



American Planning Association
Texas Chapter

Making Great Communities Happen

APA Texas Chapter Board of Directors Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.

Toll-free Dial-in Number (866) 499-7054

Conference Code: 3750530425

GoToMeeting: <https://global.gotomeeting.com/join/864120325>

Frisco Convention Center, North Texas

Wi-Fi code for Convention Center is **txapa2017**

- 9:00 am **Call to Order and Roll Call*:** *Kim Mickelson, JD, AICP*
- 9:05 am **A. President's Remarks:** *Kim Mickelson, JD, AICP*
1. Welcome and introductions
 - a. National leadership attendees
 - b. Election results for Chapter and Section Officers/selection of Sections Representative
 2. APATX17 Conference updates (national attendees, sponsors, keynote, registration, sessions, mobile workshops, social events – *Doug McDonald, AICP and Mike McAnelly, FAICP*)
 3. Planning Matters, Inc.
 4. Texas Planners for Texas Communities -- Harvey Recovery Task Force
 5. APA Foundation Fundraising for disaster recovery
 6. Strategic Financial Initiative -- *Kelly Porter, AICP* (ATTACHMENT A-1)
 7. State of APATX highlights
 8. Scholarship Donations and Recipients
 9. Reports from Past-President and President-Elect: *Wendy Shabay, AICP and Chance Sparks, AICP*
- 9:45 am **B. Secretary's Report:** *Heather Nick, AICP*
1. Approve Minutes for Board of Directors Spring Meeting, San Antonio, Friday, April 29, 2016 (ATTACHMENT B-1)
 2. Approve Minutes for Executive Committee Summer Meeting, Friday, August 5, 2016 (ATTACHMENT B-2)
- 10:00 am **C. Treasurer's Report:** *Angela Martinez, AICP*
1. Financial Status Report for Chapter and Sections Accounts (ATTACHMENT C-1)
 2. Adopted Chapter Budget for 2017-2018 (ATTACHMENT C-2)
 3. Section Grant Requests
 4. Establishment of TX Planners for TX Communities Fund – *Kim Mickelson, JD, AICP*
- 10:30 am **D. Sections Representative's Report:** *Joshua Owens, AICP*
1. Section Directors Reports (ATTACHMENT D-1)
 2. Appoint new Sections Representative for 2018 – selected by Section Directors
- 11:00 am **E. Planning Student Organizations Representative's Report:** *Dhawal Kataria, President, UT-Arlington Student Planning Association*
1. Report on PSO Activities (ATTACHMENT E-1)

- 11:30 am **F. University Faculty Representative Report – *Ivonne Audirac, UT Arlington***
- 11:45 am **G. Action Plan Update/Strategic Development Plan: *Doug McDonald, AICP, President-Elect***
1. Update on Action Plan 2015-17
 2. Report on Strategic Development Plan 2017-2020
 3. Action to Adopt
- 12:00 pm **Box Lunch Served**
- 12:30 pm **H. Action Plan Progress Reports: *The Action Plan includes the following five major categories:***
- 12:35 pm **1. LEAD**
- a. EPL Report – *Kendall Wendling, AICP* (ATTACHMENT H-1)
 1. Leadership Forum
 - b. Harvey Task Force, coordination with other initiatives for recovery – *Kim Mickelson, J.D., AICP*
 - c. Chapter Nominating Committee Report for 2018 Class of AICP Fellows – *Craig Farmer, FAICP*
 - d. ECO El Paso Conference report/West Section update – *Doug McDonald, AICP*
 - e. Planners4Health Round Table, Van Zandt County – *Mike McAnelly, FAICP*
 - f. Regional workshops for 2018 – *Mike McAnelly, FAICP*
- 1:00 pm **2. COMMUNICATE AND ENGAGE**
- a. Communications Technician – *Heather Nick, AICP* (ATTACHMENT H-2)
 - b. Update on member survey results – *Doug McDonald, AICP*
 - c. Professional Development Officer (PDO) report - *Richard Luedke, AICP*
 - 1) AICP Exam Preparation Workshops
 - 2) AICP Exam Fee grants
 - 3) John Clary Scholarships
 - d. AICP CM Coordinator report: *Barbara Holly, AICP*
 - e. Short Course, Commissioners' Training, Guide to Urban Planning in Texas Communities -- *Ann Bagley, FAICP*
- 1:30 pm **3. PARTNER**
- a. Planners4Health project update: *Mike McAnelly, FAICP*
 - b. Additional opportunities in post-disaster planning
 - 1) Texas Municipal League (TML) Conference Report
 - 2) Texas Public Health Association (TPHA) Conference March __, 2018

Agenda
Board of Directors Meeting
November 1, 2017

1:45 pm

4. ADVOCATE

- a. TML Rep report Chance Sparks, AICP (ATTACHMENT H-3)
- b. Advocacy items:
 - 1) conference sessions
 - 2) Border issues lab at A&M
 - 3) Upcoming joint conference opportunities

2:10 pm

5. INSPIRE

- a. Planning Awards Program Report
- b. Great Places in America 2017 Awards
- c. Great Places in Texas 2018 Open for Nominations

2:30 pm

6. SERVE

- a. Membership involvement, mentoring, communication
- b. Upcoming Chapter Conferences: *Doug McDonald, AICP and Mike McAnelly, FAICP*
 - 1) 2018 Gulf Coast Conference (ATTACHMENT H-4)
 - 2) 2019 and 2020 Conference RFQ results
- c. Discussion on TML assistance
- d. Chapter Historian's Report: *Dave Gattis, AICP*

2:45 pm

7. Recognition of Board Members: *Kim Mickelson, JD, AICP*

8. Future Meetings: *Kim Mickelson, JD, AICP*

- **APA Texas Board of Directors and Executive Committee (Dates TBD)**
 - Executive Committee Winter Conference Call Meeting, Friday, Jan. 19, 2018
 - Chapter Board Spring Meeting, Friday, May 18, 2018
 - Executive Committee Summer Meeting, August 17, 2018
- **APA Texas Chapter Conferences:**
 - APA Texas Galveston Conference, October 17 -19, 2018
- **National Planning Conference**
 - 2017 New York, May 6-9
 - 2018 New Orleans, Apr 21-24
 - 2019 San Francisco, Apr 13-16
 - 2020 HOUSTON, Apr 25-28
 - 2021 Boston
 - 2022 San Diego
 - 2023 Philadelphia

2:50 pm

b. New Business

3:00 pm

c. Adjourn



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Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: C-1
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: Treasurer's Report

Submitted by: Angela M Martinez

A. Background Information:

- This item is a summary of account balances and section disbursements.
- NOTE: When writing checks and/or making withdrawals either from the ATM or from the bank, please list what the reimbursement is for in the memo section of the check and/or contact Mike and/or me to let us know what it is for.
- Please contact Mike and/or me when making large purchases on the VISA Debit Card. Chase Bank notifies Mike and me every time a transaction over \$150 is made and it is important that we know it is not fraud and not block your debit card.

B. Details:

- As of 05/31/17 the balance of the Texas APA business account (7875) is \$303,770.82 and savings account (5845) is \$6093.84 (\$0.61 interest). This has been a steady year for the chapter and revenues and expenditures have generally been on target with the budget.
- As of 10/29/17 the balance of each section account prior to disbursements are:
 - Southmost - 7035 \$ 3,032.94 – (\$ 500.00 disbursement) – need \$ 1,467.06 to avoid banking fee
 - Northwest - 7050 \$ 2,465.33 – (\$ 000.00 disbursement) – need \$ 2,534.67 to avoid banking fee
 - Southwest - 7043 \$ 7,140.19 – (\$ 750.00 disbursement)
 - Houston - 6995 \$ 7,624.53 – (\$ 500.00 disbursement)
 - West - 7027 \$ 6,321.32 – (\$ 000.00 disbursement)
 - Central - 7019 \$ 8,341.75 – (\$ 500.00 disbursement)
 - East - 7001 \$ 4,112.31 – (\$ 000.00 disbursement) – need \$ 887.69 to avoid banking fee
 - Midwest - 7217 \$ 8,793.93 – (\$ 500.00 disbursement)
 - North Central - 7209 \$ 10,504.72 – (\$ 500.00 disbursement)
 - Planners4Health - 3226 \$ 71.00 –
 - National Conference - 2876 \$ 15,000.05 – Reserve
- The 1st FY2017 Chapter Disbursement was made on April 10, 2017
- The 2nd FY2017 Chapter Disbursement will be made on November 4, 2017

C. Action Needed Today:

- None

D. Attachments:

- None



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GoToMeeting (link to be provided):

Agenda Item No.: C-2
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: Budget Report

Submitted by: Angela M Martinez

A. Background Information:

- Section Grant Requests were due 05/15/2017.
 - Multiple meetings were held to discuss the Section Grant Request.
 - After careful consideration, the Executive Committee made the final approval of the Section Grant Request on August 25th, 2017.
- The fiscal year (FY) 2018 (October 2017 to September 2018) Chapter Budget was approved on August 25th, 2017.
- Any modifications to the budget will need to be discussed and voted on to revise the FY2018 Chapter Budget.

B. Details:

- Section grant request approvals are as followed:
 - Central \$ 750.00
 - East Did not wish to request grants for FY2018
 - Houston \$ 750.00
 - Midwest \$ 750.00
 - North Central Did not wish to request grants for FY2018
 - Northwest Did not wish to request grants for FY2018
 - Southmost \$ 2,500.00
 - Southwest Did not wish to request grants for FY2018
 - West \$ 1,500.00
- The Chapter's goal is to have each section self-sustaining.
 - With some sections are more active than others, some sections have fewer members, some sections have a greater geographical area to cover so the Executive Board cannot use a solid paint brush to spread across the state.
- The 1st disbursement of the FY2018 grant will be transferred on April 01, 2018.
- The 2nd disbursement of the FY2018 grant will be transferred the day after State Conference ends.

C. Action Needed Today:

- None

D. Attachments:

- Approved FY 2018 Budget



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Texas Chapter - American Planning Association
Adopted Budget Overview: Texas APA Budget - FY18 P&L Classes
October 2017 - September 2018

	Administrative & General	AICP Exam Workshop	Education & Professional Development	National Conference	Program	Section Programs	Chapter Conference	TOTAL
Income								
Job Posting Income			1,500.00					1,500.00
Planners4Health Chapter Grant					70,000.00			70,000.00
Planners4Health Call to Action Grant					3,500.00			
CPC Grant					2,500.00			2,500.00
Texas Planning Awards					4,500.00			4,500.00
Member Dues								
National Chapter Grant Income (dues rebate)					50,000.00			50,000.00
Registration Fees		3,000.00			7,100.00		250,000.00	260,100.00
Sponsorships							35,000.00	35,000.00
Total Income	\$ -	\$ 3,000.00	\$ 1,500.00	\$ -	\$ 137,600.00	\$ -	\$ 285,000.00	\$ 423,600.00
Gross Income								\$ 423,600.00
Expenses								
Assistance Provided - Other Orgs (PSO Grants)			2,500.00					2,500.00
Assistance to Individuals (AICP Exam Scholarships)		1,050.00						1,050.00
CPC Grant			2,500.00					2,500.00
EPL State-to-State Exchange			1,300.00					1,300.00
Planners4Health Chapter Grant	9,236.00				70,000.00			79,236.00
Planners4Health Call to Action Grant					3,500.00			
Bank Service Charges	150.00							150.00
Board Meeting Expenses	3,500.00							3,500.00
National Planning Conference Reserve (Houston 2020)							5,000.00	5,000.00
Conference, Conventions, & Meetings							220,000.00	220,000.00
Social Event Expense (Texas Chapter Reception)				4,000.00				4,000.00
Total Conference, Conventions, & Meetings	\$ 12,886.00	\$ 1,050.00	\$ 6,300.00	\$ 4,000.00	\$ 73,500.00	\$ -	\$ 225,000.00	\$ 319,236.00
Contracted Services								
Accounting	7,000.00							7,000.00
Board Retreat	4,000.00							4,000.00
Communications Plan	6,000.00							6,000.00
Executive Administrator	42,000.00							42,000.00
Total Contracted Services	\$ 59,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,000.00
Education & Professional Development								
CM Provider Registration			1,610.00					1,610.00
AICP Exam Preparation Workshops		2,500.00						2,500.00
CM WebEx Subscription (APA Ohio Chapter)			250.00					250.00
Total Education & Professional Development	\$ -	\$ 2,500.00	\$ 1,860.00	\$ -	\$ -	\$ -	\$ -	\$ 4,360.00
Information Technology								
Internet Services	2,340.00							2,340.00
Website Design								0.00
Newsletter	360.00							360.00
Total IT Services	\$ 2,700.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700.00
Marketing								
Conferences			0.00					0.00
Luncheons			0.00					0.00
Facebook			150.00					150.00
Mailouts			0.00					0.00
Total Marketing	\$ -	\$ -	\$ 150.00	\$ -	\$ -	\$ -	\$ -	\$ 150.00

	Administrative & General	AICP Exam Workshop	Education & Professional Development	National Conference	Program	Section Programs	Chapter Conference	TOTAL
Office Expense								
Conference Call Fees	0.00							0.00
Postage & Delivery	250.00							250.00
Supplies	250.00							250.00
Total Office Expense	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00
Officer Travel								
Officers - Past Pres, Pres Elect, Sec, Treasurer	5,500.00							5,500.00
PDO / PODO	2,000.00							2,000.00
President	5,500.00							5,500.00
Executive Administrator	3,500.00							3,500.00
TML Representative	750.00							750.00
Section Representative	750.00							750.00
Student Reps	750.00							750.00
Total Officer Travel	\$ 18,750.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,750.00
Section Grants (Disbursements)								
Central Texas Section 7019						750.00		750.00
East Texas Section 7001						0.00		0.00
Houston Texas Section 6995						750.00		750.00
Midwest Texas Section 7217						750.00		750.00
North Central Texas Section 7209						0.00		0.00
Northwest Texas Section 7050						0.00		0.00
Southmost Texas Section 7035						2,500.00		2,500.00
Southwest Texas Section 7043						0.00		0.00
West Texas Section 7027						1,500.00		1,500.00
Total Section Grants (Disbursements)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,250.00	\$ -	\$ 6,250.00
Committee Expenses								
Planning Awards Committee								
Meals					450.00			450.00
Lodging					2,500.00			2,500.00
Trophies					1,500.00			1,500.00
Video Production					3,500.00			3,500.00
Historian			1,500.00					1,500.00
Guide to Planning in Texas Communities			2,000.00					2,000.00
Total - Committee Expenses	\$ -	\$ -	\$ 3,500.00	\$ -	\$ 7,950.00	\$ -	\$ -	\$ 11,450.00
Total Expenses	\$ 93,836.00	\$ 3,550.00	\$ 11,810.00	\$ 4,000.00	\$ 81,450.00	\$ 6,250.00	\$ 225,000.00	\$ 422,396.00
Net Operating Income	\$ (93,836.00)	\$ (3,550.00)	\$ (11,810.00)	\$ (4,000.00)	\$ (81,450.00)	\$ (6,250.00)	\$ (225,000.00)	\$ (425,896.00)
Other Income								0.00
Interest Income	500.00							500.00
Total Other Income	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00
Net Other Income	\$ 500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00
Total Balance	\$ (93,336.00)	\$ (550.00)	\$ (10,310.00)	\$ (4,000.00)	\$ 56,150.00	\$ (6,250.00)	\$ 60,000.00	\$ 1,704.00

(Action Item)

Section Director Reports

Central

- On August 24th the Central Section held the annual section awards and Law CM event. The Law CM event included a presentation by Scott Houston, Deputy Executive Director and General Counsel for the Texas Municipal League on new legislation adopted by the Texas Legislature. The following projects were awarded section awards:
 - Juan Enriquez of Georgetown (Planner of the Year)
 - City of Leander Tiny Homes District (Project Planning Award)
 - City of Bastrop 2036 Comprehensive Plan (Comprehensive Planning Award)

East

- The East Section did not hold any formal events in the past quarter.

