

2019 Action Plan Retreat Report and Executive Summary



Board of Directors, American Planning Association Texas Chapter
San Marcos TX

August 23, 2019

Draft as of October 8, 2019

Table of Contents

Executive Summary: 2019 – 2021 Action Plan	1
Vision Statement and Goals	1
Action Items.....	1
Action Plan Retreat Report	7
Background	7
Retreat Logistics.....	7
Retreat Objectives	7
Retreat Preparations.....	7
Retreat Results.....	8
Introductions	8
Understanding Where We Are Today	8
Strategy for the Texas Legislature	9
2019 – 2021 Action Items	12
Next Steps.....	17
Appendices	A-1
1. Online Survey	A-2
2. Online Survey Results.....	A-19
3. PowerPoint Presentation from Retreat.....	A-114
4. Team Worksheets – Strategy for the Texas Legislature	A-162
5. Team Worksheets – 2019 – 2021 Action Items	A-167

Executive Summary: 2019 – 2021 Action Plan

The Board of Directors of the American Planning Association Texas Chapter (APA TX) held an Action Plan Retreat on Friday, August 23, 2019. The retreat was held at the San Marcos Activity Center, San Marcos, Texas. The retreat was designed to review the results of action in the two years since the Board adopted the APA TX 2017 – 2022 Development Plan. This report summarizes the Board's discussion at the retreat. The session resulted in general agreement on Action Items that APA Texas should carry out during the next two years to accomplish the five-year Development Plan's goals. The draft Action Plan for 2019 – 2021 summarized below will be considered for adoption by the Board of Directors at its November 2019 meeting.

Vision Statement and Goals

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 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 2019 through 2021 to achieve the goals listed above.



Exhibit 1: Draft 2019 – 2021 Action Items

Action Item #	Goal and Action Item (for 2017--2022 2019 - 2021)
Goal 1: APA Texas will LEAD the planning movement in this state.	
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 1B.	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 1C.	Provide a continuous communications and feedback loop between Sections and the Chapter, including an updated Sections' Guide. 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. <u>The Guide needs to be updated to reflect Section by-law changes.</u>
1F 1D.	Use a dashboard to report progress. The dashboard should give a streamlined report on the Chapter and Sections' progress.
1G 1E.	Recruit new members to the planning movement. A key approach is to increase partnerships with the universities and the student planning organizations.
1H 1F.	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. <u>Target these approaches to increase diversity and inclusion.</u>
1I 1G.	Offer experiential learning opportunities. Develop these opportunities to train and inspire planners while assisting communities.
1J 1H.	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.
1I.	<u>Take the Short Course framework out to the individual Sections. Use the material to provide a mini-Short Course that brings new people into the planning movement.</u>
1J.	<u>Develop outreach materials that tell the stories about the planners who are creating Great Places. Focus this effort on the people so it complements the existing communications about the places.</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
<u>1K.</u>	<u>Support the APA Foundation. Assist the Foundation with fundraising and communication that support its goals and mission.</u>
Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.	
2A.	Finalize, adopt and implement 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.
2C.	Develop a job description for a communications assistant. Once a job position is developed, recruit and hire a part-time communications person.
2D <u>2C.</u>	Explore Enhance connections to get media attention for APA Texas awards and other initiatives.
2E <u>2D.</u>	Continue to s Send welcome letters from the Chapter to new APA and AICP members.
2F <u>2E.</u>	Leverage all forms of media. Social media and traditional media should both be used. One focus could be Planners' Month.
2G <u>2F.</u>	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 <u>2G.</u>	Promote APA membership to Planning Commissioners.
2I <u>2H.</u>	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. <u>Consider having a Board appointee to represent these officials.</u>
Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.	
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 <u>that connects with many others.</u>
3D.	Expand partnerships with universities, and student planning organizations <u>and school districts.</u>
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.
3F.	<u>Identify a Board member or position with responsibility for coordinating with partners.</u>
3G.	<u>Communicate the stories about these partnerships.</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.	
4A.	Continue the development of a planning education and advocacy network.
4B.	Develop <u>and update</u> a Legislative Program. APA Texas members would like to increase communication with Texas legislators on planning issues. A Legislative Program, <u>updated for each session, will</u> would help the Chapter set priorities and communicate effectively.
4C.	Make the 'Texas Planning Roundtable' operational. <u>A timetable for implementation is needed so the Roundtable is informative to all communities. If the Roundtable is not implemented, another approach should be pursued.</u>
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. <u>This is in progress but will need continuing attention as staffs change over time.</u>
4F.	Develop guidelines and policies for advocacy.
4G.	Continue making advocacy training available to individual APA Texas members.
4H.	<u>Pursue funding for paid assistance with the Legislature. Evaluate the services needed, determine a budget, and propose a dues increase to cover this expense. If members support the dues increase, use an RFP process to solicit qualified applicants and select a firm to provide these services.</u>
4I.	<u>Implement a staffing plan during the Legislative session. Establish a schedule and program so there are planners and partners who are the 'troops on the group' available to testify on bills.</u>
4J.	<u>Hold a "Planners' Day at the Capitol" in 2021. Build on the successful Day at the Capitol in 2019.</u>
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.	
5A.	<u>Use Transition</u> the Emerging Planning Leaders initiative to become a succession planning initiative. inspire future APA Texas leaders.
5B.	Create a structure for younger newer planners to benefit from the experience and contributions of legacy more experienced planners. <u>This structure should engage the newer planners where they are – on social media, through mini-videos or short podcasts and in similar ways.</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
5C.	Increase exposure of the 'Great Texas Places' program. <u>Do more to explain the role planners played, educate ourselves about the key take-aways and explain more about what an individual can apply at the grassroots level.</u>
5D.	Refine and perfect the mentorship program. Consider connecting it more closely to activities at the Conference. <u>Experiment with 'organic mentoring' by legacy planners telling stories.</u>
5E.	Revamp the Planning Excellence and Planning Awards programs. <u>Consider enhancing the criteria for recognition and possibly varying criteria by city size.</u>
Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.	
6A.	Evaluate current Chapter programming and expand or revamp it to provide value to members. <u>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.</u>
6B.	Revamp the Conference organizational structure. <u>Continue to evaluate and implement changes that improve the conference. Monitor attendee characteristics and feedback after each conference.</u>
6C.	Make assessments and offer development programs to provide appropriate resources and support to all Sections. <u>Develop a quarterly membership report analyzing member demographics to ensure that programs and resources are meeting the needs of members. Evaluate a simplified 'Chapter-Only' membership approach.</u>
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. <u>Promote Commissioner membership by communicating with cities about the discounted rates and member benefits.</u>
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. <u>Focus specifically on assistance that will support inclusion and add diversity to the AICP</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
	<u>membership. Evaluate steps to bring training programs or university courses to Hispanic students in regions without PAB-accredited planning schools.</u>
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. <u>Board minutes and agendas should be posted online so members can see what the Board does.</u>
6O.	Support efforts for a complete count for Census 2020.
6P.	Review and implement the recommendations of the Diversity and Inclusion Study. <u>Develop an outreach plan to share these results with the membership.</u>
6Q.	Increase APA membership by students.
6R.	Ensure full compliance with the Chapter Presidents' Council's Chapter Performance Criteria. <u>Develop a Chapter Succession Plan with Standard Operating Procedures for all Chapter procedures for all Chapter programs, and update it every two years so it remains current.</u>

DRAFT



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, August 23, 2019. The retreat was held at the San Marcos Activity Center, San Marcos, Texas. The agenda for the retreat is summarized in Exhibit 2. Twelve Board members participated in the retreat in person, as did APA TX Executive Director Mike McAnelly FAICP. Several other Board members joined parts of the retreat by telephone. The retreat was designed and managed by Karen Walz FAICP, Principal of Strategic Community Solutions LLC.

Exhibit 1: Retreat Agenda

- **Introductions**
- **Understanding Where We Are Today**
- **Strategy for the Texas Legislature**
- **2019 – 2021 Action Items**
- **Next Steps**
- **Adjourn**

The retreat was designed to review the results of action in the two years since the Board adopted the APA TX 2017 – 2022 Development Plan. This report summarizes the Board’s discussion at the retreat. The session resulted in general agreement on Action Items that APA Texas should carry out during the next two years to accomplish the five-year Development Plan’s goals. The draft Action Plan for 2019 – 2021 summarized below will be considered for adoption by the Board of Directors at its November 2019 meeting.

Retreat Objectives

The retreat had three objectives:

1. Review the results of work completed under the first two years of the 2017 – 2019 Development Plan.
2. Discuss and reach agreement on a draft Action Plan for the next two years of implementation.
3. 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 2017 – 2019 Action Plan. Next, Walz interviewed APA TX President Doug McDonald AICP and President-Elect Chance Sparks AICP on July 15, 2019. 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.



An online survey was developed based on this conference call and reviews by Doug, Chance and Executive Administrator Mike McAnelly FAICP. All APA Texas members were invited to participate in this 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. The survey was conducted through SurveyMonkey and was distributed through email links to all members. It was available to members from July 23rd through August 11th. Response was high, and with 290 responses was significantly higher than in 2017 when only 194 members responded. APA Texas leadership (at the Section or Chapter level) was 10% of the respondents. The survey itself is provided in Appendix 1 and the analysis of survey results is Appendix 2.

The retreat agenda, focus of retreat segments and details of retreat activities were shaped by the input received through the leadership interview and membership 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 one quality of a great community best describes the focus of your professional work in the past year?" Many participants identified collaboration, connection, livability and similar characteristics.

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

Understanding Where We Are Today

This segment of the retreat focused on the progress made since the last strategic planning session in 2017. Four speakers shared perspectives of where we've been and where we are today. Karen Walz presented the results of the online membership survey discussed above. Doug McDonald shared his perspectives based on his time as Chapter President. He noted that APA Texas is often a leader within APA national and frequently serves as a model for other Chapters. He discussed the results of the 2019 Legislative session and the prospect of hiring legislative assistance. Mike McAnelly shared his



perspective as Executive Administrator. He is enthusiastic about the results of the past two years and believes this Board and President are the best he's worked with during his involvement with APA Texas. Chance Sparks, President-Elect, described his objectives for his up-coming term as President for 2019 – 2021. He too discussed the past Legislative session and the need for paid support to the Chapter to augment the many volunteers who assist while carrying out their own regular job responsibilities.

The group discussed the proposal to raise dues to cover this paid support. Abra Nusser felt that potential candidates should demonstrate online and social media tools and expertise. Kim Mickelson, Heather Nick and others supported the proposed dues increase. Tamara Cook proposed that the percentage dues increase should be determined based on the amount needed to cover all services we really need – so an increase will be enough for members to actually see results from the added cost.

Strategy for the Texas Legislature

The first team work session focused on a strategy for the Legislature. Karen presented information from the membership survey and data about issues facing Texas communities. Keypad polling demonstrated that most retreat participants were aware of Texas' demographic and economic trends that suggest the potential for voter support of topics and issues advocated by planners.

The focus of this exercise was on developing persuasive messages to share with people and groups who will affect the outcome of the 2021 Legislative session. Rather than focusing on particular positions that protect specific tools or governmental abilities, the exercise was designed to identify opportunities to build a broader support base for the planning-related policies and investments that make a difference to Texas' future.

Participants divided into four teams. Each team considered one aspect of a better future for Texas – economic vitality, quality of life desired by metropolitan area residents, quality of life desired by micropolitan area and rural residents, and stewardship of Texas' natural assets. The teams used worksheets to identify concerns that planners share with four key groups who influence legislators. Then each team proposed a message to help educate these groups about the role of planning in achieving a better future for the state. These key messages are shown in Exhibit 3 on the next page.



Exhibit 2: Messages about Planning and a Better Future for Texas

Aspect of a Better Future	Message
Future Economic Vitality of Texas	Planners role [is] to bring all parties and opinions to the table so we can work through issues together to create a strong future vitality of Texas.
Quality of Life Desired by Texas' Metropolitan Residents	Planners help decision-makers identify and solve problems by engaging and collaborating with a variety of constituents and stakeholders, allowing us to serve as key resources for maintaining and improving quality of life outcomes and helping to tell stories that resonate and matter. Also, preserve the economy and quality of life in metros, where ¾ of Texans call home, that has and continues to foster economic & social prosperity through unique solutions matched to individual communities and avoid the negative consequences of not planning for or valuing quality of life.
Quality of Life Desired by Texas' Micropolitan & Rural Residents	[Planning] brings community resources and economic prosperity to your community without changing the character of your town.
Best Stewardship of Texas' Natural Assets (land, water, air, oil & gas, other)	[We] can have reasonable economic development and still protect natural resources and environment.

After each team's presentation, all participants used keypad polling to provide feedback about how effective and successful their message was. Exhibit 4 shows that these messages did not enjoy strong support from retreat participants. The highest share of respondents (1/3) who felt the message would 'definitely' help build support for planning was for the message related to micropolitan and rural areas. About 2/3 of participants thought that message and the message about economic vitality would 'definitely' or 'probably' help. But 2/3 of participants felt the message for metropolitan areas 'did not grab them' and almost 30% felt the message about natural assets would 'probably not' help.



Exhibit 3: This message will help us build support for planning to create a better future for Texas communities.

Aspect of Texas' Future	Definitely yes	Probably yes	Maybe but it doesn't grab me	Probably not	Definitely not	I don't think this message is correct
Future Economic Vitality of Texas	16.7%	50.0%	33.3%	0.0%	0.0%	0.0%
Quality of Life Desired by Texas' Metropolitan Residents	22.2%	11.1%	66.7%	0.0%	0.0%	0.0%
Quality of Life Desired by Texas' Micropolitan & Rural Residents	33.3%	33.3%	25.0%	8.3%	0.0%	0.0%
Best Stewardship of Texas' Natural Assets	27.3%	36.4%	9.1%	27.3%	0.0%	0.0%

Finally, participants were asked whether these messages should help shape the next legislative strategy. Exhibit 5 shows that most participants (58.4%) thought they should, though a substantial share felt that these messages 'don't grab me'.

Exhibit 4: Use of Teams' Messages

We should refine these messages and use them to shape our legislative strategy.	
Definitely yes	41.7%
Probably yes	16.7%
Maybe but they don't grab me	41.7%
Probably not	0.0%
Definitely not	0.0%
I don't think these messages are correct	0.0%

Appendix 4 contains the team worksheets for this discussion, including the concerns planners share in common with legislative staff members, district voters, campaign contributors and media commentators. While more work is needed on these messages, they can be used to help shape future legislative communication and strategy.



2019 – 2021 Action Items

The last segment of the retreat focused on the action items to be undertaken during the next two years as part of APA Texas’ continuing effort to accomplish the goals in its 2017 – 2022 Development Plan. Participants divided into six teams, focused on each of the six Development Plan goals.

Each team developed recommendations for action items to achieve its goal during the next two years – the 2019 – 2021 Board of Directors’ term of office. The teams presented these recommendations to the retreat participants, and there were questions and discussion about them. The teams’ worksheets and notes are found in Appendix 5.

In general, the group supported the teams’ recommendations. Exhibit 6 shows that over 60% of participants strongly supported the proposed action items for Goals 3, 5 and 6. Goal 3 shows a response of ‘strongly disagree’; when participants were invited to elaborate on this perspective, the individual who made this response indicated it had been an error.

Exhibit 5: These are the right Action Items to achieve these Goals from 2019 through 2021.

Goal	Strongly agree	Agree	Disagree	Strongly disagree	I’m not sure
Goal 1	38.5%	61.5%	0.0%	0.0%	0.0%
Goal 2	41.7%	58.3%	0.0%	0.0%	0.0%
Goal 3	62.5%	25.0%	0.0%	12.5%	0.0%
Goal 4	46.2%	46.2%	0.0%	0.0%	7.7%
Goal 5	61.5%	38.5%	0.0%	0.0%	0.0%
Goal 6	63.6%	27.3%	0.0%	0.0%	9.1%

After the retreat, all proposed changes to Goals and Action Items were combined into a single set of recommended changes to the previous list. Additional input from the Chapter’s Membership Committee was also added. These proposed changes are found in Exhibit 7 below and on the following pages. They are shown in ‘track changes’ format for easy recognition. Note that each action items begins with a statement of the action to be taken, which is shown in **bold** type. Some action items also have additional explanations or elaborations that simply clarify the Board’s intent for that action item.



Exhibit 6: Draft 2019 – 2021 Action Items

Action Item #	Goal and Action Item (for 2017--2022 2019 - 2021)
Goal 1: APA Texas will LEAD the planning movement in this state.	
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.
1C1B.	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.
1E1C.	Provide a continuous communications and feedback loop between Sections and the Chapter, including an updated Sections' Guide. 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. <u>The Guide needs to be updated to reflect Section by-law changes.</u>
1F1D.	Use a dashboard to report progress. The dashboard should give a streamlined report on the Chapter and Sections' progress.
1G1E.	Recruit new members to the planning movement. A key approach is to increase partnerships with the universities and the student planning organizations.
1H1F.	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. <u>Target these approaches to increase diversity and inclusion.</u>
1I1G.	Offer experiential learning opportunities. Develop these opportunities to train and inspire planners while assisting communities.
1J1H.	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.
1I.	<u>Take the Short Course framework out to the individual Sections. Use the material to provide a mini-Short Course that brings new people into the planning movement.</u>
1J.	<u>Develop outreach materials that tell the stories about the planners who are creating Great Places. Focus this effort on the people so it complements the existing communications about the places.</u>



Action Item #	Goal and Action Item (for 2017 2022 2019 - 2021)
1K.	<u>Support the APA Foundation. Assist the Foundation with fundraising and communication that support its goals and mission.</u>
Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.	
2A.	Finalize, adopt and implement 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.
2C.	Develop a job description for a communications assistant. Once a job position is developed, recruit and hire a part-time communications person.
2D2C.	Explore-Enhance connections to get media attention for APA Texas awards and other initiatives.
2E2D.	Continue to s Send welcome letters from the Chapter to new APA and AICP members.
2F2E.	Leverage all forms of media. Social media and traditional media should both be used. One focus could be Planners' Month.
2G2F.	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.
2H2G.	Promote APA membership to Planning Commissioners.
2I2H.	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. <u>Consider having a Board appointee to represent these officials.</u>
Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.	
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 <u>that connects with many others.</u>
3D.	Expand partnerships with universities, and student planning organizations <u>and school districts.</u>
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.
3F.	<u>Identify a Board member or position with responsibility for coordinating with partners.</u>
3G.	<u>Communicate the stories about these partnerships.</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.	
4A.	Continue the development of a planning education and advocacy network.
4B.	Develop <u>and update</u> a Legislative Program. APA Texas members would like to increase communication with Texas legislators on planning issues. A Legislative Program, <u>updated for each session, will</u> would help the Chapter set priorities and communicate effectively.
4C.	Make the 'Texas Planning Roundtable' operational. <u>A timetable for implementation is needed so the Roundtable is informative to all communities. If the Roundtable is not implemented, another approach should be pursued.</u>
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. <u>This is in progress but will need continuing attention as staffs change over time.</u>
4F.	Develop guidelines and policies for advocacy.
4G.	Continue making advocacy training available to individual APA Texas members.
4H.	<u>Pursue funding for paid assistance with the Legislature.</u> Evaluate the services needed, determine a budget, and propose a dues increase to cover this expense. If members support the dues increase, use an RFP process to solicit qualified applicants and select a firm to provide these services.
4I.	<u>Implement a staffing plan during the Legislative session.</u> Establish a schedule and program so there are planners and partners who are the 'troops on the group' available to testify on bills.
4J.	<u>Hold a "Planners' Day at the Capitol" in 2021.</u> Build on the successful Day at the Capitol in 2019.
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.	
5A.	<u>Use Transition</u> the Emerging Planning Leaders initiative to <u>become a succession planning initiative.</u> inspire future APA Texas leaders.
5B.	Create a structure for youngernewer planners to benefit from the experience and contributions of legacymore experienced planners. <u>This structure should engage the newer planners where they are – on social media, through mini-videos or short podcasts and in similar ways.</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
5C.	Increase exposure of the 'Great Texas Places' program. <u>Do more to explain the role planners played, educate ourselves about the key take-aways and explain more about what an individual can apply at the grassroots level.</u>
5D.	Refine and perfect the mentorship program. Consider connecting it more closely to activities at the Conference. <u>Experiment with 'organic mentoring' by legacy planners telling stories.</u>
5E.	Revamp the Planning Excellence and Planning Awards programs. <u>Consider enhancing the criteria for recognition and possibly varying criteria by city size.</u>
Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.	
6A.	Evaluate current Chapter programming and expand or revamp it to provide value to members. <u>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.</u>
6B.	Revamp the Conference organizational structure. <u>Continue to evaluate and implement changes that improve the conference. Monitor attendee characteristics and feedback after each conference.</u>
6C.	Make assessments and offer development programs to provide appropriate resources and support to all Sections. <u>Develop a quarterly membership report analyzing member demographics to ensure that programs and resources are meeting the needs of members. Evaluate a simplified 'Chapter-Only' membership approach.</u>
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. <u>Promote Commissioner membership by communicating with cities about the discounted rates and member benefits.</u>
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. <u>Focus specifically on assistance that will support inclusion and add diversity to the AICP</u>



Action Item #	Goal and Action Item (for 2017-2022 2019 - 2021)
	<u>membership. Evaluate steps to bring training programs or university courses to Hispanic students in regions without PAB-accredited planning schools.</u>
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. <u>Board minutes and agendas should be posted online so members can see what the Board does.</u>
6O.	<u>Support efforts for a complete count for Census 2020.</u>
6P.	<u>Review and implement the recommendations of the Diversity and Inclusion Study. Develop an outreach plan to share these results with the membership.</u>
6Q.	<u>Increase APA membership by students.</u>
6R.	<u>Ensure full compliance with the Chapter Presidents' Council's Chapter Performance Criteria. Develop a Chapter Succession Plan with Standard Operating Procedures for all Chapter procedures for all Chapter programs, and update it every two years so it remains current.</u>

Next Steps

At the end of the retreat, Karen Walz summarized the results and conclusions. Everyone agreed on the next steps to complete the Action Plan update:

- Karen will prepare a retreat report and draft update of the Action Plan (Vision, Goals and 5-year Action Items)
- The draft report and Action Plan will be circulated for review and discussion
- The Board will consider and act on the 2019 – 2021 Action Plan at its November meeting
- Implementation will occur during the 2019 – 2021 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 3 p.m.

