the Mediterranean, IBA, etc).

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published.

For her contribution to the advancement of Real Estate Law in the land development sector.

Attach a copy of nominee's bio.

Appropriate membership category: ☒ Active ☐ Retired

Respectfully submitted by:

LAI Member Sponsor: Aurelio Ramirez-Zarzosa Date: 17 April 2018

**Email nomination form to:
lai@lai.org**



Studies

- Law Degree – Universitat de Barcelona UB (1995 – 1999)
- Masters Corporate Law MADE – Universitat Pompeu Fabra (1999-2000)
- Masters ILM Law of International Business & Taxation – London Guildhall University / London Metropolitan University (2000-2001)

Experience



Martí & Associats, Lawyers and Consultants

www.martilawyers.com

Director and Lawyer in this Law Firm located in Barcelona, Spain. We are a multidisciplinary firm that can advise companies in all legal matters with a team of 21 professionals. The range of clients include both local and international companies with an important presence of the Real Estate sector, including constructors, developers and linked industries. Member of several board of Directors in different companies. Working here since 1999.



Ally Law

<https://ally-law.com>

Second Vice-President. Since 2013 member of Expansion Committee, responsible of recruiting new firms in required jurisdictions. Since 2014 member of Executive Committee which manages the organisation together with the Executive Director. This network is based in UK and USA and includes more than 65 independent law firms worldwide. We support each other, exchange legal updates and experiences and refer our clients in their international needs. Great opportunity for working in an international environment and dealing with excellent legal professionals.

Memberships



Il·lustre Col·legi Advocats de Barcelona
Member 25.892



International Bar
Association

Martindale.com

Martindale-Hubbell

Languages

Spanish, Catalan, English. Initiating and progressing in French and Russian.



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: Sonia García-Gómez

Position: Portfolio Manager Real Estate

Firm: SABADELL BANK

Business Address: Calle Sena, 12

City/ST: San Cucufato del Valle / Barcelona Zip: 08174 Telephone: +34 902 030 255 (ext. 15323)

E-mail : garciasoniag@bancsabadell.com Facsimile: _____

Residence Address: _____ Carretera del Prado 53

City: Villadecanes, Barcelona Zip: 08840 Telephone: +34 670 051 899

EDUCATION:

Building Engineering at URL (2011)

Health and Safety coordinator at ECF (2005)

Technical Architecture at EATV (2000)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Administrative Zoning | <input type="checkbox"/> Real Estate Consulting |
| <input type="checkbox"/> Architecture | <input checked="" type="checkbox"/> Real Estate Development |
| <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Environmental | <input checked="" type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Government | <input checked="" type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Property Law |
| <input type="checkbox"/> Journalism | <input type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Title Insurance |
| <input checked="" type="checkbox"/> Land Use Planning | <input type="checkbox"/> Traffic & Transportation |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Urban Development/Redevelopment |
| <input type="checkbox"/> Property Tax Assessment | |
| <input type="checkbox"/> Public Works | |

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

1. Portfolio Manager Real Estate.

2. Asset management
3. Expert in the development of urban land

Justification for nomination:

Briefly state the qualifications and civic involvement of the proposed member to be considered as distinguished service in the field of real estate and land economics. For example, cite business experience, education, community service or honors that distinguish the individual. Attach resume or other form of career summary in addition to information above.

Sonia is a very accurate and methodical professional. She's capable to empathize with every new project which she's going to start. She's is involved with her Job.

Sonia is a professional with extensive experience in the management of real estate assets. Her development in different areas of the building market, provided her a higher knowledge, having different point of view about this business as well.

Sonia has been responsible in sales departments, technical departments, health and safety implementation area, and other. She used to join her current activity with other projects related to the advice on building design and refurbishment.

With the different charges related before, Sonia acquired a high experience managing with the most important building companies in Spain, engineers, town hall and regionals, and other relevant clusters, defending the interest of her current company.

She created a new office in Pyrenees for SECOTEC, took part on a first-class team in REYAL URBIS, and designed a new technical department in ALISEDA as well.

Sonia has been recognised as a first-class professional in her area, and it permit her to improve her position and join SABADELL BANK as a portfolio manager, having more than €14 Billion under her management responsibility area.

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published.

For her contribution to real estate asset & portfolio management advancement within the banking business.

Attach a copy of nominee's bio.

Appropriate membership category: ____X_ Active ____ Retired

Respectfully submitted by:

LAI Member Sponsor : Aurelio Ramirez-Zarzosa Date: 16 April 2018

**Email nomination form to:
lai@lai.org**

CURRICULUM VITAE:



D.N.I.: 25.462.686-F
Birthdate: 27/09/1974
Nationality: Spanish
Address: Carretera del Prado, 53
Villadecanes, Barcelona
Spain
Civil status: Married
Children: 2 children
Phone: +34 670 051 899

Name: Sonia García Gómez

EDUCATION:

Degree: Building Engineers at URL (2011) and Technical Architecture at EATV 2000

Courses:

“Prevention of Money Laundering and Financing of Terrorism”

“Organic Law on data Protection”

“Environmental management systems”

Course Health and Safety coordinator at ECF 2005

Draftsman Specialist in interior design at UPZ 1997

LANGUAGES:

English: B1.

Spanish and Catalan

PROFESSIONAL EXPERIENCE:

2016 / Present

Portfolio Manager Real Estate at BANC SABADELL.

2014 / 2016

Regional Technical representative at ALISEDA SGI for North-Est Area

2010 / 2014

Real Estate at GAVIMMO S.A combining with design and development in Building project as an independent professional.

2006 / 2010

Property Manager at REYAL URBIS S.A., before INMOBILIARIA URBIS S.A.

2005 / 2006

Health and Safety department coordinator for North-East Area at SECOTEC S.A.

2002 / 2005

Business Branch manager at SECOTEC S.A. for Pyrenees Area

LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: Enric Massip-Bosch

Position: Founder & Principal

Firm: EMBA ESTUDI MASSIP-BOSCH ARCHITECTS SLP

Business Address: Balmes 307

City/ST: Barcelona Zip: 08006 Telephone: +34 932112268

E-mail: adm@emba.cat Facsimile: _____

Residence Address: _____

City: Barcelona Zip: 08006 Telephone: _____

EDUCATION:

Doctor Architect, Universitat Politècnica de Catalunya-BarcelonaTECH (2016)

Master Degree Architecture Tokyo Institute of Technology-TokyoTECH (1988)

Master Degree Architecture Universitat Politècnica de Catalunya-BarcelonaTECH (1987)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Accounting | <input checked="" type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Administrative Zoning | <input checked="" type="checkbox"/> Real Estate Consulting |
| <input checked="" type="checkbox"/> Architecture | <input checked="" type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Asset Management | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Government | <input type="checkbox"/> Real Estate Marketing |
| <input checked="" type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Property Law |
| <input type="checkbox"/> Journalism | <input checked="" type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Traffic & Transportation |
| <input checked="" type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Non-Profit/Assoc. | <input checked="" type="checkbox"/> Urban Development/Redevelopment |
| <input type="checkbox"/> Property Tax Assessment | <input checked="" type="checkbox"/> Other: Urban Design |
| <input type="checkbox"/> Public Works | <input type="checkbox"/> Other : |

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

1. Architecture & Urban Design
2. Architecture & Urban Design Education
3. Speaker & Professor invited in international summits, conferences & courses

Justification for nomination:

Doctor Architect and Professor at BarcelonaTECH. Worked at Shinohara Atelier, Japan. Founder of EMBA_ESTUDI MASSIP-BOSCH ARCHITECTS, architecture and urban design studio based in Barcelona with works in different parts of the world in a wide range of typologies and scales for private and public clients. Currently Director of the Master Program in Urban Design Building The City Now, Saint Petersburg.

Interested in sharing & advancing in solutions for current global challenges.

Active applied researcher in the fields of Architecture & the City.

International approach in own practice & teaching.

Firm believer in contributing to society through design.

Committed with public administrations to better our daily experiences.

Involved socially in different boards and committees:

- Member of the Comité di Dottorato in Progettazione -POLITECNICO DI MILANO, Milan (Italy)
- Member of the Agenzia Nazionale di Valutazione del sistema Universitario e della Ricerca (Italian Government)
- Member of the Scientific Research Avaluation Comitee of UPC-BarcelonaTECH (2005-2011)
- Member of the Advisory Board to the Vice-Mayor of Urban Habitat, City Council of Barcelona (2011-2015).

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published.

For his large contribution over the years to Architecture Research and Innovation in Europe & Abroad.

Attach a copy of nominee's bio.

Appropriate membership category: ☒ Active ☐ Retired

Respectfully submitted by:

LAI Member Sponsor: Aurelio Ramirez-Zarzosa **Date:** 19 - March - 2018

Email nomination form to:
lai@lai.org

ENRIC MASSIP-BOSCH
Dr. Architect

CURRICULUM VITAE
01.2018

EMBA

Born in Barcelona, graduated from ESCOLA D'ARQUITECTURA DE BARCELONA-UNIVERSITAT POLITÈCNICA DE CATALUNYA-BarcelonaTECH. UPC researcher, Associate Professor of the Architecture Design Department, UPC-BarcelonaTECH, co-founder and member of the Research Groups *Architecture Today* and *Contemporary Transformations: house, city, landscape*. Researcher at the Tokyo Institute of Technology-TokyoTECH with a Monbushō grant from the Japanese Government, worked at Kazuo Shinohara Atelier (1987-1988).

Co-founder and Director of the Urban Design Master Program in Saint Petersburg (Russian Federation) **Building the City Now**, accredited by UPC-BarcelonaTECH and co-organized by CISR-Centre for Independent Social Research/SREDA. Guest Professor in schools in different cities in the world, lectured extensively and participated in multiple seminars in Europe, Asia and America.

Currently Member of the **Comité di Dottorato in Progettazione** -POLITECNICO DI MILANO, Milan (Italy), and of the **Agenzia Nazionale di Valutazione del sistema Universitario e della Ricerca** (Italian Government). He has been Member of the **Scientific Research Avaluation Comitee** of UPC-BarcelonaTECH (2005-2011) and Member of the **Advisory Board of Urban Habitat of the City Council of Barcelona** (2011-2015).

Founded in 1990 **EMBA_ESTUDI MASSIP-BOSCH ARCHITECTS**, which has won several international prizes and awards. **EMBA** is an architecture and urban design studio based in Barcelona with works in different parts of the world in a wide range of typologies and scales for private and public clients. **EMBA** leads a team currently composed of professionals from six different countries integrating architects, engineers and construction specialists to develop and build its highly singular projects.

EMBA

EMBA's work has been the subject of exhibitions worldwide: **Shanghai West Bund Biennale of Architecture and Art**, Shanghai 2015, **Deutsches Architekturmuseum**, Frankfurt 2013, **13 Biennale di Architettura di Venezia** 2012, **XVII Bienal de Arquitectura de Chile**, Santiago 2010, **Museo d'Arte Moderna Vittoria Colonna**, Pescara 2009, **Center for Architecture-AIA**, New York 2006, **Bienal de arquitectura de Rumania**, Bucharest 2004, **7 Biennale di Architettura di Venezia** 2000, **RIBA- Architecture On The Horizon**, London 1996.

EMBA's work has also been widely published in international magazines and has been recently included, among others, in the books *Barcelona: Modern Architecture Guide* (New York: ACTAR, 2013), *Atlas of World Architecture* (Salenstein (CH): BRAUN PUBLISHING AG, 2012), *Office Architecture*, (Hong Kong: RIHAN INTERNATIONAL CULTURE CO. 2012), *Skyscrapers* (Salenstein (CH): BRAUN PUBLISHING AG, 2012), *Diagonal ZeroZero* (Barcelona: LUNWERG, 2011), *Public Buildings Architecture 2000-2010* (Barcelona: GISA, 2010), *ArqCat* (Barcelona: COAC, 2008), *atalan Modern Architecture Guide: 1880-2007* (Barcelona: COAC, 2007), *ArqCatMón 2005* (Barcelona: COAC, 2006) and *Top Young European Architects* (New York: ATRIUM GROUP, 2006).

EMBA has been awarded several international prizes, won many competitions and selected to propose solutions for significant projects, following an upward trajectory in importance and complexity of the commissions that we have been granted. Out of our most recent works, for their geographical and typological diversity, we can highlight the following:

New Palau Blaugrana-Barça, Barcelona (with DPA, 2015); Corporate Tower TBC Bank, Tbilisi (Geòrgia, 2014); Plaça Glòries, Barcelona (2014); Strategic Study for Sagrada Família surroundings, Barcelona (2013-14); Secondary & High school, St Joan (Catalonia. **FIRST PRIZE** competition 2013); Diagonal ZeroZero Telefonica Tower, Barcelona (**AWARDED FOR THE MOSTRA D'ARQUITECTURA CATALANA** 2014, **FIRST PRIZE CATALUNYA CONSTRUCCIÓ** 2012, **FIRST PRIZE LEAF AWARDS** 2011, **SHORTLISTED PREMIS FAD** 2012, **PREMI CONTINUARÀ** 2011, **SHORTLISTED EMPORIS AWARD FOR THE BEST NEW SKYSCRAPER 2010**, 2011, **NOMINEE COUNCIL ON TALL BUILDINGS AND URBAN HABITAT CTBUH 2011 BEST TALL BUILDING AWARDS**, **PREMIO QUATRIUM** 2010, **PREMIO ACTUALIDAD ECONÓMICA** 2009); Volpelleres-West mixed-use building, St. Cugat del Vallès (**FIRST PRIZE ARCHIZING TROPHEE** 2011, **SHORTLISTED LEAF AWARDS** 2010, **FIRST PRIZE COMPETITION** 2003); 5-star Hotel and Commercial Centre, Ar Riyadh (Saudi Arabia, 2010); IE 2 lines, Torelló (**FIRST PRIZE COMPETITION** 2010); Renovation of Place République, Leucate (France). (**FIRST PRIZE INTERNATIONAL AWARD ABITARE IL MEDITERRANEO**, 2009; **SELECTED 5TH BIENNAL DEL PAISATGE**, **PREMI ROSA BARBA**, 2008; **FIRST PRIZE COMPETITION** 2005); Corporate

EMBA

headquarters, logistic center and workers' dwellings, Ar Riyadh (Saudi Arabia, 2009) ;110 housing units, Sant Boi (FIRST PRIZE COMPETITION 2009); apartments, elderly housing and civic centers, Barcelona (FIRST PRIZE COMPETITION 2008); TJ Headquarters and Logistic Centre, Moscow (Russia). (FIRST PRIZE COMPETITION 2007); Secondary school, Girona (SHORTLISTED *BIENNAL D'ARQUITECTURA DE GIRONA* 2007. FIRST PRIZE COMPETITION 2003); Urban planning and housing for a new residential area, Cunit (FIRST PRIZE COMPETITION 2006); New Penitentiary Centre, Tàrraga (FIRST PRIZE COMPETITION 2006); Medical center, Sabadell (SHORTLISTED *3RD BIENNAL D'ARQUITECTURA DEL VALLÈS* 2005. FIRST PRIZE COMPETITION 2001); Secondary school, Artés (SHORTLISTED *FAD AWARDS 2004*. FIRST PRIZE COMPETITION 2000); New access and Traumatology building extension, Vall d'Hebron Hospital, Barcelona (FIRST PRIZE COMPETITION 2004); Riverside park and *Pla de les Hortes* Master plan, La Roca del Vallès (FIRST PRIZE COMPETITION 2004); Renovation of the Square Gambetta, Carcassonne, (France). (FIRST PRIZE COMPETITION 2003).



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: Isabel Molinos Gil

Position: Founder & partner

Firm: NOTARIA OLIVER MOLINOS

Business Address: CONSEJO DE CIENTO 343, 2º 1º

City/ST: Barcelona Zip: 08007 Telephone: +349346775638

E-mail: imolinos@notariado.org Facsimile:

Residence Address: Lázaro Cardenas 1

City: Barcelona Zip: 08017 Telephone: 936673756

EDUCATION:

Degree in Law at Abad Oliva University in Barcelona (1999)

Public Notary in Spain.(2005)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Accounting | <input checked="" type="checkbox"/> Public Works |
| <input type="checkbox"/> Administrative Zoning | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Architecture | <input checked="" type="checkbox"/> Real Estate Consulting |
| <input type="checkbox"/> Asset Management | <input type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Government | <input type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Journalism | <input checked="" type="checkbox"/> Real Property Law |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Traffic & Transportation |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Property Tax Assessment | <input type="checkbox"/> Urban Development/Redevelopment |
| | Other Workspace Management |

Justification for nomination:

As a public notary she is an expert in property law and mercantile law amongst others.

She has a law degree from Abad Oliva University in Barcelona and graduated in the top five percentile. Also studied law at London Business School in 1999

2005- She was named a public notary in Spain, under the jurisdiction of the Spanish Ministry of Justice.

For more than 12 years, she has worked as notary dealing with individuals, companies and corporations in all matters related to land economics and real estate.

She works diary with local, provincial and national Government.

She is a regular guest speaker/lecturer at various universities and legal congresses.

- .- Member of the College of public notaries of Barcelona**
- .- Member of the Rotary Club**
- .- Member of the ABE association**
- .- Member of the Polo Club Barcelona and various sports associations.**
- .- Member of several parent/school initiatives.**

CITATION:

For her contribution to the advancement property and mercantil law within the real estate business

Appropriate membership category: ☒ Active ☐ Retired

Respectfully submitted by:

LAI Member Sponsor: Aurelio Ramirez-Zarzosa **Date:** 19 - March - 2018

Email nomination form to:
lai@lai.org

Isabel Molinos Gil

Lawyer and Public Notary.

C/Consejo de Ciento 343, 2º1º

08007

00349346775638

imolinos@notariado.org

C/Lázaro Cárdenas 1

Barcelona 08017

0034936673756

PRINCIPAL BUSINESS

Public Works

Real Estate Consulting

Real Property Law

As a public notary she is an expert in property law and mercantile law amongst others.

She has a law degree from Abad Oliva University in Barcelona and graduated in the top five percentiles. Also studied law at London Business School in 1999

2005- She was named a public notary in Spain, under the jurisdiction of the Spanish Ministry of Justice.

For more than 12 years, she has worked as notary dealing with individuals, companies and corporations in all matters related to land economics and real estate.

She works diary with local, provincial and national Government.

She is a regular guest speaker/lecturer at various universities and legal congresses.

Others:

- .- Member of the College of public notaries of Barcelona
- .- Member of the Rotary Club
- .- Member of the ABE association
- .- Member of the Polo Club Barcelona and various sports associations.
- .- Member of several parent/school initiatives.



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: Javier Bernades Carulla

Position: Partner

Firm: CUSHMAN & WAKEFIELD

Business Address: Paseo de Gracia, 56, 7th floor

City/ST: Barcelona ☐ Zip: 08007 Telephone: + 34 934881881

E-mail: javier.bernades@cushwake.com ☐ Facsimile: _____

Residence Address: Bordeus 22

City: Barcelona Zip: 08029 ☐ Telephone: 670306140

EDUCATION:

Degree in Economics at Univeristy of Barcelona
BA Business Studies at University of Wolverhampton
Studies in Real Estate management at APCE
Studies in Urban Planning at APCE

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Administrative Zoning | <input checked="" type="checkbox"/> Real Estate Consulting |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Asset Management | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Environmental | <input checked="" type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Government | <input checked="" type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Rela Property Law |
| <input type="checkbox"/> Journalism | <input type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Traffic & Transportation |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Urban Development/Redevelopment |
| <input type="checkbox"/> Property Tax Assessment | Other Workspace Management |
| <input type="checkbox"/> Public Works | |

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

Advisory to real estate office developers/landlords to define and implement marketing strategies

Advisory to occupiers to decide best real estate leasing strategy

Justification for nomination:

Briefly state the qualifications and civic involvement of the proposed member to be considered as distinguished service in the field of real estate and land economics. For example, cite business experience, education, community service or honors that distinguish the individual. Attach resume or other form of career summary in addition to information above.

I have a broad experience in the real estate industry:

- Real Estate projects director for Cataluña at Banesto (Santander Group)
- CEO at Grupo Ferran (member of Oncor International)
- CEO at Century21 Spain
- Partner at Cushman & Wakefield. Head of Business Space Agency in Spain

I am member of various board of directors in business associations, and lead a specific planning commission in one of them:

Advisory Board member of the 22@network association
President of the Urban Planning Commission at 22@network association
Board member at BIBC, Barcelona International Business Club

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published.

For his contribution to the development of the Real Estate Management in Barcelona Metropolitan Area
Attach a copy of nominee's bio.

Appropriate membership category: XX Active Retired

Respectfully submitted by:

LAI Member Sponsor: AURELIO RAMIREZ-ZARZOSA **Date:** 22 JANUARY 2018

Email nomination form to:
lai@lai.org

Javier Bernades Carulla



Degree in Economics, University of Barcelona
Business Administration & Management, University of Wolverhampton
Real Estate & Urban Planning studies, APCE

Member of the board of advisor of 22@network association

President of the Urban Planning Commission at 22@network association

Member of Board at BIBC, [Barcelona International Business Club](#)

Experience

Partner - Cushman & Wakefield

April 2011 – currently – Barcelona - Madrid

Head of Business Space Agency Spain

Real estate consultancy & transaction management both in the offices and industrial & logistics industries.