Houston

- September 21st- Healthy Spaces- In this symposium planners and allied professions discussed the intersection of the built environment and place-making in Harris County and Houston. The built environment has direct and indirect impacts on mental and physical health. Rates of chronic diseases attributable to the design of the built environment — obesity, diabetes, heart disease, and asthma — are on the rise. By addressing these growing health challenges together, public health practitioners and planners have greater potential to improve the quality of life and health of their local community members. Through collaborative partnership and making health a primary consideration in land use, design, and development practice, cities have the opportunity to make significant advances in improvements to quality of life.
- September 29th- The Section participated in H-GAC's Instant Impact Workshop, promoting the event and offering CM credits to members who attended. Presentations included "Uses and Benefits of Instant Impact" by Layne Ferguson of Team Better Block; "Instant Impact in Small Towns" by Tanvi Sharma, "Instant Impact through Partnerships" from Luis Guajardo and Alexandra Miller, and an "Instant Impact through Partnerships" by Clint McManus.
- October 20th- The Houston Section is sponsoring H-GAC's Fall Planning Workshop, which is focusing on Implementation. The workshop seeks to answer the three common planning questions "How to keep your plan off the shelf?"; "How do you pay for it?"; and "How do you do it?".

Midwest

- Missing Middle Housing Conference on November 16th

North Central

- Held a summer Happy Hour on August 24th at the City Club in Downtown Dallas.
- Held a Speaker Series and Happy Hour on October 19th with speaker Dallas Cothrum, CEO of Masterplan.

Section Director Reports

Northwest

- The Northwest Section did not hold any formal events in the past quarter.
- While not a Section event, the City of San Angelo held an event “BosquetoberFest” to recognize the designation of the **San Angelo Concho River Walk** as a Great Public Space in America by the national APA. Region III Board Member Wendy Shabay represented the APA in presenting the award to City officials. Earlier this year, the Concho River Walk was selected as an inaugural Great Place in Texas.

Southmost

- On September 8 we had a Planning Law Seminar in Corpus Christi.
- On October 6 we had a Planning Commissioner's Workshop in Corpus Christi.
- On October 13 we had a Halloween Party in Corpus Christi.

Southwest

August

- SWTX-APA Director Michael Taylor spoke to incoming students about the benefits of APA membership at the UTSA Urban & Regional Planning Program orientation on August 21
- Historic Homeowner Fair scheduled for August 24 was postponed due to Hurricane Harvey

September

- Executive Board Meeting – Board met on September 7 to discuss and finalize logistics for the UTSA Urban & Regional Planning Program Accreditation Visit (subsequently postponed), co-sponsorship of the Living Heritage Symposium, co-sponsorship of the rescheduled Historic Homeowner Fair, and the SWTX-APA Summer Law & Ethics Webinar Series
- SWTX-APA co-sponsored the Living Heritage Symposium held on September 7 and 8. The Living Heritage Symposium was held to develop action steps, in the form of policies or other recommendations, for the treatment and protection of culturally significant properties and communities. Experts from around the world in the fields of urban planning, economic development and historic preservation worked together to formulate integrative policies that foster sustainable urban communities during this multi-day event.
- SWTX-APA Fall Law & Ethics Webinar Series – A group viewing event of the 2017 Planning Law Review webinar was held on September 22. A brief section meeting was also held.
- SWTX-APA co-sponsored the Historic Homeowner Fair on September 28. The Historic Homeowner Fair (HHF) is a free, annual event hosted by the City of San Antonio Office of Historic Preservation and co-sponsored by SWTX-APA. It is designed to bring together owners of aging and historic homes with local professionals, services, products, and solutions and to educate homeowners about caring for and maintaining their properties. The Fair provided educational sessions and hands-on demonstrations throughout the day which covered a wide array of topics including wood window repair, securing financing for a project, and even landscaping.

October

- SWTX-APA Fall Law & Ethics Webinar Series – A group viewing event of the Ethics and the Digital World webinar was held on October 6. A brief section meeting was also held.

Section Director Reports

West

October

- On October 25, as part of Eco El Paso, an event was held at the Alamo Draft House to watch Inconvenient Truth Sequel.
- APATX sponsored the Eco El Paso Conference on October 25-26. APATX President-Elect Doug McDonald was a speaker at this full-day conference. Other session topics included: Climate Reality Project, Sustainability and Social Justice, SolMart El Paso, residential and small commercial DG Solar System, Planning & Design for Solar Readiness, Construction Material and Resiliency, and Health and Wellness Design Strategies for Multifamily projects.

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Midwest

- Missing Middle Housing Conference on November 16th

North Central

- August 16th- The North Central Texas section of the Texas APA hosted a discussion and happy hour at the Bank of America tower in Downtown Dallas. The section partnered with Downtown Dallas Inc to present and discuss the recent Downtown 360 plan, which is an updated plan that outlines the future of transportation, urban design, and economic development for the central core neighborhoods of Dallas, Downtown and Uptown.

- October 19th- The North Central Texas section of the Texas APA hosted a discussion and happy hour at the recently renovated and reopened Statler Hotel, a long vacant mid modern century hotel adjacent to Main Street Garden. Dallas Cothrum, CEO of Masterplan, gave a presentation on how the retail market is changing to reflect the new preferences of Millennials and GenY, and how that shift affects current development codes for cities.

Northwest

No Update

Southmost

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October

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West

No Update

STUDENT PLANNING ASSOCIATION

THE UNIVERSITY OF TEXAS AT ARLINGTON



The Student Planning Association (SPA) is to help further UT Arlington planning student's educational goals and enhance their experience within the planning program through events, advocacy, and distribution of information. All College of Architecture, Planning and Public Affairs at the University of Texas at Arlington is invited to attend and join SPA.

Membership Benefits @SPA

Participating in the SPA is a rewarding activity. Active members could work closely with faculty and fellow students outside of the classroom, address student advocacy concerns, gain valuable information through professional site tours, access scholarship, and internship information, and connect with neighboring communities and network with planning professionals. Join us and make the most of your educational experience.

SPA is open to all UTA students with an interest in planning. SPA meets three to five times per year and engages in a variety of activities including networking opportunities with professional planners in the metroplex, as well as hosting outside and faculty speakers, issue forums, and documentary film screenings.

As a student member, you get all this

- Career services
- Information
- Events
- Connections
- A path to professional excellence

Officers for the Academic Year 2017-18:

Office Positions		
1	President	Dhawal Kataria
2	Vice President	Somayeh Moazzeni
3	Secretary	Jesika Gohil
4	Treasurer	Eric Peabody
5	Activities Chair	Amber Raley
6	Social Media	Christie Holland
7	APA Texas Volunteer Chair	Athena Seaton
8	Faculty Advisor	Ivonne Audirac

Recruiting and Involvement

- Students are encouraged to join SPA at the CAPPA and Planning Orientation sessions held at the beginning of the fall semester.
- This year approximately 20 students signed up to become members at these events.
- Students were educated about the benefits of SPA and APA membership and provided with information on joining APA as well as SPA.

SPA FALL CALENDER

<i>Dates</i>	<i>Theme</i>	<i>Event</i>	<i>Venue</i>	<i>Speaker</i>
<i>Orientation CAPP August 18, 2017</i>	Membership Drive	Social	Orientation CAPP	No Speaker required
<i>September 7, 2017</i>	September is celebrated as “National Preparedness Month”. Therefore, our organization will be looking for ‘Environment and Disaster Planning’.	Speaker Series	ARCH 201	Professor Richard Greene Jessica Mason, Alayna Cook
<i>October 12, 2017</i>	APA celebrates October as “National Community Planning Month”. This year's theme — “Innovation in Planning” (Source: APA)	Panel Discussion Event	Auditorium, 204 (preferred) Or ARCH 201	Abra Nusser Aldo Fritz Steven Duong
<i>November 1 – 3, 2017</i>	APA Texas Chapter Conference	Conference	Frisco	
<i>December 2017</i>	End of Semester Event, Happy Hour or Dinner	Social	TBD	

Joint Activities and Partnering

SPA has also been busy in assisting with PAB accreditation preparations. Students have been involved in the strategic visioning process. The January meeting will help students know what to expect with the site visitation scheduled for May.

SPA is also working with other CAPP organizations to strengthen relationships across the college. Future plans call for partnering with the UTA American Institute of Architecture Students (AIAS) and American Society of Landscape Architects (ASLA) to host a College-wide job fair in the Spring.

SPA also plans to continue joint efforts with the Women’s Transportation Seminar (WTS), CAPP PhD Consortium, and the Master of City & Regional Planning (MCRP) program.

Legacy Project

Student Planning Association played an active role to spear head Legacy Project. The Legacy Project began in 2015 during the Texas Chapter conference as a hands-on community planning effort that is intended to create a lasting impact on the host city or area. This year, the Legacy Project is a competition between universities to come up with concepts to reimagine downtown Frisco. Over the past few months, SPA has been working to prepare competition guidelines for Main Street in old downtown Frisco that address streetscape features, downtown identity, and traffic calming. The concept posters will be on display in the exhibit hall throughout the conference and the student teams will be presenting their concepts in a Friday morning session.

Legacy Project Student Presentations: 10:15 AM - 11:45 AM, Friday at Rock Hill

Legacy project Link: <https://legacyproject2017.wordpress.com/>

SPA will also help in the final logistics and setting up poster in Exhibit Hall. Also, tally up ballots as they come in. Kendall Wendling will gather these throughout the day Thursday and Friday morning and distribute them to SPA Members. Winners will be announced at the awards luncheon on Friday, 12:00 PM to 1:45 PM at Grand Ballroom.



Figure 2 April 2017 – Initial meeting with City of Frisco



Figure 1 Downtown Frisco Site Visit



Figure 4 Main Street, Frisco



Figure 3 Intersection Main St. and 2nd Street

SNAP SHOTS

CAPPA Orientation

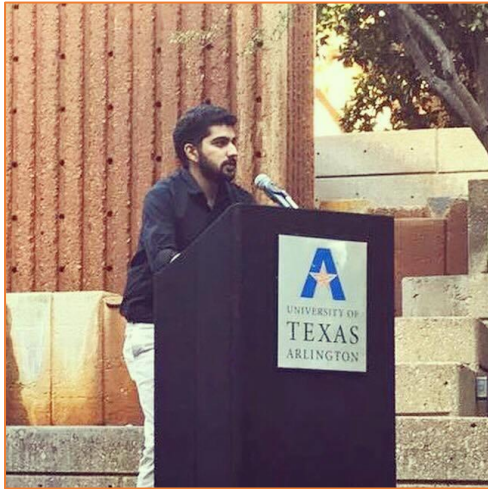


Figure 5 CAPPA 50th Anniversary, President's Speech



Figure 6 Membership Drive at MCRP Orientation

National Preparedness Month - September 7, 2017



Figure 7 Professor Richard Greene sharing his experience as Regional Administrator of EPA



Figure 8 Alayna Payne and Jessica Mason from NCTCOG

National Community Planning Month - October 12, 2017



Figure 9 Student Poster Display for Legacy Project



Figure 10 Panel Discussion Event from Right- Aldo Fritz, Abra Nusser and Steven Duong



URBAN PLANNING

TEXAS A & M UNIVERSITY

Association of Student Planners (ASP) 2017-2018

Total Membership: 35 students

Officer List:

President- Emily Sullivan
Vice President- Tristan Lanza
Treasurer- Madeline Hunter
Secretary- Hannah Kastor
Communication Coordinator- Nicole Dias
Event Coordinator- Scott Hastings
Career Fair Chair- Kaveh Forghanparast
APA Student Representative- Monica Rainey
First Year Representative- Anjali Katore

Current and Planned Activities:

- Monthly Meetings
 - October meeting featured Martin Zimmermann, AICP, the Bryan, TX planner
- Lunch and Learns
 - Scheduled 3 events per semester
 - Work with PhD student organization to skill share and build professional acumen
- ASP Mentoring Program
 - 10 students (5 first years, 5 second years) paired up
 - Goal is to improve first year- second year communication and help guide new students through program
- Site Visits
 - Visit planned communities in Houston tentatively scheduled for spring semester
 - ❖ Project Row Houses, Houston Complete Communities, Springwoods Village
- Conferences
 - APA TX
 - APA National
- Program Advertisement
 - 2 information sessions hosted each semester
 - Graduate and professional school fair
 - Campus events (e.g. Parking Day, Sustainability Day, GIS Day)
 - Clothing





American Planning Association
Texas Chapter
Making Great Communities Happen

APA Texas Chapter Board of Directors Fall Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.
Frisco Convention Center, North Texas
Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: __
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: Strengthening partnerships between academic programs and the Chapter and its local sections

Submitted by: Ivonne Audirac

A. Background Information:

- At the 2017 spring meeting of the ACSP Administrators Conference, the chairs and directors of the academic planning programs at TAMU, TSU and UTA gathered to discuss a variety of items of interest to the three programs. The following is a list of ideas that would be mutually beneficial and that would help strengthen partnerships between the Chapter and the academic planning programs.
- TAMU, TSU, UTA and UT are up for PAB accreditation with their respective self-study reports due fall 2017 and Site Visit Team visits in Spring 2018.
- The Joint Task Force on Enrollment was created by the Presidents of APA, AICP, ACSP, and PAB. This was in response to concerns expressed by the four organizations regarding enrollment issues in accredited planning programs. The task force issued a report in 2016 regarding: *"What should we do to analyze and respond to the decline in enrollments in planning education?"* Several schools have partnered with their State chapters and local sections to address this issue.

B. Details (include additional pages if needed)
Strengthening partnership:

- Developing a listening session with employers regarding skills, knowledge, experience, etc. that our students should have acquired by the time of graduation.
- New emerging trends in planning that are critical in Texas. Both sets of ideas represent important information for PAB accreditation.
- Increasing connection with the media (e.g., Texas Tribune and others) to raise the profile of the planning profession and the role of academic planning programs in producing the next generation of planners.
- Developing a public education campaign and ad (e.g., a Texas map showing the location of the planning accredited schools and their corresponding cities/region). This could be an activity in partnership with and sponsored by the "Big 6" largest Texas cities and/or the Chapter.
- Leveraging TML's connection and support for the above activities to raise the profile of planning.

C. Action Needed Today:

Acknowledge differences and particular needs of each academic program regarding their accreditation processes. Have the Chapter's local sections be more actively involved in the accreditation process.

Revisit opportunities to strengthen partnership between the Chapter and local sections with planning academic programs for internships, raising the profile of planning and recruiting the next generation of planners.

D. Attachments:

The Joint Task Force on Enrollment (APA, AICP, ACSP, and PAB) (2016).



Joint Task Force on Enrollment Report

April, 2016

Background

The Joint Task Force on Enrollment was created by the Presidents of APA, AICP, ACSP, and PAB. This was in response to concerns expressed by the four organizations regarding enrollment issues in accredited planning programs. While the Task Force has held a number of conference calls to discuss this topic, during those discussions it became apparent that in examining the issues regarding enrollment, there were far more questions raised from the information initially developed than answers. A more thorough assessment of the issues and the concerns that led to the appointment of the Task Force will take longer than the term limit of the Task Force.