Vision Statement and Goals

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 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 listed below are the steps APA Texas will take from 2019 through 2021 to achieve the goals listed above.

Exhibit 1: Draft 2019 – 2021 Action Items

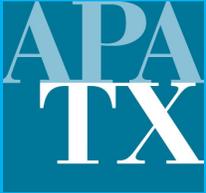
Action Item #	Goal and Action Item (for 2019 - 2021)
Goal 1: APA Texas will LEAD the planning movement in this state.	
1A.	Ensure a successful transition of leadership. A particular short-term focus is the Short Course.
1B.	Design a Texas planning movement. The national APA organization strengthens a 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.
1C.	Provide a continuous communications and feedback loop between Sections and the Chapter, including an updated Sections' Guide. 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. The Guide needs to be updated to reflect Section by-law changes.

Action Item #	Goal and Action Item (for 2019 - 2021)
1D.	Use a dashboard to report progress. The dashboard should give a streamlined report on the Chapter and Sections' progress.
1E.	Recruit new members to the planning movement. A key approach is to increase partnerships with the universities and the student planning organizations.
1F.	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. Target these approaches to increase diversity and inclusion.
1G.	Offer experiential learning opportunities. Develop these opportunities to train and inspire planners while assisting communities.
1H.	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.
1I.	Take the Short Course framework out to the individual Sections. Use the material to provide a mini-Short Course that brings new people into the planning movement.
1J.	Develop outreach materials that tell the stories about the planners who are creating Great Places. Focus this effort on the people so it complements the existing communications about the places.
1K.	Support the APA Foundation. Assist the Foundation with fundraising and communication that support its goals and mission.
Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.	
2A.	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.
2C.	Enhance connections to get media attention for APA Texas awards and other initiatives.
2D.	Continue to send welcome letters from the Chapter to new APA and AICP members.
2E.	Leverage all forms of media. Social media and traditional media should both be used. One focus could be Planners' Month.
2F.	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.
2G.	Promote APA membership to Planning Commissioners.
2H.	Create a structure to engage 'legacy' professionals. Find ways to involve FAICP members and retired planners.
2I.	Engage appointed and elected officials in APA Texas. Consider having a Board appointee to represent these officials.

Action Item #	Goal and Action Item (for 2019 - 2021)
Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.	
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 that connects with many others.
3D.	Expand partnerships with universities, student planning organizations and school districts.
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.
3F.	Identify a Board member or position with responsibility for coordinating with partners.
3G.	Communicate the stories about these partnerships.
Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.	
4A.	Continue the development of a planning education and advocacy network.
4B.	Develop and update a Legislative Program. APA Texas members would like to increase communication with Texas legislators on planning issues. A Legislative Program, updated for each session, will help the Chapter set priorities and communicate effectively.
4C.	Make the 'Texas Planning Roundtable' operational. A timetable for implementation is needed so the Roundtable is informative to all communities. If the Roundtable is not implemented, another approach should be pursued.
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. This is in progress but will need continuing attention as staffs change over time.
4F.	Develop guidelines and policies for advocacy.
4G.	Continue making advocacy training available to individual APA Texas members.
4H.	Pursue funding for paid assistance with the Legislature. Evaluate the services needed, determine a budget, and propose a dues increase to cover this expense. If members support the dues increase, use an RFP process to solicit qualified applicants and select a firm to provide these services.
4I.	Implement a staffing plan during the Legislative session. Establish a schedule and program so there are planners and partners who are the 'troops on the group' available to testify on bills.
4J.	Hold a "Planners' Day at the Capitol" in 2021. Build on the successful Day at the Capitol in 2019.

Action Item #	Goal and Action Item (for 2019 - 2021)
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.	
5A.	Transition the Emerging Planning Leaders initiative to become a succession planning initiative.
5B.	Create a structure for newer planners to benefit from the experience and contributions of more experienced planners. This structure should engage the newer planners where they are – on social media, through mini-videos or short podcasts and in similar ways.
5C.	Increase exposure of the 'Great Texas Places' program. Do more to explain the role planners played, educate ourselves about the key take-aways and explain more about what an individual can apply at the grassroots level.
5D.	Refine and perfect the mentorship program. Consider connecting it more closely to activities at the Conference. Experiment with 'organic mentoring' by legacy planners telling stories.
5E.	Revamp the Planning Excellence Awards programs. Consider enhancing the criteria for recognition and possibly varying criteria by city size.
Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.	
6A.	Evaluate current Chapter programming and expand or revamp it to provide value to members.
6B.	Revamp the Conference organizational structure. Continue to evaluate and implement changes that improve the conference. Monitor attendee characteristics and feedback after each conference.
6C.	Make assessments and offer development programs to provide appropriate resources and support to all Sections. Develop a quarterly membership report analyzing member demographics to ensure that programs and resources are meeting the needs of members. Evaluate a simplified 'Chapter-Only' membership approach.
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. Promote Commissioner membership by communicating with cities about the discounted rates and member benefits.
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.

Action Item #	Goal and Action Item (for 2019 - 2021)
6L.	Assist AICP Candidates and Early Planners in achieving AICP certification. Focus specifically on assistance that will support inclusion and add diversity to the AICP membership. Evaluate steps to bring training programs or university courses to Hispanic students in regions without PAB-accredited planning schools.
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. Board minutes and agendas should be posted online so members can see what the Board does.
6O.	Support efforts for a complete count for Census 2020.
6P.	Review and implement the recommendations of the Diversity and Inclusion Study. Develop an outreach plan to share these results with the membership.
6Q.	Increase APA membership by students.
6R.	Ensure full compliance with the Chapter Presidents' Council's Chapter Performance Criteria. Develop a Chapter Succession Plan with Standard Operating Procedures for all Chapter procedures for all Chapter programs, and update it every two years so it remains current.



Appendices

DRAFT



1. Online Survey

DRAFT

1. Your Involvement with APA Texas

Please provide some background about your involvement with APA Texas. Also, note that your responses to this survey are anonymous and all questions are voluntary.

1. How long have you been involved in planning?

- Under 2 years
- 2 to 5 years
- 5 to 10 years
- 10 to 20 years
- Over 20 years

2. What is your current role in planning?

- I am a professional planner in the public sector
- I am a professional planner in the private sector (including consulting)
- I am a citizen planner or plan commissioner
- My involvement currently includes more than one of the above

3. How long have you been actively involved in APA Texas?

- Under 2 years
- 2 to 5 years
- 5 to 10 years
- 10 to 20 years
- Over 20 years

4. Which APA Texas Section are you in?

- Central
- East
- Houston
- Midwest
- North Central
- Northwest
- Southmost
- Southwest
- West
- I'm not sure

5. What is your current role in APA Texas? Check all that apply.

- I'm on the APA Texas Board of Directors
- I'm on a Section Board of Directors
- I have another committee or project responsibility
- I'm a professional planner member
- I'm a Planning & Zoning Commissioner or other local official member
- I'm an academic member
- I'm a student member

6. How long have you held leadership positions in APA Texas?

- I'm not involved in APA Texas leadership
- Under 2 years
- 2 to 5 years
- 5 to 10 years
- 10 to 20 years
- Over 20 years

7. How involved are you currently with APA National? Check all that apply.

- Not at all
- I read magazines and online materials
- I usually attend the National conferences
- I attend the National conferences infrequently
- I use other APA training programs and materials
- I am active in an APA Division
- I serve on an APA or AICP national board, committee, or in another national leadership position

Other (please specify)

8. What is your gender?

- Female
- Male

APA - Texas Chapter 2019 Membership Survey

2. Trends Affecting the Future of Planning

As planners, we look ahead to the future of our communities. But what about the future of planning itself?

9. Please share your perspective about the importance of these trends to planning education and practice in Texas.

	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
More severe storms, extreme weather patterns or other aspects of climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continual change in smartphone, wireless and other disruptive technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A larger share of the population is elderly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
The 'Millennial Generation' and 'GenZ' having different values and expectations from those of earlier generations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing ability of businesses and workers to locate anywhere in the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased need for resilience in responding to unanticipated changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The economic return on home ownership may be lower than in the past	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More interest in having mobility choices in addition to autos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An increasingly diverse community population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing cost to rehabilitate aging public facilities and infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changing demographics (age & ethnicity) of student populations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less understanding of the planning profession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase in the role of planning internationally (i.e., outside the U.S.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People getting their news from separate media outlets with distinct views (rather than from shared outlets perceived to be neutral)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing polarization within communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New ability to use 'big data' and 'crowdsourcing' in planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
Interest in faster application of new research to practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing expectation that results should occur quickly (in 1 to 3 years, rather than over a decade or more)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication of increasingly complex ideas in simpler and shorter ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planners playing an increasing role in community or organizational leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planners playing an increasing role as advocates for particular issues or groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retaining institutional knowledge as 'Baby Boom Generation' planners retire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing numbers of 'non-traditional' and part-time students	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest in online education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure for hiring of inter-disciplinary faculty members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Declining public funding for planning practice and academic programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing stronger ties between academic and practicing planners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threats to the tenure process for planning faculty members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing affordability/workforce housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
Politicization of planning processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact of online sales on 'bricks and mortar' retail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of public-private partnerships to achieve planning goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing income inequality, poverty and homelessness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loss of local control and authority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there other trends that will cause more change to planning practice? If so, list those here.

APA - Texas Chapter 2019 Membership Survey

3. APA Texas Progress, 2017 - 2019

APA Texas has an adopted five-year Development Plan for 2017 - 2022 and a short term action plan for 2017 - 2019. The Board is updating that short term plan to cover 2019 - 2021. Your feedback on the 2017 - 2019 action plan will help us set priorities for the next two years.

Please share your perspectives about APA Texas and its ability to achieve its Vision:

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.

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

- Very consistent
- Somewhat consistent
- Somewhat inconsistent
- Very inconsistent
- I'm not sure

Please share additional comments here:

11. How effective has APA Texas been in achieving this vision in the past two years?

- | | |
|--|--|
| <input type="radio"/> I'm not sure | <input type="radio"/> Average |
| <input type="radio"/> Very ineffective | <input type="radio"/> Somewhat effective |
| <input type="radio"/> Somewhat ineffective | <input type="radio"/> Very effective |

Please share additional comments here:

12. What were the most significant accomplishments for APA Texas during the past two years?

13. What were the greatest challenges for APA Texas during the past two years?

14. During the past two years, what is the most common comment you've heard about APA Texas from its members?

You can review the [APA Texas Action Plan](#) or the [APATX 2018 Annual Report](#) if you'd like to refer to them for the next few questions.

15. Goal 1 in the 5-year Development Plan states: APA Texas will LEAD the planning movement in this state.

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

- | | |
|--|--|
| <input type="radio"/> I'm not sure | <input type="radio"/> Average |
| <input type="radio"/> Very ineffective | <input type="radio"/> Somewhat effective |
| <input type="radio"/> Somewhat ineffective | <input type="radio"/> Very effective |

Please share additional comments here:

16. Goal 2 in the 5-year Development Plan states: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information. How effective has APA Texas been in achieving this goal during the past two years?

- | | |
|--|--|
| <input type="radio"/> I'm not sure | <input type="radio"/> Average |
| <input type="radio"/> Very ineffective | <input type="radio"/> Somewhat effective |
| <input type="radio"/> Somewhat ineffective | <input type="radio"/> Very effective |

Please share additional comments here:

17. Goal 3 in the 5-year Development Plan states: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions. How effective has APA Texas been in achieving this goal during the past two years?

- | | |
|--|--|
| <input type="radio"/> I'm not sure | <input type="radio"/> Average |
| <input type="radio"/> Very ineffective | <input type="radio"/> Somewhat effective |
| <input type="radio"/> Somewhat ineffective | <input type="radio"/> Very effective |

Please share additional comments here:

18. Goal 4 in the 5-year Development Plan states: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting. How effective has APA Texas been in achieving this goal during the past two years?

- I'm not sure
- Average
- Very ineffective
- Somewhat effective
- Somewhat ineffective
- Very effective

Please share additional comments here:

19. Goal 5 in the 5-year Development Plan states: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets. How effective has APA Texas been in achieving this goal during the past two years?

- I'm not sure
- Average
- Very ineffective
- Somewhat effective
- Somewhat ineffective
- Very effective

Please share additional comments here:

20. Goal 6 in the 5-year Development Plan states: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members. How effective has APA Texas been in achieving this goal during the past two years?

- I'm not sure
- Average
- Very ineffective
- Somewhat effective
- Somewhat ineffective
- Very effective

Please share additional comments here:

APA - Texas Chapter 2019 Membership Survey

4. Looking Ahead -- Areas for Short Term Action

Please share your perspective on priorities for APA Texas during the 2019 - 2021 Board term.

21. How do you expect the next two years (2019 - 2021) to be different from the last two years (2017 - 2019) for APA Texas, in terms of either challenges or opportunities?

22. These are the action items APA Texas has identified to implement *Goal 1: APA Texas will LEAD the planning movement in this state*. How important is action on these items during 2019 - 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Ensure a successful generational transition of leadership.	<input type="radio"/>				
Further develop a Section leadership training program.	<input type="radio"/>				
Design a Texas planning movement.	<input type="radio"/>				
Provide a continuous communications and feedback loop between Sections and the Chapter.	<input type="radio"/>				
Refine the online dashboard to report progress.	<input type="radio"/>				
Recruit new members to the planning movement.	<input type="radio"/>				
Mentor future members of the planning movement.	<input type="radio"/>				
Offer experiential learning opportunities.	<input type="radio"/>				
Promote outreach materials for use during National Planning Month.	<input type="radio"/>				

23. These are the action items APA Texas has identified to implement *Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.* How important is action on these items during 2019 – 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Implement the Chapter's adopted communications plan.	<input type="radio"/>				
Increase communication between the APA Texas Executive Committee and members.	<input type="radio"/>				
Increase media attention for APA Texas awards and other initiatives.	<input type="radio"/>				
Leverage all forms of media.	<input type="radio"/>				
Conduct special outreach to 'Early Professionals'.	<input type="radio"/>				
Promote APA membership to Planning Commissioners.	<input type="radio"/>				
Create a structure to engage 'legacy' professionals.	<input type="radio"/>				
Engage appointed and elected officials in APA Texas.	<input type="radio"/>				

24. These are the action items APA Texas has identified to implement *Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.* How important is action on these items during 2019 – 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Encourage reciprocal partnership relationships.	<input type="radio"/>				
Emphasize APA as a 'big tent' organization.	<input type="radio"/>				
Expand partnerships with universities and student planning organizations.	<input type="radio"/>				
Identify potential new partnerships.	<input type="radio"/>				

25. These are the action items APA Texas has identified to implement *Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.* How important is action on these items during 2019 – 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Continue the development of a planning education and advocacy network.	<input type="radio"/>				
Develop a Legislative Program in anticipation of the 2021 legislative session.	<input type="radio"/>				
Make the 'Texas Planning Roundtable' operational.	<input type="radio"/>				
Build a Texas planning information base.	<input type="radio"/>				
Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.	<input type="radio"/>				
Develop guidelines and policies for advocacy.	<input type="radio"/>				
Continue making advocacy training available to individual APA Texas members.	<input type="radio"/>				

26. These are the action items APA Texas has identified to implement *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.* How important is action on these items during 2019 – 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.	<input type="radio"/>				
Create a structure for younger planners to benefit from the experience and contributions of legacy planners.	<input type="radio"/>				
Increase exposure of the 'Great Places in Texas' program.	<input type="radio"/>				
Refine and perfect the mentorship program.	<input type="radio"/>				

27. These are the action items APA Texas has identified to implement *Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.* How important is action on these items during 2019 – 2021?

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Evaluate current Chapter programming and expand or revamp it to provide value to members.	<input type="radio"/>				
Revamp the Conference organizational structure.	<input type="radio"/>				
Make assessments and offer development programs to provide appropriate resources and support to all Sections.	<input type="radio"/>				
Take advantage of distance technology.	<input type="radio"/>				
Create a new Short Course.	<input type="radio"/>				
Complete a Chapter Strategic Financial Plan.	<input type="radio"/>				

	Very Important	Somewhat Important	Somewhat Unimportant	Very Unimportant	I'm Not Sure
Effectively use resources and services available from National, and disseminate these to APA Texas members.	<input type="radio"/>				
Encourage National to simplify the process for registering Commissioner members.	<input type="radio"/>				
Make the national Houston 2020 conference the most awesome conference ever!	<input type="radio"/>				
Do more to recognize FAICP, particularly new Fellows.	<input type="radio"/>				
Assist AICP Candidates and Early Planners in achieving AICP certification.	<input type="radio"/>				
Continue (and revamp as necessary) the regional workshops offered by APA Texas.	<input type="radio"/>				
Increase the transparency of APA Texas.	<input type="radio"/>				

28. What changes would increase the value you receive from APA Texas Sections?

29. How has the APA Texas Great Places in Texas program affected you? Check all that apply.

- I've been involved in the selection process
- My community is a Great Places in Texas winner
- I've heard about the winners and the program
- I've visited places because they were winners
- I've used lessons from the winners in my own work
- I've used the success stories of the Great Places with local and state elected officials
- I am not familiar with Great Places in Texas
- Please share additional comments about Great Places in Texas here:

30. How could 'legacy' planners (those with 20+ years of experience) contribute to the success of newer planners (those with 5 years of experience or less)?