Market leader in Barcelona and top 3 in Madrid

CEO – Century21

November 2009 – January 2011

Largest worldwide real estate franchise network.

Introduction of the brand into Spain: build up the team, define business processes, set up the operations ...

CEO – Grupo Ferran

June 1999 – September 2009

Real Estate consultancy firm with 4 offices in Spain (Barcelona, Madrid, Valencia & Palma)

CEO from 1996 to 1999. Previously held leadership roles in other areas: International Business, Corporate Services and Property Management.

Banesto (Santander Bank)

January 1996 – June 2009

Head of Real Estate Development Funding in Catalonia

SME (small & medium enterprise) banking in Granollers (Barcelona)



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: José Nieves Vaquero

Position: Founder & CEO

Firm: Eng & Dev. Management Solutions, SL (ALL Realty Investments Consulting – ALL Global Project Management)

Business Address: Avenida de Les Corts Catalanes, 9-11, 15-C

City/ST: Sant Cugat del Valles (BARCELONA) ☐ Zip: 08173 ☐ Telephone: +34 935530880

E-mail: jnievas@allric.es ☐ Facsimile: _____

Residence Address: Bonavista, 11-15

City: La Roca del Valles (BARCELONA) Zip: 08430 ☐ Telephone: 938424206

EDUCATION:

Industrial Technical Engineer at UPC (1993)

Master in Real Estate Management and Urbanism at APCE – UAB (2001)

Master in Real Estate Consultancy, Management and Promotion at UB (2017)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Public Works |
| <input type="checkbox"/> Administrative Zoning | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Architecture | <input checked="" type="checkbox"/> Real Estate Consulting |
| <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Environmental | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Government | <input checked="" type="checkbox"/> Real Estate Management |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Journalism | <input type="checkbox"/> Real Property Law |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Research/Teaching |
| <input checked="" type="checkbox"/> Land Use Planning | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Traffic & Transportation |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Property Tax Assessment | <input type="checkbox"/> Urban Development/Redevelopment |

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

1. Founder and CEO in Realty Investments and Project Management Company
2. Board Member of five technology and management companies
3. Expert in the development of urban land

Justification for nomination:

Briefly state the qualifications and civic involvement of the proposed member to be considered as distinguished service in the field of real estate and land economics. For example, cite business experience, education, community service or honors that distinguish the individual. Attach resume or other form of career summary in addition to information above.

José is Analytical and determinen, as well is enterprising and enthusiastic about every new project.

He analyses, plans, executes and assesses a wide range of projects in his different fields of expertise: Industrial technical Engineer (UPC), Master's in Development, Property and Planning Management (UAB and UB), auditor, estate agent qualification (Spanish API) and background in marketing (EOI and UB).

He has been managing director and technical director of various property development companies, and a pioneer in project management in property construction and the automotive industry for over 25 years.

He is Founding Partner of aLL Global Project Management, Automotive Technical Projects and ALL Realty Investments Consulting.

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published. For his contribution to the advancement of project and property management.

Attach a copy of nominee's bio.

Appropriate membership category: ☒ Active ☐ Retired

Respectfully submitted by:

LAI Member Sponsor: Aurelio Ramirez-Zarzosa **Date:** 19 - March - 2018

Email nomination form to:
lai@lai.org

CURRICULUM VITAE:



Name: José Nievas Vaquero
D.N.I.: 35.113.712 – A
Birthdate: 14/02/1968
Nationality: Spanish
Address: C/Bonavista 11-15
La Roca del Valles (Barcelona)
Civil status: Married
Children: 3 daughters
Phone: +34 654109499

EDUCATION:

Degree: Industrial Technical Engineer at UPC 1993
Prof. Module CAD-CAM and CNC Tech. E.T. Bcn - North College of Birmingham 1993
Course "Project Management" DERBI 1998
Course "Accounting Technician / Internal Auditor" Emfo 1999
Master: "Real Estate Management" APCE – UAB 2001
Course "Accounting and taxation of real estate operations" AECE 2002.
Postgraduate: "Creation of Companies and Development of SMEs" EOI 2003
Postgraduate: "Real Estate Operations Feasibility Analysis" CAATB 2005
Postgraduate: "Urban Planning and Urban Management" CAATB 2007
Master: "Real Estate Consultancy, Management and Promotion" UB 2017

LANGUAGES:

English: Cambridge Preliminary English Test, 1997. FIRST level.
Italian: Intensive Course LEVEL-1.
Spanish and Catalan as usual languages

PROFESSIONAL EXPERIENCE:

1993 - 1995 Technical Manager of Team's HONDA in MGP World Championship
1995 - 2001 Project Manager NACIONAL MOTOR, S.A. (DERBI – PIAGGIO)
Engines and Suspensions Technical Manager
2001 - 2002 Technical Manager DOLL, S.A. (GRUPO ASTRAL – FLUIDRA)
Design, R&D, Project Management, Laboratory, CAD, Process Eng. and TAS
1998 - 2008 Managing Director N.V. PROMOCIONES–PRONHEM INMUEBLES–NEM VALLES
2004 - 2009 Partner. Real estate agencies LES CLAUS.
Investments Analysis Manager in Urban Land
2005 - Founding Partner and CEO – ALL GLOBAL PROJECT MANAGEMET
Project & Construction Management and Project Monitoring of Realty
2006 - Founding Partner AUTOMOTIVE TECHNICAL PROJECTS
Consulting Engineering specialized in Automotive Projects
2017 - Founding and CEO – ALL REALTY INVESTMENTS CONSULTING
Consulting in Realty Investments



LAMBDA ALPHA INTERNATIONAL AT-LARGE MEMBERSHIP NOMINATION FORM

Name of proposed member: Juanjo Martínez Galera

Position: Founder & CEO

Firm: NETWORKIA BUSINESS CENTER, SL

Business Address: Paseo de Gracia, 21, 1st floor

City/ST: Barcelona ☐ Zip: 08007 ☐ Telephone: +34 931311600

E-mail: jjmartinez@networkia.es ☐ Facsimile: _____

Residence Address: Rovellat, 25

City: Sant Cugat del Vallès Zip: 08173 ☐ Telephone: 936743895

EDUCATION:

Degree in Business Administration at Escola Superior Alacant (1991)

Sales Management at EADA.(2000)

PDD at IESE (2003)

PRINCIPAL BUSINESS (Check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Real Estate Appraisal |
| <input type="checkbox"/> Administrative Zoning | X Real Estate Consulting |
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Real Estate Development |
| <input type="checkbox"/> Asset Management | <input type="checkbox"/> Real Estate Finance |
| <input type="checkbox"/> Environmental | X Real Estate Management |
| <input type="checkbox"/> Government | <input type="checkbox"/> Real Estate Marketing |
| <input type="checkbox"/> Historical Preservation | <input type="checkbox"/> Real Property Law |
| <input type="checkbox"/> Journalism | <input type="checkbox"/> Research/Teaching |
| <input type="checkbox"/> Land Engineering | <input type="checkbox"/> Title Insurance |
| <input type="checkbox"/> Land Use Planning | <input type="checkbox"/> Traffic & Transportation |
| <input type="checkbox"/> Landscape Architecture | <input type="checkbox"/> Transportation Planning |
| <input type="checkbox"/> Non-Profit/Assoc. | <input type="checkbox"/> Urban Development/Redevelopment |
| <input type="checkbox"/> Property Tax Assessment | X Other Workspace Management |
| <input type="checkbox"/> Public Works | |

Indicate the proposed member's primary activity or activities in which pre-eminent distinction has been achieved:

1. Business Initiative distinction
2. Prominent member of many business boards
3. Expert invited in international workspace fairs and speaker in national summits and conferences

Justification for nomination:

Briefly state the qualifications and civic involvement of the proposed member to be considered as distinguished service in the field of real estate and land economics. For example, cite business experience, education, community service or honors that distinguish the individual. Attach resume or other form of career summary in addition to information above.

Enthusiastic about new projects, really motivated by the challenges. Self-demanding and capable of leading and involving wrk teams.

I have held many senior management positions in the real estate sector and workspaces. Involved socially, I'm part of different boards of directors in business associations and workspace sector and / or territory:

- 1ST Vice President at [PROWORKSPACES](#), Spanish Workspace Association
- Vice President at SCE, [Sant Cugat Empresarial](#)
- Member of Board at BIBC, [Barcelona International Business Club](#)
- Member of the Council in the Delegation of Sant Cugat of the [Chamber of Commerce of Terrassa](#)

Citation:

The nominating member **must** write a citation for his/her nominee. The citation will be used on the member's certificate, in the initiation brochure and may be published.

"For his continuing innovation in Spain on the Business Centers subsector and high level international business promotion in Barcelona city"

Attach a copy of nominee's bio.

Appropriate membership category: _____ **Active** _____ **Retired**

Respectfully submitted by:

LAI Member Sponsor: AURELIO RAMIREZ ZARZOSA **Date:** 2ND July 2017

Email nomination form to:
lai@lai.org



Degree in Business Administration, PDD at IESE and Sales Management at EADA. He has held many senior management positions in the real estate sector and workspaces. Involved socially, it is part of different boards of directors in business associations of its sector and / or territory:

- 1ST Vice President at [PROWORKSPACES](#), Spanish Workspace Association
- Vice President at SCE, [Sant Cugat Empresarial](#)
- Member of Board at BIBC, [Barcelona International Business Club](#)
- Member of the Council in the Delegation of Sant Cugat of the [Chamber of Commerce of Terrassa](#)

Experience

CEO & Founder - NETWORKIA BUSINESS CENTER



April 2012 – currently Sant Cugat del Vallès – Barcelona - Madrid

Strategic and operational management and management of the different Business Centers and all areas of the company: Economic and financial structure, strategic plan, personnel, budget ...

Partner & Founder – ALL REALTY INVESTMENTS CONSULTING



September 2016 – currently

Consultancy, integrated by multidisciplinary experts in the real estate sector, complementing the construction management carried out by aLL Global Project Management. Accompaniment to promoters, funds, family-offices and investors in general in obtaining a high profitability of its operations.

Managing Partner - SC TRADE CENTER



December 2005 – September 2012 Sant Cugat del Vallès

Direction and Management, strategic and operational of the different divisions of the company: Economic and financial structure. Staff structure. Budget. Strategic plan...

CCO - ALTING GRUPO INMOBILIARIO



April 2004 – December 2005

Direction and Management of the commercial dpt at national level. Structuring and organization of the department. Preparation and implementation of the Marketing Plan. Elaboration of the annual budget. Equipment under my responsibility: 24 people. The functions of development are like my previous stage, but with direct dependence on the Presidency and member

Sales and Business Development Manager - WOLTERS & KLUWER



April 1991 – April de 2004

Management of the commercial dpt at national level. Structuring and organization of the department. Preparation and implementation of the Marketing Plan. Elaboration of the annual budget. Team under my responsibility: between 40 and 80 people. According to stages. Functions:
Management of sales and marketing team.
Development of all activities related to the management and management of the commercial dpt

Additional awards and prizes

Anem a + 2006. Sant Cugat del Vallés City Hall

Best Business Initiative 2009. Terrassa Chamber of Commerce

Management Contract Renewal

AGREEMENT

This Agreement dated the 26th day of April 2018.

B E T W E E N :

Getting It Done AMC, Inc.
an Arizona corporation.

- and -

Lambda Alpha International ("**LAI**")
an Illinois non-profit corporation.

- and -

Land Economics Foundation of Lambda Alpha
International ("**LEF**")
an Illinois charitable foundation

RECITALS

LAI is an Illinois non-profit corporation organized for the purposes set forth in its Bylaws.

LEF is a registered charity in the State of Illinois and is a not-for-profit foundation established on behalf of LAI.

Getting It Done is a management services firm for trade associations, professional societies and other membership organizations.

LAI and Getting It Done wish to set forth the terms under which Getting It Done shall provide administrative services to manage LAI's operations. LEF joins in this agreement for the purposes, services, benefits and obligations specified herein.

The Recitals shall form part of this agreement (the "Agreement").

1. The services to be provided by Getting It Done to LAI shall be the following:
 - (a) Provision of an Executive Director/Account Executive, satisfactory from time to time to LAI, whose role shall be to ensure the ongoing and continuing operation of LAI as a duly incorporated non-profit association. The Executive Director shall assist the Board of Governors of LAI in the development of an annual program of activity within an LAI approved operating budget.

- (b) The responsibilities of the Executive Director and Getting It Done shall include all matters and management services identified and specified as per Schedule "A" hereto, allocated therein to the "Contractor".
- (c) Provision of an office and mailing address at the Getting It Done headquarters office.

2. The Executive Director may perform other services not described in Schedule "A" for LAI subject to mutual consent of the two parties and for a fee or fees agreed upon in writing and in accordance with the costs of "Additional Services" identified in Schedule "A".

3. The services to be provided to LAI by the Executive Director and Getting It Done shall be pursuant to this Agreement as directed by LAI's President and Treasurer or his/her authorized designate.

4. The term of this Agreement shall be for a period of sixteen (16) months beginning October 1, 2018 in accordance with Schedule "B" attached. The fee for management services to LAI shall be as prescribed in Schedule "B", subject to paragraph 2 of this Agreement. This Agreement will be automatically renewed for additional terms of one (1) year each unless terminated under the provisions of paragraph 6 of this Agreement. The fee for management services to LAI for the first renewal term shall be as prescribed in Schedule "B", subject also to paragraph 2 and 6 of this Agreement.

5. The fee for management services specified in Schedule "B" hereof will not be exceeded without prior authorization from LAI.

6. This Agreement will continue and be automatically renewed pursuant to the provisions of paragraph four (4) of this Agreement unless terminated by written notice delivered by registered or certified mail, return receipt requested or by courier and electronic copy, by a party to the others with at least 120 days Notice. Normal services and charges will continue during the period from the notice to the termination date. There shall be no termination costs where such termination occurs at the end of any annual term as provided in paragraph four (4). Where termination occurs earlier than the expiry of a renewal term, the party initiating the early termination shall be responsible for extraordinary costs reasonably related solely to the early

termination and actually incurred by documented receipts, such costs not to exceed five hundred dollars (\$500.00). Upon termination of this Agreement, all records, data, paper and electronic files and other property of LAI shall remain the property of LAI and shall be promptly returned at no expense to LAI except for reimbursement of actual postal or delivery costs which may be incurred by Getting It Done.

7. Getting It Done shall well and faithfully service and use its best efforts to promote the interests of LAI to any persons.

8. Getting It Done and the Executive Director shall obey and carry out all lawful orders given to it by LAI and obey and carry out the by-laws of LAI. Getting It Done shall operate its business in accordance with all applicable laws. Getting It Done shall carry a fidelity bond and maintain liability insurance related to its operations and upon request, provide certificates of insurance including LAI and LEF, as named insured.

9. Getting It Done and LAI recognize and acknowledge that each will have access to certain confidential information of the other and that such information constitutes valuable and unique property of each. During the term of this Agreement or any renewals thereof, or any time thereafter, Getting It Done and LAI shall not without the others' written authorization, except under compulsion of law, disclose to or use for its own benefit or for the benefit of any person, corporation, or other entity any files, trade secrets or other confidential information concerning the business, clients, methods, operations, financing or services of Getting It Done or LAI. The membership list of LAI and any of its Chapters is confidential; Getting It Done will not employ the list, sell, lease or otherwise cause or dispose of the list or use the list for purposes not authorized by LAI. Trade secrets, logos, marks and confidential information shall mean information not generally known in the trade or practice that is disclosed to LAI or Getting It Done or known by each as a consequence of this Agreement.

10. (a) If Getting It Done intends to increase contract fees payable for the services provided hereunder to LAI in a subsequent year, it shall so notify LAI of the intended increase no later than one hundred and fifty (150) days prior to the anniversary day of the Agreement.

- (b) Despite paragraph 6, should any fee increase not be agreed upon between the parties within sixty (60) days, of the notice provided in subparagraph (a) hereof, then the Agreement will be cancelled at the expiry of its term. LAI will select a new service provider as soon as possible. Getting It Done will continue to provide the services defined in this agreement until the replacement service provider notifies Getting It Done that it is able to fully take over all contracted services or the contract expires.
- 11.
 - (a) It is expressly agreed that Getting It Done is an independent contractor and is not and shall in no way be deemed to be or represent that it or any individual associated with it is an employee of LAI, and Getting It Done shall be a representative or agent only for the purposes outlined in Schedule "A" herein. LAI shall have no liability as an employer.
 - (b) LAI recognizes that Getting It Done's workforce constitutes an important and vital aspect of its business. LAI agrees that, during the term of this Agreement and for a period of one (1) year following the date of termination of this Agreement, for any reason whatsoever, LAI will not directly or indirectly offer to employ, solicit, assist anyone else in the solicitation of, or otherwise engage any of the then current employees or independent contractors of Getting It Done to terminate their employment or services with Getting It Done and to become employed by or associated with any business enterprise with which LAI may then be associated, affiliated, or connected without the prior written approval of Getting It Done. LAI acknowledges that its violation of this paragraph (b) will cause Getting It Done irreparable damage and agrees that, in addition to any rights and damages Getting It Done may otherwise have, any such violation will be proper subject matter for immediate injunctive relief. LAI hereby waives the claim or defence in any action that Getting It Done has an adequate remedy in law or in damages and LAI will not claim in any such action or proceeding the claim or defence that such remedy at law or in damages exists.
- 12. Getting It Done shall not sell, assign or permit a licence of this Agreement or subcontract any portion of its duties herein without the written consent of LAI.

13. Getting It Done shall not perform executive management services for any Chartered Chapter of LAI without the express written permission of LAI, which permission may be on such reasonable terms and conditions as the parties may agree.

14. Wherever the giving of notice is required by this Agreement, such notice shall be given in writing and shall be effective if mailed by registered or certified post or by courier and electronic copy to the parties hereto at their place of business and in the case of LAI to its President and Treasurer from time to time, and such notice shall be considered to have been received by the parties five (5) days after the date on which notice is given.

15. Getting It Done shall not during the term of this Agreement perform services for any competing organization and shall not contract with any associations, societies, agents or individuals that present a potential or clearly direct conflict of interest with the goals and purposes of LAI. In the event that a potential or existing relationship presents such a conflict of interest Getting It Done will immediately notify the President of LAI, and any such conflict of interest shall be resolved according to mutual agreement between LAI and Getting It Done or by termination pursuant to paragraph 6.

16. (a) Each of LAI and LEF shall indemnify, defend and hold harmless Getting It Done, its agents and employees, successors and assigns, from and against any and all claims, losses, liabilities, costs, damages, and expenses, including reasonable attorney's fees, arising out of its breach of its obligations under this Agreement.
- (b) Getting It Done shall indemnify, defend and hold harmless LAI and LEF and their respective agents and employees, successors and assigns, from and against any and all claims, losses, liabilities, costs, damages and expenses, including reasonable attorney's fees, arising out of Getting It Done 's breach of its obligations under this Agreement.
- (c) Neither LAI nor LEF on the one hand nor Getting It Done on the other shall be liable for any losses or damages which are consequential, collateral, special or indirect in nature or for the loss of profits.

17. Waiver by a party of any term or condition of this Agreement or any breach thereof shall not constitute a waiver of any other term or condition or subsequent breach.

18. Services performed by subcontractors authorized by LAI and instructed by Getting It Done pursuant to this Agreement shall be the sole and exclusive responsibility of LAI and Getting It Done shall not be responsible for any act or omission of such sub-contractor, save and except in the case of gross negligence or fraud attributable to Getting It Done.

19. This Agreement shall be construed and interpreted in accordance with the laws of Illinois in every respect.

20. This Agreement including Schedules "A" and "B" constitute the entire agreement between LAI and Getting It Done and supersedes and replaces all prior understandings or agreements, oral or written, between the parties relating to the subject matter hereof. This Agreement may not be modified or amended except in writing and executed in the same manner as this Agreement.

21. This Agreement shall enure to the benefit of and be binding upon the respective successors and assigns of each of the parties hereto with the consent in writing of the other parties.

22. Any approvals required under this Agreement shall be in writing.

23. This Agreement may be executed in counterparts.

IN WITNESS WHEREOF the parties hereto have executed this Agreement this 26th day of April, 2018 .

SIGNED, SEALED AND DELIVERED

in the presence of

LAMBDA ALPHA INTERNATIONAL

Per: _____
Authorized Signing Officer

Per: _____
Authorized Signing Officer

**LAND ECONOMICS FOUNDATION
OF LAMBDA ALPHA INTERNATIONAL**

Per: _____
Authorized Signing Officer

Per: _____
Authorized Signing Officer

GETTING IT DONE AMC, INC.