At the fall 2014 Association of Collegiate Schools of Planning Governing Board meeting, PAB Board member Bruce Stiffler presented data on the status of planning school enrollments from 2008-2013. The presentation was based on the aggregate student data reported by schools in their PAB Annual Report. Based on this data, enrollments increased from 2008-2009 but then began to decline. The aggregate 2008-2013 decline for PAB accredited master's programs was 5.4 per cent and for bachelor's programs, it was 16 per cent. The ACSP was alarmed at this decline. Therefore, the issue was discussed at the President's meeting in Seattle, Washington during the APA Conference in April 2015. The result was a creation of a joint task force to address the issue: *"What should we do to analyze and respond to the decline in enrollments in planning education?"*

After initial discussions by Task Force members, it was agreed that further research and discussion was necessary to understand the context not only in accredited planning schools but also in the larger world of colleges and universities. In addition, the Task Force agreed there was a need to understand exactly what the trends had been regarding enrollment in PAB programs.

Task Force's Tasks and Actions

The Task Force narrowed its focus to three tasks.

- 1) With the assistance of staff, the Task Force would research and collect data and relevant information regarding enrollment trends.
- 2) The Task Force would develop a series of questions for an online survey that would be sent to the PAB accredited programs/schools.
- 3) The Task Force would develop and refine a series of questions to explore in more depth this issue as a follow-up to the Task Force's work.

The Task Force reviewed data from both PAB and ACSP and noted some discrepancies in the information. This may be due to differences in reporting dates for data submission.

In reviewing the PAB Annual Report data from 2008-2014 for 71 U.S. PAB-accredited schools, the Task Force observed that the decline in enrollment was not across the board. While some programs experienced declines, others experienced growth and still others had stable enrollments over this time period. Because of this observation, the Task Force further refined the task to *"Where is enrollment declining, increasing or remaining stable and why?"*

The Task Force reviewed more recent ACSP and PAB data, and subsequently conducted its own survey of planning programs/schools in January 2016. The Task Force sought more insight into the prevalence, geographic, and institutional features of programs experiencing enrollment changes.

The Task Force proposed a variety of options for next steps at the President's meeting in Phoenix, Arizona during the 2016 APA Conference. Ultimately it was decided that the four organizations would share the aggregate data and survey results and coordinate activities but that no further analysis would be conducted by the Task Force.

PAB Data

PAB Annual Report data showed that masters' program enrollment increased during 2008 to 2010 (from 4986 to 5432) where it peaked and then declined every year through 2014 to 4764. (Note this includes U.S. students and international students)

From 2008 to 2014, of the 71 schools with masters programs, 20 had flat enrollments, 16 increased enrollments, and 35 experienced decreased enrollments. [Note that for some programs there were fluctuations from year to year between 2009 and 2014.] Within the 16 that increased, 8 had a significant increase. Within the 35 that decreased, 12 experienced a significant decrease.

<http://www.planningaccreditationboard.org/index.php?id=112>

In **Appendix D** there is a table showing the increase, decrease, or stability of enrollment in masters' programs from 2008 to 2014 by size of program and geographic location of program.

Task Force Survey

In early 2016, the Task Force conducted an online survey of the 71 PAB-accredited master's programs, and received replies from 48. As in all surveys, a lack of response could indicate a number of factors, but responses are likely skewed in favor of those who are concerned about losses in enrollment, rather than not.

The Task Force's survey data showed that, over the last five years, enrollment decreased in 18 programs/schools (36%), increased in 9 (17%) and remained stable in 21 (47%) schools. One respondent indicated that the school reduced enrollment intentionally. Therefore, undesired or unplanned decreases in enrollment occurred in 17 of 48 schools that responded to the survey, or 34% of the respondents.

Half the respondents (53%) reported that their enrollment levels were "too low," 45% reported enrollment was "about right," and 1 program (2%) reported enrollment was "too high." If we consider programs that may not currently regard their program enrollment as "too low," but whose applications and current enrollment are decreasing, programs that might be considered "at risk," of declining enrollments the numbers rise to 60% of survey respondents.

In the schools/programs that reported declining enrollment, the primary reasons cited were:

- reduced applications,
- competition from other programs/schools,
- reduced financial aid and,
- a lack of awareness about planning.

Some of the schools/programs schools that are experiencing declining enrollment have responded by increasing outreach efforts, and increasing financial aid. In the programs/schools that reported increased enrollment, the primary reasons cited were:

- increase in international students,
- additional financial aid,
- Director's/Chair's efforts,
- additional institutional investment and,
- increased recruitment efforts

The number of applications to graduate programs may be one indicator of student awareness of the graduate planning degree and consequent effects on enrollment. The results from the survey indicate a mixed result of application submissions. Less than half the programs/schools (44%) reported declining application numbers, while more than 46% reported stable numbers and 10% reported an increase. This does not account for applicants who submit to multiple institutions.

On the one hand, the survey data suggests that declining enrollment at programs/schools is not evenly distributed and perhaps less widespread than initially believed. On the other hand, enrollment levels are less than satisfactory for about half the programs from the programs/schools' perspectives and declining enrollments signals cause for concern among the four organizations.

Along with the potential short-term negative effects on the pipeline of professionals into the field, the Task Force also believes that diminishing program size creates obstacles for programs competing for resources within their campus institutions. As public institutions in particular become more tuition-driven (due to the loss of state funding) program size has become a more critical factor for program viability and sustainability. In addition, some programs may become too small to have an enrollment level that ensures a critical mass of students that would maintain an engaged student body and faculty that perceives the value of the program. Thus the effect of actual declines may be disproportionate on the smallest programs for a variety of reasons.

For a list of the questions and responses to those questions, see **Appendix C – Task Force Survey**.

General Student Enrollment Information

Planning education is not the only field of study experiencing uneven declining enrollment. APA and PAB staff provided information from various sources related to overall student enrollment issues in colleges and universities as well as information regarding enrollments in collegial professional degree programs.

For example, in 2015, overall post secondary enrollments decreased 1.7 percent from 2014. Enrollments decreased 13.7 percent among four-year private institutions while increasing 0.4 percent among public institutions. However, public sector enrollment in general (two- and four-year institutions combined) declined by 2.3 percent. The National Student Clearinghouse Research Center, which tracks enrollments at institutions of higher education, reported that through the Fall 2015 semester, enrollments had decreased eight semesters in a row. Overall enrollment in U.S. college and universities has fallen 6 percent in the last four years.

The National Architectural Accrediting Board also reported a general decline in overall enrollment in post-secondary architectural programs. The Task Force also received information from PAB staff indicating that programs in landscape architecture, public administration, and law have seen declining enrollments. In the Task Force Survey results, many of the responders from planning programs identified architecture, landscape architecture, public administration, and law as programs also experiencing enrollment declines. Another reason in the survey cited for declining enrollment was increasing competition from new programs in sustainability and similar subjects.

Based on a review of general census and population data, the Task Force believes some of this decline can be attributed to a decline in the college-going population moving through post-secondary institutions. As one example, the University of Maine, noting that high school graduation rates will decline in that state over the next five to ten years, has begun to offer in-state tuition to students from some other New England states.

The Task Force believes that decreases in funding to public universities, and thus also for scholarship research and student financial assistance, may also be part of the problem. The Task Force is not focused on the number of planners and number of jobs, though this may end up having some relevance to what is going on with schools. In addition, it may be an important question for the profession to look at separate from this task force.

Competing Graduate Programs

One other issue discussed by the Task Force members that was also mentioned in the Task Force survey was that of competing programs. These fall into two categories: a) non-accredited masters planning programs, often offering evening based part-time enrollment options and; b) masters programs in a topic similar to planning. This includes a relatively recent trend of degree programs in the topic of sustainable development as well as programs in environmental topics, GIS, public administration, economic development and similar. The Task Force is unaware of any statistics that would indicate enrollment trends in these types of programs. However, anecdotal information indicates that some students considering a masters degree in planning opt for a master's degree in a similar program elsewhere.

Additional information that the Task Force would like to know is listed in **Appendix A**, including some potential follow-up on survey responses.

The Task Force also began identifying possible application of the survey results to assist programs/schools address enrollment concerns. Such further work is part of Choice #3, below, and some examples appear in **Appendix B**.

The issue of declining enrollment has ethical implications in the sense that enrollment has been increasing internationally (increasing 70.3% from 2008 to 2014) but decreasing among domestic populations (decreasing 12.8% over the same time period) and among populations of color and underserved communities. The possible decrease among domestic student populations and more importantly, among populations of color and underserved communities, portends a serious challenge for the pipeline of professional planners into the future.

While graduates of related fields have filled planning positions effectively (and often to the field's benefit), a graduate planning degree and the AICP certification are two ways that the field can ensure that persons equipped with the skills that are the essence of the field are leading it. Toward this end, we have a responsibility to ensure that the pipeline is filled by persons capable of dealing with the complexity and conflict of increasingly diverse populations, and who can identify with and understand the issues faced by the residents of communities in which they work.

Diversity Issues

The Task Force knows that students from underrepresented populations often face exceptional barriers to enrolling in and completing graduate degree programs. Therefore, if the field aspires to reflect the communities in which we work, special attention to the recruitment and financial support of students from communities of color and other underrepresented groups should be a priority.

The Task Force thinks that ensuring that there is a clear career path and pipeline into the planning field for diverse populations is critical to the long term stability, relevance, and effectiveness of the profession. It is important to consider diversity through a lens that relates to gender, race, ethnicity, economics, geography and other factors, and that also gives credence to the intersection of these characteristics. Diversity is critical to the profession and to each of the four organizations so that they maintain a comprehensive point of view. It will take additional outreach as well as financial resources for this effort to reach diverse groups, especially those that may not be traditionally be the benefactors of generational wealth and social capital.

Defining the Issues and Capacity

The four organizations (AICP, ASCP, APA, and PAB) have the common goal of raising awareness about the profession of planning, and the importance of planning education in developing the pipeline of future planners. We know that the four organizations are engaged in varying efforts to raise awareness about planning and planning education, but have limited knowledge about the challenges faced by each individual organization.

There was consideration by the Task Force regarding the exact nature of the issue(s) involved in this strategic discussion. Is the issue the number of planners needed? Is the issue the number of students paying tuition to schools? Is the issue the number of students enrolling in accredited planning schools? How much can our organizations influence the market? Is it our role to ensure a particular number of planners? Is it our role to help schools get students? Is it up to us to decide how many schools, students, and planners are “needed”? What role does the free market play?

The Task Force is not sure of the ability of the four organizations to affect the relevant market forces directly. We think that we can offer information and advice to planning programs to help them, within their university environment, and in the broader universe of applicants, students, and other schools. The gathering and dissemination of knowledge (data, analysis, options, advice, etc.), as well as the ability to focus attention on what is important, are strengths of the four organizations.

For example, the four organizations can certainly strategize methods to increase the knowledge of the planning profession. Based in part on the survey results, information on “best practices” being used by certain programs to recruit students could be disseminated to PAB schools.

There are market forces at play that were not considered in depth. The Task Force did not examine possible competition among planners seeking work, or the views of employers who might benefit from a higher number of qualified candidates. The Task Force does not know how members of the APA and AICP specifically feel about issues of enrollment. APA members who are employers presumably would want to have a steady stream of future trained planners and it is suspected that many members would support actions aimed at maintaining or increasing enrollment levels in planning programs.

Appendix A lists additional information that the Task Force would like to know more about, however, was unable to explore.

APPENDIX A

Issues Not Examined but Recommended for Further Research

Introduction

As the Task Force examined the information and data related to enrollment issues, members of the Task Force identified a variety of questions as well as the need for additional data to consider enrollment issues in depth. The Task Force understood that this additional research would take time and effort beyond that available to the Task Force. Consequently, a list of questions and recommended additional actions are listed below by subcategories.

Additional data recommended

- Enrollment for past 5-10 years
- Private v. public planning programs
- Rural v. urban programs
- Attend a planning school or not (Accredited planning school or not)
- BA or MCP program
- Planning v. related degree
- Data from accredited schools (tracking of grads. In the field, type of planning positions held, etc.)
- Survey of APA chapters on this issue
- APA/AICP: why do members leave?
- Professional organizations (other) – informational interviews

Planning Enrollment Questions

What influences enrollment?

- Tenure of faculty
- Financial aid
- Ratings (Planetizen)
- Placement outcomes
- Total employment/placement better predictor than employment/places in planning jobs?
- Competing masters programs in similar subjects

How much influence does recruiting have?

- At what point do planning programs reach out to prospective students (middle- and high-schools, early undergrads)? How does this compare to other professions?
- Who is successful in recruiting students to their programs (i.e. enrollments are steady or climbing)? What are their best practices?
- Are alumni engaged? Does administration provide support?
- Does the planning community in a program's area recruit and support students?

What has been the long-term range and trend of enrollment in Schools of Planning?

- Are they cyclical / periodic?
- Are patterns consistent with allied fields?

- Are patterns consistent with patterns of employment in planning?
- How do patterns differ from region to region?
- Do patterns remain consistent:
 - across scale of program (f-t equivalent enrollment)
 - between accredited and non-PAB accredited programs
 - Between graduate and undergrad programs?

Is there a correct target for enrollment that is relevant across programs/schools or is this an individual program decision?

- Total?
- Growth rate?
- Relative to jobs?
- What performance measures do Deans/Provosts want?
- What performance measures do employers want?

Are there enrollment ratios that would provide insight into the issue of declining enrollment?

- Longitudinal study: enrollment, placements, unemployment, salaries, defections
- Enrollment to AICP exam pass rate
- Enrollment to proportion of faculty with planning degrees
- Enrollment to tenured faculty positions in planning departments
- Enrollment to APA/AICP membership within region (or chapter)

What are the enrollment trends for international students and for students with diverse backgrounds?

Is U.S. experiencing a similar trend that is occurring in other countries?

What are we using as the starting point of our trend line? (we should be deliberate in the period of our investigation)

What is the effect, if any, do enrollment trends have on the planning job market?

Have preferred concentrations (e.g., transportation, housing, and environment) in graduate programs shifted over time (related to perceptions of employment opportunities)?

College/University Enrollment Questions

- What is the overall decline/increase in graduate education in the U.S.?
- What fields are growing in enrollment? (Are new programs in sustainability and environmental management siphoning off would-be planners?)
- Enrollment numbers (declining?) among other professional degree programs
- What are the trends for non-accredited planning programs and why?

- How are graduates of planning programs using their degrees? What fields of practice?
- What have been the experiences of our “emerging planners” in terms of their decisions?
- Can graduates of bachelors programs do the same work as graduates of masters programs?
- What is the value-add of a graduate degree program?
- Are there sufficient employment opportunities for graduates of accredited planning programs?
- What are employment prospects for planners in geographic regions of the country?
- Where do graduates from various programs go for employment?
- Do employers value planning degrees as much as they used to? (many planning jobs now state a prospective employee can have a variety of degrees to land the job). Trends in employment (including average salary) for planners with planning v. other degrees (Who is hired?)
- Distribution of first jobs by sector (public/private/nonprofit).

Financial Questions

- Funding availability for planning v. other programs (indicator: percentage students enrolled on financial aid)
- What is the perception of the costs of a graduate planning degree among its potential students?
- What financial aid packages do ACSP-member institutions provide?
- How much are costs rising for a graduate degree in planning?
Are entry-level salaries rising in tandem (APA salary survey)?

Implications of Declining Enrollment

What are the implications for the accredited programs that are experiencing lower enrollments?

- Size of program?
- Location of program within institutional organization?
- What is the history and length of time a program has been in place?

How are people being introduced to the profession; when do they decide to be planners?

Other Questions

Are professionals that identify as “planners” obtaining planning degrees?

What is the size of the “catchment area” that planning programs serve in terms of labor markets?

Task Force Survey – Follow-Up Suggestions

The Task Force notes that the online survey results provided numerous answers while raising additional questions. The Task Force recommends that the four organizations (or some subset of them) conduct follow-up phone calls with a select number of the respondents to obtain more details as to why certain programs are increasing enrollments, how others have remained stable, and why still others have been experiencing declining enrollments. Another goal would be to understand what “best practices” have been successful in recruitment and enrollment and what strategies have not been so successful. Finally, it would be helpful to probe further into the implications and consequences of declining enrollments.