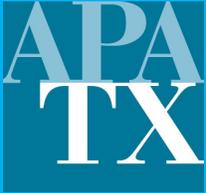
31. Due to the number of legislative bills that negatively affected planning in Texas this year, Chapter leadership is exploring options to bring on additional legislative assistance before the next session. Other Chapters have paid legislative assistance, and for the Texas Chapter to do this, we would need to increase Chapter dues. If there is interest in this idea, the Chapter will provide more information this fall with options for the amount of increase. Would you support a dues increase to allow the Chapter to hire paid legislative assistance?

- Definitely
- Probably not, without more information
- Maybe, depending on the amount of increase
- Definitely not
- Maybe, depending on what activities would be supported
- I'm not sure

Please share additional comments here:

32. How should APA Texas be involved in education and outreach for the 2020 Census?

33. Is there anything not covered in our Action Plan that should be a priority for the Chapter?



2. Online Survey Results

DRAFT

Results of APA Texas 2019 Membership Survey

TO: Doug McDonald, Chance Sparks, Mike McAnelly
 FROM: Karen Walz
 DATE: August 17, 2019
 RE: Membership Survey Results

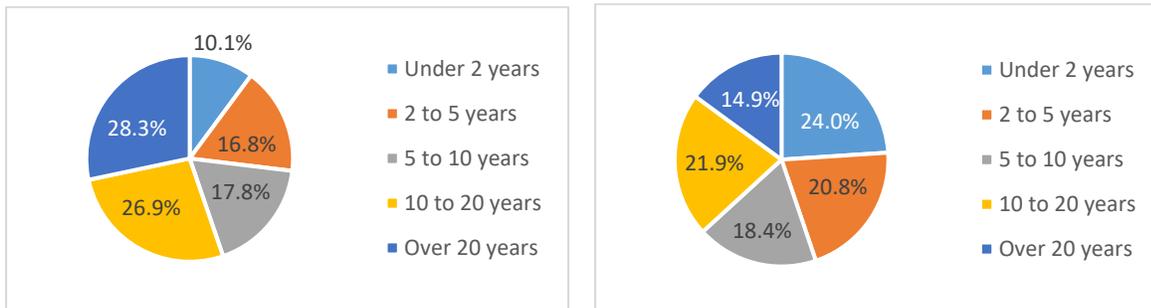
This report and its appendices present and evaluate the results of the 2019 online survey of APA Texas members. The survey was distributed online through email announcements to members; it was available from July 23rd through August 11th. All survey questions were optional, so this report presents results based on the number or percentage of respondents who answered each question.

Who Responded?

A total of 290 responses were received, significantly higher than the 194 responses to a similar survey in 2017. Of these, most respondents (78%) were professional planners. The survey's respondents include a wider range of participants than in 2017. This year, the respondents included 36 student planners (compared to 7 in 2017), 6 academic planners (compared to 1 in 2017) and 11 P&Z Commissioners (compared to 0 in 2017). Most respondents (80%) say they are not in APATX leadership.

There is a good distribution of membership in terms of years of experience and years of involvement with APA.

Exhibit 1: How long have you been involved in planning? Exhibit 2: How long have you been actively involved in APA?



All Sections were represented in the survey responses. The winner of the Section challenge – for the Section with the highest percentage of respondents – was the East section, with 31.9% participation.

Exhibit 3: Which Section are you in?

Section	Membership #	Participation #	Percent Participated
East	47	15	31.9%
West	43	10	23.3%
Northwest	50	9	18.0%
North Central	471	65	13.8%
Houston	445	47	10.6%
Southwest	215	21	9.8%
Southmost	83	8	9.6%
Midwest	373	32	8.6%
Central	858	67	7.8%

Vision and Goals

The adopted Chapter Vision Statement is: **“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.”** Most respondents agree that the APA Texas Vision Statement reflects their own ideas about what the organization should do, with 83.5% of respondents saying the statement was ‘very consistent’ or ‘somewhat consistent’ with their own views. This is a slight increase from 2017, when 80.8% selected one of these choices.

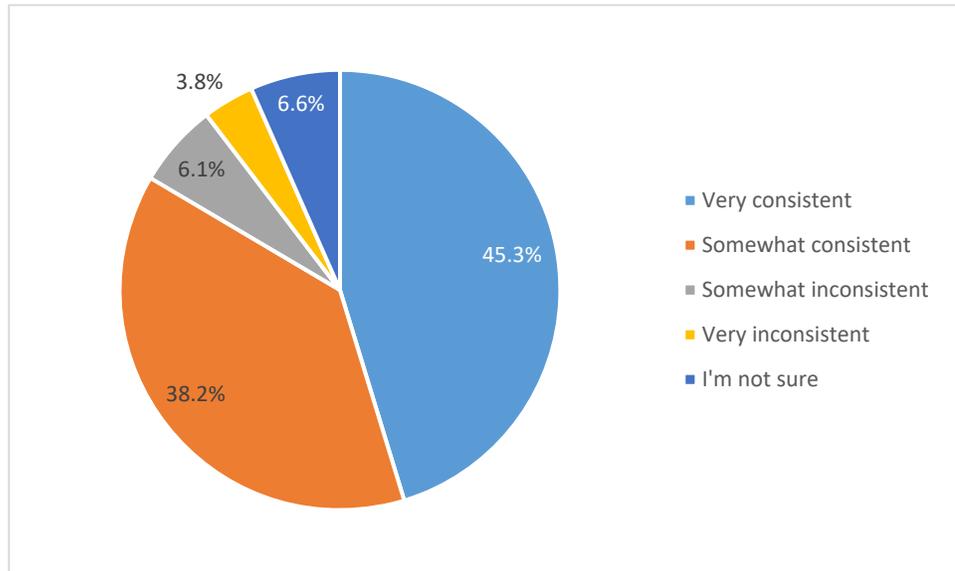


Exhibit 4: How consistent is this vision with your views about what APA Texas should be and do?

The largest share of respondents felt that APA Texas has been somewhat effective in achieving its vision during the past two years. Almost half of the respondents (45.8%) said APA Texas had been ‘very effective’ or ‘somewhat effective’ in achieving its vision during this time. This is a notable increase since 2017, when 34.1% responded in this way. This may reflect a more effective organization. Another reason for the more positive response may be increased communications during this time – the percentages of respondents who said ‘I’m not sure’ has decreased for the vision and each of the goals. The percentage of respondents who felt APA Texas has been ‘very ineffective’ is quite low for the vision and for each of the goals. Far more respondents felt the organization has been effective.

Exhibit 5: How effective has APA Texas been in the past two years?

	All Members					
	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective
Vision	25.0%	4.7%	9.0%	15.6%	34.0%	11.8%
Goal 1	24.6%	5.4%	12.8%	17.7%	26.1%	13.3%
Goal 2	18.0%	4.5%	9.0%	23.0%	27.5%	18.0%
Goal 3	27.1%	7.4%	8.9%	21.7%	26.1%	8.9%
Goal 4	18.9%	6.5%	12.4%	20.9%	28.4%	12.9%
Goal 5	24.9%	4.5%	11.0%	19.9%	27.4%	12.4%
Goal 6	23.9%	2.4%	7.8%	22.9%	26.3%	16.6%

	Leadership					
	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective
Vision	0.0%	0.0%	8.7%	0.0%	60.9%	30.4%
Goal 1	0.0%	0.0%	4.2%	16.7%	41.7%	37.5%
Goal 2	0.0%	0.0%	0.0%	16.7%	41.7%	41.7%
Goal 3	12.5%	0.0%	4.2%	8.3%	41.7%	33.3%
Goal 4	4.2%	0.0%	16.7%	25.0%	25.0%	29.2%
Goal 5	12.5%	0.0%	16.7%	16.7%	20.8%	33.3%
Goal 6	8.3%	0.0%	12.5%	4.2%	29.2%	45.8%

APA Texas leaders were defined as those respondents who said they were on the Board of Directors of either APA Texas or a Section. Not surprisingly, the responses from APA Texas leadership show a greater familiarity with the vision and goals, and a higher assessment of effectiveness. 91.1% of leadership felt APA Texas has been ‘somewhat effective’ or ‘very effective’ in achieving its vision.

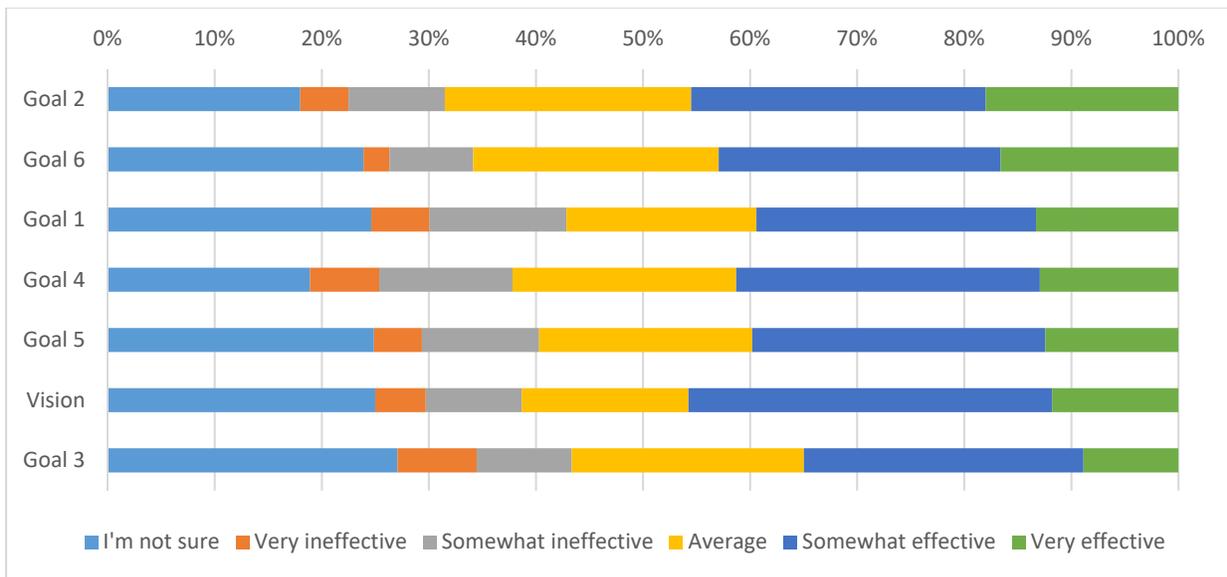
The goals adopted in the 2017 – 2022 Development Plan are:

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.

Among all respondents, Goal 2 (communicate and engage) ranks highest in terms of ‘very effective’ action during the past two years, followed by Goal 6 (serve). These are positive responses to the Chapter’s efforts during this time. They also represent an increase in positive responses since 2017 on all goals. In 2017, Goal 6 had the most positive response, with 10.3% responding ‘very effective’. This year, only Goal 3 fell below that level, and the highest ‘very effective’ response, for Goal 2, was 18.0%.

Results of APA Texas 2019 Membership Survey

Exhibit 6: How effective has APA Texas been in the past two years?



Trends Affecting Planning

Exhibit 7 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%.

Exhibit 7: How significant are these trends for planning education and practice?

Potential Trend	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
Increasing cost to rehabilitate aging public facilities and infrastructure	0.0%	2.0%	31.3%	64.7%	2.0%
More severe storms, extreme weather patterns or other aspects of climate change	5.7%	3.2%	27.0%	62.1%	2.0%
Increasing income inequality, poverty and homelessness	3.3%	5.7%	25.6%	61.8%	3.7%
Housing affordability/workforce housing	1.2%	3.2%	32.4%	60.7%	2.4%
Loss of local control and authority	4.5%	2.1%	27.9%	60.3%	5.3%
Impact of online sales on 'bricks and mortar' retail	0.8%	5.7%	38.5%	53.0%	2.0%
More interest in having mobility choices in addition to autos	2.4%	1.6%	40.2%	53.0%	2.8%
Continual change in smartphone, wireless and other disruptive technologies	0.4%	4.8%	39.0%	52.2%	3.6%
Politicization of planning processes	2.8%	6.4%	34.9%	49.8%	6.0%

Potential Trend	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
The 'Millennial Generation' and 'GenZ' having different values and expectations from those of earlier generations	4.0%	3.2%	41.4%	48.6%	2.8%
Increasing polarization within communities	3.6%	5.2%	39.5%	47.6%	4.0%
Increased need for resilience in responding to unanticipated changes	2.4%	5.2%	41.9%	46.4%	4.0%
People getting their news from separate media outlets with distinct views (rather than from shared outlets perceived to be neutral)	2.4%	10.0%	37.4%	45.8%	4.4%
An increasingly diverse community population	0.8%	5.6%	47.0%	45.4%	1.2%
A larger share of the population is elderly	0.8%	4.8%	48.6%	42.6%	3.2%
Growing ability of businesses and workers to locate anywhere in the world	1.6%	7.2%	46.6%	41.8%	2.8%
Increasing expectation that results should occur quickly (in 1 to 3 years, rather than over a decade or more)	8.8%	8.0%	41.8%	35.7%	5.6%
New ability to use 'big data' and 'crowdsourcing' in planning	1.2%	6.9%	52.0%	35.5%	4.4%
Use of public-private partnerships to achieve planning goals	0.8%	12.2%	49.4%	33.6%	4.1%
Declining public funding for planning practice and academic programs	7.8%	7.4%	40.8%	33.5%	10.6%
Retaining institutional knowledge as 'Baby Boom Generation' planners retire	6.4%	16.1%	42.6%	29.7%	5.2%
Changing demographics (age & ethnicity) of student populations	3.2%	14.1%	48.0%	29.4%	5.2%
Planners playing an increasing role in community or organizational leadership	13.3%	12.9%	41.1%	27.4%	5.2%
Communication of increasingly complex ideas in simpler and shorter ways	4.0%	8.8%	54.4%	27.2%	5.6%
The economic return on home ownership may be lower than in the past	7.1%	7.9%	49.2%	27.0%	8.7%
Planners playing an increasing role as advocates for particular issues or groups	11.0%	13.8%	46.8%	22.8%	5.7%
Interest in faster application of new research to practice	5.6%	14.8%	48.0%	20.8%	10.8%
Less understanding of the planning profession	19.0%	19.4%	31.6%	20.7%	9.3%
Developing stronger ties between academic and practicing planners	10.9%	20.2%	37.7%	19.8%	11.3%
Interest in online education	3.2%	24.9%	46.6%	18.1%	7.2%

Potential Trend	I don't think this is the trend	Will cause no change	May cause some change	Will cause significant change	I'm not sure
Pressure for hiring of inter-disciplinary faculty members	9.3%	19.0%	35.2%	14.6%	21.9%
Increasing numbers of 'non-traditional' and part-time students	3.6%	28.1%	43.0%	14.5%	10.8%
Increase in the role of planning internationally (i.e., outside the U.S.)	9.2%	20.8%	39.2%	12.8%	18.0%
Threats to the tenure process for planning faculty members	11.4%	21.1%	25.6%	11.0%	30.9%

Action Items for 2019 – 2021

The Development Plan adopted in 2017 covers a five-year timeframe, so it will remain in effect during the next two-year officers’ term. The action items listed below were included in the 2017 plan. The items are listed according to the percentage of respondents who felt they were ‘very important’. Of the 45 action items, 15 are seen as ‘very important’ by at least 50% of the survey respondents. At the top of the list are actions related to the Texas legislature and the need to engage appointed and elected officials in APA Texas. The fourth action item is a priority because of timing – make the 2020 national conference in Houston the most awesome conference ever!

The action items with the lowest responses of ‘very important’ are items that relate to the internal operations of the organization, its activities and its relationship to its members. These items may still be worthwhile for the organization, even though they may be less visible to individual members or the general public.

Exhibit 8: How important is this Action Item during 2019 - 2021?

Goal	Action Item	Important		Unimportant		I'm Not Sure
		Very	Somewhat	Somewhat	Very	
4	Develop a Legislative Program in anticipation of the 2021 legislative session.	77.4%	12.9%	3.9%	2.6%	3.2%
4	Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.	71.0%	18.7%	4.5%	1.9%	3.9%
2	Engage appointed and elected officials in APA Texas.	66.7%	23.1%	3.9%	2.6%	3.9%
6	Make the national Houston 2020 conference the most awesome conference ever!	57.9%	23.7%	5.9%	7.2%	5.3%
3	Identify potential new partnerships.	57.1%	32.7%	5.8%	1.3%	3.2%
3	Expand partnerships with universities and student planning organizations.	56.1%	31.6%	8.4%	1.9%	1.9%

Results of APA Texas 2019 Membership Survey

Goal	Action Item	Important		Unimportant		I'm Not Sure
		Very	Somewhat	Somewhat	Very	
1	Ensure a successful generational transition of leadership.	56.0%	31.5%	6.9%	2.5%	3.1%
1	Mentor future members of the planning movement.	55.4%	32.7%	6.3%	1.3%	4.4%
4	Develop guidelines and policies for advocacy.	53.9%	34.4%	6.5%	2.0%	3.3%
4	Build a Texas planning information base.	53.6%	32.9%	5.8%	1.9%	5.8%
3	Encourage reciprocal partnership relationships.	53.2%	34.6%	6.4%	1.3%	4.5%
4	Continue making advocacy training available to individual APA Texas members.	52.0%	33.8%	7.1%	3.3%	3.9%
1	Recruit new members to the planning movement.	50.9%	37.7%	5.7%	1.3%	4.4%
4	Continue the development of a planning education and advocacy network.	50.7%	39.0%	5.8%	2.0%	2.6%
1	Provide a continuous communications and feedback loop between Sections and the Chapter.	50.3%	34.6%	6.9%	1.9%	6.3%
1	Design a Texas planning movement.	49.7%	23.6%	9.6%	3.2%	14.0%
2	Leverage all forms of media.	49.4%	34.6%	8.3%	2.6%	5.1%
5	Increase exposure of the 'Great Places in Texas' program.	49.4%	33.1%	9.1%	3.3%	5.2%
6	Assist AICP Candidates and Early Planners in achieving AICP certification.	49.0%	35.5%	8.4%	3.9%	3.2%
5	Create a structure for younger planners to benefit from the experience and contributions of legacy planners.	47.7%	38.6%	7.2%	2.6%	3.9%
1	Offer experiential learning opportunities.	47.4%	35.3%	7.7%	2.6%	7.1%
6	Evaluate current Chapter programming and expand or revamp it to provide value to members.	47.1%	37.3%	8.5%	1.3%	5.9%
6	Effectively use resources and services available from National, and disseminate these to APA Texas members.	45.5%	39.6%	7.8%	2.6%	4.6%
6	Continue (and revamp as necessary) the regional workshops offered by APA Texas.	44.1%	38.8%	7.9%	2.0%	7.2%

Results of APA Texas 2019 Membership Survey

Goal	Action Item	Important		Unimportant		I'm Not Sure
		Very	Somewhat	Somewhat	Very	
2	Promote APA membership to Planning Commissioners.	42.3%	37.2%	13.5%	3.9%	3.2%
5	Refine and perfect the mentorship program.	42.2%	38.3%	11.0%	1.3%	7.1%
1	Further develop a Section leadership training program.	42.1%	44.7%	5.7%	1.9%	5.7%
6	Make assessments and offer development programs to provide appropriate resources and support to all Sections.	41.6%	39.0%	9.1%	3.3%	7.1%
2	Conduct special outreach to 'Early Professionals'.	41.4%	38.2%	12.1%	3.2%	5.1%
2	Increase media attention for APA Texas awards and other initiatives.	39.7%	36.5%	14.7%	2.6%	6.4%
3	Emphasize APA as a 'big tent' organization.	39.7%	32.1%	9.6%	5.8%	12.8%
6	Take advantage of distance technology.	39.6%	40.3%	10.4%	2.0%	7.8%
2	Increase communication between the APA Texas Executive Committee and members.	38.2%	38.9%	13.4%	1.9%	7.6%
2	Implement the Chapter's adopted communications plan.	37.2%	37.2%	10.3%	1.9%	13.5%
4	Make the 'Texas Planning Roundtable' operational.	35.3%	31.4%	9.2%	2.0%	22.2%
5	Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.	35.1%	44.8%	9.1%	2.0%	9.1%
6	Increase the transparency of APA Texas.	34.8%	40.0%	10.3%	1.3%	13.6%
1	Promote outreach materials for use during National Planning Month.	33.3%	40.3%	15.7%	4.4%	6.3%
6	Complete a Chapter Strategic Financial Plan.	29.8%	44.4%	10.6%	3.3%	11.9%
2	Create a structure to engage 'legacy' professionals.	28.7%	45.2%	14.7%	4.5%	7.0%
6	Encourage National to simplify the process for registering Commissioner members.	26.1%	33.3%	15.0%	6.5%	19.0%
1	Refine the online dashboard to report progress.	24.5%	37.1%	18.9%	5.7%	13.8%
6	Create a new Short Course.	24.2%	36.0%	17.0%	3.3%	19.6%
6	Revamp the Conference organizational structure.	21.3%	26.7%	22.7%	4.0%	25.3%

Goal	Action Item	Important		Unimportant		I'm Not Sure
		Very	Somewhat	Somewhat	Very	
6	Do more to recognize FAICP, particularly new Fellows.	21.1%	35.5%	25.0%	8.6%	9.9%

Great Places in Texas Program

The Great Places in Texas program, begun in 2016, recognizes the Lone Star’s Great Places – neighborhoods, streets, and public spaces – and celebrates how planning has played a vital role where we live, work, and play. The program promotes and recognizes great places while celebrating stories of exemplary planning that have resulted in stronger and healthier communities.