Per: _____
Authorized Signing Officer

c/s

SCHEDULE "A"

A. ADMINISTRATIVE SERVICES

Regular administrative services that will be performed by Contractor staff for LAI include:

1. Contractor will appoint an Account Executive to work directly with LAI. Contractor will have obtained LAI's approval prior to assigning the Account Executive and the same shall have the responsibilities as defined from time to time by By-laws of LAI and herein as the LAI "Executive Director".
2. Maintain an office headquarters with staff availability from 8:30 a.m. to 5:00 p.m, the normal hours at the location of the business, Monday through Friday.
3. Handle all telephone calls, emails, inquiries, and requests within two (2) working days of receipt. Provide prompt and courteous service to members and others who contact the office on LAI matters. Provide telephone answering/recording capacity outside normal business hours.
4. Handle all incoming mail and email, respond to requests for information and stock and administer LAI products, distribute literature, applications, and handle other related functions including but not limited to providing supplies to Chapters for the installation of new members.
5. Receive and acknowledge all correspondence and forward mail addressed to officers or committee chairpersons within two (2) working days.
6. Maintain regular liaison including personal, telephone, and written communications to members of LAI, including broadcast email services.
7. Maintain computerized membership records systems. In-house systems include Microsoft NT network, direct Internet access, Web site servers, dedicated database server or cloud based server, PC, and client/server database software packages, and most common office packages (Microsoft Word, Email, Access, etc.).
8. Maintain a current and accurate database of active members in all membership categories, inactive members, and deceased members. The database will be held in strict confidence according to procedures and guidelines developed by LAI and Contractor and shall remain the property of LAI.
9. Generate communications and mailings for LAI to promote programs and services that are activated.
10. Provide up to one hundred (100) square feet of space to house files, racks, and other space for the current records and property of LAI.

11. Maintain the corporation and its records and ensure all corporate documents, reports, tax returns, insurance policies, and other matters are in order to keep LAI in compliance and current with applicable laws and regulations.
12. Maintain current all bylaws, policy statements, operating manuals, Chapter aids and other LAI operating documents and distribute as required.
13. Maintain accurate and current all computer and physical files with related financial information for all LAI events, programs, and member services.
14. Maintain inventory of all LAI stationery, supplies, literature, and other materials.
15. Be readily available to LAI Executive Committee members to execute organization activity within the operating plan as instructed by the President. To serve as a leadership partner with LAI.
16. Set up and participate in conference calls as necessary.
17. Ensure conference room facilities are available for LAI meetings as provided under Meetings Management.
18. Provide a website and an e-mail address for LAI headquarters and send and receive daily communications via the Internet as needed. Ownership and property of the LAI website shall remain exclusively with LAI.
19. Outsourcing of any Administrative Service functions shall be subject to LAI approval.

B. FINANCIAL MANAGEMENT

Contractor will handle financial functions for LAI working closely with the Treasurer to provide the following services:

1. Open incoming mail, record and deposit cash receipts for each LAI operating account.
2. Provide continuous supervision by the Executive Director to overall financial management.
3. Assign income and expenses to the appropriate chart of accounts.
4. Assist in the development and presentation of LAI annual budget for approval during the Fall Board of Governor's Meeting.
5. Prepare dues and other invoices for all Chapters in accordance with LAI Dues Policy, and LAI By-law, both as amended from time to time. Prepare follow-up statements on a monthly basis for dues and other outstanding accounts receivable. Invoices will be distributed by December 1 of each year for the following year's dues. Contractor will also send out two reminder notices to those that have not paid dues.
6. Prepare checks for accounts payable and follow agreed upon procedures for signature and mailing. Contractor will accept payment of LAI dues by major credit card.

7. Prepare, keep current and distribute banking resolutions and signature cards as necessary.
8. Prepare standard financial accounting services of recording revenues and expenditures, inclusive of preparing financial statements consistent with LAI budget approvals for Land Economics Weekends plus;
 - monthly revenue and expenditure advice, including such performance measures as may be directed by the Treasurer;
 - preparation of annual budget satisfactory for adoption;
 - preparation and filing of all financial accounting and income tax filing information;
 - semi annual reporting to the Executive Committee and the Board of Governors;
 - provide assistance to LAI and The Land Economics Foundation (LEF) auditors in the conduct of any regular or special audit account function.
9. Work closely with the Treasurer to prepare financial projections as necessary.
10. Provide services as may be considered reasonable by LAI to LEF, inclusive of Meetings Management and in accordance with the LEF By-law.

C. MEETINGS MANAGEMENT

Contractor staff will coordinate, administer, manage and attend the two annual membership meetings and business meetings for LAI and LEF.

Contractor staff will work with volunteer Chapter leadership to coordinate all activities including Contractor providing the following specific services:

1. Land Economics Weekend Protocols Policy, Budget Template and Memorandum of Understanding Template as adopted from time to time by LAI.
2. Site registration, negotiation and reservation.
3. Involvement with leadership and/or committee(s) to develop schedules and program content.
4. Create and distribute timely budget submissions from host Chapter and promotional announcements to LAI members and guests as necessary consistent with Item 1.
5. Perform advance and on-site event activities including registration functions. Arrange for credit card payment by major credit cards, such as VISA and Mastercard.
6. Write and distribute Minutes of LAI and LEF Meetings. Prepare an Agenda and "Board Book" to be distributed to Executive Committee and Board of Governors ("BOG") members and the LEF Board of Directors thirty (30) days prior to the BOG meeting. Minutes will be transcribed, proofed by the Secretary or his/her designate and distributed to the Board in draft within two weeks of each BOG meeting and posted on the LAI website.

7. Maintain files, records, and other information pertinent to each meeting and/or event.
8. Co-ordinate the presentation of reports in conjunction with leadership and/or committees for distribution at LAI Executive Committee and Board of Governors meetings. Board Books shall include meeting Agendas, meeting minutes, membership, aging reports, and detailed financial statements, Regional Vice President Reports and materials related to the business affairs of LAI, its Chapters and the Land Economics Foundation.
9. Act as liaison with Chapter representatives and speakers to secure meeting room, audio-visual, and other requirements.
10. Create and distribute advance and on-site publications, handouts, visual aids, and other necessary documents for speakers, instructors, and participants.
11. Maintain files, registration records, attendances and other information pertinent to each meeting and/or event.
12. Other functions essential to make the meeting(s) productive.
13. Follow-up as necessary including conference evaluations. Post conference proceedings, if any, on the LAI website.
14. Contractor will work with the Awards Committee in correspondence and acquiring appropriate award plaques for each Land Economics Weekend.
15. Occasionally, LAI will offer its membership extended trips along with the Biennial Congress. Contractor will help LAI, along with a tour operator, to develop an extended tour package.
16. Contractor's staff will be available to work with the appropriate LAI leaders and/or committees to develop meeting and program content. Contractor will also assist in the planning of food, refreshment and beverage functions. All of the above functions will be performed with the enthusiasm and attention to detail necessary to ensure that all meetings and events are successful.
17. Contractor's Reports shall have reference and regard to the LAI Strategic Plan as adopted from time to time.

D. MEMBERSHIP DEVELOPMENT

Contractor staff will work with the appropriate LAI leaders to strategically recruit new members for invitation, retain present members and provide services to Members-at-Large, not associated with an established Chapter.

1. Review and evaluate the current prospective member kit and make recommendations for enhancing "the message" to communicate actual and perceived member benefits.

2. Maintain a database of prospective members based on unsolicited inquiries or recommendations of existing members.
3. Distribute LAI information packets which may include appropriate application forms, membership promotion materials, and new member kits that will encourage active participation in LAI activities.
4. Process all new and renewing membership applications in accordance with LAI procedures and requirements.
5. Respond to requests for information from prospective members and current members.
6. Coordinate dues renewals and distribute renewal notices on a timely basis as defined by LAI.
7. Maintain current website information.
8. Contractor will utilize its resources to evaluate the current services provided by LAI to its members and work with the leadership to develop new programs and services that will increase the value of membership in the association.
9. Maintain as current a Web-based "Chapter Manual" and such other documentation as may be required from time to time to conduct the affairs of existing and prospective new Chapters of LAI.

E. MEMBERSHIP DIRECTORY DATABASE

Contractor will provide the following services for the LAI membership directory:

1. Coordinate activities to verify, at least once annually, or otherwise in accordance with the adopted policy on Dues and Membership, an accurate record of each member's name, address, voice number, fax number, electronic mail address, and other information maintained in all membership directories.
2. Develop a customized database to maintain and update each member's listing of information contained in the membership directory. Database may be published in print and/or available on LAI website.
3. Assist the LAI Scribe in membership communications and "KeyNotes" as described under "Publications".

F. CHAPTER ASSISTANCE

Contractor will respond to local Chapter requests for printed materials and as appropriate refer or answer questions regarding International policy. Contractor will help during BOG meetings to help train local Chapter members in ways to improve delivering services to their local members. Contractor will provide LAI pins, certificates, and new member information packages to local Chapters at their request. Contractor will also provide local stationery for those Chapters requesting such material. However, International will provide such materials only when the local Chapter has fewer than forty active members. Contractor will contact local Chapters regularly to monitor and update the local Chapter officer's directory information in accordance with LAI Policy and Procedures.

Contractor will have the option of offering to provide administrative support to local Chapters for mailings, etc. under separate contract with local Chapters, at no expense to LAI and in a manner consistent with its obligations hereunder.

G. PUBLICATIONS

The following services are based will be provided to produce the LAI newsletter (known as KeyNotes) in a monthly e-mailed version. Equivalent services are required for each. Contractor will work closely with LAI leadership involved with the preparation. Schedules will be established for contributing editors, graphics, layout and set-up.

Contractor staff input will include:

1. Schedule development for articles and features, reports or other content, which may be required from members with editing as necessary. Collection of news items from local Chapters.
2. Create original copy for management office related articles contained within the publication.
3. Coordinate graphics, layout, and desktop publishing for website.
4. Maintain distribution lists for email.
5. Contractor shall coordinate copy for online KeyNotes newsletter and deliver copy in a timely manner to other contractor(s) providing online design and production services for the online newsletter. Contractor shall ensure that the final online copy is broadcast to members on schedule each month and in a timely fashion as determined by the Executive Director in coordination with the International Scribe.

Since publications or e-publications are often the only contact members and constituents have with the association, Contractor will produce publications or e-publications of the highest quality possible within LAI budget consistent with a professional association and readership.

H. PUBLIC RELATIONS

Contractor staff will create and send concise, easy-to-read press releases. The press releases will be designed to announce meetings, International appointments, International Awards, or other events that support the franchise value of the organization. Contractor will work with the Chair of the LAI Public Relations Committee on ways and means to enhance the presence and communications of LAI and LEF.

I. TECHNICAL SERVICES

Contractor must demonstrate proficiency and an ability to conduct via the Internet communication pieces through webinars, podcasts and any type as the technology evolves. Web based programs are to be developed on the approval of LAI to communicate with Chapters, Members and defined organizations.

Contractor will work with and help to expand LAI internet communications and services with its membership in a seamless and state of the art fashion.

At a minimum, Contractor shall provide:

1. High Speed T1 connectivity to the World Wide Web.
2. Custom integrated and interactive state of the art web site and integrated database application, maintenance development and renewal.
3. Security and firewall protection; activity reports.
4. Graphics design services for the provision of maximum site design effectiveness.
5. Integrated database applications within web sites to promote and encourage user interaction, including video linking, conferencing and display.
6. Online database searches generated by user defined parameters.
7. Extensive and customizable multimedia capabilities to provide individualized applications.
8. Development of staging areas for testing of projects in process.
9. Duplicate and complete system daily backups.

J. LAND ECONOMICS FOUNDATION

Lambda Alpha International also maintains an Illinois not for profit Land Economics Foundation (LEF) for the purposes of furthering the goals of the organization. In the past, LEF has funded scholarships, underwriting publication of books, the LAI Biennial Awards, and seminars that are usually sponsored or co-sponsored by local LAI Chapters or International. LEF is a charitable foundation with a five (5) member Board of Directors. The Foundation's Board of Trustees consists of the Board of Directors and the President's of all LAI Chapters. The LEF Board of Trustees meets during the BOG meetings at the call of the LEF President.

The delivery of services to be provided by Getting It Done for LEF will rely upon written directives from LEF's Board President and Board Treasurer. In the event of a conflict between LAI and LEF, the LAI International President's decision shall prevail.

1. Contractor will provide administrative support to the LEF Board of Directors at the same level of service and coverage that it provides LAI pursuant to this Schedule "A".
2. Contractor will also maintain separate financial records and check books for LEF and promptly transfer LEF funds into appropriate accounts when received as directed by LEF.
3. Contractor at each BOG meeting will provide appropriate financial reports one week before the meeting and at the end of each year provide appropriate financial reports for year-end audit. LEF by-laws require annual audits.
4. Contractor will also transfer LEF funds to appropriate accounts at the direction of the LEF Board. As a leadership partner, Contractor can make recommendations on the appropriate investment of funds, but the decision on investments is in the sole hands of the LEF Investment Committee and Board.

K. COST OF SERVICE SCHEDULE

The preceding pages describe the Scope of Work that is required in order to provide LAI with an outstanding level of association management service. The annual management fee for these services is calculated and paid as outlined in Schedule "B".

The management fee includes the following personnel related costs:

- a. Compensation
- b. Benefits
- c. Taxes
- d. Other employee costs

The management fee includes the following overhead-related costs:

- e. Office rent
- f. Equipment
- g. Utilities, maintenance, and related office expenses

The inclusive fee structure incorporates staff costs, overhead costs, etc. into a single monthly management fee.

LAI shall utilize the services of an independent accounting service for the preparation of annual financial reports, formal audits or reviews, and tax returns. Contractor will prepare monthly-unaudited financial reports and co-operate fully with any formal audit function of LAI or LEF.

The quoted fee does not include "reimbursable" or usage based costs. The following is a list of the most frequently used reimbursable items, which are to be charged according to the following table:

Client expenses (i.e., office supplies, postage, long distance phone)	at cost
Customization of database/event registration system	at cost
Travel expenses.....	at cost
Web hosting	at cost
Mileage	IRS approved rate
Broadcast e-mails.....	at cost
Copies.....	\$0.10/copy

There shall be no commissions or up-charge client expenses.

L. ADDITIONAL SERVICES

Additional services to handle emergencies, special projects or new activity outside the scope of the management services identified are not included in the price quotation. Agreed hourly rates shall also be used for determining the cost of additional services provided by Contractor to LEF.

These services will be billed by using either an agreed upon predetermined project fee or a per hour rate using the current Contractor hourly rate. Contractor will receive approval from LAI prior to performing any additional LAI or LEF services. Contractor will also receive approval from the LEF President before performing any LEF services. These rates are presently:

USD\$60/hour – Executive, Technology, Web and Finance. (This rate includes all services related to LAI development of new services, programs, publicity, Internet and Web, database design and troubleshooting, and accounting and financials).

USD\$40/hour – Administrative and General Support. (This rate encompasses all other services – including Board support, meeting logistics and clerical services not outlined in the Executive/Technology/Finance rate).

SCHEDULE "B"

MANAGEMENT SERVICES – FEES (\$U.S.)

(exclusive of State and Federal taxes)

Payment Plan commencing October 1, 2018

unless earlier agreed in writing

<u>MONTHS</u>	<u># OF MONTHS</u>	<u>MONTHLY \$ COSTS</u>	<u>TOTAL \$COST</u>
October 1, 2018 to January 31, 2020	16	\$9,935	\$165,007

The first monthly payment to be paid on October 1, 2018, after which Contractor will generate an invoice that will include the previous month's hourly fees and an itemized list of reimbursable expenses.

Automatic renewal of amounts indicated would be increased by 2.5%.

Payment is due within thirty (30) days of the date of invoice. A service charge of 1.5 percent (18% annualized) per month will be assessed on all invoices not paid within thirty (30) days from date of invoice. LAI agrees to pay reasonable attorney fees and collection fees incurred by Contractor relating to the collection of fees for service performed under the terms of the Agreement. The 30 day time frame for payment will be extended for any invoice that has disputed items, until the disputed items have been resolved. LAI will withhold payment on the disputed items only.

Executive Director's Report

BEST PRACTICE GUIDES
Chapter Communications
BEST PRACTICES PROJECT FOR CHAPTER COMMUNICATION CHAIR

Member Communications, Awareness and Engagement

PURPOSE

Provide Chapter Communications Chairs, and other Chapter officers, with a Master Checklist of best practices regarding increasing member communications.

LAI CORE STRATEGIES

INTERNAL: Increase member engagement with LAI through web and social media.

EXTERNAL: Begin building awareness of LAI chapter members in traditional local media, local social media and through professional channels.

1. CHAPTER EVENT ANNOUNCEMENTS

a. Responsibilities

- Discuss opportunities to share ownership beyond Communications Chair
 - > Shared organizational responsibilities is a proven driver of greater engagement
- Collecting event info, speaker CV/bio, photo, personal/corp. links
- Drafting message and preparing graphics for eBlast;
- Social Media: LinkedIn; FaceBook; Twitter
 - > Option: Identify a "channel champion"
 - > Recruits backup / rotational lead

b. Reminder of upcoming programs to Chapter membership

- Issue quarterly email blast
 - > Include capsule bio and picture or link of speaker(s)
 - > Include link to register
- Publish on Chapter website
 - > Include link to register
- Publish on KeyNotes
 - > Inviting OOT members who might be in town to attend
 - > Include link to register

c. Individual Event

Pre-Event

- eBlast to Chapter members 30 days prior to event
 - > Include link to register
 - > Show registrant list

- Request brief description of accomplishment, photos if available > provide to send information

4. CHAPTER AWARDS

a. Nominating Process

- Current practice:
- Evaluate current timing > adequate time allotted? > consider shorter or longer period
- Eliciting nominations > are younger/newer members involved or just usual suspects
- Submissions: easy or cumbersome > digital or paper
- Staffing to evaluate nominations > adequate or less so

b. Award Winners

- Ensure that photos are taken of each winner and group of winners at ceremony > obtain quotes from presenter and winner
- Identify source to draft news story > chapter website > LAI KeyNotes
- Identify source to craft media release for local business / professional / university channels > follow LAI template as guide > include photo
- Identify media sources winner has relationship with > submit

c. Chapter Initiatives

- Submit new or completed Chapter professional initiatives to relevant professional journals
- Submit Chapter service projects to local media
- Definitely publishable > in LAI KeyNotes; Chapter website or newsletter
- Charge project lead to create summary news story, capture photos, presentation material

BEST PRACTICE GUIDES
Chapter Communications
RESPONSIBILITIES OF THE CHAPTER COMMUNICATION CHAIR

Chapter Focused Responsibilities

LAI recommends that the Communication Chair be a member of the Chapter management team. Responsibilities include:

1. **Sharing pertinent information** with members, and appropriate information with business media and professional organization channels.
 - **Develop a Chapter strategy – or action plan** - for regular internal communications, based on the range of communication tools and social media channels that Chapter members prefer/utilize.
 - Communicate regularly via Chapter email, text and website updates.
 - Social media is becoming more important for business communication. We recommend using LinkedIn, Twitter, and the LAI You Tube channel.
2. **Identify chapter members to assist** with appropriate skill-set or contacts (i.e., Public Relations, business media reporters) and with distribution of information (i.e., business use of social channels like LinkedIn).
 - Best practice is to break down projects into small, easy to accomplish segments, so projects are easy to accomplish, and no one has “too much to do”.
3. **Encourage use of social media channels** to share pertinent chapter information of interest to their profession and professional colleagues/followers.
4. **Post on KeyNotes:** Chapter events, accomplishments, news stories and pictures.

International Focused Responsibilities

1. Chapter Communication Chairs are a **Member of the International Committee** of Chapter Communication Chairs.
 - Meetings are **bi-monthly via conference call** to discuss issues pertinent to LAI and relevant to your Chapter.
 - LAI headquarters to send meeting notices and documents for review.
 - Like the President’s Round Table, this Committee presents an opportunity for Chairs to discuss Chapter-specific issues, offer advice to other Members and share best practices.
2. On this Committee, you serve as a **sounding board for International initiatives** in the area of communication.
3. **Evaluate/distribute draft documents** (such as a **Strategic Plan**) for implementation throughout LAI.

BEST PRACTICE GUIDES
Chapter Communications
BEST PRACTICES PROJECT FOR CHAPTER COMMUNICATION CHAIR

Quick Steps to Submitting Content to KeyNotes

WHY CALL IT “CONTENT”?

Content is any form of media you choose to use.

Your new Keynotes continues to publish traditional narrative articles however, our new format encourages PowerPoint presentations, audio and video files, as well as links to connecting to our social media channels and other websites. In other words, any and all forms of ... “content.”

WHERE WILL I SEE THE STORY WHEN I OPEN KEYNOTES?

All new submissions appear at the top of the KeyNotes page, in order received. Content will be archived by category as newer content is added– always available for review.

FIVE QUICK STEPS TO KEYNOTES

1. Forward content via email or link to Dropbox (files over 20MB) to:
Alan Nevin, LAI Publications Scribe/Editor
619-417-1817
anevin@xperagroup.com

Copy LAI headquarters at lai@lai.org
2. Include a “headline” or “title” for your story.
3. Include the photos-graphics / audio / video / PowerPoint files – please note email size restriction
4. Indicate in which category your story should be archived:
 - ☐ Chapter News
 - ☐ Editor’s Message
 - ☐ Employment Opportunities
 - ☐ Feature Stories
 - ☐ Industry News
 - ☐ LAI News
 - ☐ LEW
 - ☐ Member News
 - ☐ President’s Message
5. Alan, Vicki Estrada (LAI Assistant Scribe/ Editor) or others on their team will review your content, contact you as necessary (tech issues, etc.) and forward to LAI headquarters for publishing.