The Task Force suggests that additional questions and/or more detailed questioning be conducted on the following:

- How and why does PAB accreditation affect recruiting?
- What is the situation regarding competition with other programs within the same university - what are the factors in play?
- What are successful strategies for outreach to diverse populations?

Consider further aggregating the PAB information and the Survey information into the following:

- schools concerned about low enrollment, but with stable applications and enrollment;
- schools with low enrollment, decreasing applications and decreasing enrollment; and
- schools with “about right” enrollment, but decreasing applications and decreasing enrollment;
- schools with decreasing applications but stable or increasing enrollment

Compare the strategies listed for recruitment by declining programs and compare with stable/increasing programs to see if they are the same (which would indicate other causes than the strategies programs are using) or different (which could help us devise recommendations for increasing enrollments in shrinking programs)

How should the four organizations as well as individual programs respond to competition from similar programs, particularly from Sustainability programs? Do those programs have increasing enrollments and draw students from the pool of prospective planning students?

How should the four organizations and the individual programs address the concerns regarding diversity within the planning field as it relates to enrollment issues?

APPENDIX C Task Force Survey

Introduction

In January 2016, the Task Force emailed an online survey to the PAB accredited planning programs. We received 49 responses. The questions in the survey and the answers provided are below. Questions 1-4 in the survey related to names and contact information of the responders.

Q 5 – Is the current enrollment level in your program:

Too High: 2.08% Too Low: 52.08% About Right: 45.83%

Q6 – Are the applications to your program over the last 5 years:

Increasing: 10.42% Decreasing: 43.75% Stable: 45.83%

Q7 – Is the enrollment to your accredited Masters in planning program:

Increasing: 18.75% Decreasing: 37.5% Stable: 43.75%

Q8 – If enrollment is increasing, is this intentional on the part of the program?

Yes: 77.78% No: 22.22%

Q9 – If enrollment is increasing, what factors have been responsible for this increase?

Additional financial aid: 33.33%
University/college/school/dept. pressure: 44.44%
Increase in international students: 22.22%
Other: 77.78%

Q10 – If enrollment is decreasing, is this intentional on the part of the program?

Yes: 5.56% No: 72.22%
Other: 22.22% (decreasing demand, fluctuating numbers, just a small decrease in numbers, lower levels than preferred.)

Q11 – What factors are contributing to the decline?

Lack of or limited financial aid: 55.56%
Lack of student awareness of planning: 55.56%
Limited outreach efforts: 38.89%
Competition from similar programs: 38.89%
Competition from other schools: 55.56%
Fewer students applying to college: 61.11%
Other (student concern about debt; fewer international students; potential students choosing work over masters degree; university wide decrease in masters program applications; university has capped admissions; don't know)

Q12 - Is this viewed as a negative?

Yes: 100% No: 0%

Q13- If yes, by whom?

Program faculty: 82.35%

College administrators where program is located: 76.47%

University administration: 70.59%

Other: 11.76% (students)

Q14- What have been the negative impacts, if any?

None: 55.56%

Decreased budget: 5.56%

Other: 61.11% (concern about declining university support; loss of some university budget support; inability to hire new faculty; decrease in number of courses offered; pressure to lower admission standards)

Q15 – What steps has the program taken to address declining enrollments?

Increased outreach efforts: 94.44%

Increased financial support: 33.33%

Added concentrations: 22.32%

Other: 27.78% (examples include: new joint degree programs; better use of web and social media; created certificate programs; assigned one person to expand recruitment efforts)

Q16 – If your enrollment has been stable, to what factors do you attribute this stability?

Wide variety of answer including: lowered admissions standards; expanded international student recruitment; reputation of program; location of university in desirable city; Planetizen ranking; increase financial aid.

Q17 – Comments on enrollment and application levels for your program.

Wide variety of answers including: increased applications from international students but fewer applications from native-born students; fewer assistantships available; more students going elsewhere for a Master's degree; improving economy is resulting in fewer applicants – they are getting jobs and don't need a master's degree; enrollment has been steady – not a problem for program; applications have increased since the easing of the recession; inability to replace faculty has meant higher student/faculty ratios.

Q18 – Has PAB accreditation been a factor in recruiting students?

Yes: 51.08%

No: 16.75%

Don't know: 29.17%

Q19 – Has the availability of planning jobs in your region affected enrollment?

Yes: 41.67%

No: 35%

Don't know: 33.33%

Q20 – Are you aware of other professional degree programs in your university experiencing enrollment declines?

Yes: 58.33%

No: 18.75%

Don't know: 22.92%

Q21 – If yes, please list those programs.

Listed programs include: law, communications, architecture, landscape architecture, public administration, real estate development, natural resources and environment, university wide problem, education, arts and sciences, business administration, public health.

Q22 – What has been the experience of the program as to the availability of financial aid in the last five years?

Increased: 19.57% Decreased: 15.22% Stable: 50% Fluctuated: 15.22%

Q23 – Please give reasons for changes or fluctuations.

Reason given include: variation in state-level support; fluctuates based on grants and contracts; university changed policy to support PhD students; university sometimes provide recruitment funds; state budget cuts; have increased financial aid to be more competitive; increased student fees; increased alumni donations; increased community partnerships with cities and non-profits to provide financial assistance in exchange for student work; major fundraising efforts; university funding has been stable.

Q24 – What types of financial aid do you provide?

Tuition: 72.92%

Assistantships: 95.83%

Work study: 37.5%

Living stipends: 22.92%

Fellowships: 54.17%

Other: 25% (includes scholarships, off-campus work opportunities, free room and board)

Q25 – From where do you attract your students?

On average - Locally: 27%

Within the state: 24%

Regionally beyond the state: 15%

Nationally: 18%

Internationally: 16%

Q26 – What major changes, if any, have occurred in your program over the past five years?

None: 10.64%

New Leadership: 72.34%

New/revised curriculum: 59.57% New/revised concentrations: 38.30%

New joint degree programs: 40.43%

Other: 21.28% (includes new college; new department; new community engagement initiatives; added certificate programs; switched from Quarter to Semester system.

Q27 – What is your assessment of your state and/or regional job market for graduating students?

Strong job market: 43.75%
Mixed job market: 50%
Weak job market: 4.17%
Don't know: 2.08%

Q28 – What are your recruitment strategies for applications to your accredited master's in planning program?

Recruit from other university programs: 62.5%
Recruit from undergrad programs at regional universities: 75%
Recruit through international contacts: 35.42%
Specific outreach events: 77.08%
Social media: 70.83%
Other: 29.17% (includes targeted mailing; purchased GRE lists; purchased ads in planning conference programs; webinars; hold a welcome/visit day; open house; advertising on Planetizen; recruit through alumni.

Q29 – How successful have your efforts been?

Very successful: 16.67% Mixed results: 77.08% Not successful: 6.25%

Q30 – Explain the basis of your assessment of recruiting strategies.

Responses include: ads not successful; GRE lists produced results; have difficulty getting accepted applicants to enroll; developing a tracking mechanism to understand students experiences in applying and enrolling; little or no assessment of the strategies tried; strategies have resulted in increasing awareness of program and increasing enrollment; inconsistent efforts; webpage is most effective tool; most effective strategy has been to make program more well known among undergraduates at the university; application numbers have decreased but not enrollment; use Google Analytics; contact by Director with prospective students has been effective.

Q31 – Have you implemented new strategies within the past 5 years to maintain/increase enrollment?

Yes: 72.92% No: 27.08%

Q32 – Is yes, please explain.

Responses include: open house; targeted approach; collaboration with university recruitment office; website design; webinars; more use of social media; scholarships for minority students; hired graduate coordinator to assist in outreach; community partnerships; began 5 year BA-Masters program.

Q33 – What are the reasons prospective students either do not apply or accepted students do not enroll in your program?

Choose other planning programs due to financial support: 83.72%
Choose other planning programs due to locational preferences: 62.79%
Choose non-planning programs: 25.58%

Other reasons cited include: students work instead of going to grad school; choose other programs for reasons such as better fit; more prestigious schools; decide not to attend grad school because of costs.

Q34 – On average, how many students leave the program in any year without graduating?

Responses varied from zero students up to 10 students with most schools reporting 1 or 2 students leaving.

Q35 – What are the reasons for leaving?

Lack of financial support: 48.54%

Job opportunities: 34.88%

Personal reasons: 93.02%

Other reasons cited were academic difficulty, decision to pursue another major.

Q36 – Have non-accredited programs in planning or similar degree concentrations in other universities affected your enrollment numbers?

Yes: 6.25%

No: 39.58%

Don't know: 54.17%

Q37 – Please provide thoughts and comments regarding enrollment issues in your program or in planning schools in general.

Twenty-seven responses received, including: need to recruit more international students; there are many routes to a planning career not just PAB accredited masters programs; demographic trends are not favorable to increasing college enrollments; certain programs have a "niche" that helps in recruiting students; lack of funding compared to competing programs; perceived decrease in enrollments is uneven across programs; new programs in subjects such as sustainability have impacted recruitment effort; planning profession's lack of visibility is a problem.

Q38 – Please indicate if you would be willing to speak to someone from the Task Force in more detail about your responses.

Yes: 82.98%

No: 17.92%

APPENDIX D
Enrollment Data for PAB Schools/Programs
By Enrollment Trend, School/Program Size and Geographic Location

Below is a table aggregating the masters' program data taken from PAB for enrollment trends from 2008 to 2014. The trend is based on a snapshot of enrollment in 2008 and then another snapshot of enrollment in 2014 as to whether there had been an overall increase or decrease in enrollment or whether enrollment had remained stable. Note that some programs/schools did see fluctuations between those years.

Size was defined as follow: High >80 students; Medium, between 50 and 80 students; and Small <30 students. Geographic location was broadly defined as East, South, Midwest, or West. The numbers in the parentheses represent the number of schools in that column.

# of Schools	Increase	Decrease	Stable	School Size	East (17)	South (21)	Midwest (16)	West (16)
3		√		S	√			
1			√	S	√			
1	√			M	√			
1		√		M	√			
5	√			L	√			
3		√		L	√			
3			√	L	√			
3	√			S		√		
6		√		S		√		
6		√		M		√		
2			√	M		√		
3		√		L		√		
1			√	L		√		
2	√			S			√	
2		√		S			√	
2			√	S			√	
2		√		M			√	
3			√	M			√	
2	√			L			√	
2		√		L			√	
1			√	L			√	
1	√			S				√
2		√		S				√

3			√	S				√
2		√		M				√
2	√			L				√
2		√		L				√
4			√	L				√

ACSP/AICP/APA/PAB Joint Task Force on Enrollment Roster

Robert P. Mitchell, FAICP, *Chair*

Lee Brown, FAICP

Juan Higuera

Connie Ozawa

Kelly Porter AICP

Deden Rukmana

Sue Schwartz, FAICP

Lois Takahashi

Staff Liaisons:

James Drinan

Felicia Braunstein

Monica Groh

Jesmarie Johnson



American Planning Association
Texas Chapter
Making Great Communities Happen

APA Texas Chapter Board of Directors Fall Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.
Frisco Convention Center, North Texas
Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: __
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: APA Texas Strategic Plan

Submitted by: Karen Walz FAICP & Doug McDonald AICP

- A. Background Information:
- B. The APA Texas Chapter has, for many years, adopted a Strategic Plan at the beginning of each new President's term. The Strategic Plan has focused on the two years of the term and provides the Chapter, its leadership and members with a set of goals and priorities for action.
- C. The Board held a Strategic Planning Retreat in June to develop a Strategic Plan. It has been reviewed by the Executive Committee and is now provided for consideration by the Board.
- D. In addition, the Board conducted an online survey of APA Texas members to obtain input about priorities. This input has also been considered in drafting the plan.
- E. This year, APA National has asked all Chapters to adopt a 5-year Development Plan. So, this Strategic Plan includes goals and
- F. Details: (include additional pages if needed)
- G. The Action Plan is contained in the "Action Plan Retreat Report and Executive Summary" dated Oct. 18, 2017, which is attached to this memo.
- H. The report on the membership survey is also attached.
- I. The Strategic Plan's direction is summarized below:
 - a. The Chapter's Vision Statement is unchanged from the past.
 - b. The Strategic Plan includes six goals for the Chapter. While they continue the previous focus on Lead, Communicate and Engage, Partner, Advocate, Inspire and Serve, the goals have been refined to reflect current discussions.
 - c. The set of Action Items to achieve each goal have been updated based on past accomplishments, Board and Executive Committee discussion, and membership survey comments.

- J. Action Needed Today:
- K. Adopt the Action Plan, with any amendments identified by the Board.

- L. Attachments:
- M. Action Plan Retreat Report and Executive Summary
- N. Membership Survey Results report

Action Plan Retreat Report and Executive Summary



Board of Directors, American Planning Association Texas Chapter
Houston TX

June 2, 2017

Draft as of October 18, 2017



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Executive Summary: 2017 – 2022 Development Plan

The Board of Directors of the American Planning Association Texas Chapter (APA TX) held an Action Plan Retreat on Friday, June 2, 2017. The retreat was held at the Cherie Flores Garden Pavilion in Hermann Park, Houston, Texas. The retreat was designed to review the results of the APA TX 2015 – 2017 Action Plan and to create a new Development Plan for 2017 – 2022. This report summarizes the Board's discussion at the retreat. The session resulted in agreement on direction for APA Texas during the next five years. The draft Development Plan summarized below will be considered for adoption by the Board of Directors at its October 2017 meeting.

Vision Statement

APA Texas is a respected leader and partner whose members make great communities happen by providing expertise and innovation to shape livable and sustainable Texas communities.

Goals

The APA Texas Board of Directors will carry out this vision by focusing on action to achieve the following six goals:

1. APA Texas will **LEAD** the planning movement in this state.
2. APA Texas will **COMMUNICATE AND ENGAGE** to foster quality leadership and participation and to provide the best planning information.
3. APA Texas will **PARTNER** with other Texas professional organizations and non-profits to leverage resources and build coalitions.
4. APA Texas will **ADVOCATE** for planning, planning leaders and good government in our unique Texas setting.
5. APA Texas will **INSPIRE** building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets.
6. APA Texas will use Chapter and Section resources to **SERVE** its professional, appointed/elected, academic and student members.

Action Items

The action items in Exhibit 1 below are the steps APA Texas will take from 2017 through 2022 to achieve the goals listed above. For some action items, the body of this report contains more detailed discussion. This action plan has been revised since the June retreat to reflect input received through an online survey of APA



Texas members. In approving this Development Plan, the Board will determine which items should have priority for short-term action during the two-year officers' term beginning in November 2017.

Exhibit 1: Draft Development Plan, 2017 – 2022

Action Item #	Goal and Action Item
<i>Goal 1: APA Texas will LEAD the planning movement in this state.</i>	
1A.	Ensure a successful generational transition of leadership.
1B.	Further develop a Section leadership training program.
1C.	Design a Texas planning movement.
1D.	Develop uniform Section and Chapter bylaws.
1E.	Provide a continuous communications and feedback loop between Sections and the Chapter.
1F.	Use a dashboard to report progress.
1G.	Recruit new members to the planning movement.
1H.	Mentor future members of the planning movement.
1I.	Offer experiential learning opportunities.
1J.	Develop outreach materials for use during National Planning Month.
<i>Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.</i>	
2A.	Finalize, adopt and implement a communications plan.
2B.	Increase communication between the APA Texas Executive Committee and members.
2C.	Develop a job description for a communications assistant.
2D.	Explore connections to get media attention for APA Texas awards and other initiatives.
2E.	Send welcome letters from the Chapter to new APA and AICP members.
2F.	Leverage all forms of media.
2G.	Conduct special outreach to 'Early Professionals'.
2H.	Promote APA membership to Planning Commissioners.
2I.	Create a structure to engage 'legacy' professionals.
2J.	Engage appointed and elected officials in APA Texas.
<i>Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.</i>	
3A.	Encourage reciprocal partnership relationships.
3B.	Offer sessions geared to partner speakers.
3C.	Emphasize APA as a 'big tent' organization.
3D.	Expand partnerships with universities and student planning organizations.