The survey asked respondents about their involvement with this program¹. The responses demonstrate the success and reach of this program. Almost three-quarters of respondents had heard about the program – a very strong response and indication of the program’s successful outreach. Another notable result is that over 20% of respondents have visited places because of this designation. Many respondents are using the lessons from the winners as well. These responses also mark a major change since the 2017 survey. At that time, 52% of respondents said they were not familiar with the program.

Exhibit 9: How has the Great Places in Texas program affected you?

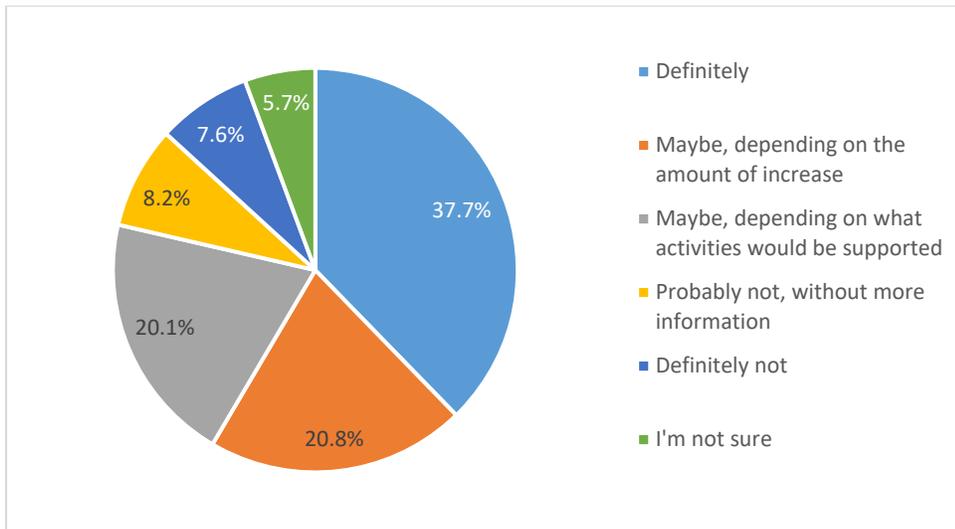
I've been involved in the selection process	2.6%
My community is a Great Places in Texas winner	16.8%
I've heard about the winners and the program	72.9%
I've visited places because they were winners	21.9%
I've used lessons from the winners in my own work	15.5%
I've used the success stories of the Great Places with local and state elected officials	11.0%
I am not familiar with Great Places in Texas	15.5%

Legislative Support

One question on the survey asked respondents about their willingness to support a dues increase in order to pay for legislative assistance. The specific question asked was: “Due to the number of legislative bills that negatively affected planning in Texas this year, Chapter leadership is exploring options to bring on additional legislative assistance before the next session. Other Chapters have paid legislative assistance, and for the Texas Chapter to do this, we would need to increase Chapter dues. If there is interest in this idea, the Chapter will provide more information this fall with options for the amount of increase. Would you support a dues increase to allow the Chapter to hire paid legislative assistance?”

¹ Respondents were asked to check any of these choices that applied to the respondent.

Exhibit 10: Would you support a dues increase?



Almost 38% of respondents ‘definitely’ support this idea. Another 40% might support it, depending on the details of the proposal. These responses indicate that APA Texas should investigate this idea and determine more exactly what the costs would be and what activities would be supported.

Questions with Individual Quantitative Responses

The responses to all questions with quantitative responses are presented in Appendix 1, provided as a separate document because of its length. It is 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 presented in Appendix 2, also provided as a separate document because of its length. 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.

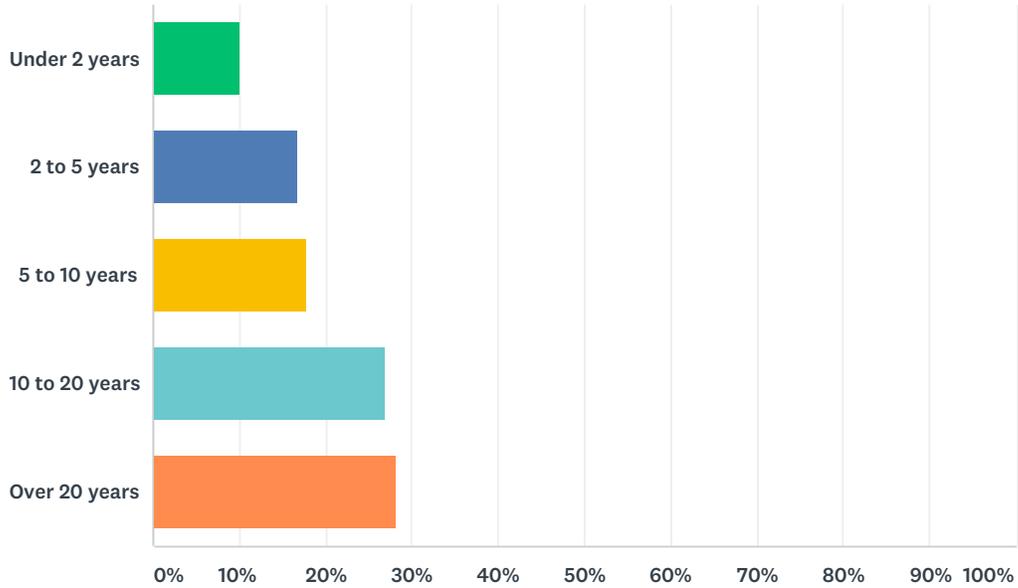
Appendix 1: Quantitative Responses

Appendix 2: Individual Comments

Appendix 1: Quantitative Responses

Q1 How long have you been involved in planning?

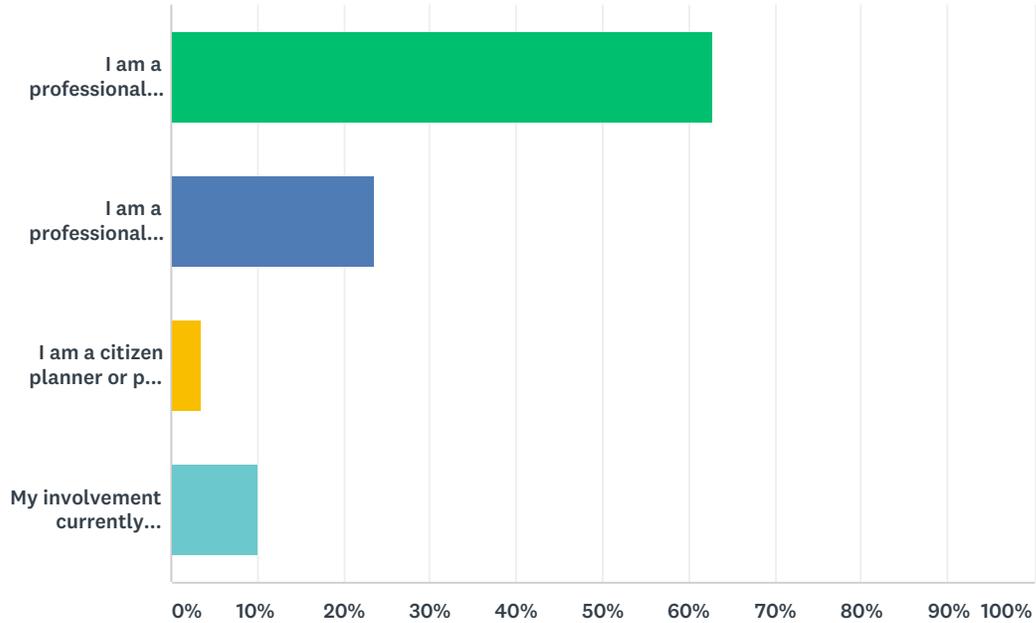
Answered: 286 Skipped: 4



ANSWER CHOICES	RESPONSES	
Under 2 years	10.14%	29
2 to 5 years	16.78%	48
5 to 10 years	17.83%	51
10 to 20 years	26.92%	77
Over 20 years	28.32%	81
TOTAL		286

Q2 What is your current role in planning?

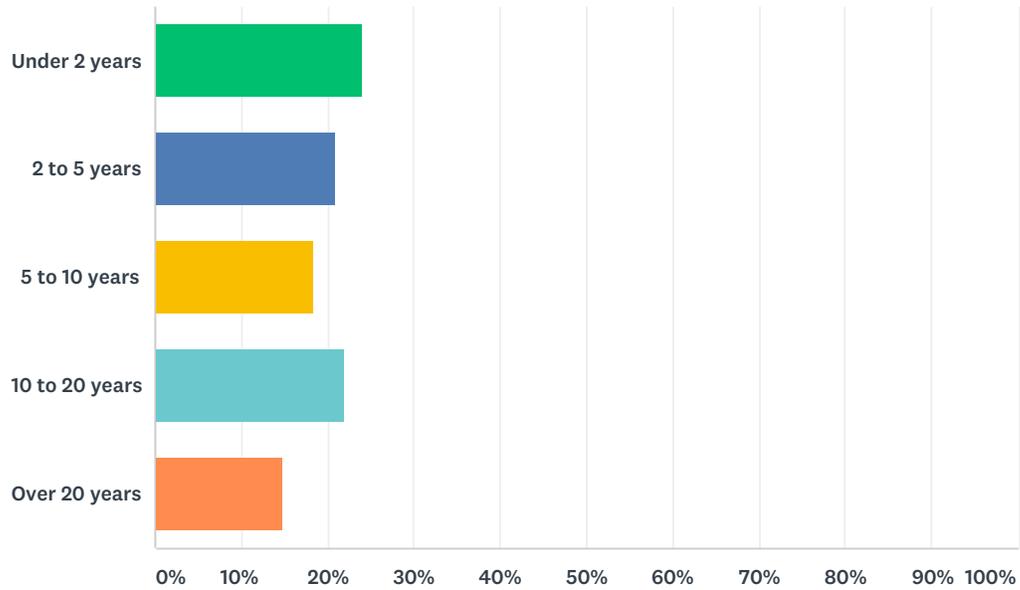
Answered: 279 Skipped: 11



ANSWER CHOICES	RESPONSES	
I am a professional planner in the public sector	62.72%	175
I am a professional planner in the private sector (including consulting)	23.66%	66
I am a citizen planner or plan commissioner	3.58%	10
My involvement currently includes more than one of the above	10.04%	28
TOTAL		279

Q3 How long have you been actively involved in APA Texas?

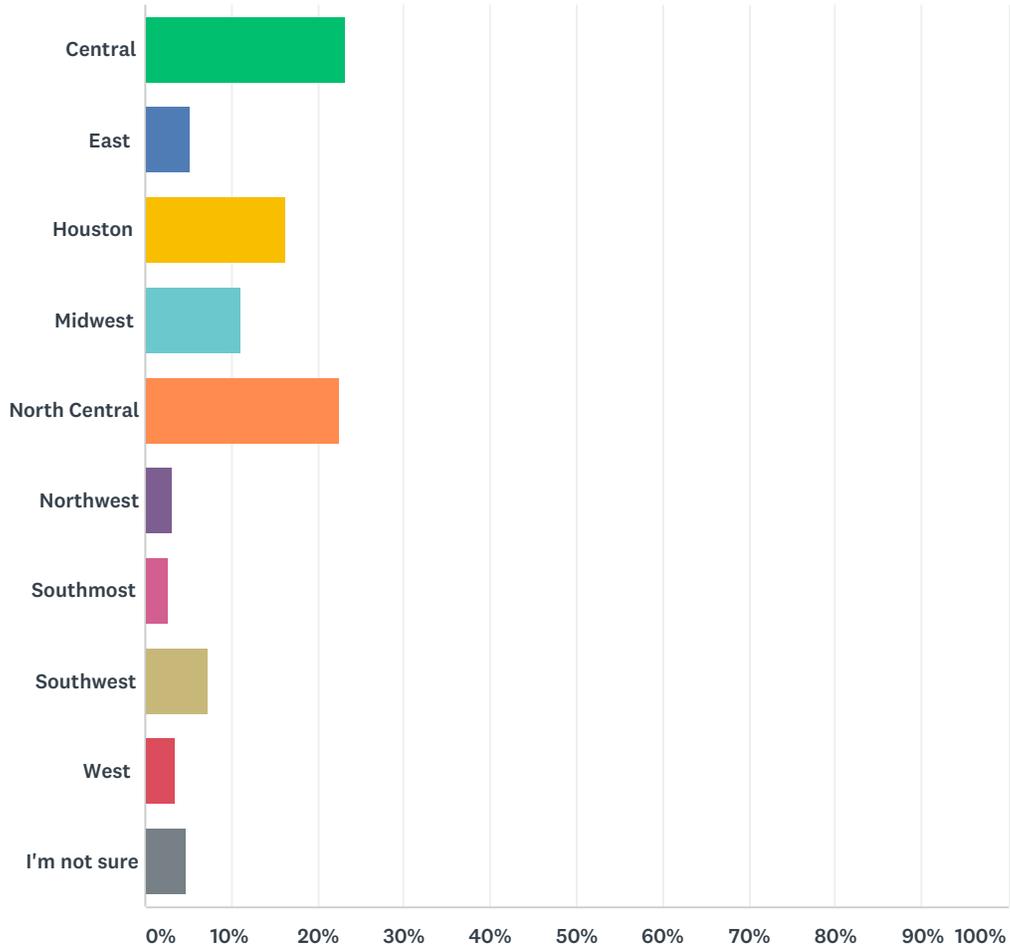
Answered: 288 Skipped: 2



ANSWER CHOICES	RESPONSES	
Under 2 years	23.96%	69
2 to 5 years	20.83%	60
5 to 10 years	18.40%	53
10 to 20 years	21.88%	63
Over 20 years	14.93%	43
TOTAL		288

Q4 Which APA Texas Section are you in?

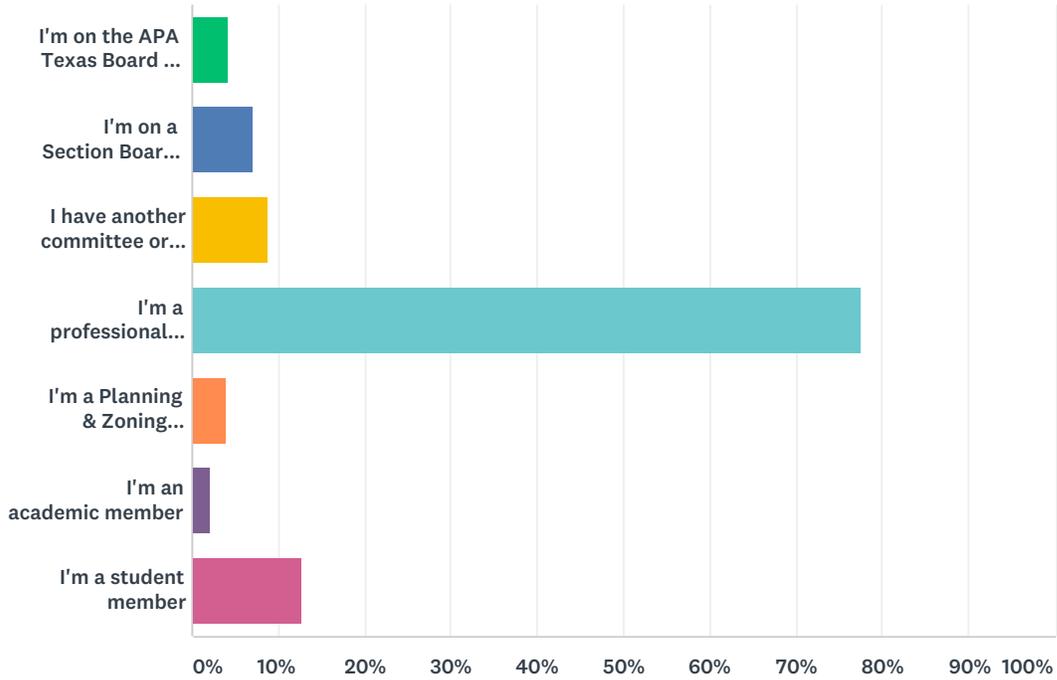
Answered: 288 Skipped: 2



ANSWER CHOICES	RESPONSES	
Central	23.26%	67
East	5.21%	15
Houston	16.32%	47
Midwest	11.11%	32
North Central	22.57%	65
Northwest	3.13%	9
Southmost	2.78%	8
Southwest	7.29%	21
West	3.47%	10
I'm not sure	4.86%	14
TOTAL		288

Q5 What is your current role in APA Texas? Check all that apply.

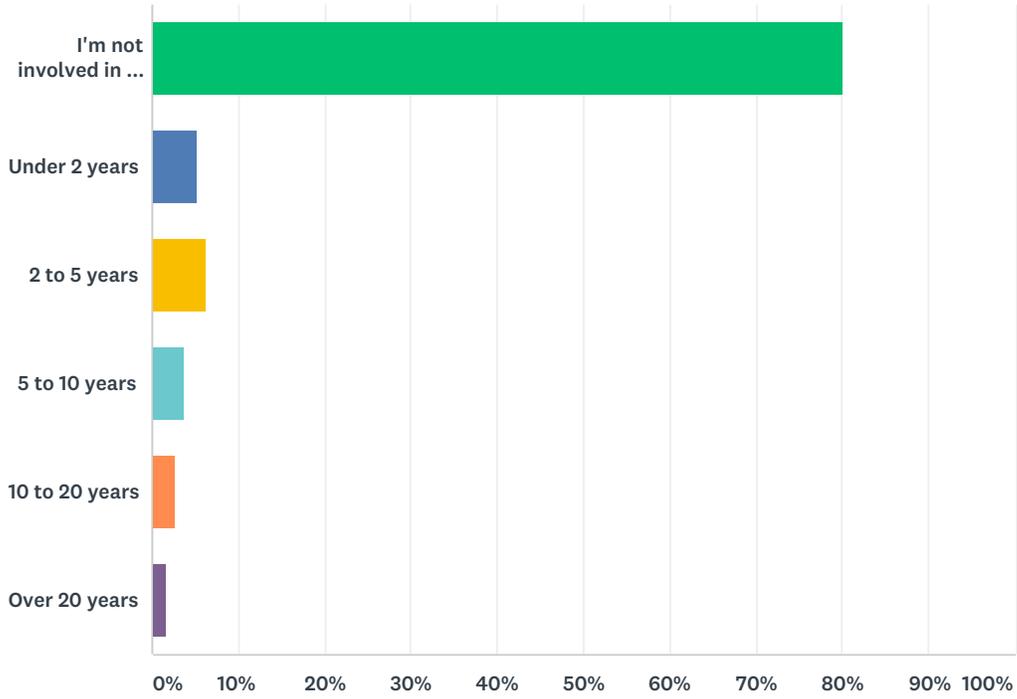
Answered: 282 Skipped: 8



ANSWER CHOICES	RESPONSES	
I'm on the APA Texas Board of Directors	4.26%	12
I'm on a Section Board of Directors	7.09%	20
I have another committee or project responsibility	8.87%	25
I'm a professional planner member	77.66%	219
I'm a Planning & Zoning Commissioner or other local official member	3.90%	11
I'm an academic member	2.13%	6
I'm a student member	12.77%	36
Total Respondents: 282		

Q6 How long have you held leadership positions in APA Texas?