Treasurer's Report & Finance Committee



Memorandum

This memorandum presents the year-end report for 2017. A balance sheet and budget variance reports for the period ending December 31, 2017 are included in this report. Also included is the March 31, 2018 budget variance and balance sheet.

2017 Budget

The Board of Governors approved an overall budget of \$412,950 for 2017. Our revenues came in at \$377,722, approximately \$35,227 lower than projected. Active dues paying members were increased from 2239 in 2016 to 2302 at year end.

The major areas of expenses exceeding revenues were Food and Beverage, Awards and Recognition and LAI Officer & Staff Travel. Food and Beverage costs combination of expenses of the LEW and BOG meeting; LAI Officer & Staff Travel were higher due to travel and attendance at ExpoReal in addition to a trip to Austin for the Central Texas Chapter installation. Awards and Recognition include pins and certificate covers for new members.

Areas of significant under spending were Other Program Costs, Facility & Equipment Rental, both of which are related to the LEW and BOG meeting, and New Chapter Funding. Smaller savings were seen in Website Fees, Professional Expenses and Chapter Assistance which reflects a single application in addition to the AUM Chapter grant.

2018 Budget Variance

For 2018, the BOG approved an overall budget of \$421,090. As of this report, paid membership fees are at \$193,373 or 62% of projected for 2018. Chapter remittance outstanding include Vancouver, AUM, Madrid and Tokyo. Other significant revenue items are registrations at \$39,480 and Initiation Fees at \$9,610. Overall revenue is at \$250.891 or 59.6% of projected.

The significant expense items are Awards and Recognition at \$15,950 or 79.75% of projected, Contract Administration of \$29,076 or 25% of projected; Facility & Equipment Rental of \$23,360 or 38.62%, of projected and Food and Beverage of \$17,600 or 35.2% projected – the latter two primarily attributed to the Baltimore LEW. Current total expenses are at \$88.536 or 23.8% of projected for 2018.

Budget Variance
Lambda Alpha International
1 Jan 2017 to 31 Dec 2017
Cash Basis

	2017 YTD Actual	2017 Budget	Var USD	Var %
Revenue				
Active Memberships	\$272,960.97	\$300,000.00	-\$27,039.03	-9.013%
Initiation Fees	\$16,555.00	\$20,000.00	-\$3,445.00	-17.225%
Interest Income	\$136.24	\$500.00	-\$363.76	-72.752%
LAISA	\$275.00	\$500.00	-\$225.00	-45.0%
LEF Contribution	\$7,500.00	\$7,500.00	\$0.00	0.0%
Members at Large	\$1,700.00	\$1,050.00	\$650.00	61.9048%
Miscellaneous Income	\$100.00	\$400.00	-\$300.00	-75.0%
Registrations	\$75,340.00	\$80,000.00	-\$4,660.00	-5.825%
Retired Members	\$3,155.00	\$3,000.00	\$155.00	5.1667%
Total Revenue	\$377,722.21	\$412,950.00	-\$35,227.79	-8.5%
Gross Profit	\$377,722.21	\$412,950.00	-\$35,227.79	-8.5308%
Operating Income / (Loss)	\$377,722.21	\$412,950.00	-\$35,227.79	-8.5308%
Other Income and Expense				
Awards & Recognition	-\$19,870.34	-\$15,000.00	-\$4,870.34	-32.4689%
Bank & CC Fees & Exchange Rate Adjustment	-\$16,943.61	-\$16,000.00	-\$943.61	-5.8976%
Chapter Assistance (GRANTS)	-\$11,712.54	-\$17,500.00	\$5,787.46	33.0712%
Contract Administration	-\$113,934.00	-\$113,838.00	-\$96.00	-0.0843%
Facility & Equipment Rental	-\$16,307.15	-\$32,000.00	\$15,692.85	49.0402%
Food & Beverage	-\$77,311.99	-\$50,040.00	-\$27,271.99	-54.5004%
Insurance	-\$5,083.96	-\$3,478.00	-\$1,605.96	-46.1748%
LAI Officer & Staff Travel (CHAPTER VISITS & PROSPECTIVE CHAPTERS)	-\$24,354.81	-\$21,000.00	-\$3,354.81	-15.9753%
Legal Fees	-\$10.00	\$0.00	-\$10.00	
LEW Incentive & President's Reception	-\$20,762.22	-\$24,000.00	\$3,237.78	13.4908%
Member Communications/Marketing	-\$10,363.94	-\$10,000.00	-\$363.94	-3.6394%
New Chapter Funding (RECENTLY CHARTERED)	-\$1,300.04	-\$10,000.00	\$8,699.96	86.9996%
Office Expense	-\$5,468.41	-\$5,852.00	\$383.59	6.5549%
Other Program Costs	-\$11,434.73	-\$28,000.00	\$16,565.27	59.1617%
Professional Expenses	-\$1,350.00	-\$6,400.00	\$5,050.00	78.9063%
Travel - BOG Reimbursement	-\$30,748.40	-\$30,000.00	-\$748.40	-2.4947%
Website Fees	-\$8,876.29	-\$15,000.00	\$6,123.71	40.8247%
Total Other Income and Expense	-\$375,832.43	-\$398,108.00	\$22,275.57	5.6%
Net Income / (Loss) before Tax	\$1,889.78	\$14,842.00	-\$12,952.22	-87.2673%
Net Income	\$1,889.78	\$14,842.00	-\$12,952.22	-87.2673%
Total Comprehensive Income	\$1,889.78	\$14,842.00	-\$12,952.22	-87.2673%

Balance Sheet
Lambda Alpha International
As at 31 March 2018
Cash Basis

31 Mar 2018

Assets

Cash and Cash Equivalents

LAI - Checking	\$140,039.41
LAI - Savings	\$223,014.95
Total Cash and Cash Equival	\$363,054.36

Current Assets

Prepaid Expenses	\$15,000.00
Total Current Assets	\$15,000.00

Total Assets **\$378,054.36**

Liabilities and Equity

Liabilities

Current Liabilities

Due to London Chapter	\$5,150.36
Dues Payable to Chapters	\$3,099.78
LEF Donation Payable	\$200.00
Uncleared checks-Pre Xero (\$500.00
Total Current Liabilities	\$8,950.14

Total Liabilities **\$8,950.14**

Equity

Beginning Equity	\$266,241.24
Current Year Earnings	\$151,354.55
Retained Earnings	-\$48,491.57
Total Equity	\$369,104.22

Total Liabilities and Equity **\$378,054.36**

Budget Variance
Lambda Alpha International
As of 31 March 2018
Cash Basis

	Actual	Budget	Var USD	Var %	Notes
Revenue					
Active Memberships	\$193,373.64	\$312,850.00	-\$119,476.36	-38.1897%	
Advertising Revenue	\$250.00	\$0.00	\$250.00		Keynotes Ads
Initiation Fees	\$9,610.00	\$20,000.00	-\$10,390.00	-51.95%	
Interest Income	\$21.63	\$140.00	-\$118.37	-84.55%	
LEF Contribution	\$8,100.00	\$8,100.00	\$0.00	0.0%	
Miscellaneous Income	\$56.00	\$0.00	\$56.00		Pin Ordered
Registrations	\$39,480.00	\$80,000.00	-\$40,520.00	-50.65%	
Total Revenue	\$250,891.27	\$421,090.00	-\$170,198.73	-40.4%	
Gross Profit	\$250,891.27	\$421,090.00	-\$170,198.73	-40.4186%	
Operating Income / (Loss)	\$250,891.27	\$421,090.00	-\$170,198.73	-40.4186%	
Other Income and Expense					
Awards & Recognition	-\$15,950.85	-\$20,000.00	\$4,049.15	20.2458%	Pins, pads, and awards
Bank & CC Fees & Exchange Ra	-\$3,182.45	-\$16,000.00	\$12,817.55	80.1097%	
Chapter Assistance	-\$2,500.00	-\$17,500.00	\$15,000.00	85.7143%	Phx Grant
Contract Administration	-\$29,076.00	-\$116,304.00	\$87,228.00	75.0%	
Facility & Equipment Rental	-\$12,360.00	-\$32,000.00	\$19,640.00	61.375%	
Food & Beverage	-\$17,600.60	-\$50,000.00	\$32,399.40	64.7988%	
Insurance	-\$7,085.00	-\$3,500.00	-\$3,585.00	-102.4286%	
LAI Officer & Staff Travel	-\$3,663.27	-\$21,000.00	\$17,336.73	82.5559%	
Legal Fees	\$0.00	-\$140.00	\$140.00	100.0%	
LEW Incentive & President's Rec	-\$1,462.80	-\$24,000.00	\$22,537.20	93.905%	
Member Communications/Marke	\$0.00	-\$7,500.00	\$7,500.00	100.0%	
New Chapter Funding	\$0.00	-\$10,000.00	\$10,000.00	100.0%	
Office Expense	-\$2,803.75	-\$6,000.00	\$3,196.25	53.2708%	
Other Program Costs	-\$2,789.50	-\$28,000.00	\$25,210.50	90.0375%	
Professional Expenses	\$0.00	-\$5,000.00	\$5,000.00	100.0%	
Travel - BOG Reimbursement	\$0.00	-\$52,000.00	\$52,000.00	100.0%	
Website Fees	-\$1,062.50	-\$10,000.00	\$8,937.50	89.375%	
Total Other Income and Expen	-\$99,536.72	-\$418,944.00	\$319,407.28	76.2%	
Net Income / (Loss) before Tax	\$151,354.55	\$2,146.00	\$149,208.55	6952.8681%	
Net Income	\$151,354.55	\$2,146.00	\$149,208.55	6952.8681%	
Total Comprehensive Income	\$151,354.55	\$2,146.00	\$149,208.55	6952.8681%	

Land Economics Weekend - Vancouver Fall 2017

	<u>LAI Funds</u>	<u>Chapter Funds</u> (converted to USD)	<u>Total Combined Funds</u>
<u>Thursday, September 14, 2017</u>			
President's Reception Food	\$ 3,582.32		\$ 3,582.32
Audio Visual	\$ 359.56		\$ 359.56
TOTAL Thursday	\$ 3,941.88	\$ -	\$ 3,941.88
<u>Friday, September 15, 2017</u>			
Breakfast Food	\$ 2,629.47		\$ 2,629.47
Audio Visual	\$ 1,021.78		\$ 1,021.78
Lunch Rental Fee	\$ 155.13		\$ 155.13
Dinner	\$ 6,700.00		\$ 6,700.00
TOTAL Friday	\$ 10,506.38	\$ -	\$ 10,506.38
<u>Saturday, September 16, 2017</u>			
Breakfast Food	\$ 2,629.47		\$ 2,629.47
Audio Visual	\$ 1,021.78		\$ 1,021.78
Fairweather Cruises	\$ 8,782.13		\$ 8,782.13
Fairweather Cruises	\$ 3,150.97		\$ 3,150.97
Fairweather Cruises	\$ 1,562.85		\$ 1,562.85
Aquarium	\$ 4,487.89		\$ 4,487.89
Aquarium	\$ 6,090.64		\$ 6,090.64
TOTAL Saturday	\$ 27,725.73	\$ -	\$ 27,725.73
<u>Miscellaneous Expenses</u>			
Transportation - Buses	\$ 4,347.79		\$ 4,347.79
Ann McAfee		\$ 1,246.60	\$ 1,246.60
Michael Mortensen		\$ 99.26	\$ 99.26
Christina Wong		\$ 1,246.60	\$ 1,246.60
Program Editorial & Design			\$ -
Event Coordinator			\$ -
Bus Snacks	\$ 236.00		\$ 236.00
Welcome Gifts		\$ 3,000.26	\$ 3,000.26
TOTAL Misc	\$ 4,583.79	\$ 5,592.72	\$ 10,176.51
<u>Total Expenses</u>	\$ 46,757.78	\$ 5,592.72	\$ 52,350.50
<u>Offsetting Revenues</u>			
Registration Fees	\$ 38,220.00	\$ 4,874.37	\$ 43,094.37
Internationals Credit for Pres. Recep.	\$ 2,000.00		\$ 2,000.00
Total Income	\$ 40,220.00	\$ 4,874.37	\$ 45,094.37
Total LEW Net Profit/Loss	\$ (6,537.78)	\$ (718.35)	\$ (7,256.13)
LAI Incentives			
LAI Incentive to Chapter for hosting	\$ 10,000.00		\$ 10,000.00
Total LEW Net Revenue After \$10,000 Incentive	\$ 3,462.22		\$ 2,743.87

LAI will provide the chapter with an incentive payment of up to \$10,000 US Dollars to help offset the time and efforts of the chapter required to host a LEW.

Should the calculated financial return from the LEW be breakeven or net gain, the Chapter shall receive the entire \$10,000.

Should there be a net loss of under \$10,000 from the LEW, the net loss shall reduce the amount the chapter received - i.e. \$3,000 net loss from LEW, chapter receives \$10,000 - \$3,000 = \$7,000.

Should there be a net loss of greater than \$10,000, the chapter shall reimburse LAI for the amount of the loss over \$10,000 - i.e., \$14,000 net loss from LEW, chapter owes LAI \$14,000 - \$10,000 = \$4,000.

Sponsorship payments collected by the chapter for the LEW are the property of the chapter and shall not be included in the calculation of the net gain / loss of the LEW.

Secretary's Report & Bylaws Committee

DATE: January 29, 2018

TO: Robert McBride, President, LAI International

FROM: Cheryl D. Soon, International Secretary and Chair By-Laws Committee

SUBJECT: Review of current By-Laws of Lambda Alpha International

Your By-Laws Committee has met twice by teleconference to review whether changes are necessary or recommended to the current By-Laws, as last amended April 27, 2017 in Toronto.

Whereas a *Strategic Plan 2018-22* was adopted by Resolution of the Board of Governors, a review was made to see if any revisions to the By-Laws are warranted. Ian Lord, who chaired the Strategic Plan Committee, kindly assisted us in this review. Here are our findings:

- 1) Professional recognition designation for members. Page 16, Section 6.5d of the Strategic Plan. The direction was to “explore the feasibility and benefits” of establishing such a designation. If the decision is in the affirmative, we recommend a By-Law amendment. The By-Laws Committee awaits the outcome of this exploration and further instructions from the President. No action required at this time.
- 2) The Strategic Plan recommends an additional standing committee, which would be the ninth, for Membership. It also recommends certain role assignments among committees such as engaging the Regional Vice Presidents in New Chapter Development and in Chapter Services Committees. As President, it is understood that you will determine the Action Plan for implementing the Strategic Plan. We believe it is within your authority to make adjustments to committee responsibilities and membership. However, should you prefer that any designations be made permanent through statement in the By-Laws, we would be pleased to prepare the wording and offer it to the Board of Governors. We will await further instruction from you. No action required at this time.
- 3) Should you choose to create a standing Membership Committee, as recommended in section 6.1h of the Strategic Plan, we would recommend that there be a By-Law change to bring this in conformity with how other committees have been treated. The purpose of the Membership Committee is stated to be “assisting local Chapters in identifying goals, objectives and targets, including incentive programs, for the enhancement of membership and recruitment activities within the local Chapters, the identification of Members at Large, the outreach of the Global Chapter and role of International in enhancing membership in the Society.” Action to be determined by LAI President.

Summary: There are no actions recommended at this time that would be presented to the Board of Governors meeting in Baltimore. We appreciate that the President and his team are exploring those measures from the Strategic Plan that they wish to focus on and in what timing. Should it become a priority to establish by inclusion in the By-Laws, any of the above items or any others arising from implementation of the Strategic Plan, we stand ready to assist in preparing them for By-Law presentation to the body.

DATE: January 29, 2018

TO: Robert McBride, President, LAI International

FROM: Cheryl D. Soon, International Secretary and Chair By-Laws Committee

SUBJECT: Review of Standard Lambda Alpha International Chapter By-Laws

Your By-Laws Committee has met twice by teleconference to discuss the current By-Laws for chapters. These are available on the LAI website and are circulated as a model for new chapters. We find several inconsistencies between the Chapter By-Laws and the current International By-Laws. The Standard Chapter By-Laws appear to have been last revised on November 20, 2009.

In addition, the LAI International President has asked our review of several proposed additions to better reflect practice and improved relationship between the chapters and International. The following changes are recommended:

- 1) Article III Section 3 – remove reference to “pro-rata” dues for new members.
- 2) Article IV Section 1 – modernize language to say “open to persons of any race, color, gender identity or expression, sexual orientation, disability, creed, and age.”
- 3) Article V – add a new Section 3 that states “The chapter is responsible for reporting annually to the International Secretariat an annual report in a form and schedule specified by the International President.”
- 4) Article VII – change to describe single membership dues to consist of both International dues and Chapter dues components.
- 5) Article X, Section 1 – Improve clarity by deleting first sentence and add new material in Section 5 to read: “The Chapter President shall serve as a voting member of the Lambda Alpha Board of Governors. In his/her absence, an alternate may be named to serve as the chapter voting member of the Board of Governors. The International President or International Executive Director shall be informed whenever an alternate person is designated for purposes of voting at Board of Governor meetings.”
- 6) Article X, Section 8 – Duties of the Chapter Treasurer. Delete this paragraph since dues notices are now consolidated with the International Executive Director.
- 7) Article X Section 10 – Scribe. Add to duties “shall serve as a member of the International Public Relations Committee.”
- 8) Article XI, Section 6 – Change notification to International Executive Director versus Secretary.
- 9) Article XIII, Section 6 – Delete reference to the key as the logo and replace with “incorporate the Lambda Alpha logo.”
- 10) Article XIV – new section 4 Tax filings. “The chapter is responsible for complying with annual tax filings and any other similar regulatory obligations in the state and country under which it is incorporated.”
- 11) Certificate of Secretary. Change the number of pages to current number.

The above have been itemized, but will also be provided in Track Change version so they are readily seen.

Actions Required:

Chapter By-Laws do not require action of the Board of Governors. However, it may be advisable to share this matter with chapter Presidents, either in their individual capacities or as the body of the Board of Governors.

New Chapter By-Laws are reviewed by the By-Law Committee to ensure consistency with International. Therefore, it is recommended that:

- 1) The posted and circulated Chapter By-Laws should be amended.
- 2) The President and/or Board of Governors consider asking existing Chapters to update their By-Laws and once completed, send them to International offices.
- 3) It is recommended that instructions be prepared for creating chapter by-laws. While the model is helpful, it must also be tailored to the state in which the chapter is being incorporated or established. They cannot be blindly copied.
- 4) The review of the newest chapter, Austen-Central Texas, is incomplete since they were modelled after the chapter by-laws of record. In fact, it was through the review of these by-laws that the problem came to light. Austen-Central Texas needs to be reviewed in light of decisions made and actions taken on number 1) and 2) above.

Vice President Report & Chapter Services Committee

Proposed Agenda Template for President's Round Table

Time and Date: 10:30AM – 12:00 NOON – April 26, 2018
Meeting Place: Baltimore

Leader: Chaz Smith - Phoenix
Recorder:

Attendees' List/Introductions (15 minutes)

Strategic Planning (25 minutes)

- Review
- Assess

Membership (25 minutes)

- Growth Plans
- Retention Strategies
- Standards
- Target Markets

Chapter Meetings (20 minutes)

- Formats
- Pricing
- Nature

Administration

- Chapter Dues
- Home Office Issues

Old Business

New Business

26th March, 2018

RVPEurope & Middle East Report Spring'18

SUMMARY

LAI-UAE: Decreasing. The chapter incorporation is important for the longterm health of chapter and its continuity, account and fix function location are blocked by that.

LAI-London: Stagnant. Only one function in a year. Needed effort for revitalizing is required in functions and membership.

LAI-Madrid: Growing. Board composition finally clear, they have vacant the Vice President position which is mandatory. Bylaws for review pending to be received.

The three chapters have to improve growth, as they have a low active membership.

	London	Madrid	UAE
Membership			
Members Feb'18	11	36	19
Active	10	36	19
Inactive	0	17	13
Retired	1	0	0
Honorary	0	0	0
Invited to Membership	2	9	8
New Members 2017	2	9	8
Total Active Members 2017	11	29	19
Members not paying dues	0	3	?
Members formally resigned	1	0	7
Functions			
No. per year	1	7	6
Average No. Attendees	50	25	14
% Members	18	60	80
% Non-Members	82	40	20
Chapter Board			
President-Elect	Yes	Yes	Yes
Communication			
Membership	Yes		
Program	Yes	Yes (2 people)	
Scribe			Yes
Historian			Yes

UAE-Chapter

Functions: 6 a year which maintains the other years track.

LAI-UAE Incorporation: A solution should be found to incorporate the chapter inside the adequate UAE jurisdiction. This is not allowing the chapter to have their own bank account,

which right now is still in Toronto. Also, this is not allowing the chapter to have their functions in the same place-location every time, which lowers the attendance to events.

Growth & Health: Decreasing, from 29 active to 19. It should be remembering that the region professionals have a big mobility rate.