Action Item #	Goal and Action Item
3E.	Identify potential new partnerships.
<i>Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.</i>	
4A.	Continue the development of a planning education and advocacy network.
4B.	Develop a Legislative Program.
4C.	Make the 'Texas Planning Roundtable' operational.
4D.	Build a Texas planning information base.
4E.	Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.
4F.	Develop guidelines and policies for advocacy.
4G.	Continue making advocacy training available to individual APA Texas members.
<i>Goal 5: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets.</i>	
5A.	Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.
5B.	Create a structure for younger planners to benefit from the experience and contributions of legacy planners.
5C.	Increase exposure of the 'Great Places in Texas' program.
5D.	Refine and perfect the mentorship program.
5E.	Revamp the Planning Excellence and Planning Awards programs.
<i>Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.</i>	
6A.	Evaluate current Chapter programming and expand or revamp it to provide value to members.
6B.	Revamp the Conference organizational structure.
6C.	Make assessments and offer development programs to provide appropriate resources and support to all Sections.
6D.	Take advantage of distance technology.
6E.	Create a new Short Course.
6F.	Complete a Chapter Strategic Financial Plan.
6G.	Effectively use resources and services available from National, and disseminate these to APA Texas members.
6H.	Encourage National to simplify the process for registering Commissioner members.
6I.	Survey all APA Texas members about what they need and want from the organization.
6J.	Make the national Houston 2020 conference the most awesome conference ever!
6K.	Do more to recognize FAICP, particularly new Fellows.



Action Item #	Goal and Action Item
6L.	Assist AICP Candidates and Early Planners in achieving AICP certification.
6M.	Continue (and revamp as necessary) the regional workshops offered by APA Texas.
6N.	Increase the transparency of APA Texas.

Action Plan Retreat Report

Background

Retreat Logistics

The Board of Directors of the American Planning Association Texas Chapter (APA TX) held an Action Plan Retreat on Friday, June 2, 2017. The retreat was held at the Cherie Flores Garden Pavilion in Hermann Park, Houston, Texas. The agenda for the retreat is summarized in Exhibit 2. Ten Board members participated in the retreat, as did APA TX Executive Director Mike McAnelly FAICP. The retreat was designed and managed by Karen Walz FAICP, Principal of Strategic Community Solutions LLC.

Retreat Objectives

The retreat had four objectives:

1. Review the results of work completed under the 2015 – 2017 Action Plan.
2. Discuss and reach agreement on a draft Development Plan for the next five years.
3. Identify top priority Action Items for 2017 – 2019.
4. Agree on a set of next steps to follow this retreat.

Retreat Preparations

The process to design the retreat began with a review of the 2015 – 2017 Action Plan. Next, Walz interviewed APA TX President Kim Mickelson AICP and President-Elect Doug McDonald AICP on May 7, 2017. The interview focused on the successes and challenges for APA TX during the past two years. It also identified potential topics and areas of focus for the retreat.

All Board members were invited to participate in an online survey designed to seek input about APA TX's accomplishments, trends affecting planning practice and education and other topics for discussion at the retreat. Twenty-two of twenty-six members responded to the survey. Survey results were provided to participants before the retreat so they could review them in advance. The survey itself is provided in Appendix 1 and the analysis of survey results is Appendix 2.

Exhibit 2: Retreat Agenda

Introductions

Six Goals

- Where have we been?
- Team work to review/refine
- Group discussion
- President Elect's perspective
- Agreement on priorities and commitments
- Break

Fresh and High Value

- Team work to innovate
- Group discussion
- Agreement on actions

Next Steps

Adjourn

The retreat agenda, focus of retreat segments and details of retreat activities were shaped by the input received through the leadership interview and online survey. The agenda included presentations, team exercises, discussions among the entire Board and consensus-building dialogue. Keypad polling was used throughout the retreat to seek feedback and a sense of agreement among participants. This polling provided an immediate and anonymous method to gain feedback.

Retreat Results

The activities and outcomes of each retreat segment are summarized below. The Powerpoint presentation that was used to structure the segments and capture participant feedback is provided in full in Appendix 3.

Introductions

As part of the retreat's introductions, each participant answered the question: "What's the one thing that's happened in your professional life in the last few months that gave you the greatest satisfaction?" Most participants described situations where they helped someone accomplish a goal related to a community's future or the use of property.

All participants agreed on the retreat's objectives as noted above. Ground rules for the retreat were also established.

Six Goals

Where Have We Been?

The first topical section of the retreat considered the six goals APA TX had adopted in 2015. Walz began the session by summarizing the results of the Board member online survey. Next, several members of the Chapter's leadership shared their perspectives on the past two years. Kim Mickelson AICP, Chapter President, noted how other Chapters look to Texas for best practices and successful models to follow. She also described progress on efforts to increase advocacy for good planning. Wendy Shabay AICP, Past President and National Board Member, described some of the improvements and initiatives underway at the national level. Mike McAnelly FAICP, Chapter Executive Administrator, summarized activities to ensure adequate funding for Chapter and Section activities.

Vision and Goals

The Texas Chapter's Vision Statement is shown in Exhibit 3. As demonstrated in Exhibit 4, respondents to the online survey were unanimous in agreeing that this statement is consistent with their own beliefs.

Exhibit 3: APA TX Vision Statement

APA Texas is a respected leader and partner whose members make great communities happen by providing expertise and innovation to shape livable and sustainable Texas communities.

The online survey also showed that respondents believe APA Texas has been quite successful in achieving this vision. As Exhibit 5 shows, 68% of respondents felt APA TX had been 'very effective' or 'somewhat effective' in achieving this vision.

At the retreat, these positive responses were noted. The Vision Statement will remain the same for the next APA Texas Development Plan.

Results for 2015 – 2017

The online survey results showed a general perception that APA Texas has been effective in achieving the goals it set for itself in 2015.

Exhibit 6 shows the responses to the question of effective APA Texas has been in achieving its six goals. The exhibit lists the goals in the order of perceived effectiveness during the past two years.

The strongest response was to Goal 6 – serving APA TX members – with 68% responding that the Chapter had been 'very effective' or 'somewhat effective'.

The goal with the perception of least effectiveness was Goal 3 – related to partnerships with other organizations. Only 32% of respondents felt the Chapter had been 'very effective' or 'somewhat effective' in achieving this goal.

Exhibit 4: How consistent is this Vision Statement with your views about what APA Texas should be

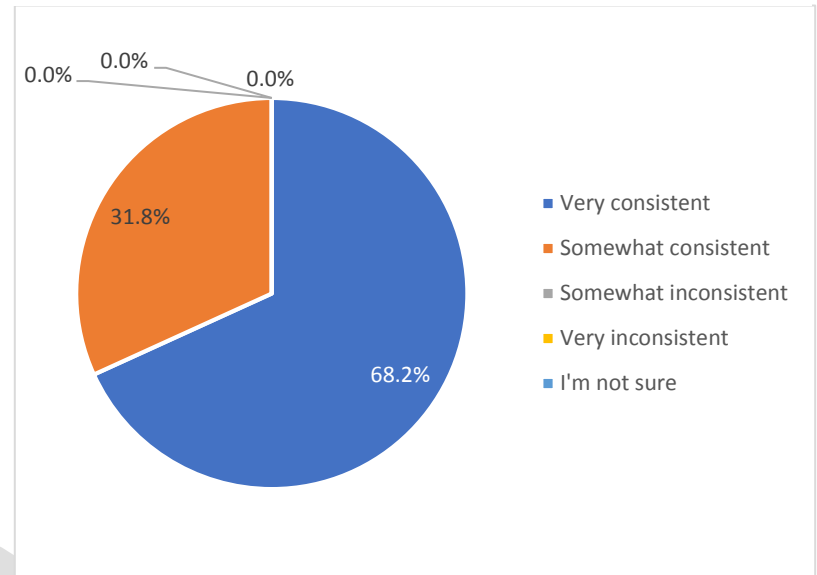


Exhibit 5: How effective has APA TX been in achieving this vision in the past two years?

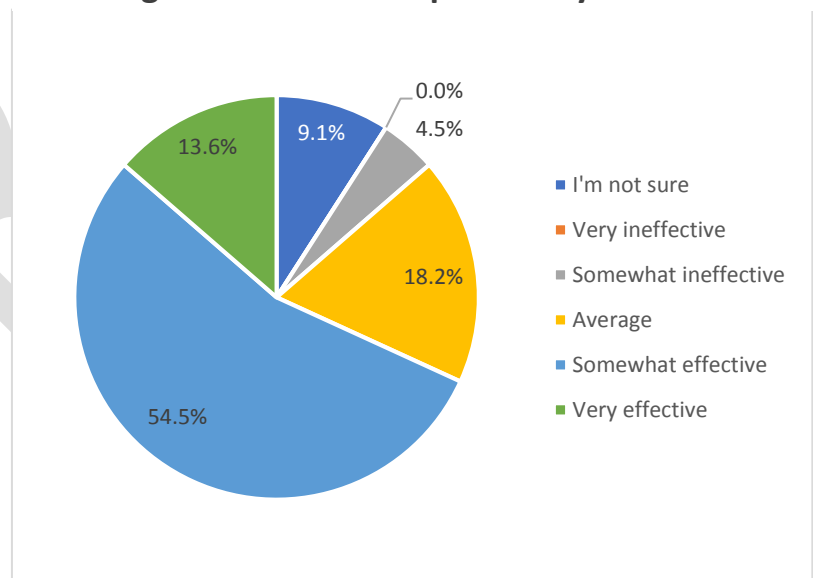


Exhibit 6: How effective has APA Texas been in achieving this goal during the past two years?

Goals	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective
Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.	4.5%	0.0%	4.5%	22.7%	27.3%	40.9%
Goal 5: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets.	9.1%	0.0%	9.1%	27.3%	36.4%	18.2%
Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.	4.5%	0.0%	0.0%	31.8%	50.0%	13.6%
Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.	9.1%	0.0%	4.5%	27.3%	45.5%	13.6%
Goal 1: APA Texas will LEAD the planning movement in this state.	9.1%	0.0%	9.1%	31.8%	36.4%	13.6%
Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.	13.6%	4.5%	22.7%	27.3%	22.7%	9.1%

The Board considered these responses. Board members agreed that these should continue to be the goals for APA Texas during the next five years.

Action Items for 2017 – 2022

The next segment of the retreat focused on action to achieve these goals. Retreat participants worked together to discuss the results of the past two years and the direction to take beginning in 2017. Since the National Chapter Performance Criteria now include the creation of a five-year Development Plan, this discussion focused both on Action Items for the five-year period through 2022 and on steps to be taken during the up-coming 2017 – 2019 Board of Directors' term of office.

The Action Items developed during the retreat are presented in Exhibit 7. The Action Items are shown in bold; in some cases, additional information about the Board's intent is provided as well.

Exhibit 7: Draft Development Plan for 2017 - 2022

Action Item #	Goal and Action Item
<i>Goal 1: APA Texas will LEAD the planning movement in this state.</i>	
1A.	Ensure a successful generational transition of leadership. A particular short-term focus is the Short Course.
1B.	Further develop a Section leadership training program. This program should be coordinated with the Awards Committee meeting and should include the Section treasurers.
1C.	Design a Texas planning movement. The national APA organization strengthens a planning movement by serving as a "big tent" for involvement by everyone interested in planning, with an internal institute to advance the interests of the profession. APA Texas should apply this model and serve as that single "big tent" organization for the state.
1D.	Develop uniform Section and Chapter bylaws.
1E.	Provide a continuous communications and feedback loop between Sections and the Chapter. The Sections' Guide should give direction from the Chapter to the Sections, the Section Reports should explain each Section's activities to the Chapter, and the report review should provide an opportunity for the Chapter to work with the Section to support and improve its activities.
1F.	Use a dashboard to report progress. The dashboard should give a streamlined report on the Chapter and Sections' progress.
1G.	Recruit new members to the planning movement. A key approach is to increase partnerships with the universities and the student planning organizations.
1H.	Mentor future members of the planning movement. Use APA Ambassadors, Future Cities and other approaches to mentor future generations of planners and supporters of planning.
1I.	Offer experiential learning opportunities. Develop these opportunities to train and inspire planners while assisting communities.
1J.	Develop outreach materials for use during National Planning Month. Every October, APA Texas should use these materials to celebrate the good things planning brings to communities; educate the public about the planning behind Great Places in Texas; and advocate for policies that create better places to live, work, and play.
<i>Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.</i>	
2A.	Finalize, adopt and implement a communications plan.
2B.	Increase communication between the APA Texas Executive Committee and members. Members need more information about APA Texas programs and the value they provide to planners and their communities.

Action Item #	Goal and Action Item
2C.	Develop a job description for a communications assistant. Once a job position is developed, recruit and hire a part-time communications person.
2D.	Explore connections to get media attention for APA Texas awards and other initiatives.
2E.	Send welcome letters from the Chapter to new APA and AICP members.
2F.	Leverage all forms of media. Social media and traditional media should both be used. One focus could be Planners' Month.
2G.	Conduct special outreach to 'Early Professionals'. These are former planning students who are now in the workforce. Since they are no longer students, their membership is no longer free. So attention is needed to keep them in the organization.
2H.	Promote APA membership to Planning Commissioners.
2I.	Create a structure to engage 'legacy' professionals. Find ways to involve FAICP members and retired planners.
2J.	Engage appointed and elected officials in APA Texas.
<i>Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.</i>	
3A.	Encourage reciprocal partnership relationships. But recognize that some non-reciprocal partnerships may still be worthwhile for APA Texas.
3B.	Offer sessions geared to partner speakers.
3C.	Emphasize APA as a 'big tent' organization.
3D.	Expand partnerships with universities and student planning organizations.
3E.	Identify potential new partnerships. These opportunities may differ by region. Partnerships should go beyond the other professional associations to include organizations (like USGBC) that support certain aspects of planning.
<i>Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.</i>	
4A.	Continue the development of a planning education and advocacy network.
4B.	Develop a Legislative Program. APA Texas members would like to increase communication with Texas legislators on planning issues. A Legislative Program would help the Chapter set priorities and communicate effectively.
4C.	Make the 'Texas Planning Roundtable' operational.
4D.	Build a Texas planning information base. It should make available information about how planning is used in Texas communities, what results are achieved, what the best practices in Texas planning are and which communities are taking innovative approaches to particular issues.
4E.	Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.
4F.	Develop guidelines and policies for advocacy.
4G.	Continue making advocacy training available to individual APA Texas members.

Action Item #	Goal and Action Item
<i>Goal 5: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets.</i>	
5A.	Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.
5B.	Create a structure for younger planners to benefit from the experience and contributions of legacy planners.
5C.	Increase exposure of the 'Great Places in Texas' program.
5D.	Refine and perfect the mentorship program. Consider connecting it more closely to activities at the Conference.
5E.	Revamp the Planning Excellence and Planning Awards programs.
<i>Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.</i>	
6A.	Evaluate current Chapter programming and expand or revamp it to provide value to members. Many respondents to this year's membership survey commented that they believe the Conference is all the Chapter does. The Board should review all the existing programs and decide if there are ways to provide more value to Texas members.
6B.	Revamp the Conference organizational structure.
6C.	Make assessments and offer development programs to provide appropriate resources and support to all Sections.
6D.	Take advantage of distance technology. This includes offering more webinars & simulcasts, using Skype for meetings and archiving presentations for future use and distribution.
6E.	Create a new Short Course.
6F.	Complete a Chapter Strategic Financial Plan.
6G.	Effectively use resources and services available from National, and disseminate these to APA Texas members.
6H.	Encourage National to simplify the process for registering Commissioner members.
6I.	Survey all APA Texas members about what they need and want from the organization.
6J.	Make the national Houston 2020 conference the most awesome conference ever!
6K.	Do more to recognize FAICP, particularly new Fellows. This could include presentations at their Council meetings and activities at the Conference.
6L.	Assist AICP Candidates and Early Planners in achieving AICP certification.
6M.	Continue (and revamp as necessary) the regional workshops offered by APA Texas.
6N.	Increase the transparency of APA Texas. Members should be able to see how decisions are made and resources are used.