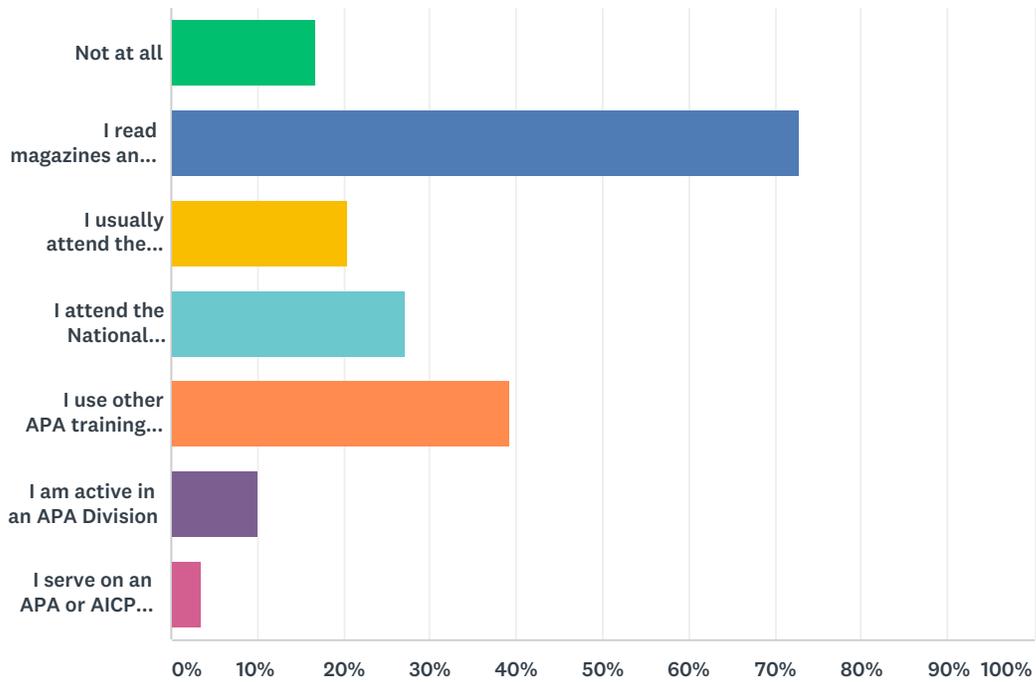
Answered: 288 Skipped: 2



ANSWER CHOICES	RESPONSES	
I'm not involved in APA Texas leadership	80.21%	231
Under 2 years	5.21%	15
2 to 5 years	6.25%	18
5 to 10 years	3.82%	11
10 to 20 years	2.78%	8
Over 20 years	1.74%	5
TOTAL		288

Q7 How involved are you currently with APA National? Check all that apply.

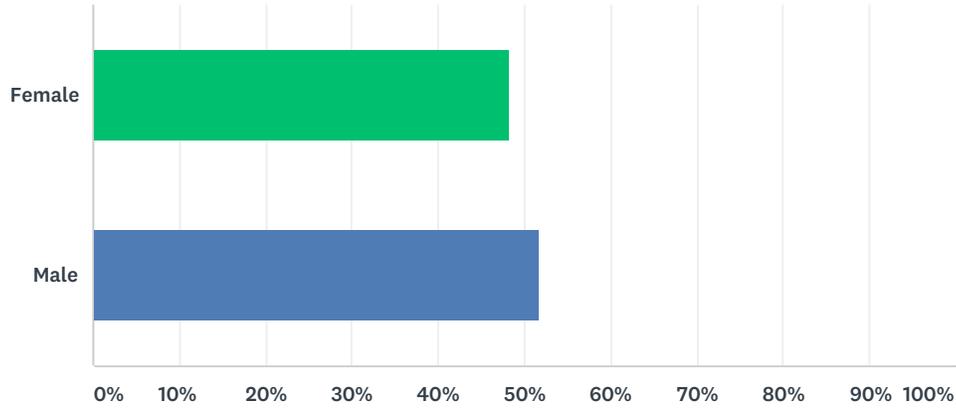
Answered: 287 Skipped: 3



ANSWER CHOICES	RESPONSES	
Not at all	16.72%	48
I read magazines and online materials	72.82%	209
I usually attend the National conferences	20.56%	59
I attend the National conferences infrequently	27.18%	78
I use other APA training programs and materials	39.37%	113
I am active in an APA Division	10.10%	29
I serve on an APA or AICP national board, committee, or in another national leadership position	3.48%	10
Total Respondents: 287		

Q8 What is your gender?

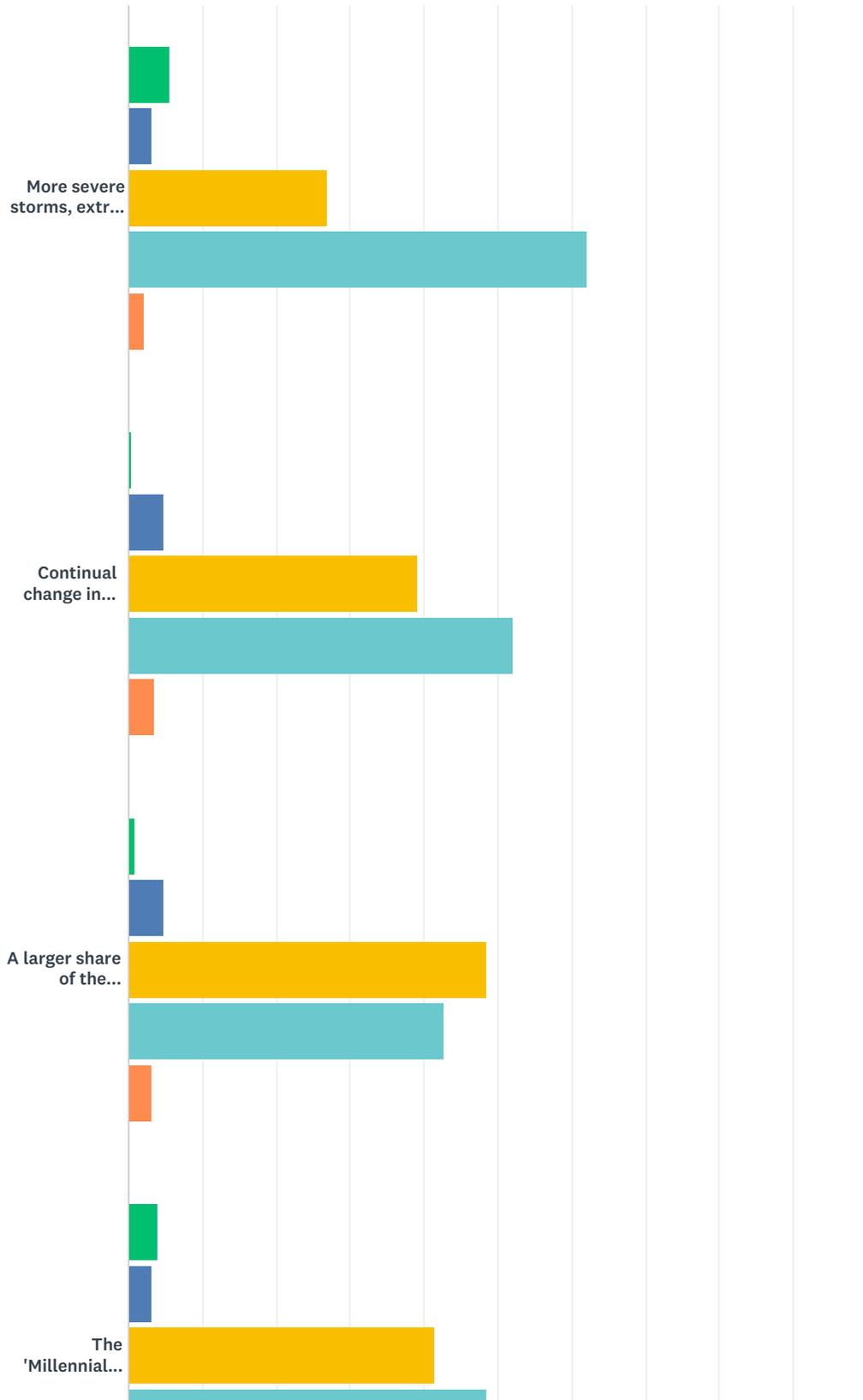
Answered: 284 Skipped: 6



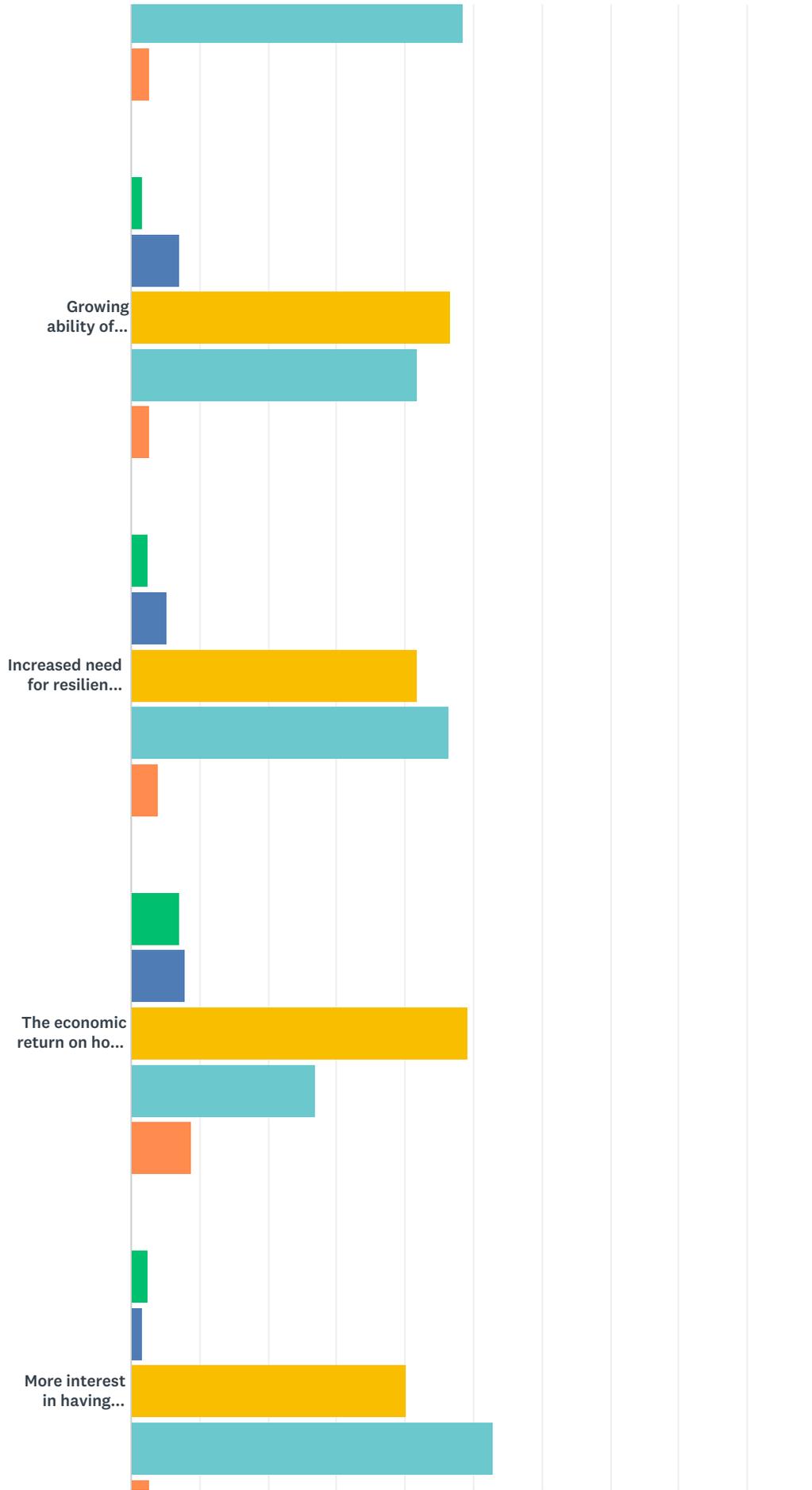
ANSWER CHOICES	RESPONSES	
Female	48.24%	137
Male	51.76%	147
TOTAL		284

Q9 Please share your perspective about the importance of these trends to planning education and practice in Texas.

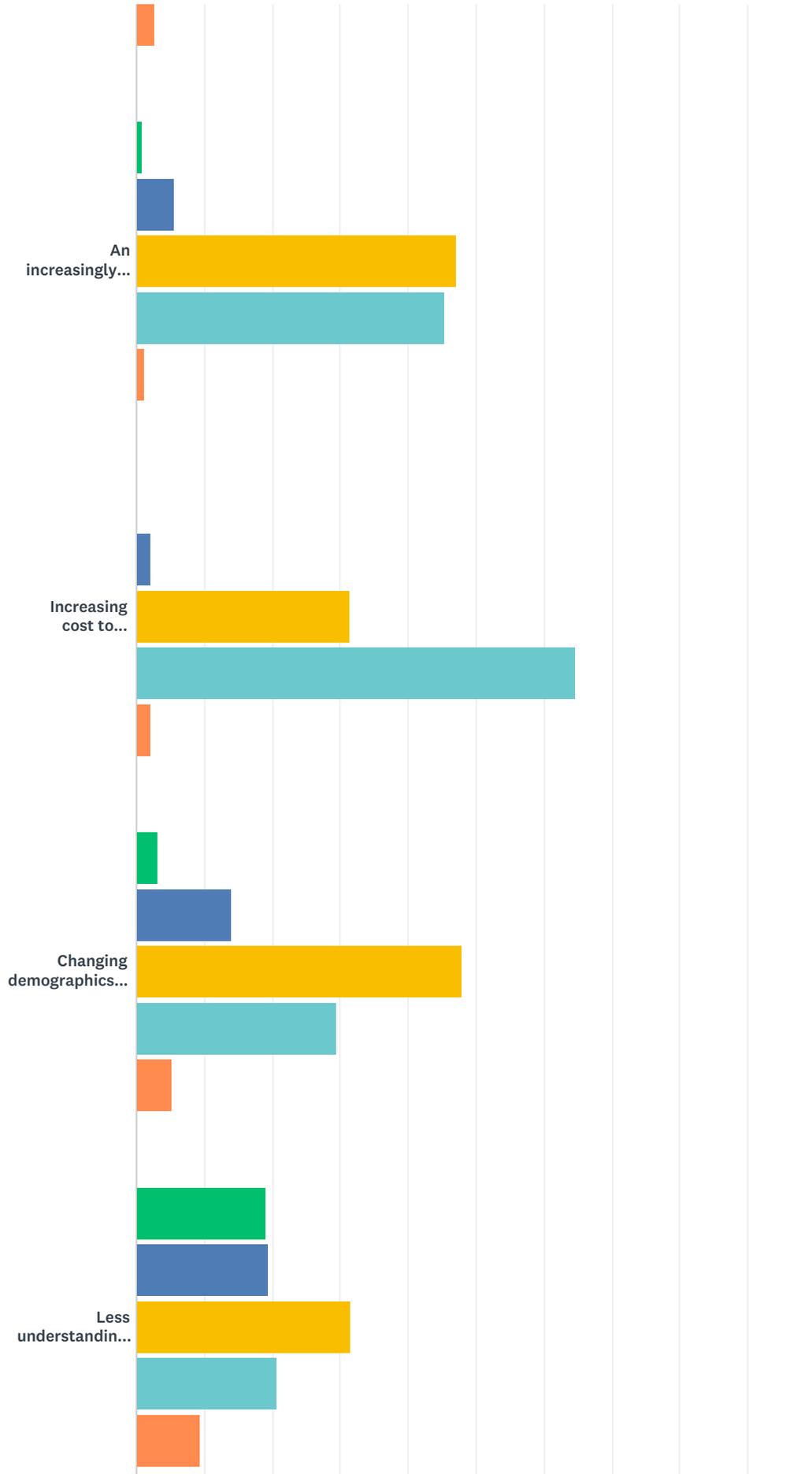
Answered: 252 Skipped: 38



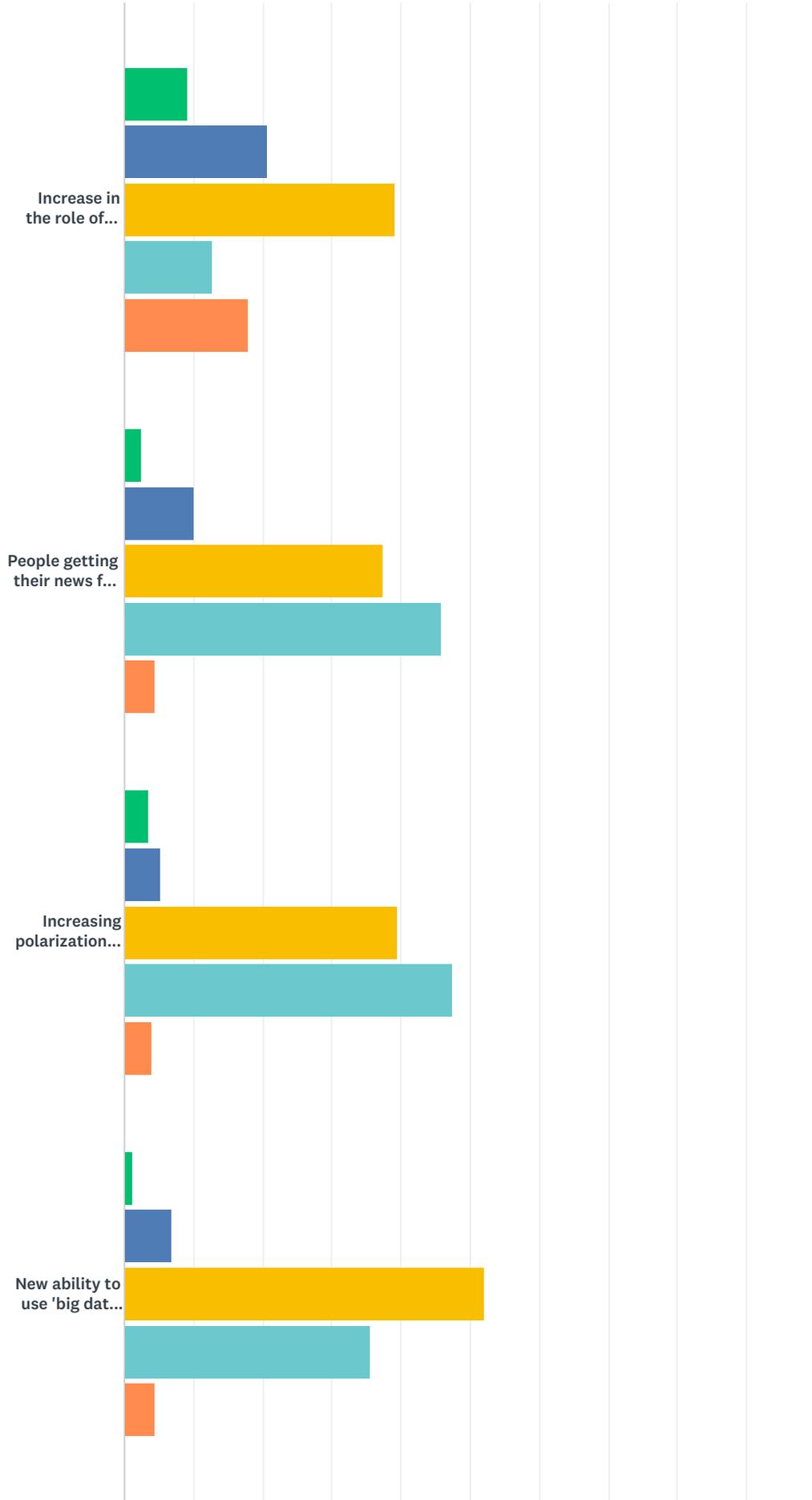
APA - Texas Chapter 2019 Membership Survey