LONDON-Chapter

Functions: At the end there was only one function in all 2017. Several were planned, but at the end never materialized. The format the chapter is following is the one was used for the first meeting we did for revitalization, which is the open call, no payment by attendees, a new location every time and sponsored by someone (this could be the exceptional one which is useful if it is followed by a strong membership recruitment effort, but not the norm). There is a recommendation to align the format to the LAI one: same place, same day of the week, same week of the month, breakfast-lunch-or-dinner but always the same, paid by attendees, invitees by members (not open call), one or a speaker's panel. Also, it is recommended to make 6-7 functions a year, which for a reforming chapter is normal.

During this 2018 first quarter there was only one function, just in the middle of eastern time with the added problem that the call was made just with one week in advance. It is recommended to provide longer notice to members and invitees (1,5-2 months) to attain good number of people at events and provide service to members.

Beginning of November'17, they had an only members dinner, and some board meetings along the year.

LAI-LONDON Incorporation: The bylaws review and the chapter incorporation in the adequate UK jurisdiction are still pending.

Growth & Health: It is stagnant. Only 2 new members in one year. 11 active members. Membership growth focus is recommended.

MADRID-Chapter

Functions: The problem of later calls to functions was solved in some way which had the effect to increase the attendance level from the former 20-25 to the 40-45 people. Also, it was the effect of very good quality speakers. We encourage board members to maintain the calls within the 1,5-2 months in advance. No special events only for members were made during this last year 2017.

Chapter's bylaws: they were changed by the incoming board last year. They were requested formally several times to be reviewed by LAI, but never received till date.

Board: There is not Vice President, which is a required position. There are two members that were not elected to the board, that were named after the elections passed, members of the board with no specific function, but in fact they are doing the Program committee ones. Elections to the 2019-2020 board scheduled for next fall.

Growth & Health: Growing. From summer till the end of this quarter 17 people entered as new members, putting the tally on 36. This was due by an effort following the recommendations by the International president to the regional vice-president, which was followed by some of the current members and chapter board. We encourage members and board to keep the effort going.

BARCELONA

Founding Efforts:

Juan Jose Martinez-Galera (At-Large), the founder that was contacted in June 2017 by myself, followed his work to find new members At-Large. This work was carried out in a difficult environment since the revolt and secessionists tensions promoted by the radical left and the independentists after last summer. Nevertheless, he managed to collect 4 more people that were recently nominated members At-large. We have now 5 so we need another 5 that could be nominated before the Baltimore-LEW.

Also, before Baltimore-LEW he expects to provide as well: the affiliation agreement, the affiliation request letter and the draft Bylaws for LAI Review.

A coordination meeting with the current At-Large members was requested to me and held at the beginning of April.

EXPO-REAL MUNICH

Attendees: Cassndra Francis, LAI-Vice President, Aurelio Ramirez, LAI-RVPEurope&ME

LAI New Memeber Presentation bilingual documents were prepared, presented, reviewed and approved by LAI in English with: Spanish, French, German, Dutch & Arabic. These presentations were sent to data base contacts

Comprehensive contacts were made throughtout the prevoiuosly worked data bases. Seven pre-arranged meetings were appointed, only three showed. We met and talk with many more pepole from many different companies and countries during those three days. Chip Good from London chapter showed-up but did not get involved in the process.

The best opportunities to start a chapter are:

Amsterdam:

- COLLIERS, Dirk Bakker, CEO
- AMR, René van Schie, Hotels &Leisure Director
- ARCADIS, Carolien Gehrels, BUC Director
- TRAJECT, Gerrit-Jan Tenuissen, Sustainability Director

Frankfurt:

- GLEISS-LUTZ, Tim Weber, Partner
- AVISON-YOUNG, Marcel Funke, Director

A comprehensive report was presented to LAI-Vice President, about the trade fair preparation, the people met and the contacts made.

Next steps:

1. Sent communications to top individuals that showed interest
2. Broad communications to the email contact lists, monthly bases
3. Seeking potential leadership in other cities amongst colleagues inside LAI-Membership

Best Regards,

Aurelio Ramirez, RVPEurope & Middle East



AN HONORARY LAND ECONOMICS SOCIETY

LAI-RVP Europe & Middle East

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**REPORT OF THE EAST REGIONAL VICE PRESIDENT
TO THE LAI EXECUTIVE COMMITTEE**

Gary Leach
31 March 2018

Overview

The East Region includes six chapters: Atlanta; Baltimore; Boston; Philadelphia; the George Washington Chapter and New York City. Except for the New York City chapter which is struggling to rebuild, our chapters continue to be healthy and stable. We have four new Chapter Presidents, one experienced president and one vacancy in New York due to health issues. The East Region chapter presidents have described a wide range of programs being offered in the region and efforts underway to help each chapter grow.

Baltimore Chapter

On November 15th the Baltimore Chapter held its annual meeting celebrating its 25th year. Melvin Freeman is the new chapter president and he and the other board members have been busy planning the Spring 2018 LEW. They have put together an ambitious and exciting program that we can all look forward to attending.

The Chapter has worked on increasing membership and achieved its goal of 60 qualified, engaged and paying LAI members in 2017.

Programming:

The chapter holds 8 monthly lunch meetings and their annual dinner meeting is in November.

Finances:

The chapter continues to be thoughtful in its financial management. The May 8, 2017 Treasurer's Report notes a balance of \$3,000 more than at same time last year. The chapter has found that the use of EventBrite for event registration and payment ensured ease in collecting program payments, and managing event costs with accurate counts. Members invite an average of 13 guests per program at \$25 per meal.

LEW Planning:

The chapter achieved an impressive sponsorship goal of 16 sponsors for the Spring LEW and has a very impressive agenda in place for April.

Boston

On December 21st the chapter held its annual meeting. Five new members were inducted bringing total membership to 57. This year the chapter focused recruiting efforts on some younger members.

Programming:

The Boston chapter typically convenes every other month with an event, and since the last report, they have had two: a tour of a new mixed-use development in Boston's Roxbury neighborhood and a presentation at the chapter's annual meeting in December by the City of Boston's Transportation Commissioner. Attendance at the events range from 30 to 50 members and guests.

Finances:

The chapter generally operates on a break-even basis and maintains approximately two years of operating expenses on its balance sheet.

George Washington – Washington, DC

LAI George Washington (LAIGW) is a well-established chapter with 230 members. The chapter's new president for 2018 and 2019 is John Schlichting and Anita Morrison is president-elect. Past president, Erwin Andres, is active as Assistant Regional Vice President for the East Region.

Programming:

The chapter hosts 9 luncheon meetings each year featuring a buffet lunch and a guest speaker. They encourage members to bring guests, particularly younger guests to the chapter luncheons. They have a nomination process for new members that is open until the end of September each year. Last year they inducted 23 new members. They typically have attendance of 75 members and guests at their luncheon meetings. New members are inducted at their October meeting, a cocktail reception.

Finances:

The chapter has a sizeable operating budget given the large number of members and seeks to break-even in its operations.

The chapter has a robust local chapter web site: www.laigw.org. The site prominently displays a "Nominate a New Member" icon on every page which is useful in promoting the recruitment message to members. The site also details membership qualifications and participation and dues requirements.

Philadelphia

Past chapter president, Tony Forte, handed over the gavel to Matthew McClure for 2018. President-elect is Monica Jindia. The chapter has a membership of 50 and plans to add 5 new members in 2018.

Programming:

The chapter typically plans four breakfast events each year and two happy hour events, one of which is their annual holiday reception. Attendance at the breakfasts is 15 – 25 and the holiday reception had over 50 members and guests.

The Philadelphia chapter hosted the 2017 Spring LEW and produced a terrific program.

Atlanta

At the chapter's Fall meeting in 2017 past Chapter President, Russ Posey, handed the gavel to incoming president, Jim Viviano, who will serve a two-year term. The chapter, founded in 2009 by Joan Herron, has 39 members and is focusing on membership renewal and growth along with enhancement of programming as the focus of their strategic initiative. At the chapter's annual meeting in December six new members were inducted.

Programming:

The chapter conducts five luncheon meetings during the year. For 2018 the chapter's theme is Affordable Housing. Programming during the year is being designed to highlight issues around this topic.

The Atlanta Chapter is on sound financial footing and expects a slight improvement in 2018 due to some reinstatement of existing members and addition of new members.

New York

Jeff Beal, Chris Deutsch and a handful of others have been working to reconstitute the New York City Chapter. Unfortunately, after a social event held in August, Jeff became ill and was no longer able to lead this initiative. I have been in touch with Chris Deutsch who has agreed to step-in for Jeff to bring the chapter back together.

Summary

Philadelphia hosted the April 2017 LEW and Baltimore has a fantastic program in place for the spring 2018 LEW event. There is much work to do to help relaunch the New York City chapter but the other five are holding their own and making progress to grow and prosper.

**LAMBDA ALPHA INTERNATIONAL
REPORT OF THE CENTRAL REGION VICE PRESIDENT
TO THE LAI EXECUTIVE COMMITTEE**

March 15, 2018

Overview.

The six Chapters of the Central Region, Ely (Chicago), Memphis, Minnesota (Minneapolis/St. Paul), Ottawa, Simcoe (Toronto), and Austin Central Texas (Austin, TX) all seem to be doing well and did not report any immediate or urgent issues to Regional VP – Central, Ann King or Regional AVP – Central, Mary Bok.

Chapter Reports.

Ely Chapter.

At the end of 2017 our chapter administrator resigned and we have been undergoing a staff transition. Our new chapter administrator has done an excellent job of jumping into the role. We had a board retreat in January to set the course for this year and coming years. We are exploring issues of member retention, focusing on diversity and inclusion, and maintaining (internal and external) relevance. We anticipate tweaking our Strategic Plan to align these efforts. We are gearing up for the 2020 LEW and looking forward to another year of robust programming which includes our monthly luncheons as well as new favorites such as our salon dinner and Chautauqua.

Memphis Chapter.

The Memphis Chapter is alive and well and is in the process of approving approximately six new members for initiation in May 2018. The Spring Board Meeting is being held on March 1, 2018 and in addition to voting on the new members, the Board will be discussing fall speakers for their monthly luncheons, scholarships for the Business School of the University of Memphis, May Banquet details and choosing a Lifetime Achievement Award recipient. Stewart Austin is the 2018 Memphis Chapter President and he is working hard to provide quality speakers and continue community involvement.

Minnesota Chapter.

The Minnesota Chapter is doing well overall. Carol Lansing, will be attending the Baltimore LEW and we look forward to welcoming her to her new position as Chapter President.

In speaking with Carol, it is clear that she has a good handle on the Chapter issues which include membership numbers. The total membership at this time is 81 and they are installing 15 new members on March 21st. This number has been steady for the past few years. They are struggling a bit with keeping the new members involved once they are initiated. She and her board are working on ways to follow up with and engage the new members to keep them more connected.

This chapter holds 4-5 luncheons every year with an average attendance of 30-35 members. They have been successful in securing better speakers in the past year with the most recent and notable being Neel Kashkari, President & CEO of Minneapolis Federal Reserve Bank. There were 52 attendees for this event.

Carol is looking forward to brain-storming with the other Chapter Presidents at the Baltimore LEW.

Ottawa Chapter.

The Ottawa Chapter is doing very well, with a renewed interest from past, less-active members and new younger members.

At Winter Session, Miguel initiated 16 new members. Consistent with efforts to diversify our Chapter membership, the new members have backgrounds in civil, transportation and geotechnical engineering, 2 architects, a small homebuilder, attorneys, planners and land developers. The intent is to broaden the range of comments and interests at our sessions. Efforts will continue to attract public sector planners and professionals. We already have a list for a second wave of members. Most are in their mid-40s, signaling a younger membership for the Chapter

In terms of administration, to reduce the burden on our treasurer, we have gone to an electronic format for event payment and registration. Ottawa events are typically a mixer, followed by a sit-down dinner and presentation and discussion. For registration, we have recruited administrative help and benefitted for Sheila Hamilton's attention and assistance. A current member is taking over the membership process from Miguel.

At the March 5th session, we had 37 attendees for a round-table discussions on the following topic: the Ontario Municipal Over-Board" – Understanding what the Ontario development appeals process looks like a result of Bill 139 (Building Better Communities and Conserving Watersheds Act, 2017). The Bill is now approved provincial reforms to the Planning Act, the Ontario planning legislative framework. The discussion at the session was interesting, and well participated in by most members.

Of additional interest, Robert McBride, LAI President attended the session. Robert and Miguel emphasized the connection to the broader LAI network, and encouraged attendance at the Baltimore LEW.

Overall, Miguel is optimistic about the Chapter and its future.

Simcoe Chapter.

The Simcoe Chapter is strong, with 201 members, 22 of whom were initiated in 2017. They have 6 programs a year including their initiation dinner, plus a field trip. The Chapter celebrated it's 50th anniversary in December 2017, with a program entitled: "Planning for the Common Good – Looking Forward and Looking Back", and a presentation by the winners of the Toronto X2067

Student Competition. They are encouraging additional members from the Kitchener-Waterloo area, with a goal of potentially chartering a new Chapter in southwestern Ontario.

Austin Central Texas Chapter.

Jim Nias, the Austin Chapter President, has been actively seeking new members. As you know this is a newly formed Chapter (established in Vancouver in September, 2017) and currently has 10 members. Steven Gragg and Ann King attended and participated in the installation of the first set of members in October 2017.

In January of this year Robert McBride approached Jim and the Austin membership about hosting an upcoming Land Economics Weekend. While a little hesitant due to their fledgling status and still small membership, on February 9th the Austin Chapter agreed to host the LEW in Fall 2019 (latter part of October due to the heat). Shelia has forwarded the MOU and LEW Planning Guide to Jim for review. Our plan is to review this with Jim further at the Baltimore LEW and we have all pledged our support and assistance with the planning of the Austin event.

Respectfully submitted,

Ann H. King, CSM
Central North America
Regional Vice President

Mary Bak
Central North America
Assistant Regional Vice President



**REPORT OF THE WESTERN REGIONAL VICE PRESIDENT
TO THE LAI EXECUTIVE COMMITTEE**

Jim Musbach and Suzanne Varco
March 30, 2018

Regional Overview

On the whole, the Chapters of the Western Region are vital and engaged. There is a lot of really good programming going on, there are various creative efforts underway to increase and retain membership and create more interaction among members at large and the Chapter Boards. Generally, it appears that the level of knowledge of and engagement with the International leadership and programs is growing steadily. Individual reports are presented below.

PHOENIX CHAPTER, Chaz Smith, President

We inducted eight new members at our meeting in November. The setting was a brew pub that not only featured their beers but an open area to mingle and play games. It was well attended with new members as well as existing. Fun time!

We continue to have enthusiastic participation in the meetings that we have had through March. Because we are continuing to try to expand our membership base, I give a brief overview of LAI at every meeting and introduce our board:

LAI International Treasurer Sheila Harris

Past President Cindy Hammond

President Elect Geoff Semro

LAI Arizona Treasurer Rick Merritt

Secretary Julie Johnson

Programs Scott Phillips

Membership Ian Turner

At Large Members: Randall Pamela, Curt Johnson, Tres Winus

I have a very supportive and active board and expect a very successful year.

Our kick off meeting for the year was a very well-known and popular economist Elliott Pollack. He was our speaker last year in January after Trump was elected. It was a great follow on presentation with commentary on where we are going one year into the new presidency.

February, we had a joint meeting with Turn Around Management exploring the new retail world. The subject was Find the Remedy for Retail.

March will be a meeting featuring Mary Daly, Executive Vice President and Director of Research for the Federal Reserve Bank of San Francisco.

All of the programs this year beginning with the January meeting have been well attended.

We have two more topics that we have finalized.

1. A field trip for members and guests touring the newly completed renovation of Terminal Three at Sky Harbor Airport
2. A panel discussion on steps being taken to improve our education system in Arizona

ZIA CHAPTER, John Nye, President

Midtown LINC-with the leadership of Matt O'Reilly (City Asset Manager and an LAI Member) and Michelle Henri (Zia Board Member and past President) the successful passage of this Overlay Ordinance is now in the phase of developing National and Regional recognition programs. Zia Chapter will be identified and linked through the City web site to our new Chapter web site.

Zia Web Site-is now in the final phase of development and will be completed this next month. We have incorporated the site in our recognition and recruiting programs.

Membership-recruiting is our #1 priority and will be the key factor in the survival of this Chapter. Currently our costs exceed our income and the primary solution is to increase our membership. We have 35 active members, however only 26 are paying dues.

We have just completed a strategic planning session and have identified action plans for committees that we believe will answer today's challenge. We did have a positive advancement in our recruiting for 2017' with 7 new members.

The entire Board will also be working one-on-one with all active members to be involved and to pay their dues.

SACRAMENTO CHAPTER, Nancy Park, President

The Sacramento chapter is doing well. Our membership remains stable and we already have programs planned for the entire year. One new action we plan to take this year (2018) is to award 2 scholarships to a student from each of the local 4 year universities (UC Davis and California State University Sacramento), including a lunch stipend for a year's worth of lunches., we believe this will raise our local profile, establish a relationship with the universities, and give back to the industry through helping some students who are future participants in our industry. We have also asked our board to reach out to membership and actively engage other members who are not regular meeting attendees to ensure we have a larger share of active membership. Notable accomplishments during the past year were tours of the new local theater and programs on cutting edge issues such as biomass energy production, marijuana legalization, the smart energy grid, smart cars, and focus on 2 neighborhood revitalization projects.

VANCOUVER CHAPTER, Deana Grinnel, President

Vancouver Chapter was extremely honoured to host 104 LAI members to the Fall 2017 LEW event in Vancouver, on September 14-16, 2017. We were delighted to meet many new members and guests from various LAI Chapters and enjoyed some returning visitors. It was a busy and successful conference, enhanced by perfect weather, exploring sites of interest in Vancouver, North Vancouver, Burnaby and Surrey. Our program included a boat tour of the Port of Vancouver, walking tours, waterfront tours, shopping centre mixed use redevelopments, and UniverCity, the sustainable community arising to fund Simon Fraser University's endowment. Participants used a variety of transportation options – including SkyTrain, SeaBus, electric bus, and travel by foot! Our speaker

list included the chair of Metro Vancouver (our regional government), LAI members, leading municipal land planning staff, accomplished architects, representatives of leading developers and consultants.

We are pleased to report well attended events. Since last report, our events have included:

- **Flood Resilience in Metro Van – Whose risk? Who pays? When? How?** - speakers included an academic, an intergovernmental flood management organization, and a speaker from the Insurance Bureau of Canada who are working together to explore the risk this region faces from climate change and sea level rise, or the Fraser River flood of record, and moreover how different jurisdictions are dealing with these risks and parsing out the costs to mitigate and recover. Members learned more than they anticipated about risk management in the region and how their interests may be affected.
- **Musqueam, Squamish and Tsleil-Waututh: Unprecedented Developments** -speakers included representatives from the three Vancouver area First Nations who through negotiated accommodation and agreements with government have become owners of more than 160 acres valued at over \$1 billion. The discussion included a review of the Nations values and approach to development, their priorities for the lands, progress to date and future outlook. Members are tremendously interested in learning more about the Nations work on these lands.
- **The High Cost of the Low Supply of Industrial Land** – presented by the VP Real Estate from the Port of Vancouver. The port is a rapidly expanding federal entity acutely aware of the dwindling industrial land supply and effects due to lack of a regional oversight to manage local decisions to protect industrial land, which is critical to logistics and support to our growing region. A very well informed and thoughtful discussion was had with members.

Our goal for the coming year is to continue with a program of 4-5 dinner events, attracting excellent speakers and facilitating audience participation. We are in the early stages of putting together a focus group to advise on applying for a study grant. Our membership team has identified areas of focus in academia due to the retirement of several such members over recent years. We are developing a member survey to seek input on matters including programming, communications, event logistics and member goals for LAI Vancouver Chapter. We are beginning to think about how to recognize our Chapter's 30th anniversary in 2019!

In January 2018 LAI appointed its new Executive, which brings six new members to the Executive and retains eight former executives. It's a great mix and our Chapter is looking forward to an energized year ahead! We are pleased that several Vancouver Chapter members will be attending LEW in Baltimore!

GOLDEN GATE CHAPTER, Andrew Wolfram, President

In 2018 there continues to be a high level of Real Estate and Land Use activity in the Bay Area. This activity has been coupled with increasing anxiety about rising land and construction costs and a crisis related to housing, both in terms of supply and affordability. Our members have been extremely busy with projects and in developing solutions to address the challenges posed by job growth, congestion, affordability, and a shortage of both housing and labor. In the midst of these developments the Golden Gate Chapter continues to offer our members compelling events. These include a monthly luncheon lecture series in which we alternate between presenting on the board projects, construction tours and in-depth policy discussions. Luncheon attendance is typically around 60-70 members, and we also host our annual new initiates gala in December, which attracts about 300 members. We also host a cocktail party for new initiates and their sponsors, which is planned for March 28th. The Golden Gate Chapter board meets quarterly, and reviews the chapters finances, programs and studies potential grant or research opportunities.

ORANGE COUNTY CHAPTER, Stevan Gromet, President

LAI Orange County Chapter is finalizing its LEW programming for this fall. We are excited to be able to showcase to our visiting LAI members early examples of master planned communities as well as the latest, cutting edge communities. We will also provide examples of the modernization and redevelopment of Orange County's coastline, including the pending expansion of Dana Point Harbor and marina complex in south county (named after Henry Dana, author of "Two Years Before the Mast"), and the development of the Montage Resort in Laguna Beach, a world class resort community on an incredibly beautiful site that not too long ago was a deteriorating cliff-top mobile home park.