The participants used keypads to indicate their agreement with these action items. Exhibit 8 shows a high degree of agreement. All participants ‘agreed’ or ‘strongly agreed’ with these Action Items. For all but one goal, over 80% of participants ‘strongly agreed’ that these are the right Action Items.

Exhibit 8: These are the right Action Items for 2017 - 2022.

Goal	Strongly agree	Agree	Disagree	Strongly disagree	I’m not sure
Goal 1	90.9%	9.1%	0.0%	0.0%	0.0%
Goal 2	80.0%	20.0%	0.0%	0.0%	0.0%
Goal 3	55.6%	44.4%	0.0%	0.0%	0.0%
Goal 4	90.0%	10.0%	0.0%	0.0%	0.0%
Goal 5	88.9%	11.1%	0.0%	0.0%	0.0%
Goal 6	81.8%	18.2%	0.0%	0.0%	0.0%

President-Elect’s Perspective

After agreement on this potential group of Action Items, President-Elect Doug McDonald AICP shared his vision for the next two years – his term as President. Doug first recognized the other planners and organizational leaders who had assisted him and built the foundation upon which the next two years’ work will be based. He is enthusiastic about the team of leaders that will work with him to carry out these Action Items and achieve these goals. He believes it is time for the transition reflected in many of these action items, and is looking forward to heading up the work that will be involved in engaging the younger generations of planners.

Priorities and Commitments

Each retreat participant was asked to use a written worksheet to indicate the Action Items to which he or she would invest time. Only a few responses were received. After the Executive Committee reviews this draft list of Action Items, all Board members should be asked to indicate their personal level of commitment. Short-term priority action items – those for the 2017 – 2019 Board term – should each have personal commitments from one or more Board members.

Fresh and High Value

In this segment of the retreat, participants created ideas that respond to a theme in the survey responses – we need to be sure we’re offering programs and services that are fresh and of high value to our members and communities. The retreat participants were divided into three teams. Each team was challenged to imagine innovative approaches that would provide fresh, high value products to two distinct sets of APA Texas audiences. For each audience, the team considered these questions:

- What can APA provide this audience that's distinctive?
- What is your team's 'elevator speech' about planning for this audience?

Depending on the audience, additional questions focused on the role of the State conference, the use of online and social media, and the need to communicate about the value of planning and APA Texas. The audiences the teams addressed were:

- Practicing Planners
- Planners in Academia
- Planning Students
- Plan Commissioners
- Elected Officials
- Planning Skeptics

Each team recorded its ideas on worksheets. Highlights for each audience are presented below. The team worksheets are included in Appendix 4.

Planning Audiences

Practicing Planners

The elevator speech is: "hang in there!" APA Texas can provide networking, continuing education, information exchange and recognition of planners' work.

Planners in Academia

The elevator speech is: "produce practicing planners". APA Texas can provide information and expertise on sound planning and emerging trends, as well as opportunities for faculty and students to strengthen their involvement in community planning.

Planning Students

The elevator speech is: "Get involved! Stay involved! And it will take you far!" APA Texas can provide mentorship opportunities and easy access to chapter and section leadership contacts.

Plan Commissioners

The elevator speech is: "Let us help you do your job." APA Texas can provide information and training, geared to Texas, that will help Commissioners make informed decisions.

Elected Officials

The elevator speech is: "We can load your tool box with planning tools to help your community become a greater community. There are long-term consequences to short-term decisions!" APA Texas can provide best practices and other educational information about planning.

Planning Skeptics

The elevator speech is: “What have the Romans done for you lately? Planning saves time, provides freedom and protects property rights”. APA Texas can provide facts and balanced information.

Feedback

Each team shared its ideas with the entire retreat group. After each presentation and discussion, keypads were used to determine the group’s support for the innovations proposed by each team. Exhibit 9 shows that the team ideas for planning students were strongly supported by the full group. Most (2/3) of the respondents want to find even more innovative approaches to engage with practicing planners. For the other four audiences, about half the participants felt the ideas were creative and should be pursued. For the academic, plan commissioner and elected official audiences, a notable share of the group (27 to 36%) wanted to push the envelope further. For planning skeptics, 27% were not yet persuaded that the team’s ideas would be effective. For most audiences, a small minority felt APA Texas should simply continue what it has been doing.

Exhibit 9: Innovation for Planning Audiences

Audience	Very creative – let's go!	I'm not persuaded yet	We need to push the envelope even further	These ideas are more trouble than they're worth	I'm happy to continue what we've been doing
Practicing Planner	11.1%	11.1%	66.7%	0.0%	11.1%
Planners in Academia	45.5%	9.1%	36.4%	0.0%	9.1%
Planning Students	90.9%	0.0%	0.0%	0.0%	9.1%
Plan Commissioner	45.5%	18.2%	27.3%	0.0%	9.1%
Elected Officials	54.5%	9.1%	27.3%	0.0%	9.1%
Planning Skeptics	54.5%	27.3%	18.2%	0.0%	0.0%

Wrap Up

At the end of the retreat, Karen Walz summarized the results and conclusions. The participants discussed the need to begin an online survey of the entire membership soon. Everyone agreed on the next steps in completing a Development Plan:

- Before the summer Executive Committee meeting:
 - Karen will prepare a retreat report and draft update of the Development Plan (Vision, Goals and 5-year Action Items)
 - Leaders for top priority (2017 – 2019) Action Items will be identified and may be asked to prepare detailed proposals
 - These will be combined in a draft for EC consideration
- After the Executive Committee meeting
 - A revised Development Plan will be prepared based on the Executive Committee discussion
 - The Board will consider and act on the Development Plan at the October meeting
 - Implementation will begin during the 2017 – 2019 Board term of office
 - Tracking and refinement of Action Items will continue through 2022

With agreement on these next steps, the retreat was adjourned shortly after noon.

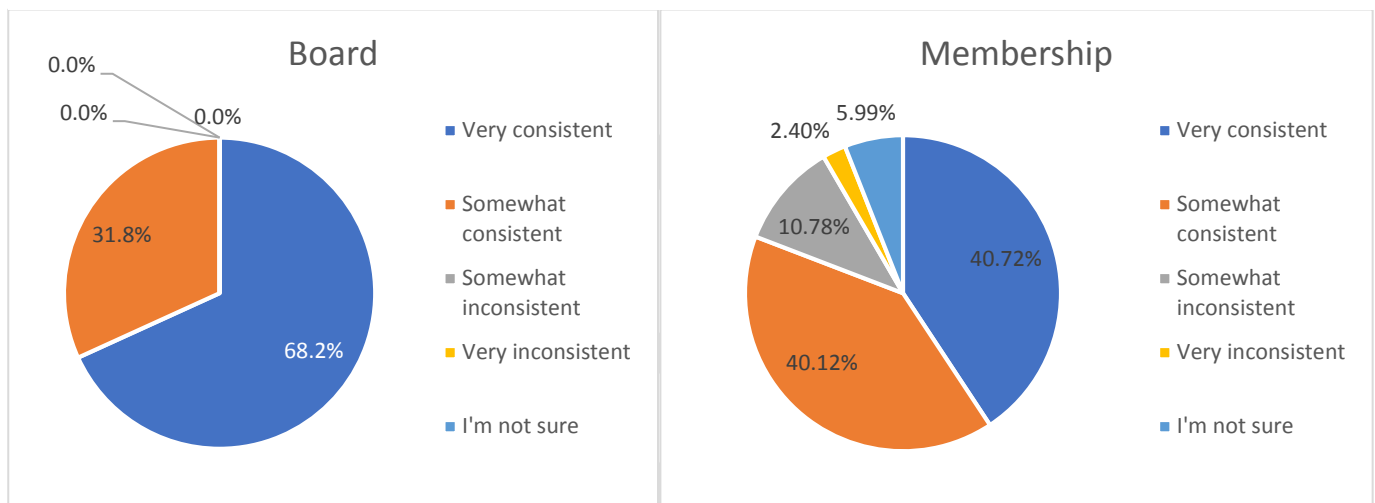
Follow Up – Membership Survey

Based on direction from the Retreat, APA Texas conducted an online survey of its entire membership. The survey was distributed through email announcements to members and was available from July 9th through August 7th. Responses were received from 194 members, almost all of whom are practicing

planners who are not part of APA leadership. The detailed results of this membership survey are provided in a separate report.

Most respondents agree that the Vision Statement reflects their views of what APA Texas should be and do. Exhibit 10 shows that a strong majority of members (81%) and Board (100%) believe this statement is consistent with their own views.

Exhibit 10: How consistent is this Vision Statement with your views about what APA Texas should be and do?



Board members believe APA Texas has been more effective in achieving its goals over the past two years. This difference is understandable since Board members are personally involved in the programs and are much more familiar with APA Texas activities and project results. The most common response by members to the survey questions about effectiveness in achieving goals was “I’m not sure”. There is clearly an opportunity to provide more communication and information to members about programs and results.

Exhibit 11 compares the Board and membership responses about effectiveness by goal. Both groups felt APA Texas had been most effective in achieving Goal 6 (Serve) and least effective in achieving Goal 3 (Partner).

Exhibits 12 and 13 show the relative importance Board and general members placed on each of the potential program and service delivery issues listed in the survey.

Exhibit 11: Effectiveness in Achieving Goals

How effective has APA Texas been in achieving this goal during the past two years?												
Goal	APA Texas Board of Directors						APA Texas Membership					
	NS	VI	SI	A	SE	VE	NS	VI	SI	A	SE	VE
1	9.1%	0.0%	9.1%	31.8%	36.4%	13.6%	27.9%	9.7%	11.5%	15.8%	26.7%	8.5%
2	4.5%	0.0%	0.0%	31.8%	50.0%	13.6%	21.7%	7.8%	8.4%	24.7%	28.9%	8.4%
3	13.6%	4.5%	22.7%	27.3%	22.7%	9.1%	39.8%	9.6%	10.8%	17.5%	19.9%	2.4%
4	9.1%	0.0%	4.5%	27.3%	45.5%	13.6%	31.9%	9.0%	12.1%	16.3%	22.9%	7.8%
5	9.1%	0.0%	9.1%	27.3%	36.4%	18.2%	31.1%	7.9%	10.4%	18.3%	23.8%	8.5%
6	4.5%	0.0%	4.5%	22.7%	27.3%	40.9%	29.7%	7.3%	4.9%	20.6%	27.3%	10.3%

Exhibit 12: Programming Issues

How important will these programming issues be for APA Texas over the next five years? Rate the importance of each of the issues on the list.								
Yellow shows Board response; green shows member response	NI	2	3	4	5	6	Essential	Average
Retaining or growing membership	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	60.0%	6.40
Retaining or growing membership	2.2%	0.7%	5.9%	17.7%	25.0%	22.8%	25.7%	5.34
Being a resource and a voice for planning in Texas	0.0%	0.0%	0.0%	0.0%	5.0%	45.0%	50.0%	6.45
Being a resource and a voice for planning in Texas	1.5%	0.0%	2.2%	4.4%	13.9%	24.1%	54.0%	6.18
Giving members opportunities to network	0.0%	0.0%	0.0%	5.0%	10.0%	40.0%	45.0%	6.25
Giving members opportunities to network	0.0%	0.0%	6.6%	13.1%	22.6%	25.6%	32.1%	5.64
Providing education & training on emerging planning trends & topics	0.0%	0.0%	0.0%	0.0%	5.0%	25.0%	70.0%	6.65
Providing education & training on emerging planning trends & topics	0.0%	0.0%	2.9%	5.8%	13.9%	30.7%	46.7%	6.12
Providing education on the 'nuts and bolts' of planning	0.0%	0.0%	0.0%	15.0%	30.0%	45.0%	10.0%	5.50
Providing education on the 'nuts and bolts' of planning	0.0%	0.7%	4.4%	15.3%	28.5%	18.3%	32.9%	5.58
Sharing the tools and techniques for planning innovation	0.0%	0.0%	0.0%	0.0%	15.0%	35.0%	50.0%	6.35
Sharing the tools and techniques for planning innovation	0.0%	0.7%	4.4%	10.2%	11.7%	34.3%	38.7%	5.91
Serving as a partner with other professional organizations	0.0%	0.0%	5.3%	10.5%	21.1%	31.6%	31.6%	5.74
Serving as a partner with other professional organizations	0.7%	0.7%	5.8%	9.5%	26.3%	31.4%	25.6%	5.56

Exhibit 13: Service Issues

How important will issues of service delivery be for APA Texas over the next five years? Rate the importance of each of the issues on the list.								
Yellow shows Board response; green shows member response	NI	2	3	4	5	6	Essential	Average
Keeping up with technology	0.0%	0.0%	0.0%	0.0%	15.0%	35.0%	50.0%	6.35
Keeping up with technology	0.0%	1.5%	3.0%	4.4%	22.2%	25.9%	43.0%	5.97
Innovation in delivering member services	0.0%	0.0%	0.0%	10.0%	15.0%	30.0%	45.0%	6.10
Innovation in delivering member services	0.7%	2.2%	5.2%	17.0%	30.4%	23.7%	20.7%	5.28
Providing more services with fewer resources	0.0%	0.0%	0.0%	10.0%	40.0%	15.0%	35.0%	5.75
Providing more services with fewer resources	0.8%	2.3%	9.0%	18.8%	21.1%	30.1%	18.1%	5.2
Using evolving social media tools for communication	0.0%	0.0%	0.0%	0.0%	20.0%	25.0%	55.0%	6.35
Using evolving social media tools for communication	0.8%	1.5%	6.7%	6.7%	24.6%	29.9%	29.9%	5.62
Making information on best practices readily available to members	0.0%	0.0%	0.0%	0.0%	20.0%	35.0%	45.0%	6.25
Making information on best practices readily available to members	0.0%	1.5%	2.2%	4.4%	11.9%	34.8%	45.2%	6.12
Providing services for professional planners	0.0%	0.0%	0.0%	0.0%	10.0%	35.0%	55.0%	6.45
Providing services for professional planners	0.0%	0.0%	2.3%	6.8%	20.3%	33.8%	36.8%	5.96
Providing services for citizen planners (like plan commissioners)	0.0%	0.0%	0.0%	5.0%	40.0%	25.0%	30.0%	5.80
Providing services for citizen planners (like plan commissioners)	0.0%	1.5%	8.2%	13.3%	23.7%	25.9%	27.4%	5.47
Providing services to student planners	0.0%	5.0%	0.0%	5.0%	25.0%	25.0%	40.0%	5.85
Providing services to student planners	0.0%	2.2%	10.5%	13.4%	26.9%	20.9%	26.1%	5.32

In addition to quantitative responses, the online survey gave members the opportunity to provide open-ended comments on many issues facing APA Texas. Some responses offered support and positive feedback, while others were critical or simply indicated that the respondent was not familiar with the programs and initiatives underway in the past two years.

As a result of the membership survey, the APA Texas President-Elect has proposed revisions to the action items developed at the retreat. This report includes those revised items.