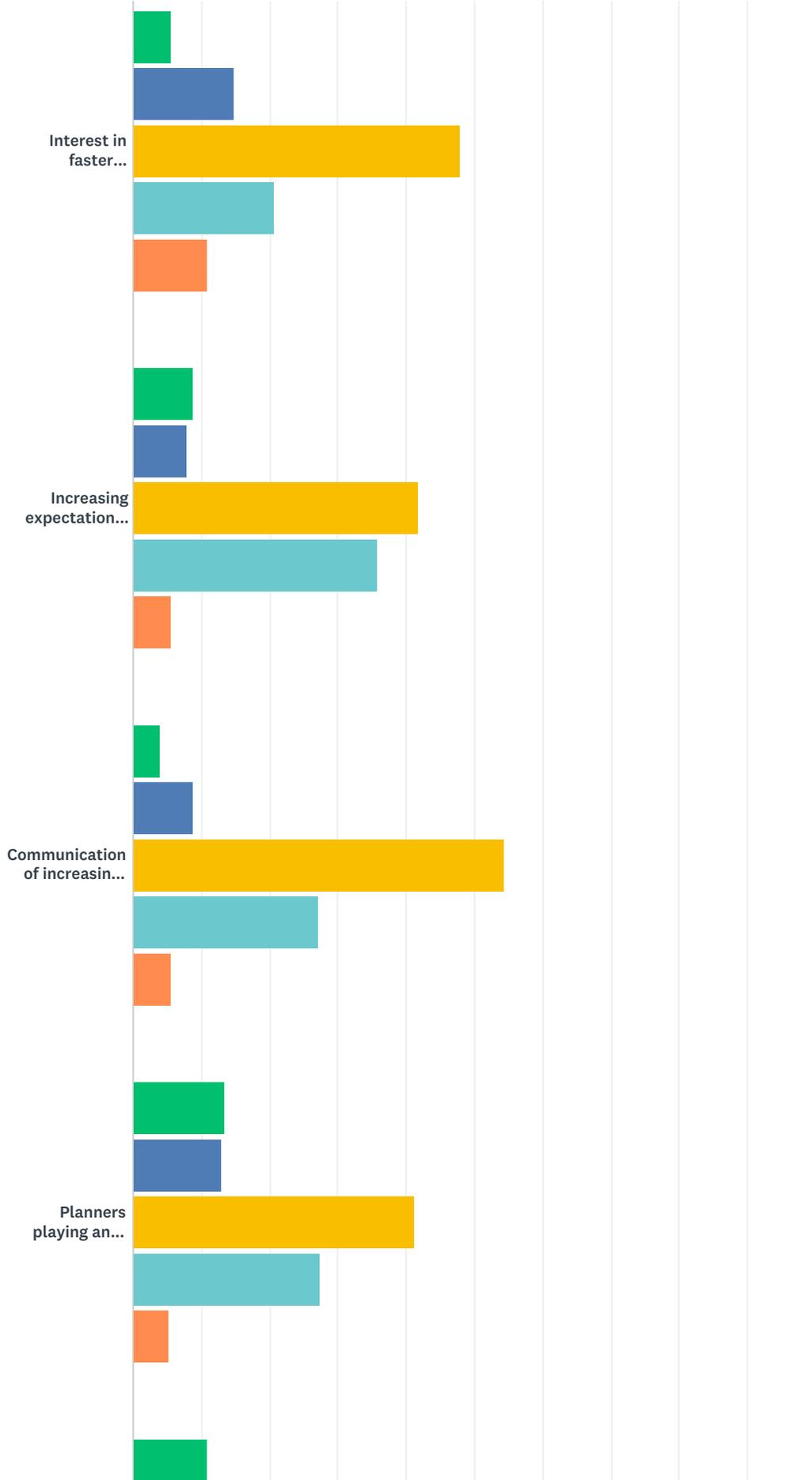
APA - Texas Chapter 2019 Membership Survey



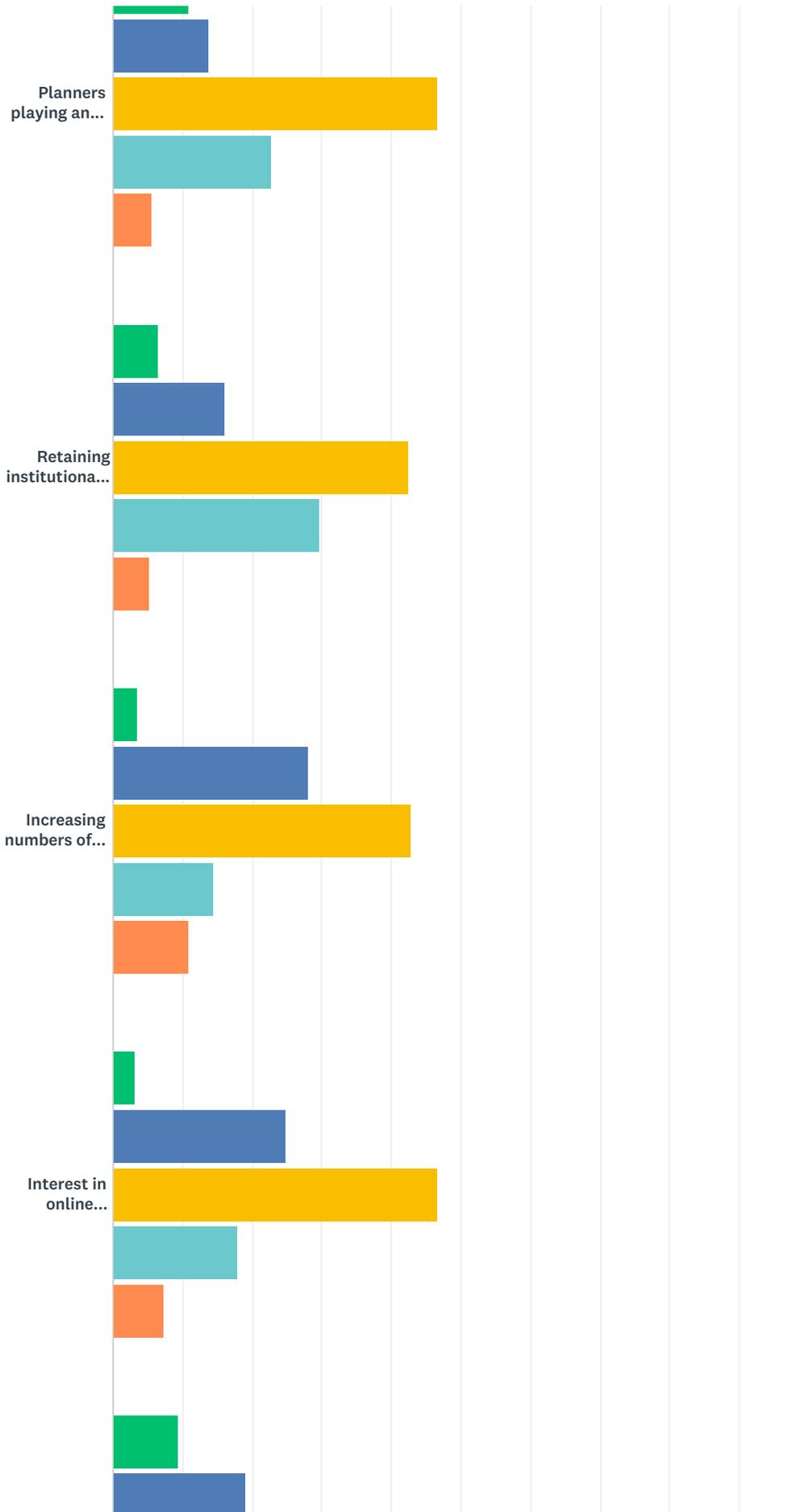
APA - Texas Chapter 2019 Membership Survey



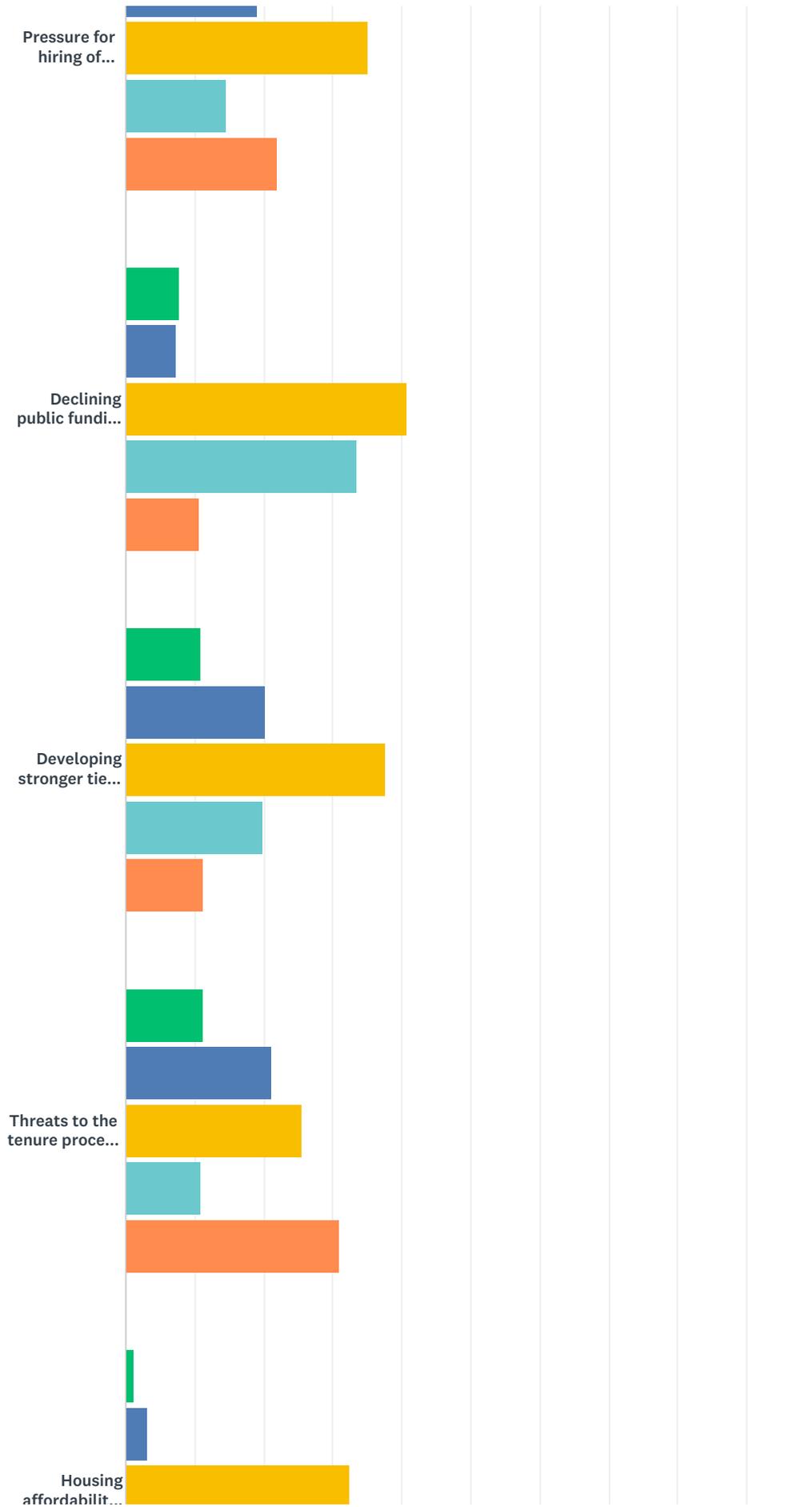
APA - Texas Chapter 2019 Membership Survey



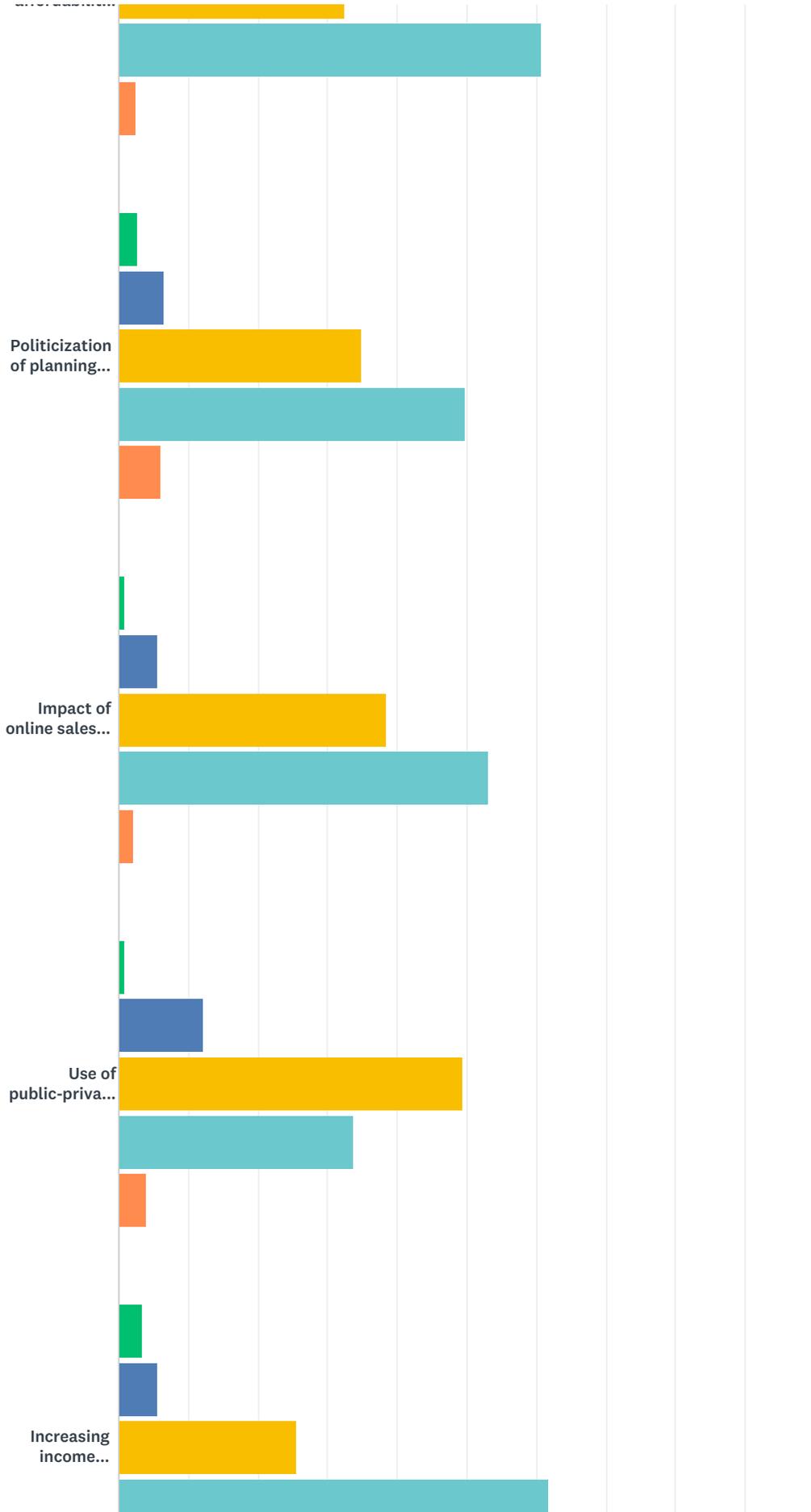
APA - Texas Chapter 2019 Membership Survey



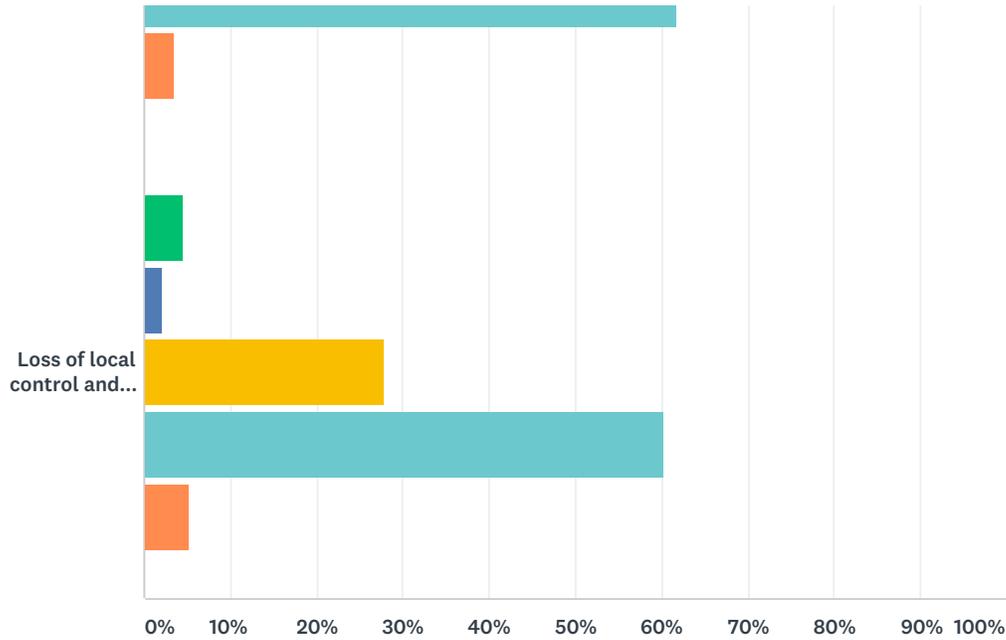
APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey



■ I don't think this is the trend
 ■ Will cause no change
■ May cause some change
 ■ Will cause significant change
 ■ I'm not sure