We are pleased to announce the following to be among several speakers who will present at Orange County's LEW in October:

- California State Senator John Moorlach (37th District). Senator Moorlach was formerly a Treasurer of Orange County, appointed by the Orange County Board of Supervisors to lead Orange County out of its bankruptcy in 1994 (John's career started as a CPA). His knowledge of Orange County's financial metrics and the economics of Orange County overall is deep and wide.
- Edward Coulson, PhD, Director of Research for University of California, Merage School of Business (Irvine), who will discuss Orange County's economic drivers and the factors influencing current real estate development activity in the County.
- Steve Kellenberg, who spearheaded master planning designs for Orange County's two largest landowners: The Irvine Company and the Rancho Santa Margarita Company, involving over 20,000 acres of mixed-use/residential community development.
- Bill Hoffman, PhD, a former educator and city land planner who now operates an educational tour company, will discuss the evolution of public spaces in California's planned and unplanned communities. Bill is also the preferred tour group guide for Mission San Juan Capistrano (founded in 1776), and we have worked a visit to this historic site into our Saturday tour.

Orange County continues to reap the benefits from the upcoming LEW, we have added over a dozen new members over the last 6 months and expect new admissions to continue.

For those who wish to see a little bit more of Orange County or Southern California before or after the LEW, our Chapter is putting together a pretty robust list of optional activities, which we will release immediately following the Baltimore LEW.

SAN DIEGO CHAPTER, Martin Flores, President

The San Diego Chapter of Lambda Alpha International luncheon monthly meetings are on the 36th floor of the University Club Symphony Towers which is one of San Diego's tallest buildings in the heart of the business & cultural community. This scenic view point allows our members an unprecedented view of our ever-changing downtown landscape.

Below is a recap of the luncheons and events between October 2017 and April 2018:

October 2017

Moderator: Martin Flores, Carrier Johnson + Culture

Panelists: Developer: Ian Gill, Silvergate Development
Architect Designer: Brian Koshley, Carrier Johnson + Culture
Contractor: Terry Arnett, TSA Contracting Inc.

Topic: Building Repositioning in San Diego

A panel discussion exploring the value add commercial office and retail market. The discussion will address why capital is still flowing toward the purchase of office properties even this late in the cycle, what pitfalls to avoid and how architectural, planning and construction solutions are tailored towards each specific opportunity.

November 2017:

Guest Speaker: Jeff W. Graham, Executive Director, Real Estate, University of California, San Diego

Topic: UC San Diego Hillcrest Medical Center: Creating a 21st Century Academic Wellness Village

A presentation on campus plans to redevelop the existing UC San Diego Hillcrest Medical Center with a new mixed-use urban village anchored by a 21st century academic medical center and research and supported by new infrastructure, residential, retail, parks, and wellness-focused services.

January 2018:

Guest Speakers:

Deanna Spehn, Policy Director for Senator Toni G. Atkins

Stefanie Benvenuto, Director of Public Affairs San Diego Regional Chamber of Commerce

Topic: Understanding California's 2017 Legislative Housing Package

February 2018:

40th Annual Gala Banquet & New Member Installation Ceremony

Keynote Speaker: Malin Burnham, Local Business Man and Philanthropist

Topic: "Opportunity Management"

104 members and their guests attended Chapter's its 40th Annual Gala Banquet and New Member Installation Ceremony. Malin Burnham was the

Keynote speaker for the event and addressed the guests with a futuristic and positive speech “Opportunity Management” challenging LAI members to be stronger advocates for land planning and economic change in our region. During the Gala, we inducted 14 new members to the LAI.

March 2018:

Guest Speaker: Kris Michell, City of San Diego’s Chief Operating Officer (COO)

Topic: In her new position as Chief Operating Officer for City of San Diego, Kris highlighted the City’s real-estate priorities for disposition in the near future including expansion of the Convention Center, Sports & Entertainment Arena options and other land use opportunities for the near future:

- Expansion of the SD Convention Center (proposed City initiative on Nov 2018 ballot)
- Redevelopment of the downtown City Civic Center including C Street
- Downtown Sports & Entertainment Arena options
- Redevelopment of the existing Midway Sports Arena City property
- Community Plan updates with Housing First priorities
- Other related land use opportunities City is working on for the near term.

April 2018:

Guest Speaker: Mark Cafferty, President and CEO, San Diego Regional Economic Development Corporation

Topic: Lessons learned from Amazon RFP, making San Diego competitive for the 21st Century

President and CEO of the San Diego Regional Economic Development Corporation, Mark Cafferty, informs LAI members as to how to keep and maintain San Diego’s competitive edge to attract high technology firms in the San Diego region.

The Board also formalized the direction and focus of three committees:

Budget Committee - Oversees the finances of the San Diego Chapter to ensure financial sustainability over the near-term future based on changes in membership, event costs, and chapter priorities

Public Relations & Marketing Committee - Responsible for providing guidance and support for both internal and external communication strategies that promote and enhance the organization. Its purpose is to

increase the overall visibility and enhance the reputation of Lambda Alpha International – San Diego Chapter. The PR and Marketing efforts are meant to develop a communication platform with social and print media outlets, among members and throughout the local community,
Luncheon Committee – Will provide speakers that challenge and engage LAI members to become better informed with land use and design issues.

LOS ANGELES CHAPTER, Andrew Fogg, Esq., President

The Los Angeles Chapter welcomed 14 new members last fall. Our recent monthly luncheons included our annual Economic Forecast by Dr. Chris Thornberg of Beacon Economics and a presentation by Chris Fraley, Chief Investment Officer of Realtymogul.com, regarding crowdfunding real estate investments, both of whom are LAI members.

Upcoming programs include a hard hat tour of the new Banc of California soccer stadium and the new studio building of KCRW, the local NPR affiliate in Santa Monica. Upcoming luncheon programs include a presentation by the Runyon Group regarding emerging trends in food-oriented retail projects, an overview of LA World Airport's current and future projects at LAX, including a runway bus tour, and programs on emerging trends in affordable housing and repositioning of major retail power centers.

RVP Report for the LAI Asia-Pacific Region

Presented March 31, 2018

By Ann Bouslog, Asia-Pacific Regional Vice President

OVERVIEW

The Asia-Pacific Region includes three chapters, in order of their respective investment:

- Aloha, based in Honolulu, HI (1983)
- Tokyo, based in Tokyo, Japan (2001)
- AUM, based in Mumbai, India (2014)

This report provides an overview of area issues and seeks to highlight general operating issues and lessons learned. Detailed reports on the Aloha Chapter and AUM Chapter are available in their separate year-end 2017 reports.

	Aloha (Hawaii)	AUM (Mumbai)	Tokyo (estimates)*	Total
Membership				
Active	97	12	7	116
Inactive	0	0	0	0
Retired	9	0	2	11
Honorary	0	1	0	1
Total	106	13	9	128
New members inducted, 2017	12	0	Unknown	
No. plan to invite, 2018	10	4	Unknown	
Functions				
No. events, 2017	4	2	Unknown	
Av. No. attendees	40	7-23 LAI, plus 30 - 300 others	Unknown	
% members				
Chapter Leadership and Communications				
Required positions filled?	Yes	Yes	Unknown	
President-Elect?	TBD	(Same as current)	Unknown	
Website	No	No	No	

**No chapter report obtained. Classification of 9 paid members as of July 2017 is unclear, but at least 2 are known to be retired.*

The three chapters are in varying states of maturity and appear to have different goals, and prescient issues. The sections below present highlights from each in turn.

Aloha Chapter: The oldest of the three chapters, the Aloha Chapter is well-established and stable, having retained its desired membership of about 100 for the past ten or more years. Chapter leadership transitions have occurred efficiently, despite the next president-elect still being to be determined. The chapter has found success by (1) maintaining an exclusive and low profile with very selective invitations, (2) focusing on just four, regularly scheduled, quality lunchtime events per year and (3) seeking to enhance relationships, discussion and networking among members by keeping meetings intimate and limiting functions to members only.

The Aloha Chapter benefits from the relatively small geographic range of the Oahu business community, from which the majority of members come. While it also includes members from the neighbor islands, it has had less success recruiting and retaining such members due to the time and cost implications of inter-island travel. Likewise, the chapter has had limited responses to member events proposed on neighbor islands. Chapter finances are sound with net positive cash flow in recent years and a healthy reserve. The Aloha Chapter has also been able to support participation of an officer at national events, as well as to contribute to that of the Regional Vice President.

Tokyo Chapter: The Tokyo chapter was invested in 2001 thanks to the leadership of then-Asia-Pacific VP Professor David Callies, former LAI President Phil Boname and others. Records indicate consistent dues remittance to LAI international, and at last report, the chapter held a dinner event once or twice per year, often incorporating a visit to a real estate development of interest.

However in this RVP's experience, communications between the Tokyo Chapter and LAI International have been sporadic, and mostly dependent on the personal relationships of Professor Callies. We were last told that the chapter president was Professor Tsuyoshi Kotaka (Meiju University, Nagoya), while its past secretary/treasurer was Professor Yoshiaki Nakamura (Aoyama Gakuin, Tokyo), both among the founding members of the chapter. However, we understand both these professors are now retired and it is unclear whether either has email access nor whether there is a succession plan. Attempts by various parties to correspond via email and hard mail over my tenure as RVP have remained unanswered.

An offer by Vancouver member Eitaro Hirota last October to pay a personal visit to Professor Kotaka was not realized as it was learned that Professor Kotaka now lives in Kyoto and schedules did not permit. Professor Callies currently expects to be Japan June 23 to June 26, 2018, as the keynote speaker for a conference that one of the Tokyo chapter members may attend. I am in conversation with Professor Callies regarding clarifying the chapter's operating situation and hopefully a more direct protocol for communication going forward, should the opportunity present itself.

AUM Chapter: To date, the AUM Chapter has focused on large events that address pressing regional planning issues, with the opportunity to influence public policy and planning. For example, the March 2017 "Land Summit," with some 300 invitees included the chief minister of Maharashtra State and other senior government officials as well as about 23 LAI members (including 12 international.) The chapter also hosted a "Pre-River Basin Summit" in September 2017 in association with a known water expert. This "pre-summit" included planning-oriented events in anticipation of the next large event, the regional "River Basin Summit" planned for June 2018.

As a relatively young chapter, AUM is still seeking to build membership, expand its leadership circle, and establish regular events. Mr. Anil Hatkar has served as president for several years, and remains the

designated president-elect. The 2017 Land Summit was supported in part by a LAI contribution, as well as personal resources of the Chapter president. A review of the event's finances is still pending, but we understand that Mr. Hatkar's advances may not have been repaid. The chapter is a registered Society and Trust subject to Indian government regulation, and remittance of member dues to LAI national have reportedly been stalled by this governance.

SUMMARY OF OPERATIONAL AND INTEGRATION ISSUES NOTED

- Communications – Communication has been a significant issue with respect to integrating the Tokyo chapter, where the reported president is a retiree who may not (or no longer) have email access.
- Geographic range of chapter – AUM leadership notes difficulty in achieving quorum for regular meetings to do proximity challenges among members who come from several large states. The Aloha Chapter has encountered a similar challenge (albeit at far smaller absolute distance than affecting AUM) in addressing neighbor island membership and activities from its Oahu base.
- Boards – Smaller and younger chapters appear to be particularly vulnerable to operating disruption due to issues affecting board members, including their health and retirement. Additionally, the current difficulty in communicating with Tokyo membership underscores the need for willing and able succession plans that are shared with LAI.
- Finance – The need to submit dues in US dollars appears to have been an issue for AUM and possibly also Tokyo. Additionally, reported Indian regulatory issues noted above have stalled remittance to LAI international for many months.
- Time zone – With the majority of chapters and members coming from the continental US, it is logical that conference calls tend to be organized for the mid-US. However, this tends to make direct participation very inconvenient for those from afar.
- Location of LEWs– Similarly, the AUM Chapter recently noted that the concentration of LEWs within the US tends to make participation by those based overseas expensive and time consuming.

The organizational and integration issues noted above are proposed as discussion topics at the upcoming RVP/Regional Chapter Presidents' Breakfast in Baltimore.

Other Standing Committee Reports

REPORT: EXPO-REAL MUNICH 2017

Aurelio Ramírez Zarzosa, Regional Vice President Europe, and Cassandra Francis, International Vice President, attended Expo Real on behalf of LAI on October 4-6, 2017 for the purpose of promoting new European chapter development. Cities targeted for potential new chapters include Frankfurt, Berlin, Paris, Amsterdam, and Brussels. The goal was to identify potential new chapter leaders who showed an interest or who could connect LAI to other high-level professionals that may have an interest.

Aurelio undertook a tremendous amount of work prior to attending the conference including preparing LAI Powerpoint presentations in English, French, Spanish, German, Dutch and Arabic to be shown during meetings with individuals during the conference. Aurelio also sent out personalized invitations to hundreds of European real estate professionals including his own contacts, contacts listed in the conference application (which listed all attendees and oftentimes their contact information), as well as professionals in a large number of organizations located in the cities which have been targeted to encourage new LAI chapter development. Aurelio further reached out to the larger LAI membership to solicit contacts who may be attending the conference which netted a small number of responses. While Expo Real, the largest real estate related conference in Europe which attracts over 1,700 exhibitors and over 39,000 attendees, is a target-rich platform for this purpose, the preliminary work was critical to connecting with a number of individuals and to expose LAI and its merits to a very broad group.

Aurelio had confirmed a number of appointments prior to the conference which were arranged to take place during the day in a coffee shop in the conference center. We had a number of cancellations as the conference was very crowded and people's primary reason for attending the conference is to conduct business which often takes precedence. Aurelio and I also attended a number of conference sessions which were targeted towards real estate issues in LAI's targeted cities in order to meet with others in the audience and the panel speakers between sessions. This was a very fruitful way to meet people and introduce LAI. We further spent a significant amount of time walking the exhibition floor and introducing LAI to a large number of companies and government representatives.

We found that the most likely chapters to be started are Amsterdam and Frankfurt. In Amsterdam, due to the good recommendations made by Esperanza de Justo, Madrid LAI member, we had a very positive conversation with Dirk Bakker, CEO at COLLIERS who was enthusiastic about putting together a team of people from his organization to support the creation of a new chapter. We also met with René van Schie, Hotels & Leisure Director at the Amsterdam Metropolitan Region and one of his colleagues from another unit of Amsterdam government (who both know Dirk Bakker very well) who also enthusiastically supported the creation of a new Amsterdam chapter. René further recommended that we talk to Carolien Gehrels, BUC Director at ARCADIS, a global engineering firm, to be added to the group. Gerrit-Jan Teunissen, Sustainability Director at TRAJECT, could not make it to the Expo-Real, but he reviewed the Dutch language translation of the New Member Welcome presentation. We made also some contacts with other people based in Amsterdam from: TRIUVA and other Amsterdam based companies with whom we will continue efforts to promote a new chapter.

We were successful in promoting LAI in Frankfurt as a result of the massive email blasts made during the month prior to the event. Marcel Funke, Office Leasing Advisory at AVISON-YOUNG requested a meeting but ultimately did not show up. We had a very successful meeting with Tim Weber, Partner at GLEISS-LUTZ, a prominent Frankfurt law firm, which lasted close to one hour. Tim seems to be a very reflexive person that wanted more information on how to follow up. We informed him as well that we were

talking with other people in Frankfurt. People from ERNST&YOUNG, HELABA and PECAN showed interest and would like to receive more information. We got information from several people located in Frankfurt from TRIUVA and DEKA.

Another of our significant contacts was with Marcus Hale, a UK resident who used to work with me in Chicago, who was just hired as Pan-European Development Director at PATRIZIA Immobilien AG, a large firm with offices in many European cities including those which we have targeted. Marcus has agreed to connect us with his colleagues once he gets settled to assist in our goal of starting new chapters.

We made some contacts with people from several companies from: Paris (10), Brussels (4), Milan (3), Berlin (1), Lisbon (3), Vienna (2), Munich (2), Porto (1), and others whose email address we collected in order to continue communications. We talked to 9 people from London and 9 people from Madrid that were interested into receiving more information in order to be members and/or be speakers at LAI events in those cities. We also met with Chip Good, LAI Assistant Vice President Europe, who was attending Real Expo representing his firm Situs. While Chip did keep an eye open for LAI chapter development opportunities, his main focus at the event was to promote his firm. Aurelio and I made note of many ways we could improve LAI's impact if attending this type of conference again, including holding evening meetings, piggybacking on another exhibitor and printing LAI branded business cards and brochures to distribute.

Our next steps moving forward are three-fold: 1) continue communications with the top individuals who showed an interest in Colliers, Patrizia, GLEISS-LUTZ and others to strategize about how best to put together leadership planning teams in targeted cities, 2) continue broad communications through our email contact list to promote global chapter membership, At-Large membership and further new chapter leadership/membership, and 3) continue to seek potential European city leadership amongst the colleagues of existing LAI membership. We believe that we gained significant exposure from attending Real Expo through the emails distributed and meetings held and that it was a very successful effort for LAI's initial push into the creation of new European chapters. We look forward to working with the larger New Chapter Development Committee to further these efforts.

Please find below a in-progress list of the individuals and the companies they represent that we met with in EXPO-REAL or whose contact information that was provided to us during the trade show:

PROSPECT NEW CHAPTERS

HOLLAND

Amsterdam:

COLLIERS Dirk Bakker, CEO, dirk.bakker@colliers.com

AMR-Amsterdam Metropolitan Region, René van Schie, Hotels & Leisure Director

ARCADIS Carolien Gehrels, BUC Director, carolien.gehrels@arcadis.com

TRAJECT Gerrit-Jan Teunissen, Sustainability Director, gjteunissen@traject.com

TRIUVA Nicole Wiersum, Director, nicole.wiersum@triuva.com

TRIUVA Reinoud Plantenga, Director, reinoud.plantenga@triuva.com

GERMANY

Frankfurt:

GLEISSLUTZ Tim Weber, Partner, tim.weber@gleisslutz.com

EY Benedikt Huber, Manger, benedikt.huber@de.ey.com

HELABA Martin Kuemmel, Debt Capital Markets Real Estate, martin.kuemmel@helaba.de

PECAN Andreas Eberz, CEO, andreas.eberz@pecan-development.de

AVISON-YOUNG Marcel Funke, Office Leasing Advisory, marcel.funke@avisonyoung.com

TRIUVA Christopher Linney, Executive Director, christopher.linney@triuva.com

TRIUVA Andreas Goettert, Director, andreas.goettert@triuva.com

TRIUVA Sandra Silvestri, Director, sandra.silvestri@triuva.com

TRIUVA Manuel de Vigili, Executive Director, manuel.devigili@triuva.com

TRIUVA Joerg Laue, Director, joerg.laue@triuva.com

TRIUVA Antonia Muelsch, Director, antonia.muelsch@triuva.com

TRIUVA Isabell Eilken, Associate Director, isabell.eilken@triuva.com

TRIUVA Maren Tschammler, Associate Director, maren.tschammler@triuva.com

TRIUVA Carl-Christoph Schiller, Associate Director, christoph.schiller@triuva.com

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DEKA Frank Kienholz, Head of REM Frankfurt, frank.kienholz@deka.de
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FRANCE

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AXEL SCHOENERT Hanene Masse, Communications Director, masse@as-architecture.com

KLEPIERRE Frederic de Klopstein, CIO, frederic.deklopstein@klepierre.com

BNP PARIBAS Sigrid Duhamel, President France, sigrid.duhamel@bnpparibas.com

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ITALY

Milan:

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TRIUVA Marco Grassidonio, Director, marco.grassidonio@triuva.com

OPPORTUNITIES

PORTUGAL

Lisbon:

SQUARE AM Pedro Coelho, Partner, pedro.coelho@squaream.pt

SONAE SIERRA Joao Vilaca Lelis, European Funds Controller, jclelis@sonaesierra.com

WORX REC Ricardo Quaresma, Capital Markets, ricardo.quaresma@worx.pt

Porto:

IBERIAN.PROPERTY, Antonio Gil Machado, FRICS, agil@iberian.property

AUSTRIA

Vienna:

PLANRADAR Ibrahim Imam, CEO, i.imam@planradar.com

PLANRADAR Rudolf Pistora, SALES CONSULTANT, r.pistora@planradar.com

EXISTING CHAPTERS

UNITED KINGDOM

London:

ABP Neil Robinson, Director Global Communication, neil.robinson@abp-london.co.uk

UNION-STREET-PARTNERS Alastair Hilton, MRICS, ah@unionstreetpartners.co.uk

FAREBROTHER Alastair Hilton, Partner, ahilton@farebrother.com

AVIVA David Skinner, Global Head of Strategy and Portfolio Management,
david.skinner@avivainvestors.com

EYESPY360 Michael Valentine, CEO, michael@eyespy360.com

TRIUVA Nick Taylor, Director, nick.taylor@triuva.com

TRIUVA Anthony G Bull-Diamond, Director, anthony.bull-diamond@triuva.com

DEKA Mark Titcomb, Head REL, mark.titcomb@deka.de

UNION INVESTMENT Friedrich Georg Warmbold, Head of IM, friedrichgeorg.warmbold@union-investment.de

SPAIN

Madrid:

INVESCO Alejandro Monge, Director of Transactions Spain, alejandro_monge@mad.invesco.com

CBRE Adolfo Ramirez Escudero, CEO, adolfo.ramirez@cbre.com

PFANDBRIEFBANK Manuel Gil manuel.gil@pfandbriefbank.com

SOCIEDAD DE TASACION Santiago Herreros de Tejada, Corporate Director, sherreros@st-tasacion.es

ARCADIS Marcos Uttley del Corral, CEO Spain&Portugal, marcos.uttley@arcadis.com

DEUTSCHE BANK Daniel Galvez Villacis, daniel.galvez-villacis@db.com

IBERIAN.PROPERTY, Antonio Gil Machado, FRICS, agil@iberian.property

TRIUVA Maria Laguna Coca, Director, maria.lagunacoca@triuva.com

UNION INVESTMENT Michael Waldhauser, Head of Iberia&Benelux, michael.waldhauser@union-investment.de

From: A Ramirez Zarzosa
To: [Steven Gragg](#); [Cassandra Francis](#); [Robert McBride](#)
Cc: [Sheila Hamilton](#)
Subject: LAI-BARCELONA Foundation Report
Date: Tuesday, April 17, 2018 1:39:33 AM

REPORT: LAI-BARCELONA Foundation

LAI-BARCELONA Initial Meeting

Time: 14:30

Location: Alexandra Hotel Restaurant (Maybe the venue for functions)

Attendees:

- Juan José Martínez-Galera, Partner, NETWORKIA
- José Nievas-Vaquero, Partner, ALL GLOBAL PROJECT MANAGEMENT
- Enric Massip-Bosch, Principal, EMBA Architecture
- Marta Martí-Camp, Partner, MARTÍ & ASSOCIATS Lawyers & Economists
- Javier Bernades-Carulla, Partner, CUSHMAN & WAKEFIELD
- Sonia García-Gómez, Portfolio Manager RE Director, SABADELL BANK
- Isabel Molinos-Gil, Partner, OLIVER-MOLINOS NOTARY
- Aurelio Ramirez-Zarzosa, RVPEurope&ME

Good number: the 7 At-Large nominees by the moment (Marta Martí-Camp sent her Resumé, I am waiting her nomination form). So, 3 to go.