DRAFT

Results of APA Texas 2017 Membership Survey

TO: Kim Mickelson, Doug McDonald, Mike McAnelly
FROM: Karen Walz
DATE: August 16, 2017
RE: Membership Survey Results

This memo and attachments provide a quick summary of the results of the online survey of APA Texas members. The survey was distributed online through email announcements to members; it was available from July 9th through August 7th.

Who Responded?

A total of 194 responses were received. Of these, almost all were from people working as professional planners – there were only 7 student planners, 1 academic planner and no P&Z Commissioners. Most respondents (84%) are not in APA leadership.

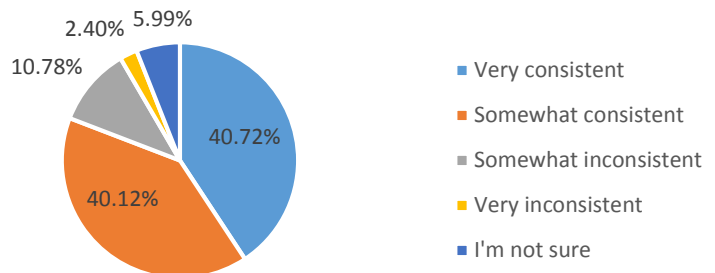
There is a good distribution of membership across regions, years of experience and years of involvement with APA.

Vision and Goals

Most people agree with the APA Texas vision statement. When it comes to the goals, there is a large group of respondents who do not know enough about APA Texas activities to comment on their effectiveness. Clearly, there is a communications issue here.

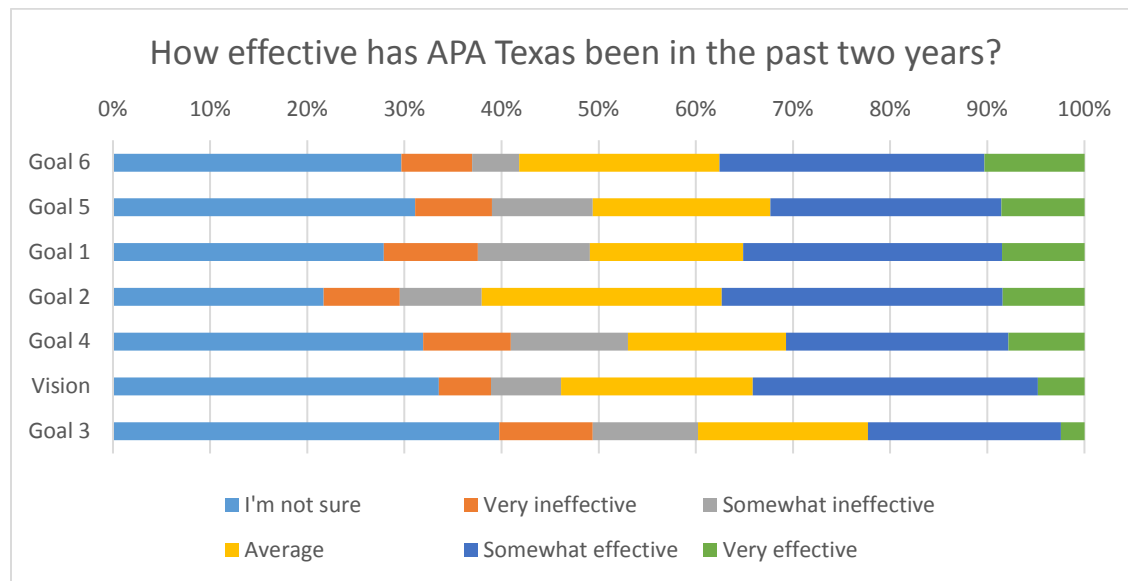
Of those who did respond, the most common response was 'somewhat effective'.

How Consistent is this Vision Statement with your views about what APA Texas should be and do?



How effective has APA Texas been in the past two years?						
	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective
Vision	33.5%	5.4%	7.2%	19.8%	29.3%	4.8%
Goal 1	27.9%	9.7%	11.5%	15.8%	26.7%	8.5%
Goal 2	21.7%	7.8%	8.4%	24.7%	28.9%	8.4%
Goal 3	39.8%	9.6%	10.8%	17.5%	19.9%	2.4%
Goal 4	31.9%	9.0%	12.1%	16.3%	22.9%	7.8%
Goal 5	31.1%	7.9%	10.4%	18.3%	23.8%	8.5%
Goal 6	29.7%	7.3%	4.9%	20.6%	27.3%	10.3%

Of all the goals, Goal 6 shows the highest level of 'very effective' response.



Trends Affecting Planning

The chart below shows the responses sorted in order of the responses 'will cause significant change' and then 'may cause some change'. Yellow highlights show responses over 50%.

Please share your perspective about the importance of these trends to planning education and practice in Texas. (Sorted by Significant Change, then Some Change)						
Trend	I don't think this is the trend (1)	Will cause no change (2)	May cause some change (3)	Will cause significant change (4)	I'm not sure (0)	Weighted Average
Continual change in smartphone and other wireless technology	0.57%	1.14%	29.55%	68.18%	0.57%	3.64
Increasing cost to rehabilitate aging public facilities and infrastructure	0.00%	4.57%	25.71%	68.00%	1.71%	3.58
More interest in having mobility choices in addition to autos	1.14%	2.29%	34.86%	59.43%	2.29%	3.48
A larger share of the population is elderly	0.57%	2.29%	40.00%	56.00%	1.14%	3.49
More severe storms, extreme weather patterns or other aspects of climate change	4.57%	0.00%	38.29%	54.29%	2.86%	3.37
Housing affordability/workforce housing	0.57%	9.14%	33.14%	54.29%	2.86%	3.35
Politicization of planning processes	5.17%	8.05%	30.46%	50.00%	6.32%	3.13
An increasingly diverse community population	1.72%	8.05%	42.53%	47.70%	0.00%	3.36

Please share your perspective about the importance of these trends to planning education and practice in Texas. (Sorted by Significant Change, then Some Change)						
Trend	I don't think this is the trend (1)	Will cause no change (2)	May cause some change (3)	Will cause significant change (4)	I'm not sure (0)	Weighted Average
Increasing polarization within communities	1.71%	4.57%	40.57%	47.43%	5.71%	3.22
New ability to use 'big data' and 'crowdsourcing' in planning	1.71%	5.71%	43.43%	45.71%	3.43%	3.26
Increased need for resilience in responding to unanticipated changes	2.29%	8.57%	41.14%	42.86%	5.14%	3.14
People getting their news from separate media outlets with distinct views (rather than from shared outlets perceived to be neutral)	2.86%	10.86%	36.57%	42.86%	6.86%	3.06
The 'Millennial Generation' having different values and expectations from those of earlier generations	2.30%	2.87%	52.30%	41.38%	1.15%	3.30
Growing ability of businesses and workers to locate anywhere in the world	0.57%	6.25%	50.57%	39.20%	3.41%	3.22
Communication of increasingly complex ideas in simpler and shorter ways	5.68%	11.93%	46.59%	31.25%	4.55%	2.94
Declining public funding for planning practice and academic programs	4.05%	8.67%	46.24%	31.21%	9.83%	2.85
Increasing expectation that results should occur quickly (in 1 to 3 years, rather than over a decade or more)	5.68%	9.66%	47.73%	30.68%	6.25%	2.91
Retaining institutional knowledge as 'Baby Boom Generation' planners retire	5.71%	14.29%	45.71%	29.14%	5.14%	2.88
Planners playing an increasing role in community or organizational leadership	10.80%	11.93%	50.00%	22.16%	5.11%	2.73
Interest in faster application of new research to practice	5.17%	9.77%	52.30%	21.84%	10.92%	2.69

Please share your perspective about the importance of these trends to planning education and practice in Texas. (Sorted by Significant Change, then Some Change)						
Trend	I don't think this is the trend (1)	Will cause no change (2)	May cause some change (3)	Will cause significant change (4)	I'm not sure (0)	Weighted Average
Planners playing an increasing role as advocates for particular issues or groups	9.20%	14.37%	48.28%	21.84%	6.32%	2.70
Developing stronger ties between academic and practicing planners	4.62%	13.29%	51.45%	21.39%	9.25%	2.71
The economic return on home ownership may be lower than in the past	8.00%	9.14%	56.00%	18.29%	8.57%	2.67
Changing demographics (age & ethnicity) of student populations	2.29%	14.86%	61.14%	17.14%	4.57%	2.84
Less understanding of the planning profession	20.23%	17.92%	36.99%	16.76%	8.09%	2.34
Interest in online education	3.43%	28.00%	45.14%	13.71%	9.71%	2.50
Increase in the role of planning internationally (i.e., outside the U.S.)	8.57%	26.29%	40.57%	11.43%	13.14%	2.29
Pressure for hiring of inter-disciplinary faculty members	6.94%	27.75%	31.79%	9.83%	23.70%	1.97
Increasing numbers of 'non-traditional' and part-time students	4.57%	38.29%	37.14%	9.14%	10.86%	2.29
Threats to the tenure process for planning faculty members	8.09%	27.75%	28.32%	4.62%	31.21%	1.67

Future Issues for APA Texas

Two questions asked about issues that would be important to APA Texas as an organization. Those results are shown below, ranked according to the weighted average.

How important will these issues be for APA Texas over the next five years?								
Programming Issues	Not important at all (1)	2	3	4	5	6	Essential (7)	Weighted Average
Being a resource and a voice for planning in Texas	1.46%	0.00%	2.19%	4.38%	13.87%	24.09%	54.01%	6.18
Providing education & training on emerging planning trends & topics	0.00%	0.00%	2.92%	5.84%	13.87%	30.66%	46.72%	6.12
Sharing the tools and techniques for planning innovation	0.00%	0.73%	4.38%	10.22%	11.68%	34.31%	38.69%	5.91
Giving members opportunities to network	0.00%	0.00%	6.57%	13.14%	22.63%	25.55%	32.12%	5.64
Providing education on the 'nuts and bolts' of planning	0.00%	0.73%	4.38%	15.33%	28.47%	18.25%	32.85%	5.58
Serving as a partner with other professional organizations	0.73%	0.73%	5.84%	9.49%	26.28%	31.39%	25.55%	5.56
Retaining or growing membership	2.21%	0.74%	5.88%	17.65%	25.00%	22.79%	25.74%	5.34
Service Delivery Issues	Not important at all	2	3	4	5	6	Essential	Weighted Average
Making information on best practices readily available to members	0.00%	1.48%	2.22%	4.44%	11.85%	34.81%	45.19%	6.12
Keeping up with technology	0.00%	1.48%	2.96%	4.44%	22.22%	25.93%	42.96%	5.97
Providing services for professional planners	0.00%	0.00%	2.26%	6.77%	20.30%	33.83%	36.84%	5.96

How important will these issues be for APA Texas over the next five years?								
Programming Issues	Not important at all (1)	2	3	4	5	6	Essential (7)	Weighted Average
Using evolving social media tools for communication	0.75%	1.49%	6.72%	6.72%	24.63%	29.85%	29.85%	5.62
Providing services for citizen planners (like plan commissioners)	0.00%	1.48%	8.15%	13.33%	23.70%	25.93%	27.41%	5.47
Providing services to student planners	0.00%	2.24%	10.45%	13.43%	26.87%	20.90%	26.12%	5.32
Innovation in delivering member services	0.74%	2.22%	5.19%	17.04%	30.37%	23.70%	20.74%	5.28
Providing more services with fewer resources	0.75%	2.26%	9.02%	18.80%	21.05%	30.08%	18.05%	5.2

Questions with Individual Quantitative Responses

The response to these questions are found in the first attachment to this memo, in the format provided by SurveyMonkey.

Questions with Open-Ended Comments

Some survey questions gave respondents the opportunity to make written comments in addition to responding to a multiple-choice question. Others were completely open-ended. The responses to these questions are found in the second attachment. Each row in the table represents a response to that question by a different person. They are sorted by date submitted and have not been edits for spelling or grammar.

[text here]
Karen S. Walz FAICP
Principal



American Planning Association
Texas Chapter
Making Great Communities Happen

APA Texas Chapter Board of Directors Fall Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.
Frisco Convention Center, North Texas
Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: H-1
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: Texas Emerging Planning Leaders Update

Submitted by: Kendall Wendling, AICP

A. Background Information:

Summary of recent TxEPL events, new leaders, plug for 2018 mentorship program, and preview of TxEPL conference activities.

B. Details: (include additional pages if needed)

Recent Events: 6 Lattes and Leadership events in four sections (Central, Houston, Midwest, Southmost) held in 2017; mentorship mash-up held in DFW area.

New Leaders:

- EPL Chair: TBD
- Mentorship Chair: Jake Gutekunst
- Program Chair: TBD
- Midwest Section Rep: Danielle Stellrecht

Mentorship Program: Registration is open for the 2018 program. Visit www.surveymonkey.com/r/txapamentorship to sign up! In 2018, we are planning to form a mentorship program subcommittee to help with new ideas for the program. See attachment for program sign-up flyer.

Conference Events:

- 4th Annual Leadership Forum: Thursday at 3:30. Will feature national APA leaders discussing policy and advocacy as well as a fun, jeopardy-style panel with state panelists.
- 3rd Annual Legacy Project: Poster competition between students to reimagine downtown Frisco. The posters will be on display in the exhibit hall and students will be present them Friday morning at 10:45. See attachment for more details.

C. Action Needed Today:

None.

D. Attachments:

Mentorship Program Flyer
Legacy Project Flyer



DON'T FORGET TO SIGN UP FOR THE

MENTORSHIP PROGRAM

WWW.SURVEYMONKEY.COM/R/TXAPAMENTORSHIP

MEET NEW FRIENDS! MAYBE EVEN LAND A NEW JOB!

**REGISTRATION FOR THE 2018 PROGRAM IS
AVAILABLE UNTIL THE END OF THE CONFERENCE**

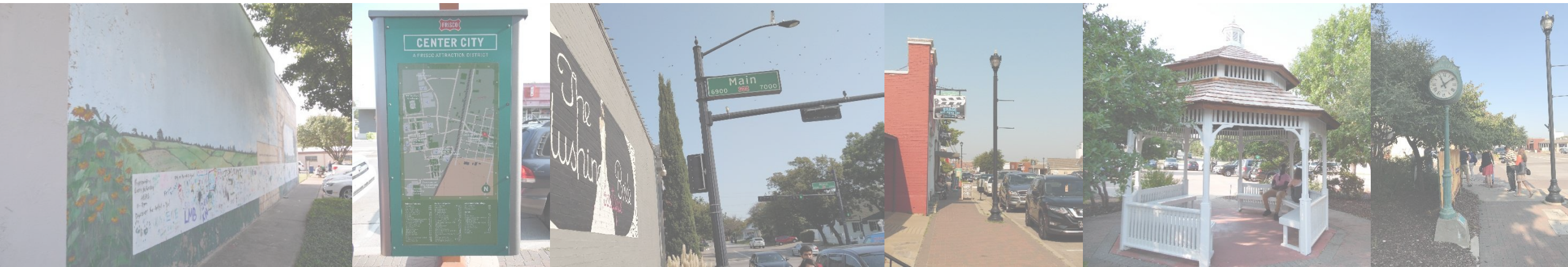


DOWNTOWN FRISCO

LEGACY PROJECT

COME SEE STUDENT'S CONCEPTS TO REIMAGINE DOWNTOWN FRISCO!