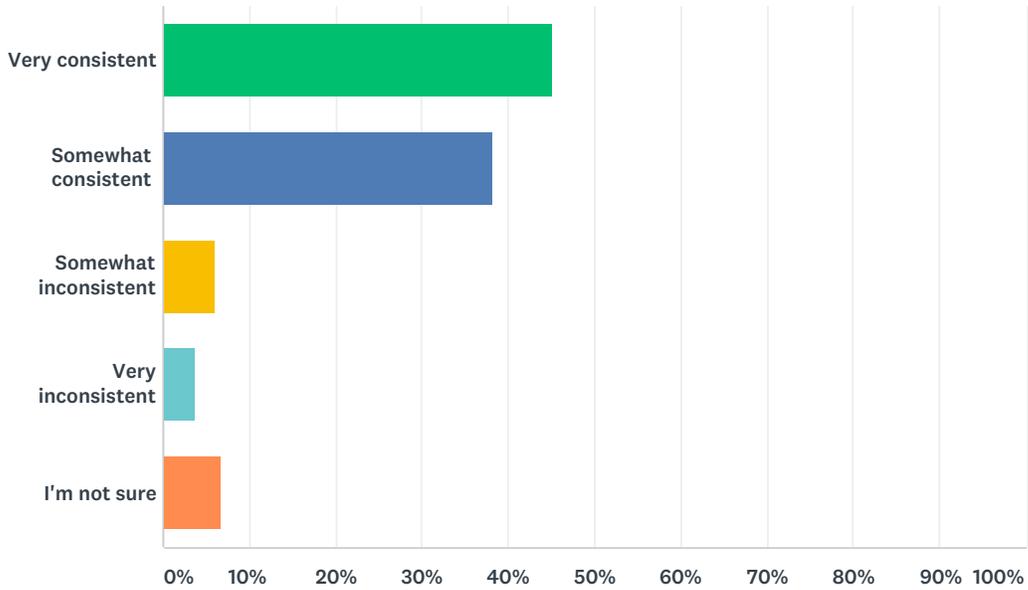
	I DON'T THINK THIS IS THE TREND	WILL CAUSE NO CHANGE	MAY CAUSE SOME CHANGE	WILL CAUSE SIGNIFICANT CHANGE	I'M NOT SURE	TOTAL	WEIGHTED AVERAGE
More severe storms, extreme weather patterns or other aspects of climate change	5.65% 14	3.23% 8	27.02% 67	62.10% 154	2.02% 5	248	3.42
Continual change in smartphone, wireless and other disruptive technologies	0.40% 1	4.78% 12	39.04% 98	52.19% 131	3.59% 9	251	3.36
A larger share of the population is elderly	0.80% 2	4.78% 12	48.61% 122	42.63% 107	3.19% 8	251	3.27
The 'Millennial Generation' and 'GenZ' having different values and expectations from those of earlier generations	3.98% 10	3.19% 8	41.43% 104	48.61% 122	2.79% 7	251	3.29
Growing ability of businesses and workers to locate anywhere in the world	1.59% 4	7.17% 18	46.61% 117	41.83% 105	2.79% 7	251	3.23
Increased need for resilience in responding to unanticipated changes	2.42% 6	5.24% 13	41.94% 104	46.37% 115	4.03% 10	248	3.24
The economic return on home ownership may be lower than in the past	7.14% 18	7.94% 20	49.21% 124	26.98% 68	8.73% 22	252	2.79
More interest in having mobility choices in addition to autos	2.41% 6	1.61% 4	40.16% 100	53.01% 132	2.81% 7	249	3.38
An increasingly diverse community population	0.80% 2	5.58% 14	47.01% 118	45.42% 114	1.20% 3	251	3.35
Increasing cost to rehabilitate aging public facilities and infrastructure	0.00% 0	2.01% 5	31.33% 78	64.66% 161	2.01% 5	249	3.57
Changing demographics (age & ethnicity) of student populations	3.23% 8	14.11% 35	47.98% 119	29.44% 73	5.24% 13	248	2.93

APA - Texas Chapter 2019 Membership Survey

Less understanding of the planning profession	19.03% 47	19.43% 48	31.58% 78	20.65% 51	9.31% 23	247	2.35
Increase in the role of planning internationally (i.e., outside the U.S.)	9.20% 23	20.80% 52	39.20% 98	12.80% 32	18.00% 45	250	2.20
People getting their news from separate media outlets with distinct views (rather than from shared outlets perceived to be neutral)	2.41% 6	10.04% 25	37.35% 93	45.78% 114	4.42% 11	249	3.18
Increasing polarization within communities	3.63% 9	5.24% 13	39.52% 98	47.58% 118	4.03% 10	248	3.23
New ability to use 'big data' and 'crowdsourcing' in planning	1.21% 3	6.85% 17	52.02% 129	35.48% 88	4.44% 11	248	3.13
Interest in faster application of new research to practice	5.60% 14	14.80% 37	48.00% 120	20.80% 52	10.80% 27	250	2.62
Increasing expectation that results should occur quickly (in 1 to 3 years, rather than over a decade or more)	8.84% 22	8.03% 20	41.77% 104	35.74% 89	5.62% 14	249	2.93
Communication of increasingly complex ideas in simpler and shorter ways	4.00% 10	8.80% 22	54.40% 136	27.20% 68	5.60% 14	250	2.94
Planners playing an increasing role in community or organizational leadership	13.31% 33	12.90% 32	41.13% 102	27.42% 68	5.24% 13	248	2.72
Planners playing an increasing role as advocates for particular issues or groups	10.98% 27	13.82% 34	46.75% 115	22.76% 56	5.69% 14	246	2.70
Retaining institutional knowledge as 'Baby Boom Generation' planners retire	6.43% 16	16.06% 40	42.57% 106	29.72% 74	5.22% 13	249	2.85
Increasing numbers of 'non-traditional' and part-time students	3.61% 9	28.11% 70	42.97% 107	14.46% 36	10.84% 27	249	2.47
Interest in online education	3.21% 8	24.90% 62	46.59% 116	18.07% 45	7.23% 18	249	2.65
Pressure for hiring of inter-disciplinary faculty members	9.31% 23	19.03% 47	35.22% 87	14.57% 36	21.86% 54	247	2.11
Declining public funding for planning practice and academic programs	7.76% 19	7.35% 18	40.82% 100	33.47% 82	10.61% 26	245	2.79
Developing stronger ties between academic and practicing planners	10.93% 27	20.24% 50	37.65% 93	19.84% 49	11.34% 28	247	2.44
Threats to the tenure process for planning faculty members	11.38% 28	21.14% 52	25.61% 63	10.98% 27	30.89% 76	246	1.74
Housing affordability/workforce housing	1.21% 3	3.24% 8	32.39% 80	60.73% 150	2.43% 6	247	3.48
Politicization of planning processes	2.81% 7	6.43% 16	34.94% 87	49.80% 124	6.02% 15	249	3.20
Impact of online sales on 'bricks and mortar' retail	0.81% 2	5.67% 14	38.46% 95	53.04% 131	2.02% 5	247	3.40
Use of public-private partnerships to achieve planning goals	0.81% 2	12.15% 30	49.39% 122	33.60% 83	4.05% 10	247	3.08
Increasing income inequality, poverty and homelessness	3.25% 8	5.69% 14	25.61% 63	61.79% 152	3.66% 9	246	3.39
Loss of local control and authority	4.51% 11	2.05% 5	27.87% 68	60.25% 147	5.33% 13	244	3.33

Q10 How consistent is this Vision Statement with your views about what APA Texas should be and do?

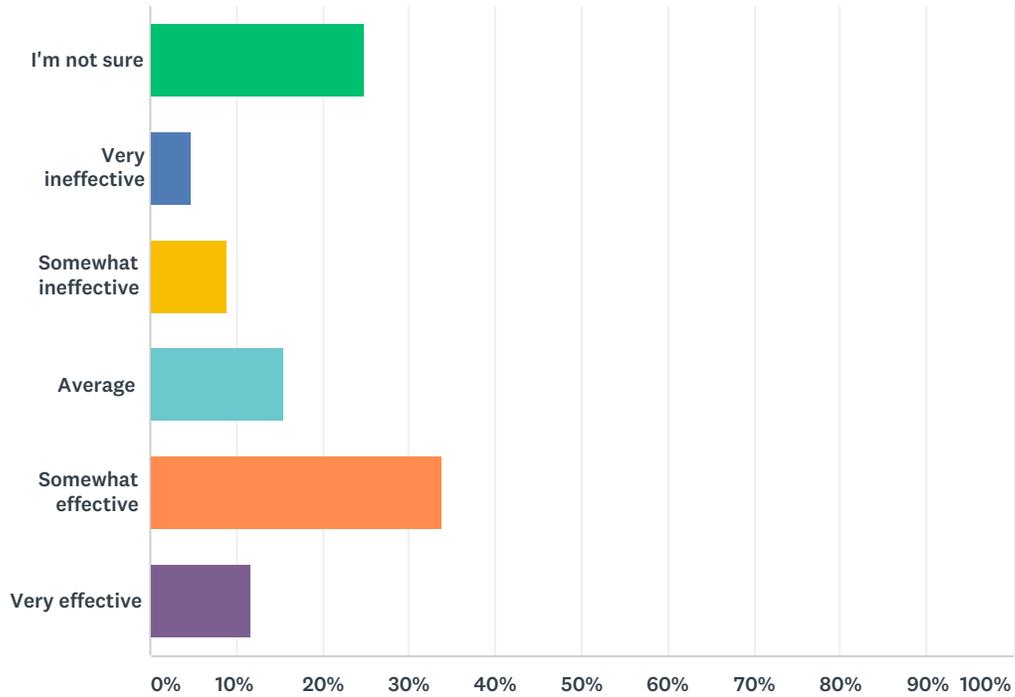
Answered: 212 Skipped: 78



ANSWER CHOICES	RESPONSES	
Very consistent	45.28%	96
Somewhat consistent	38.21%	81
Somewhat inconsistent	6.13%	13
Very inconsistent	3.77%	8
I'm not sure	6.60%	14
TOTAL		212

Q11 How effective has APA Texas been in achieving this vision in the past two years?

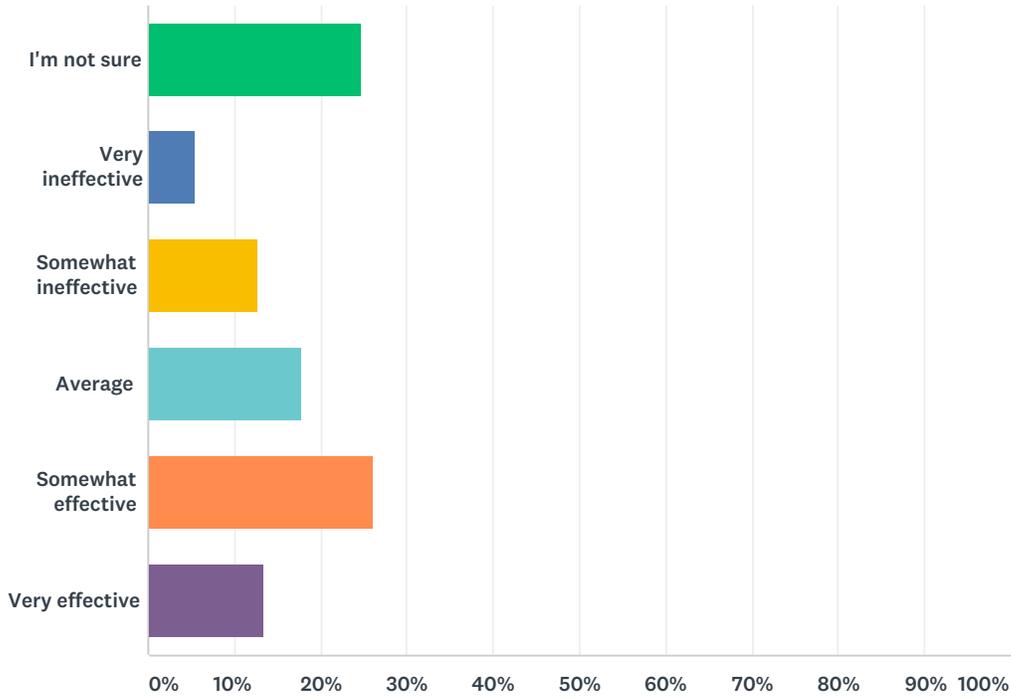
Answered: 212 Skipped: 78



ANSWER CHOICES	RESPONSES	
I'm not sure	25.00%	53
Very ineffective	4.72%	10
Somewhat ineffective	8.96%	19
Average	15.57%	33
Somewhat effective	33.96%	72
Very effective	11.79%	25
TOTAL		212

Q15 Goal 1 in the 5-year Development Plan states: APA Texas will LEAD the planning movement in this state. How effective has APA Texas been in achieving this goal during the past two years?

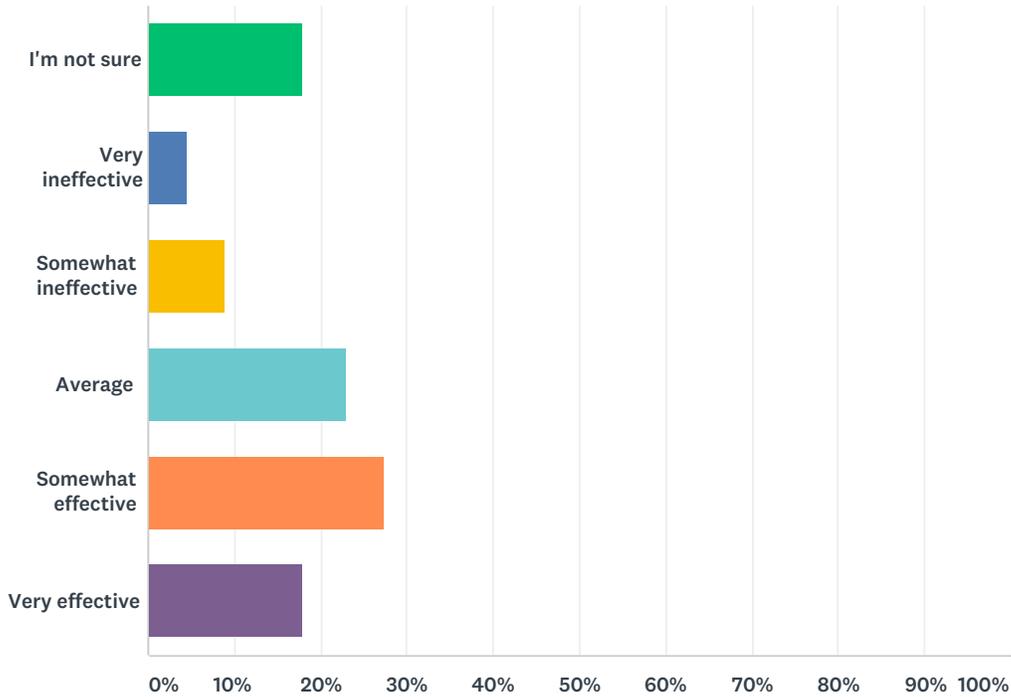
Answered: 203 Skipped: 87



ANSWER CHOICES	RESPONSES	
I'm not sure	24.63%	50
Very ineffective	5.42%	11
Somewhat ineffective	12.81%	26
Average	17.73%	36
Somewhat effective	26.11%	53
Very effective	13.30%	27
TOTAL		203

Q16 Goal 2 in the 5-year Development Plan states: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information. How effective has APA Texas been in achieving this goal during the past two years?

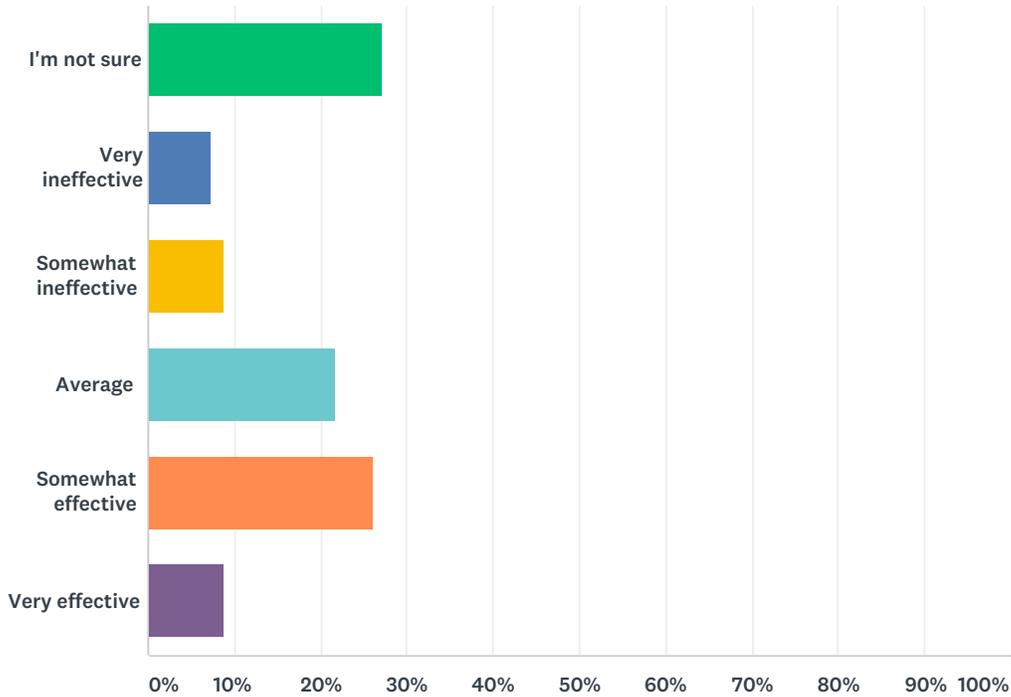
Answered: 200 Skipped: 90



ANSWER CHOICES	RESPONSES	
I'm not sure	18.00%	36
Very ineffective	4.50%	9
Somewhat ineffective	9.00%	18
Average	23.00%	46
Somewhat effective	27.50%	55
Very effective	18.00%	36
TOTAL		200

Q17 Goal 3 in the 5-year Development Plan states: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions. How effective has APA Texas been in achieving this goal during the past two years?

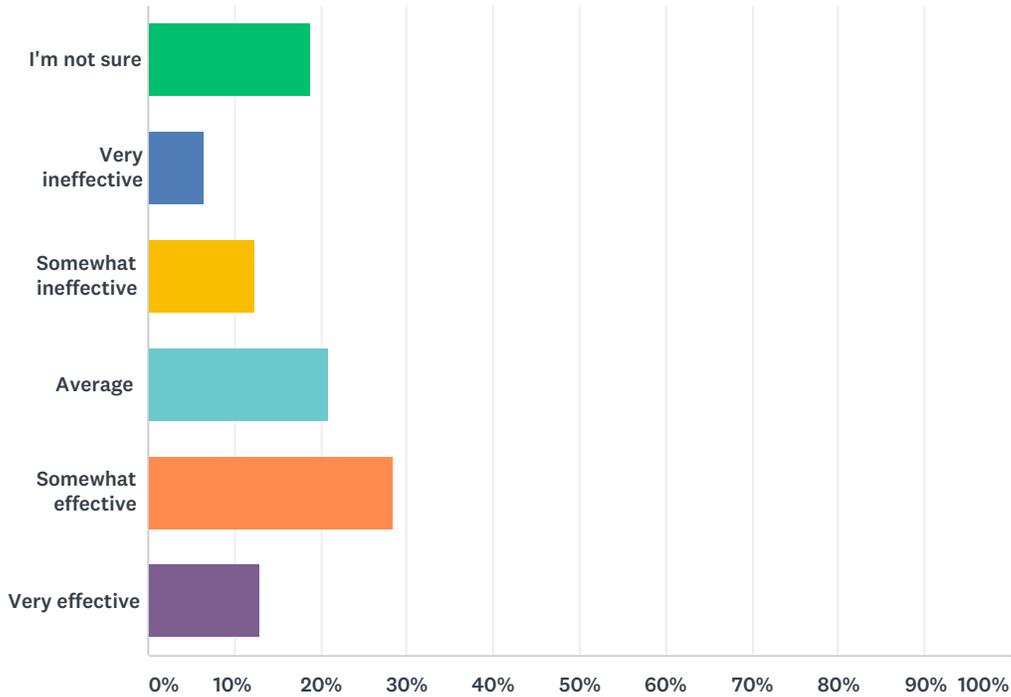
Answered: 203 Skipped: 87



ANSWER CHOICES	RESPONSES	
I'm not sure	27.09%	55
Very ineffective	7.39%	15
Somewhat ineffective	8.87%	18
Average	21.67%	44
Somewhat effective	26.11%	53
Very effective	8.87%	18
TOTAL		203

Q18 Goal 4 in the 5-year Development Plan states: APA Texas will **ADVOCATE** for planning, planning leaders and good government in our unique Texas setting. How effective has APA Texas been in achieving this goal during the past two years?