We run through the meeting agenda that started explaining to them the formation process of a LAI-Chapter. We entered in detail in Steps 1 and 2 which are the ones now important to them and explained roughly the 4 remaining ones. We talk also about the times and the approvals by the Board of Governors every 6 months. What means to be At-Large member. We run through the 3 key components for a successful LAI-Chapter: reputation and career, LAI organization model and membership composition & diversity. We talk also about the Chapter Board positions and the importance of the membership and program committees. The chapter name and territory were explained. Also we talk about the Pro-Tempore board, the affiliation request and agreement, the bylaws and its incorporation after the chapter charter has been awarded. We discuss in detail how the functions are organized and which are the dynamics of them, the number of them per year, the importance of the location, the importance of the networking opportunities. How they could interact with speakers between region's chapters.

Main subjects:

- Chapter formation leader: Juan José Martínez-Galera, Pro-Tempore Chapter President
- Pro-Tempore Chapter Board: They did not finalise it yet, they have some names but not finished.
- Chapter affiliation request: under preparation
- Chapter affiliation agreement: under review
- Bylaws: The notary, Isabel Molinos is reviewing them, based on the Madrid ones
- They will try to get the 3 At-Large remaining ones before the LEW

The next steps are the “Chapter Recruitment Meeting” and after that “The Organization Meeting”

Best Regards / Atentamente / التحيات أطيّب مع

Aurelio Ramírez Zarzosa,

LEED-SP- LEED Service Provider

SpainGBC LEED Faculty

Ingeniero de Caminos, Canales y Puertos

LAMBDA ALPHA INTERNATIONAL,

LAI-Madrid Chapter Founder

(First Chapter in Continental Europe)

LAI-London Chapter, Interim Director

LAI-Awards Committee, Member

LAI-Chapter Services Committee, Member

LAI-New Chapters Development Committee, Member

LAI-Executive Committee, Member

LAI Regional Vice-President, Europe & Middle East

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AN HONORARY LAND ECONOMICS SOCIETY

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LAI New Chapter Development

List of Candidate Cities by Region

Europe & Middle East Aurelio Ramirez Zarzosa Chip Good Fares Kekhia	Active List	Local Lead	Short List Amsterdam or Rotterdam (Europe) Barcelona (Aurelio) Tel Aviv (Les Pollock) Copenhagen (Elisabeth Strobach) Frankfurt (Europe)	Potential Candidate List Paris Brussels Berlin (Jim Leanos) Amman (Robert) Warsaw (David Ambroski)
Western North America Jim Musbach Suzanne Varco	Hermosillo (Sheila Harris)	Rodrigo?	Short List Calgary (Phil Boname)	Long List Seattle Portland Las Vegas Salt Lake City Edmonton Denver (Tim Youmans)
Central North America Ann King Mary Bak			Short List Nashville (Ann King)	Long List Dallas / Fort Worth Houston New Orleans St. Louis Louisville Indianapolis Kansas City Milwaukee Detroit Cleveland Columbus Winnipeg
Eastern North America Gary Leach Erwin Andres			Short List San Juan (Cassandra)	Long List Pittsburgh Charlotte Richmond Jacksonville Miami Halifax Tampa Orlando (Bobby Palta)
Asia / Pacific Ann Bouslog Anil Hatkar			Short List Singapore (Les Pollock)	Long List Sydney Melbourne Seoul

**Report of
Global Chapter, Lambda Alpha International
April 14, 2018**

Current Leadership

The Global Chapter is now represented by

President: Les Pollock, Ely Chapter

Membership Coordinator: Ossie Pereira, AUM Chapter

Program Coordinator: Millard Lee, Los Angeles Chapter

Outreach for New Chapter Formation

Since the last meeting, the travels of the Chair of the Global Chapter has allowed him to be in contact with individuals from Singapore and from Israel who are interested in helping to create chapters in these locations.

Interest in both of these countries regarding LAI seems present. Kindred professionals have heard of LAI and seem to be looking for ways to establish contacts with like professionals and academics in our chapters. While I didn't come into contact with kindred professional in Shanghai, I wonder if this also is a potential given its large expat population and tremendous growth. Perhaps a member with Shanghai contacts might help out.

In Singapore, the Chair met with Peter Hyland and Rahul Mittal, CISTRI and Remy Guo, Centre for Livable Cities, and has followed up these discussions by continuing contact and working with Steve Gragg, the new chapter development officer to facilitate next steps.

Similarly, the chair met with Ronit Segal Frank, a real estate and tax attorney in Tel Aviv. Working with her, Ian Turner from Phoenix, and Jonathan Adler from Ely, we are actively seeking additional interested parties to see if the basis of a chapter can be developed.

Current Activities

Planning for upcoming virtual meetings of the chapter is underway. The Chair is preparing a presentation addressing the character and development trends of city's he visited during his trip around the world.

Another program is being investigated to address the characteristics of major English speaking residential markets in North America, the UK and Australia. Dates have not as yet been set.

The Chair is currently discussing how best to assist AUM chapter in holding a seminar on River Basin Planning in June. Interested parties should contact me or Anil Hatkar, President AUM chapter directly.

Moving Forward

The Global Chapter consists of all LAI members. However, as all members are primarily identify as members of local chapters, recognition of Global Chapter membership is secondary, and perhaps, unknown by most of us at LAI.

The intent of the Global Chapter is to create a virtual mechanism that facilitates communication between all members interested in land economics beyond that of local importance. Thus, the first and most important activity is to make members aware of the Global Chapter, its purposes, and its events, and then to encourage participation in events, establishment of relations between chapters and the growth of personal professional and academic networks.

To date, this effort has been through sponsorship of several virtual meetings in the form of webinars held to facilitate presentations, and through sponsorship and outreach to attract interest of all membership to a major conference held in Mumbai, India by the AUM Chapter.

These activities have had limited success, drawing a viewership of around 30 persons to each of the webinars and attendance from other chapters in India of around a dozen members.

While both activities – special purpose webinars and attendance at Chapter conferences -- are well within the purview of the Global Chapter, both of these activities need a bit of planning and production.

To broaden the offerings of the Global Chapter, it may be useful to consider it a vehicle that “broadcasts” key presentations of other chapters and the LEW to all its members, e.g. all members of LAI who choose to partake. To that end, we would encourage local chapters and the International to submit videos and podcasts of key presentations prepared for luncheons or other purposes to the Global chapter who could make them available to interested individuals or chapters as a vehicle to distribute LAI insights globally.

Another suggestion would be for the International to provide a short spot within the LEW program for a Global Chapter sponsored program that would help to “market” the Chapter to LEW attendees and facilitate a short conversation of global land economics issues that might be addressed in some format by Global Chapter activities.

To this end, the Global Chapter Global Chapter Program Coordinator will shortly be contacting all local chapters to request a list of presentations which may have more than local interest and that have been developed as Powerpoint presentations, podcasts or other formats that would lend them to rebroadcast. Programs selected by the Program Coordinator will then be requested to be sent to the International

Offices where the Membership Coordinator will take responsibility for establishing a presentation schedule and contacting the membership to encourage viewing and participation in a webinar or podcast format.

If this is an acceptable approach we will move forward and hopefully have a scheduled program of events to share with the Board of Governors at our next meeting.

LAI Student Committee Minutes

February 27, 2018

Attendees: Robert McBride, Steven R. Gragg, Celeste Hammond, Larry Lund, Jon DeVries, Laura Taylor, Mark Sunderman, David Amborski, Sheila Hamilton

Celeste- How do we want to be in LAI? It seems that under current rules a professional in the industry would not meet the presence or experience criteria until at least 10 years after earning a degree. I hesitate to recommend anyone out of school only a few years.

Larry- Certainly 10 years is in place now. We have talked about the GAP period in the past for that period until 10 years is reached. But, I think the large issue before the organization is that we want to grow the number. Executive council has focused on existing chapters. This presents challenges to identify academics and other.

Robert: I agree that what LAISA Executive Council has a focused mandate before it involves increasing membership within a large group of items. I would like to make a comment. Once this group had a role and it became moribund and that it is great that you are breathing life back.

We also dealing with the same sort of things in LEF. We want its good work, very often involving students and academics to bring it much more central to LAI. Also there is the recently formed international chapter chaired by Les Pollock and to create new programs that emphasize global issues, emphasizing communications outside the organization and with those not yet members of chapters

And as Steve mentions, addressing that GAP. It is an acute issue with respect to student organizations because we go to all the trouble of forming and then GAP with little opportunity to exist beyond their school days.

I am happy to have that all are working towards dealing with the GAP; providing a richer experience beyond attracting new members per se; providing student chapters.

Jon - I think our relationships from LEF which is service organized might be better for the student chapters rather than seeing future membership as the goal. I envision more of a service to learning and getting careers started, rather than membership in a student chapter as the model.

For academics, through LEF we are proving our value: network, enhance reputation by speaking at LEWs. I wonder whether that might be a better model than hoping to get future members out of student chapters. These are my initial thoughts.

Celeste- I was just going to suggest that one of the problems of LAI trying to get members from LAISA is that students do not remain in Chicago and cannot join ELY chapter even after 10 years of GAP.

In addition to ARES and APA I want you to consider the American College of Real Estate Lawyers (ACREL) as an organization where professor members might join with LAISA to help students learn. ACREL has 900 elected members including about 50 professors. Professor David Callies (Hawaii) and I are ACREL members who also are in LAI.

Still forming a student chapter at their law schools is yet another burden on faculty members.

Jon- I am not talking about whether there should or should not be a student chapter. I am just conceptualizing that LEF nationally and internationally is seeing itself as in relationship of service whether in a chapter format or not.

Laura- I am here but I am not coming to Baltimore because not working with my schedule.

Celeste- Who is going to be there? Jon?

Steve- I think one thing our group might want to address in Baltimore is whether there are budget considerations for actions this group wants to take e.g. presence at ARES meetings. If there are expenses for travel, booth costs, and handouts we need to mention them.

Jon- It is important that Professor Sofia Dermisi from Washington talks with us. She will have some ideas from the other organizations, especially ARES.

Celeste- I am excited to meet with Sofia again. This will give me a chance to discuss with the professors at ACREL.

Steve- I think an hour set aside for meeting is critical. Sheila will know how to get room.

This is a golden opportunity now that Sofia going to be there.

Jon- She will be with us all three days.

Celeste- I wonder who we can contact with the Foundation?

Jon- I am happy to serve those two roles I am on the board of LEF.

Steve- As past president and chair of LEF I am willing to carry the water with John.

Celeste- Is there anything else this morning?

Mark- yes my mike was not working. Now it is I have heard all of it just did not have mike. I am interested in using ARES here.

Steve-I was talking about ARES, but I know you were at last meeting of ARES and met with Sofia. How can LAISA have a presence? How can we identify other academics who might want chapters and getting grants from LEF?

Mark- When is meeting with Sofia? April. We have meetings in middle April. It might be very helpful if LAI table, physical presence at that conference.

Celeste- LAI is meeting April 26-27, at the end of the month.

Mark- Yes, our meeting for ARES is earlier.

Steve- Is there a cost with a table at ARES.

Mark- Yes, the best person to talk with is Sofia because she is program chair. That conference April 10-14.

Steve- How many LAI members at this conference?

Mark- I don't know. Sofia, me, ??? Jon, Celeste and Laura will you be there?

Celeste- I am not able to attend because other things going on institutionally. I also think there is a problem because most academics do not show up at annual meetings at ARES and ACREL. There should be other ways to notify them.

Laura- As a faculty member, I am not member of ARES but other groups such as the American Associations of Geographers. For academics to be able to come to conferences, they need to make a presentation. I belong to 10 conferences each year. Actually I am not coming to Baltimore because I am speaking in Toronto. If you want academics to attend LAI should try to organize a section program – maybe theoretical less practical. So that's really useful.

Steve- Thanks for your comments. You academics know your world. I do not. Also, we want to create grant opportunities.

Celeste- I think the other thing Laura brings up: even calling the meeting in April a "weekend" made a problem for me. And, I don't think opportunities for speaking at LAI LEW are likely because of the goals of LAI for that event.

But we do have contacts with all these academics: BLOGS, webpages, etc. beyond attending meetings whereby we can provide information about LAISA and LEF.

Jon- I will be in touch with Sofia and see who will be attending ARES.

Other opportunities we have encountered include Corenet Chicago that has been providing students access to meetings and now one or two scholarships per year. This may be a model short of forming a chapter. It can form relationships with students in schools where LAI chapters already exist too.

Laura- That is interesting but I want to continue discussion why students and academics would not become involved with LAI. Students expenses and dependent on faculty getting grants And, of course, they need help with job opportunities. If students can put on their resumes that they won an award, that helps. And, even having speakers from LAI come into classrooms is welcome. So those are just my ideas.

I became involved with academics in LAISA because there was not much interest in real estate development within our planning department. David may have same ideas about this too.

David- I want to have a chapter in Toronto. I am thinking that my own planning school has a new program in real estate. I should reach out.

I agree with comments about LEW. It is difficult to get academics to attend.

Steve- However, the strength and difference of LAI is that we are practitioners, not theorists. LEW organizes around the practical, not for academics. But I do think LEF and Jon DeVries created an opportunity with grants and academics reporting at the LEW.

Plus, interactions with practitioners require chapters support and mentors.

That is why I created one at ASU providing recruiting opportunities. Internships with LAI members and then you hire when they graduate. "Honey attracting the bees."

Jon-The LEF board approved \$500 for anyone getting grants to come to Baltimore

Celeste- I did not know about that. That is wonderful!

Laura- I can't help but comment that our research involves having two feet in real world. So, thoughtful review of something actually going on is what LAI academics have to offer. So, I think there is some place to talk to practitioners about the larger picture. When I was a consultant, I would have welcomed learning more about the bigger picture.

But the point is that LAI has to indicate what they want. In our Simcoe chapter, not a student chapter, we struggle to find out what people are really interested in.

Jon- Are you at Ryerson

Laura- No, I am at York University in Environmental Studies.

Jon- LEF has been posting the topics we will welcome in grant proposals for research.

Mark- I am trying to grasp what we are trying to accomplish?

Is it more student chapters as feeders to membership?

Celeste- I think that is one of our goals, but there are other goals, actually four: academics more involved with LEW, more involved with global chapter, and dealing with the GAP after 10 years.

Mark- My thought that prior to coming to U of Memphis, I had been teaching for 22 years at Wyoming. Let's say I got a student chapter. There is no place for them to go in the area after the GAP period.

Should our first goal to develop around places where we already have chapters?

Steve- It is easiest to happen there. I agree to focus in cities where already chapter.

Jon- Other things to suggest where we have chapters is to do a much better job of reaching out to students and professors.

Providing guest speakers to classes, inviting students to hear LAI meetings. Lots of intermediaries are doing things that are short of forming a chapter: CORENET, NAIOP and APA are examples.

Steve- I like to point out that student chapters at ASU once they graduate formed their own group. So in Phoenix we have the Pathfinders. It has its own board, programming, and funding where they park themselves waiting for meeting the 10 year requirement. Certainly other chapters can consider this.

Steve- Jon, you are going to reach out to Sofia about table and cost then Robert and I and Mark might be able to get some money to do that.

Jon- Sofia may know other LAI members who can get involved. I will reach out today.

Steve- any other thoughts or comments?

Mark- We need an agenda in Baltimore with respect to carving out a time that does not conflict with other things. I have not come up with brilliant idea. I know chapter presidents meeting was tabled so it was addressed that by first breakfast before business meeting each region would have a table.

I wonder whether that might be opportunity for that group. Too early in the meeting?

Jon- That might be too early before people arrive. I like idea of lunch opportunities over the three days or breakfast on Friday. Thursday or Friday because very informal breakfast Friday

Sheila put up the calendar. I will confirm Sofia's schedule today.

Sheila- Saturday lunch is on your own. Breakfast already has presentations.

Steve- Jon, it sounds like Thursday morning breakfast or Saturday lunch.

Adjourned

Added Business

LAI INTERNATIONAL MEMBERSHIP COMMITTEE

Addressing the LAI Membership Recruitment, Retention & Engagement Problem is a Priority

- The challenge of membership attraction, retention and engagement has for some time been widely recognized as a significant challenge facing LAI.
- The overall membership of LAI has not changed significantly for ten years (2289 members in year 2008 and 2302 members in year 2017).
- Effort has been, and continues to be, made by International to modernize operations and enhance the real value of its contribution to Chapters and the Society.
- The Society has the governance and operational capacity to manage many more members both at local Chapters and International.
- The 2018 – 22 LAI Strategic Plan for International includes the following goals:
 - 6.1 Strive to achieve sustained growth in the membership of LAI (by 3 to 10 percent annually);
 - 6.2 Assist Chapters to grow their membership to a sustainable level given the characteristics of their geographic territory.
- Even though, the great majority of LAI members continue to experience the Society primarily at the local Chapter level; member engagement at the Chapter level is reportedly a challenge with many Chapters. Nevertheless, member engagement at the local Chapter level still greatly exceeds that at the International level.
- International received 21 (2017) LAI Chapter Annual Reports and noted that all reporting chapters responded to Q.24: *“What are the most significant challenges facing the Chapter?”*. Of those, 17 Chapters indicated that the most significant challenge was (in one form or another) the recruitment, retention and engagement of members.
- The vast majority of Chapters have identified essentially the same issue as the most significant challenge that they currently face. It is arguably the most compelling matter emerging from the Chapter Annual Reports and merits a meaningful response.
- The 2018 – 22 LAI Strategic Plan indicates in 6.1 h) to *“provide in LAI for the constitution of a Membership Committee with the purpose of assisting local Chapters in identifying goals, objectives and targets, including incentive programs, for the enhancement of membership and recruitment activities within the local Chapters, the identification of Members-at-Large, the outreach of the Global Chapter and role of International in enhancing membership in the Society.”*
- The LAI Bylaws, in Article XII Section 13, stipulates that the International President may appoint such Special Committees, as he/she may deem appropriate.
- In recognition of the widespread and significant challenge of membership recruitment, retention and engagement within a large majority of LAI Chapters, it is evidently incumbent upon International to act in a manner to effect positive change.
- Accordingly, the International president is instructing the creation of a Special International Committee to come into existence immediately with an operating period

in the current term of office to the Fall of 2019. The committee would be known as the International Membership Committee (IMC).

- Taken together, subject to the comments and advice received from the consideration of this initiative at the meeting of the Executive Committee and the Board of Governors' meeting in Spring 2018 in Baltimore, Maryland, the following shall constitute the Terms of Reference and Mandate of the IMC.
- Based on the work of the IMC over the coming 18 months and its subsequent recommendations, the LAI Board of Governors should consider the possible future action of establishing an enduring or Standing Committee IMC.

INTERNATIONAL MEMBERSHIP COMMITTEE

The International Membership Committee (IMC) shall have members and a Chair appointed by the International President. Chapter representation on the IMC will be encouraged.