- CONCEPTS ARE DISPLAYED IN THE **EXHIBIT HALL**
- STUDENTS WILL PRESENT THEIR CONCEPT ON **FRIDAY MORNING AT 10:15**
- DON'T FORGET TO **VOTE FOR YOUR FAVORITE CONCEPT!**





American Planning Association
Texas Chapter
Making Great Communities Happen

APA Texas Chapter Board of Directors Fall Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.
Frisco Convention Center, North Texas
Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: __H-3
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: TML Affiliate Representative Update

Submitted by: Chance Sparks

A. Background Information:

B. Details: (include additional pages if needed)

Legislative Update

One action this year is to “better tell our story to the membership” of how APATX engages in the legislative process and how our relationship works with the Texas Municipal League. Doug McDonald assisted in creating the following infographics, which will be incorporated into the Legislative Update conference session and online materials. In addition, we are pulling and customizing some materials from APA National to provide practical direction for how planners can engage both during sessions and, perhaps more importantly, the “off season” in between sessions.

As most of the Committee is aware, we are dealing with a much different legislature than in years past. We are now encountering direct attacks on local control. Perhaps more alarming is that fact-based testimony and policymaking have been ceded to emotion & anecdotes as a basis for crafting policy. A key area for discussion moving forward with membership is telling the planning story—blending the facts we thrive on with stories the public & elected officials can relate to.

The infographic features the APA TX logo and the text 'American Planning Association Texas Chapter Making Great Communities Happen' in the top left corner. The main title is '85TH TEXAS LEGISLATURE APA TEXAS RECAP'. Below this, it says 'REGULAR SESSION' in blue. The statistics are listed in large, colorful numbers: '8K+ Bills Filed' (red and green), '1.3K City-Related Bills' (red and green), and '401 Bills Tracked by APATX' (red and green). Smaller text provides context: 'second largest amount in history' for 8K+, 'TML identified' for 1.3K, and 'planning and development related bills' for 401. A Texas state flag is shown on the right side.

American Planning Association
Texas Chapter
Making Great Communities Happen

85TH TEXAS LEGISLATURE
APA TEXAS RECAP

REGULAR SESSION

8K+ Bills Filed
second largest amount in history

1.3K City-Related Bills
TML identified

401 Bills Tracked by APATX
planning and development related bills

43 of the 401 bills became law



13 are identified as BAD for cities



12 are identified as GOOD for cities

16 were identified as NEUTRAL or at least not adverse in their effect for cities

Only 13 adverse bills out of 401 being monitored were sent on the Governor.

APATX DIRTY DOZEN

Twelve bills that were identified by APA Texas as adverse bills that would negatively affect Planning and Development in cities.

2 DIRTY DOZEN BILLS PASSED



SB1248 Severely affects cities ability to deal with non-conforming Manufactured Home Parks

SB1004 Allows small Cellular Network deployment on City ROW's

SPECIAL SESSION

49 Bills Tracked by APATX

planning and development related bills



BILLS PASSED

SB6 Annexation, which significantly and negatively affects cities



HB7 Tree bill, which mainly affects charging mitigation fees for the removal of trees smaller than 10 inches in diameter from residential properties



LEGISLATION NOT PASSED

ITEMS DETERMINED BY APA TEXAS AND TML TO BE DETRIMENTAL TO CITIES AND THEIR REGULATION OF DEVELOPMENT

PROPERTY TAX REFORM
SPENDING CAPS
PERMIT SUPER-VESTING

BATHROOMS
EXPEDITED PERMITTING
TREE REGULATIONS (HB70)



American Planning Association
Texas Chapter
Making Great Communities Happen

Regular Session By the Numbers

CHANCE SPARKS, AICP
APATX TML Representative



57 HOURS IN THE
CAPITAL BUILDING

MEETINGS



6

Direct meetings with
State Representatives or
State Senators

108

Meetings with State
Representative/Senator
staff

181

Legislature office visits

Roughly **2/3** State Representative/Senator Staff heard the name:
"Texas Chapter of the American Planning Association"

IN-PERSON TESTIMONY

63

Stop-ins with staff,
dropped cards for bill hearings.

Provided testimony at one hearing



WRITTEN TESTIMONY

63

Written comments sent to
committee members

21

Written comments sent to local
representatives and other
influential/relationship
representatives pertaining to bills
being heard at hearings



American Planning Association
Texas Chapter
Making Great Communities Happen

Special Session By the Numbers

CHANCE SPARKS, AICP
APATX TML Representative



19

HOURS IN THE
CAPITAL BUILDING

MEETINGS

2

Direct meetings with
State Representatives or
State Senators

36

Meetings with State
Representative/Senator
staff

IN-PERSON TESTIMONY

20

Stop-ins with staff,
dropped cards for bill hearings.

Provided testimony at one hearing



WRITTEN TESTIMONY

14

Written comments sent to
committee members

10

Written comments sent to local
representatives and other
influential/relationship
representatives pertaining to bills
being heard at hearings

The 85th Legislature, which included one special session, is over. Cities were especially in the crosshairs for the special session, as most planners were aware of the list of calls for the special session as well as rhetoric coming from state elected leadership. Given the long list, it is somewhat surprising that only two detrimental bills emerged during the special session: SB 6 pertaining to annexation and HB 7 pertaining to tree preservation.

HB 7 was a compromise bill involving TML and a variety of interest groups, and was viewed as a sacrifice bill to stave off a full preemption bill. It primarily involves use of tree credits & creates some exemptions, but notably expressly states municipal rights to regulate trees (essentially making it an enabling legislation).

SB 6 was a classic bad bill that rewrote annexation law in Texas, creating a two-tier system. This bill was defeated in the regular session, but reemerged in the special session. Fighting the bill was incredibly difficult—there is not an effective soundbite or elevator speech that succinctly captures why annexation is important, while annexation opponents had ready access to easy “liberty” and “taxation without representation” soundbites. This was not helped by some of the comments made by leadership in key cities, including comments that annexations in progress would increase revenue to improve services in another part of the city (this is not a good narrative). Likewise, several annexations were incredibly large, affecting upwards of 66 square miles and 200,000+ people in a single group of annexation actions. This resulted in a very vocal opposition that was difficult to combat.

Potential for Additional TML Services to Support APATX Administration

As our membership has grown and long-time volunteers have moved on, it seems APATX may find it increasingly difficult for volunteers to handle services for such a large membership organization. Likewise, placing further burden on the Executive Administrator may cause what has been a part-time role to become a full-time obligation. There may be some opportunities, however, to enhance the relationship with TML.

TML provides administrative and conference planning services to a number of other TML affiliate groups: city managers, city attorneys, finance officers, HR, building officials, information officers, and utilities managers. Typically, a conference planning committee of Affiliate members handles the direction of the program (identifying speakers and topics), but TML staff handles the development and management of the program, coordinating with speakers, and all conference logistics (site selection process, conference graphics, conference website, conference promotion, registration, printed program, sponsorship administration (not solicitation), contracts, catering, A/V, etc.).

TML also provides some limited administrative services to the Hispanic city officials group, the African American city officials group, and library directors.

As far as TML events go, they handle all planning in house but do contract out for a show decorator (exhibit hall layout) and A/V at their Annual Conference.

Going back to affiliates, TML has annual service agreements with affiliates that they provide services to. They have some standard fees for membership management and financial services management. This, for example, could address some of our challenges with banking relationships, signature authorities, etc. For various other projects they charge a fee of \$37 per hour (for things like website development/maintenance, committees and board management, training events, etc.). All of those fees are estimated and made part of the service agreements.

TML provided a sample agreement to give a better idea of services. Below is a detail of what the base and financial services entail.

- A. Base Services to be Provided. TML will provide the services listed under this Section to the Affiliate at a cost to Affiliate of \$15 per Affiliate member per year:
 - a. Review Affiliate constitution/bylaws to ensure compatibility with TML's constitution.
 - b. Assemble and maintain Affiliate membership records.
 - c. Design draft versions of Affiliate membership certificates, awards, or recognition plaques.
 - d. Design, conduct, and analyze a membership interest survey, upon request.
 - e. Conduct the membership dues billing process to include: (1) an initial billing; (2) a reminder mailing after 45 days; (3) and where applicable, a membership suspension letter following Board approval.
 - f. Assist in the formulation of membership recruitment strategies.
 - g. Assist in the development of prospective membership records and maintain such records.
 - h. Design draft versions of appropriate membership recruitment literature including a cover memorandum, membership services information, and an application form.
 - i. Conduct one membership recruitment mailing or emailing annually upon request, with appropriate membership promotional literature.

- j. With regard to new Affiliate members, mail a membership application acknowledgment to the prospective new member and email or mail a copy of such acknowledgment to the appropriate Affiliate Board member. Mail a membership notification letter and a membership packet to the new member after the membership has been approved by the Affiliate Board.
- B. Financial Services to be Provided. TML will provide the financial services listed under this Section to the Affiliate at an annual cost to Affiliate of 1% of the Fund Balance as recorded on December 31, 2016. For Affiliate this is \$ annually or \$ monthly with a balance of \$.
 - a. Provide the appropriate Affiliate officers with a monthly financial statement to include a balance sheet and line item comparison of actual revenues and expenditures to budgeted revenues and expenditures.
 - b. Assist the Affiliate Board with the development of its annual budget and service plan.
 - c. Arrange for an annual review of Affiliate financial transactions. If an audit is preferred or required by constitution, TML will obtain a cost estimate from its auditor for the Affiliate's approval.
 - d. Manage Affiliate funds to ensure timely and accurate receipt of revenues, payment of expenses, and maximum investment earnings.
 - e. Assist in the preparation and filing of Affiliate tax returns.

C. Action Needed Today:

Action requested today to direct further evaluation of TML additional contract services to support APATX, including identification of individuals who should be involved in the evaluation and at what points.

D. Attachments:

Sample Services Agreement with TML



American Planning Association
Texas Chapter
Making Great Communities Happen

APA Texas Chapter Board of Directors Fall Meeting
Wednesday, November 1, 2017, 9:00 a.m. to 3:00 p.m.
Frisco Convention Center, North Texas
Toll-free Dial-in Number (866) 499-7054
Conference Code: 3750530425
GoToMeeting (link to be provided):

Agenda Item No.: H-4
RETURN COMPLETED FORM TO administrator@apatexas.org

Agenda Topic: 2019 and 2020 RFP Submittals for Conference Site Locations

Submitted by: Doug McDonald, AICP

A. Background Information:

The Chapter received 8 RFPs for the 2019 and 2020 conference site locations by October 16. The APA Texas Chapter 2019 conference was targeted for the Central Texas area encompassing major cities such as San Antonio, San Marcos, Austin, and Waco; and the 2020 conference was targeted for the Lower Rio Grande Valley or West Texas, encompassing McAllen, South Padre Island, Corpus Christi, Amarillo, and El Paso. Desired dates included a Wednesday-Thursday-Friday in October for both 2019 and 2020. Early November was also an option in the proposal. The Chapter indicated it would select locations for both conferences by January 31, 2018.

B. Details: (include additional pages if needed)

For 2019, the Chapter received three proposals: two from the City of San Antonio and one from the City of Waco. For 2020, the Chapter received five proposals: Amarillo, Corpus Christi, El Paso, McAllen, and South Padre. A summary of the APATX requirements and proposal details are included in the attachment to this item. The following stats were received from the latest membership survey conducted in 2017:

- Over 65% of Membership say diversity of conference location is important or essential
- Over 70% of Membership say that their maximum they could spend on a hotel is \$195.00/night
- Over 80% of Membership say travel costs play a significant factor in attending the conference

For 2019, we will need direction from the board to select one location so we can begin negotiating. For 2020, we would like to request the board to narrow the sites down to two locations and in order to allow members of the executive committee to visit both locations in December/January. As a reminder, the 2020 National Conference will be in Houston, and we anticipate we will lose attendance at the Chapter Conference. The 2020 Chapter Conference is an opportunity to possibly partner with a neighboring Chapter and/or locate the conference in a unique location/venue.

At the January Executive Committee Board Meeting, we will invite the full Board of Directors to call in during the first portion of the meeting so the full board can hear a report on the Executive Committee's site visits. A vote will be taken at this time by the full Board of Directors to select the 2020 conference location.

C. Action Needed Today:

Recommendation of 1 site for 2019 and 2 sites for 2020.

D. Attachments:

RFP Submittal Summary

APATX Requirements	SA - Hyatt	SA - HC Resort	Waco
October/November Date	Yes, October 22-26	Yes, November 6-8	Yes, October 16-18
Accessible by Airport	Yes	Yes	Yes
Airport to Hotel Transportation	Taxi	Taxi	Taxi
Distance from Airport to Hotels	9 Miles	17 Miles	7 Miles
Parking Options at Conference Center	\$31.00/night	Comp Parking	Comp Parking
Minimum 400 hotel rooms	Yes	Yes	Yes
Hotel rooms not to exceed \$200/night	\$209.00 + \$31.00 Parking	\$219.00 - \$35 Resort Fee Waived	Yes, range from \$139 to \$185
\$10.00 rebate per room/per night to APA	Not Included	Yes	Yes
Comp Room Night Rebate (1 per 40)	Yes	Yes	Yes
Attrition	80%	80%	80%
Exhibit Hall - 30 Exhibit Booths	Foyer	Not Included	Lobby
Cell Phone Charging Station	Not Included	Not Included	Not Included
WIFI	Not Included	Not Included	Comp WIFI
8 to 12 Breakout Rooms	Yes	Yes	Yes
Ballroom - 1,000 banquet style	Banquet Cap. 970	Yes	Yes
Audio-Visual Needs	10% Discount	NA	Some Included
F&B Min	\$75,000	\$100,000	Not Included
F&B Service Charge	25%	25%	Not Included
Convention Space Cost (Comp)	If F&B Min. Met	If F&B Min. Met	\$13,162.50* Subsidy Option based on hotel pickup.
Incentive Grant (\$15,000)	Not Included	Not Included	Not Included
City Acknowledgement	Yes	Yes	Yes

APATX Requirements	Amarillo	Corpus Christi	El Paso	McAllen	South Padre
October/November Date	Yes, Oct 20-24	Yes, Oct 14-16	Yes, Oct 6-9	Yes, Oct 14-16	Yes, Nov 4-6
Accessible by Airport	Yes	Yes	Yes	Yes	Yes
Airport to Hotel Transportation	Taxi	Comp Shuttle Service	Comp Shuttle Service	Comp Shuttle to McAllen Airport (AA)	Rental Car
Distance from Airport to Hotels	7 Miles	12 Miles	7 Miles	4 Miles (AA)/40 Miles (SWA)	28 Miles (AA)/50 Miles (SWA)
Parking Options at Conference Center	Yes	Yes	Yes	Yes	Yes
Minimum 400 hotel rooms	Yes	Yes	Yes	Yes	Yes
Hotel rooms not to exceed \$200/night	\$179.00	\$168.00	\$189.00	\$129.00	\$149.00
\$10.00 rebate per room/per night to APA	Yes	Yes	Yes	Yes	Not Included
Comp Room Night Rebate (1 per 40)	Yes	Yes	Yes	Yes	Not Included
Attrition	70%	80%	80%	Not Included	Not Included
Exhibit Hall - 30 Exhibit Booths	Yes	Yes	Yes	Yes	Yes
Cell Phone Charging Station	Not Included	Not Included	Yes	Not Included	Not Included
WIFI	Not Included	Not Included	\$2,500*	Not Included	Comp
8 to 12 Breakout Rooms	Yes	Yes	Yes	Yes	Yes
Ballroom - 1,000 banquet style	Yes	Yes	Yes	Yes	Yes
Audio-Visual Needs	Not Included	Not Included	Not Included	Not Included	Not Included
F&B Min	\$25,000	Not Included	\$50,000	Not Included	Not Included
F&B Service Charge	20%	21%	20%	Not Included	Not Included
Convention Space Cost (Comp)	\$11,300*	\$20,000	\$13,900*	\$15,000*	5,000*
Incentive Grant (\$15,000)	*Yes, \$15,000	Not Included	Yes, \$20,000	*Yes, \$15,000	*Yes, \$15,000
City Acknowledgement	Yes	Not Included	Yes	Yes	Yes