The IMC shall have a mandate to collaborate with the Executive Committee, the Executive Director, the Chapter Services Committee, the International Public Relations Committee, the RVPs and Chapter presidents and/or Chapter membership chairs, and other standing committees as it may deem appropriate.

The IMC shall provide a comprehensive progress report at each Board of Governors meeting.

The IMC shall:

- Within the framework of the Strategic Plan, provide guidance on membership growth and consider the fundamentals of growing membership, including:
 - How does membership relate to a Chapter's ability to provide meaningful program, finance its operations, and achieve effective leadership transition?
 - How does size relate to a Chapter's ability to sustain the intimacy and exclusivity related benefits of LAI membership?
 - How aggressive should the Society be with respect to achieving growing membership and can the challenge of growth be harnessed to foster a more engaged membership?
 - How much growth should be as a result of establishing new local chapters, inducting new at-large members, and/or achieving growth within Chapters?
 - Do the benefits of growth exceed the costs of growth?
- Ensure that a suitable database structure is enable and undertake research (in collaboration with the Executive Director) regarding member retention, including:
 - How many Inactive members does each Chapter have?

- What has been the member turn-over each year in each Chapter? (i.e., new members inducted versus member status changed to Inactive or resigned);
- For those members who become Inactive, for how long do they typically remain Active before becoming Inactive?
- How many members who become Inactive eventually become Active again? For those, how long are they typically Inactive before becoming Active again?
- Consider the issue reported by many Chapters related to the challenges of attracting new members and retaining existing members and enter into a focussed dialogue with selected Chapter Presidents and/or Chapter membership committee chairs for purposes of detailed elaboration and clarification.
- Identify and fully elaborate on the underlying reasons why LAI is generally (and some Chapters are particularly) challenged to attract and retain membership, including such possibilities as:
 - Is there a high cost of participation in Chapter meetings?
 - Is there a presence of competing organizations offering a more attractive proposition? (including specifically which organizations and what propositions);
 - Is there a perception of a low value of available LAI networking opportunities?
 - Is there a perception of low interest in the International and/or Chapter program offering?
 - Is there a perception of LAI having a low organizational irrelevance / absence of sufficient difference-making in the community?
 - Are there insufficient commitment and/or resources allocated to recruitment?
 - Are there other reasons?
- Review and consider relevant aspects of the current membership recruitment practices and forward to the International President and Executive Committee recommendations with respect to how International could augment or amend its practices in support of a more effective recruitment of both local Chapter members, Global Chapter Members and members-at-large; including:
 - Is the Chapter recruitment and new member approval process more cumbersome than necessary?
 - Does the requirement for the International Board to approve at-large-member nominations impairs the recruitment process? If so, should that authority be delegated by the Board to the IMC (or otherwise) so that requests for invitation for at-large-membership could be processed in a much more timely manner?
- Consider whether the LAI policies set out in Section 5 of the LAI Bylaws relating to perpetual membership and the availability of “Inactive” membership status detracts from membership retention and engagement; and if so, further consider whether a membership policy conditional upon membership dues remittance on an annual basis would be more suitable.
- Consider whether and if appropriate how “Inactive” members should be contacted and/or cared for in a manner which might facilitate their re-engagement. (including

circulation of notices of articles published to KeyNotes, circulation of notices of Awards, invitations to participate in Global Chapter online events and more).

- Consider options to engage retiring members (particularly those having held a leadership role at the Chapter level) to provide active assistance to the Society and the International and Chapter.
- Consider and recommend whether the IMC should become an International Standing Committee; and if so, propose its constitution, relationship to Chapter membership committees, and continuing mandate.

The IMC shall collaborate with the Chapter Services Committee (CSC) to:

- Identify those specific measures that the CSC /RVPs should encourage be taken by specific Chapters to enhance the effectiveness of their recruitment practices.
- Identify measures currently being taken by CSC/RVPs to support Chapters in addressing the member recruitment and retention issue; and assess the ways and means, if any, to enhance the effectiveness of such measures.
- Develop, amend and/or update existing best practise guidelines and Briefing Notes for Chapters (recognizing the varying capacity of smaller and larger Chapters) with respect to the administration and methods of local Chapter recruitment.
- Encourage each Chapter to implement a prominent “Nominate a New Member” feature on the Chapter website.

The IMC shall collaborate with the Public Relations Committee (PRC) to:

- Review the overall approach taken by International in its communications relating to membership recruitment, retention and engagement to identify strengths and weaknesses and preferred approaches, including:
 - The LAI website and LEF websites;
 - The PowerPoint presentations and brochures;
 - The use of LinkedIn, Facebook, Twitter and YouTube;
 - The role of KeyNotes
 - The role of other potential LAI publications and/or initiatives.
- Review the mandate of the PRC in matters related to member recruitment, retention and engagement and identify any aspects of that mandate that are unclear or could be strengthened in facilitating the PRC assisting in a material way in addressing the issue.
- Recommend an action plan for PRC strategies and materials to be developed, updated or augmented in order to amplify their effectiveness and the resources required to implement same.

The IMC shall collaborate with the Awards Committee to:

- Consider whether membership in LAI should be recognised by an honorific reference and if so make specific recommendations on how it can be achieved and how abuse of its use can be prevented.
- Consider opportunities to further enhance the International Award program to support member recruitment and retention.
- Consider whether a broad implementation of a comprehensive Awards Program at the Chapter level would effectively contribute to membership growth and retention. If so, provide guidance as to the nature of such a program.

The IMC shall collaborate with the Executive Director to:

- Develop and implement a prominent “Nominate a New Member” feature on the LAI International website to be used by logged in members for that purpose.
- Develop and implement a new function on the LAI website explaining the process by which not-logged-in non-members may express an interest in becoming members of LAI, and permitting such individuals to post their requisite credentials and request an invitation for membership in LAI.
 - In the event that the person requesting an invitation to membership resides within the geographic territory of an LAI chapter, request must under the LAI By-law be referred to the Chapter for consideration and processing in the Chapter’s usual fashion.
 - In the event that the person requesting an invitation to membership resides outside of the geographic territory of a LAI Chapter, the request will be processed as that of a candidate for at-large membership. The IMC will review the request and should it be appropriate the Chair of the IMC will recommend the person to the Board of Governors for approval (unless the Board has delegated such authority to the IMC or another body.) Should the IMC determine that the person ought not to be invited to membership the person will be so notified by the Chair of the IMC with a brief explanation.
- Develop and maintain a suitably structured database “Inactive” members and reference that database to provide quantitative measures to track the issue of member recruitment and retention to be able to regularly monitor and report on the matter generally and on whether there are improvements on a Chapter level and International level going forward.
- Develop and maintain a database of non-members and recommend measures relating to the deployment of that database for the purpose of recruitment.

2018-22 LAI Strategic Plan - Implementation Plan

Progress Report as of April 14, 2018

LEGEND

V = Vision
M = Mission
P = Principle
G# = Goal number

TIME FRAMES

ST - Short Term (1 year)
MT - Medium Term (2-3 years)
LT - Long Term (4-5 years)

COST IMPLICATIONS

\$ - minimal
\$\$ - Some exposure
\$\$\$ Annual Budget Requirement

COMMITTEES

Executive Committee = EC
Chapter Services Committee = CSC
Public Relations Committee = PRC
New Chapter Development Committee = NCDC
International Awards Committee = Awards
International Publications Committee = Publications
International Finance Committee = Finance
International Membership Committee = IMC
Land Economics Foundation

<i>Implementation Action</i>	<i>Assigned to</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
6.1. Encourage the Growth in the membership of LAI (by 3 to 10 percent annually).				
a. Encourage Chapters to compile a database of prospective and select multiple renowned, professional and recognized individuals that qualify as new members, such that LAI's membership is reflective of the distribution of land economics professionals in the Chapter's region. V, G 1,2,4; (ST); \$	CSC & IMC	ST	\$	Within mandate of International Membership Committee (IMC).
b. Establish new Chapters in a manner that increases the geographic scope as well as the number of LAI members. Set and identify target centers for new Chapter development and set performance reviews to identify and achieve new Chapter support needs. M, P, G 1,4; (ST); \$\$\$	NCDC	MT	\$\$\$	Agreed. See NCDC report for detail with respect to opportunities and current activity.
c. Consider hosting LAI sponsored events in prospective target centers without established chapters. Focus on those cities with identifiable plans and programs for revitalization and plan to create a better future for their community. V, M, P, G1,2;(LT); \$\$	EC	LT	\$\$	Preparing a Professional Advisory Day (PAD) of service program for the Spring 2019 LEW proposed to be held in San Juan, Puerto Rico.
d. Encourage Chapters to use the new member materials developed by International to enhance their recruitment of new members. V, M, G1; (ST); \$	CSC & IMC	ST	\$	Within mandate of International Membership Committee (IMC)
e. Continue to improve new members tools that explain the tangible benefits associated with LAI membership beyond the local Chapter network context. M, G1; (ST); \$	CSC & IMC	ST	\$	Within mandate of International Membership Committee (IMC)
f. Institute a regular member survey to determine member ideas to grow the importance of LAI in their professional lives as well as levels of satisfaction both with LAI functions and activities. V, M, G1,2,5; (ST); \$	CSC & IMC	ST	\$	2018 Winter Member Survey and Chapter Presidents Survey complete and results being compiled.
g. Monitor Chapter health and prepare for proactive intervention where lapses in strong and committed leadership or declining membership are evident. M, G1,2; (MT); \$\$	CSC & IMC	MT	\$	Chapter Annual Report implemented for 2017 will be refined and repeated annually
h. Provide, in LAI, for the constitution of a Membership Committee with the purpose of assisting local Chapters in identifying goals, objectives and targets, including incentive programs, for the enhancement of membership and recruitment activities within the local Chapters, the identification of Members at Large, the outreach of the Global Chapter and role of International in enhancing membership in the Society. V, M, G1,2; (ST); \$\$	Executive	ST	\$\$	Mandate has been developed for the International Membership Committee (IMC) to address a wide variety of membership related issues and to report on the advisability of IMC becoming a Standing Committee.
6.2. Assist Chapters to grow their membership to a sustainable level given the characteristics of their geographic territory.				

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Land Economics Foundation

Implementation Action	Assigned to	Time Frame	Cost	Current Status
a. Continue to improve and expand the best practices "Briefing Memorandums" to assist local Chapters to attract and retain members as well as improve their administration of the Chapter. V, M, P, G1,2,3,4,5 (ST) \$	CSC with other Committees	ST	\$	Some Briefs have been prepared. CSC will work with Chapters to compile a detailed list of required briefs and will work with other committees to create and issue.
b. Continue to use the President's Roundtable at the LAI Business Meetings as a means for Chapters to share best practices. V, M, P, G2,3,5 (ST) \$	CSC	ST	\$	Agreed. Also the benefits of a Regional Presidents' discussion groups are being tested and assessed at Baltimore meeting.
c. Continue to add materials to the Chapter Resources section of the LAI Website. V, M, P, G1,2,3 (ST) \$	Executive Director	ST	\$	Updates have added and plans to continue to further populate this section of the website are ongoing on a regular basis as available.
d. Continue efforts to address the membership gap between the time a professional begins their career and become eligible for LAI membership. V, M, G5 (ST) \$	CSC & IMC	ST	\$	Within mandate of International Membership Committee (IMC)
e. Encourage meetings of chapter officers within a region to supplement Presidents Roundtable and Board of Governor's meetings for idea exchanges and standardizing best practices. V, M, G3,5 (ST) \$\$	CSC	ST	\$\$	Benefits of a Regional Presidents' discussion group being explored at Baltimore meeting.
f. Produce materials to support the recruitment, orientation and education of new members. V, M, G1,2; (MT); \$\$\$	CSC	ST	\$\$\$	There are some PowerPoint presentations and brochures available on the website, further development is within mandate of International Membership Committee (IMC)
g. Enhance the effectiveness of the President's Roundtable as a means for local Chapters to share best practices and management and development issues. V, M, P, G1,2,3; (ST); \$	CSC	ST	\$	Agreed. Under consideration by the International Vice President and Regional Vice Presidents.
6.3 Highlight and advance the international stature of LAI membership:				
a. Improve and expand LAI's efforts to acknowledge and honor the diversity of the membership and award recipients in activities and publications. V, M, G1,3,4,5 (ST) \$\$	Awards PRC	ST	\$\$	Under consideration. See Awards Committee report.
b. Continue to improve the educational offerings at the Land Economics Weekends to provide opportunities for members to explore and learn about land economic projects and practices in cities across the world. Seek methods to share more broadly the ideas exchanged and best practice responses identified at the LEWs. In programming LEWs, place more emphasis on practice and applied professions. V, M, G1,2,3,4,5 (MT) \$\$\$	Publications EC	MT	\$\$\$	A high priority objective with great value. Options under discussion with PR and LEF include: production of video of LEW presentations for distribution and the Professional Advocacy Day of service concept being developed for the proposed San Juan LEW. A broader discussion amongst the membership is advised.
c. Expand the programs and activities of the Global Chapter. Undertake programs for the exchange of expertise, the identification of external solutions or approaches undertaken in other jurisdictions and the building of international participation by stipend panels of LAI members in addressing local, regional, or global problems sets. V, M, G1,2,3,5 (ST) \$\$	Global Chapter	ST	\$\$	A high priority objective. Options under consideration. Refer to the Global Chapter report.

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Progress Report as of April 14, 2018

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MT - Medium Term (2-3 years)
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COST IMPLICATIONS

\$ - minimal
\$\$ - Some exposure
\$\$\$ Annual Budget Requirement

COMMITTEES

Executive Committee = EC
Chapter Services Committee = CSC
Public Relations Committee = PRC
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Implementation Action	Assigned to	Time Frame	Cost	Current Status
d. Strengthen LAI's standing committees and special committees by new and expanding committee membership, providing targeted objectives with reporting metrics and developing succession plans for committee leadership. <i>M, G1,3 (MT)</i> \$	EC	MT	\$	A high priority objective. Options under consideration include develop clear and comprehensive written mandate for each Committee, encourage greatly increased member participation in committees, require mandatory Chapter representation on selected committees, and require a minimum of 4 regular meetings of each committee each year scheduled well in advance.
e. Seek affiliation opportunities and partnerships with similar organizations in communities where the need and desire for an LAI presence is apparent but where creation of a LAI Chapter would be difficult or counter to cultural norms. <i>V, M, 1,5; (MT)</i> ; \$	NCDC & EC	MT	\$	Options under consideration.
f. Highlight the international nature of the organization in LAI publications. <i>V, M, G1,2,3,5 (ST)</i> \$	Publications PRC	ST	\$	For the 2017 Munich ExpoReal conference, attended by LAI representatives the new member / chapter development PowerPoint presentations were translated and available in multiple languages.
g. Challenge, by encouragement, regional attendance at an LAI Regional Event in addition to, but possibly coupled with a LEW, sponsored by LAI. <i>(*) V, M, G3,5 (MT)</i> \$\$	Chapters Publications PRC	MT	\$\$	No action to date.
h. Prepare an annual updated Five Year Fiscal Plan integrating strategic action planning with budget forecasting. <i>M, P, G2,5; (MT)</i> ; \$\$	Finance	LT	\$\$	No action to date.
i. Research and document the history of LAI and enhance the presentation of the history on the LAI website. <i>M, P, G4; (MT)</i> ; \$	Historian	MT	\$	A high priority objective to present the history of LAI in a more interesting and relevant manner to support better community understanding and membership recruitment. Refer to the Historian's report.
6.4 Improve coordination between International and the Land Economics Foundation (LEF):				
a. Improve the communication of LEF's activities to Chapter members throughout LAI to encourage greater participation in funding LEF's activities. Highlight grants awarded and projects completed. Consider including presentations of completed LEF grant projects at Chapter meeting and LEW's. <i>V, M, P, G1,2,3,4 (MT)</i> \$	LEF & PRC & Publications	MT	\$	Currently the focus of work being directed jointly by LEF and the PR Committee and undertaken by PS&A. in Spring 2018 LEW.
b. Seek methods to enhance and broadly distribute LEF's own efforts and the results of LEF funded projects. <i>V, M, G1,3 (ST)</i> \$	LEF & PRC & Publications	ST	\$	Currently exploring options such as planned production of video of grant recipients presentations for publishing to LAI website.

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c. Explore means to enhance the annual new contributions to the LEF central fund. V, M, G2,5; (MT); \$	LEF	MT	\$	Decision taken to address the awareness and recognition of importance of LEF within LAI as a first objective. Exploring the feasibility at OC LEW to have LEF grant recipient presentations delivered as part of the LEW program.
6.5. Expand LAI public relations efforts:				
a. Assist Chapters to better publicize use of the public relations toolkit developed as part of the Brand Enhancement Project. V, M, G2,3(ST) \$	Public Relations	ST	\$	PRC developing a tutorial for the Baltimore LEW for content capture by video. Further options under consideration.
b. Connect LEF research funding to help advance LAI's image. V, M, G1 (ST) \$	LEF Public Relations	ST	\$	Agreed. Options under consideration. The involvement of LEF in connection with the PAD initiative at the proposed San Juan LEW would be an opportunity.
c. Explore the feasibility and benefits of establishing new links between LAI and other land use organizations. V, M, G1; (MT); \$\$	PRC	MT	\$\$	Agreed. Preliminary discussion have been held with American Real Estate Society (ARES) and with the International Society of City and Regional Planners (ISOCARP).
d. Explore the feasibility and benefits of establishing an LAI approved professional recognition designation applicable to its members. V, M, G4; (MT); \$\$	Awards	MT	\$\$	Within mandate of International Membership Committee (IMC)
e. Provide, in each year the topic and particulars of an event, tour or program to be held simultaneously by each local Chapter to celebrate the <i>Vision, Mission, Principles and Goals</i> of Lambda Alpha International, enhance public education and aid in membership identification and recruitment. (*) V,M,P, G1,2,3,5 (MT) \$\$\$	CSC & PRC & Publications	MT	\$\$\$	No action to date.
f. Investigate the feasibility and benefits of developing and promoting a membership value video and mobile phone Application on LEW's, their sites, nature, benefit and offerings. V, M, G1; (MT); \$\$\$	Publications	MT	\$\$\$	No action to date
g. Prepare better orientation and training material for new local Chapter officers or expand the role of President's Roundtable to include communication opportunities for other officer and directors with Chapters V, M, G1; (ST); \$\$\$	CSC & PRC	ST	\$\$\$	No action to date
6.6. Improve communications within International and between International and the Chapters: marketing efforts to the broader public.				
a. Continue to invest in modern technologies to reduce the cost of communications and enhance the effectiveness of LAI meetings and conference calls. V,M, P, G1,2; (MT); \$\$	Executive Executive Director	MT	\$\$	Agreed. Making extensive use of GoToMeeting for EC, Committee and Presidents' Roundtable meetings. Seeking further improvement in the use of technology.

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Implementation Action	Assigned to	Time Frame	Cost	Current Status
b. Facilitate improved communications between Chapters using the LAI website and both print and electronic media. V,M, G1,3; (ST); \$	Publications PRC Executive Director	ST	\$	Agreed. Options under consideration.
c. Encourage Chapters to implement the LAI Chapter website template or build their own websites so that all Chapters have a functioning website. V, M, G3,5 (ST) \$	CSC	ST	\$	Agreed.
d. Establish a comprehensive LAI calendar that includes all upcoming LAI International meetings and all Chapter meetings. V, M, P, G3,5 (ST) \$	Executive Director	ST	\$	Implementation complete.
e. Institute a member survey on levels of satisfaction with both local Chapter and LAI functions and services. V, M,G5 (ST) \$	CSC & Executive Director	ST	\$	2018 Winter Member Survey Complete and results being compiled
f. Investigate the feasibility and benefits of enhancing the LAI policy of financial support of long distance travel costs for local Chapter representative participation in Board of Governor's meetings. V, M, G1,2; (MT); \$\$\$	Finance	MT	\$\$\$	No action to date. Chapter Support Grants may be applied to this challenge.
g. Encourage local Chapters to create the position of Chapter 'Scribe' or 'Communications Chair' with prescribed activities for liaison with International, other Chapters, publicizing Chapter activities and promoting LEW'S within the Chapter membership. (*) V, M, P, G1,2,3,5 (MT) \$	Publications & PRC	MT	\$	Agreed. Some progress has been made. Many Chapters have a Communications Chair participating in PR Committee. Further work is required and is continuing.
h. Encourage more event-oriented opportunities to share best practices amongst Chapters by topic identification, book fairs, identifying new Briefing Memoranda and special education sessions, salons or round table teleconferencing. V, M, P, G1,2,3,5; (MT); \$\$	CSC & Publications	MT	\$\$	No action to date.
6.7. Report on the progress of the implementing the Strategic Plan and fine tune the implementation activities.				
a. At each LAI Board of Governor's meeting, the President shall provide a summary report on the progress of the implementing the various activities proposed in the Strategic Plan. (*) V, M, G5 (ST) \$	President Executive Director	ST	\$	This... is that report.
b. The LAI Board of Governors on the recommendation of the Executive Committee shall review and adjust the Strategic Plan implementation work program and Fiscal Plan, if any, which shall serve as a guide for the Society's administrative and volunteer activities. V, M, 3,5 (ST) \$	Board	ST	\$	Refinement will be advanced for Board consideration as appropriate.