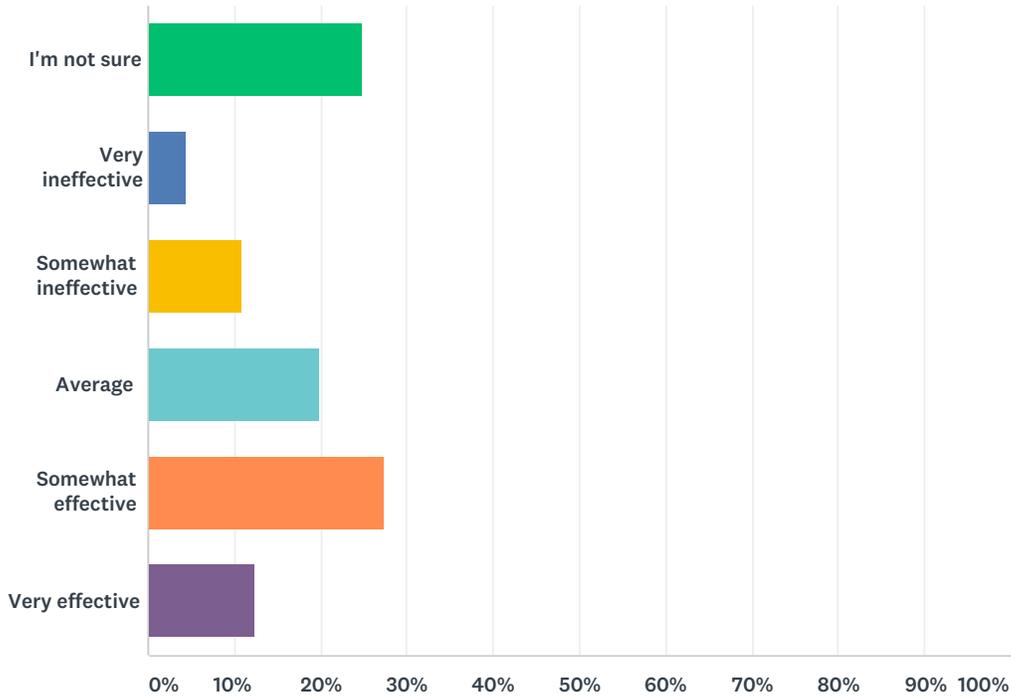
Answered: 201 Skipped: 89



ANSWER CHOICES	RESPONSES	
I'm not sure	18.91%	38
Very ineffective	6.47%	13
Somewhat ineffective	12.44%	25
Average	20.90%	42
Somewhat effective	28.36%	57
Very effective	12.94%	26
TOTAL		201

Q19 Goal 5 in the 5-year Development Plan states: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets. How effective has APA Texas been in achieving this goal during the past two years?

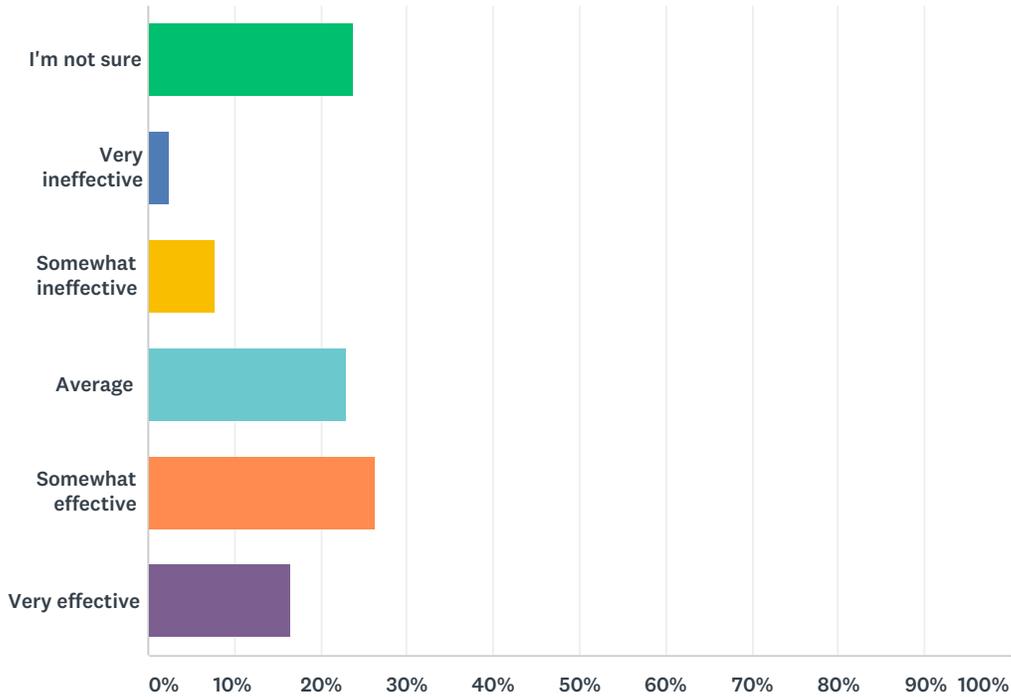
Answered: 201 Skipped: 89



ANSWER CHOICES	RESPONSES	
I'm not sure	24.88%	50
Very ineffective	4.48%	9
Somewhat ineffective	10.95%	22
Average	19.90%	40
Somewhat effective	27.36%	55
Very effective	12.44%	25
TOTAL		201

Q20 Goal 6 in the 5-year Development Plan states: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members. How effective has APA Texas been in achieving this goal during the past two years?

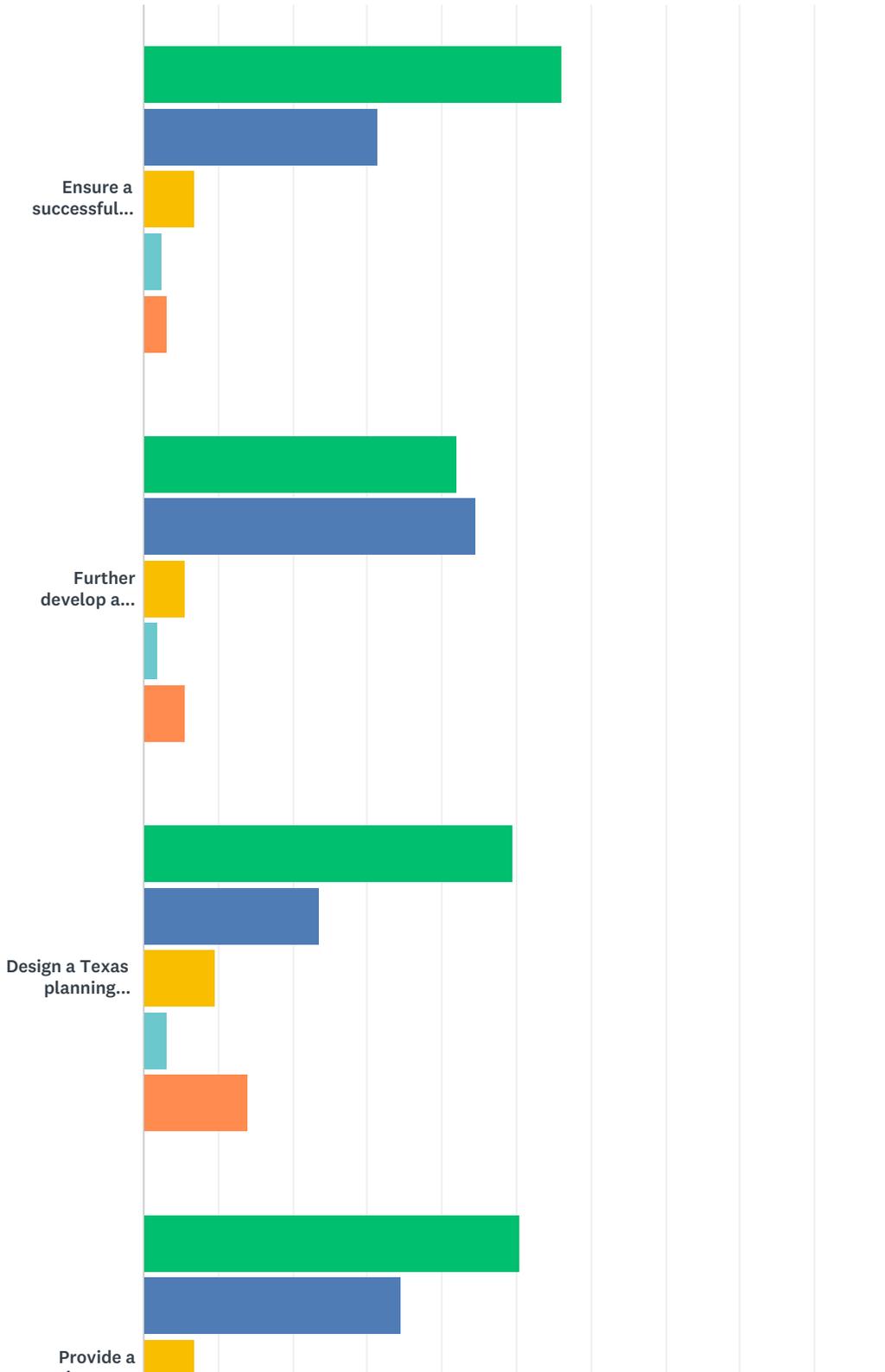
Answered: 205 Skipped: 85



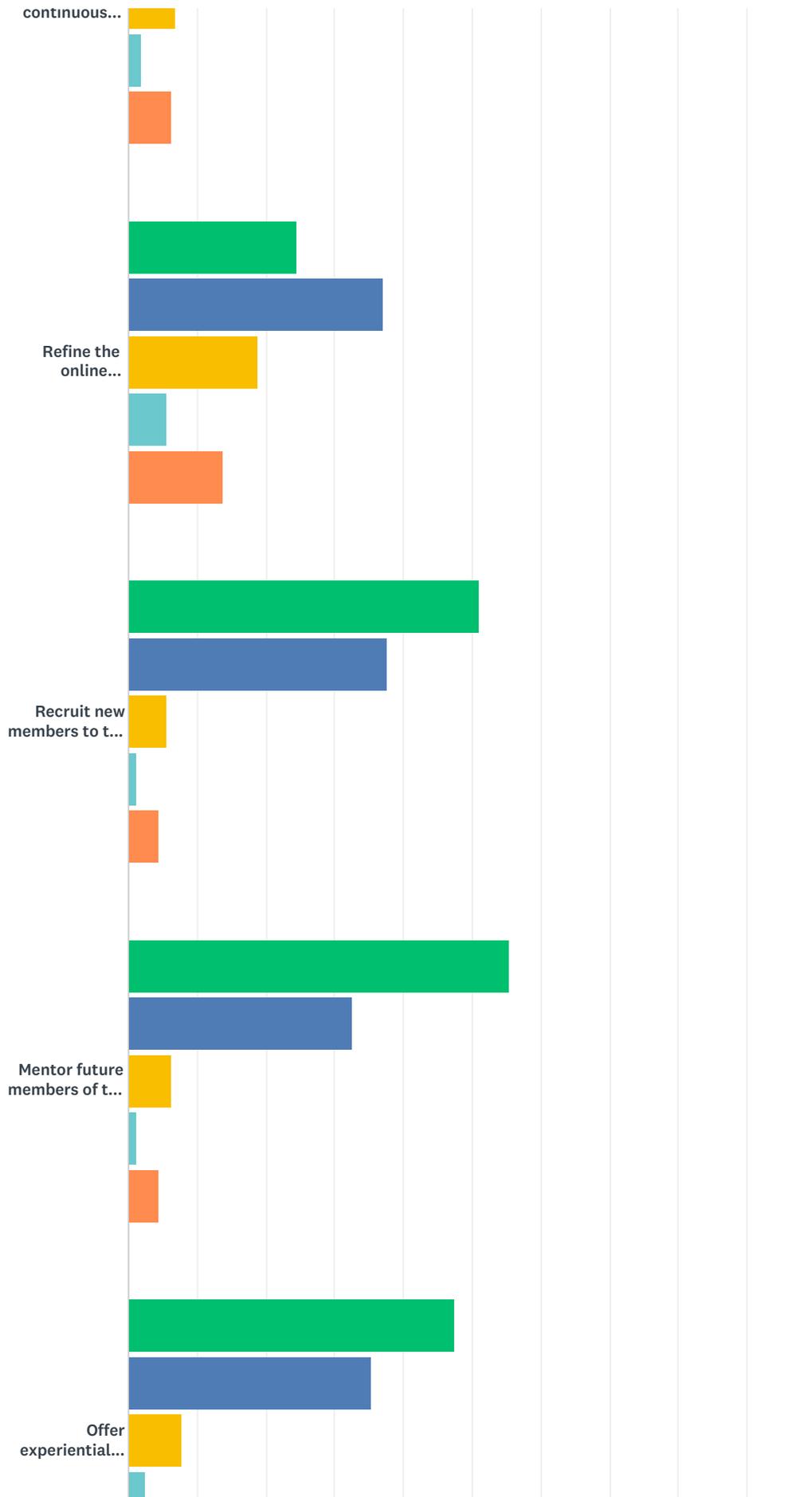
ANSWER CHOICES	RESPONSES	
I'm not sure	23.90%	49
Very ineffective	2.44%	5
Somewhat ineffective	7.80%	16
Average	22.93%	47
Somewhat effective	26.34%	54
Very effective	16.59%	34
TOTAL		205

Q22 These are the action items APA Texas has identified to implement Goal 1: APA Texas will LEAD the planning movement in this state. How important is action on these items during 2019 - 2021?

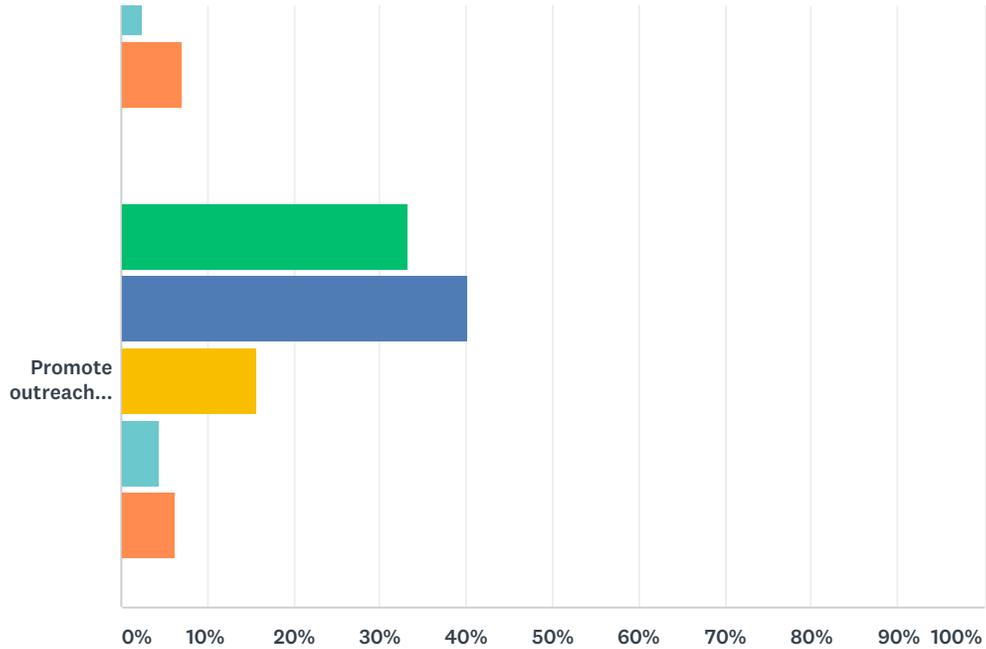
Answered: 159 Skipped: 131



APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey

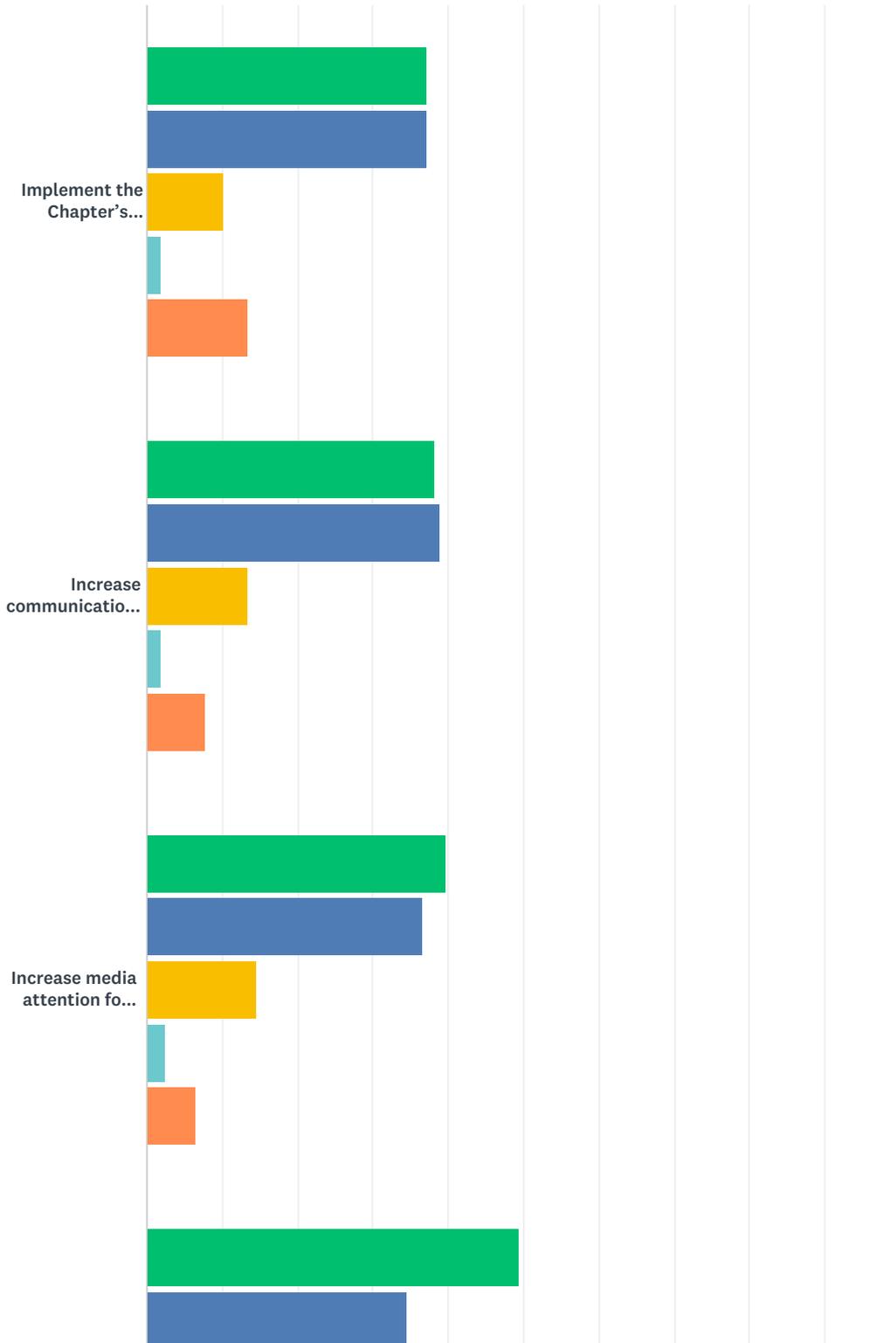


■ Very Important
 ■ Somewhat Important
 ■ Somewhat Unimportant
■ Very Unimportant
 ■ I'm Not Sure

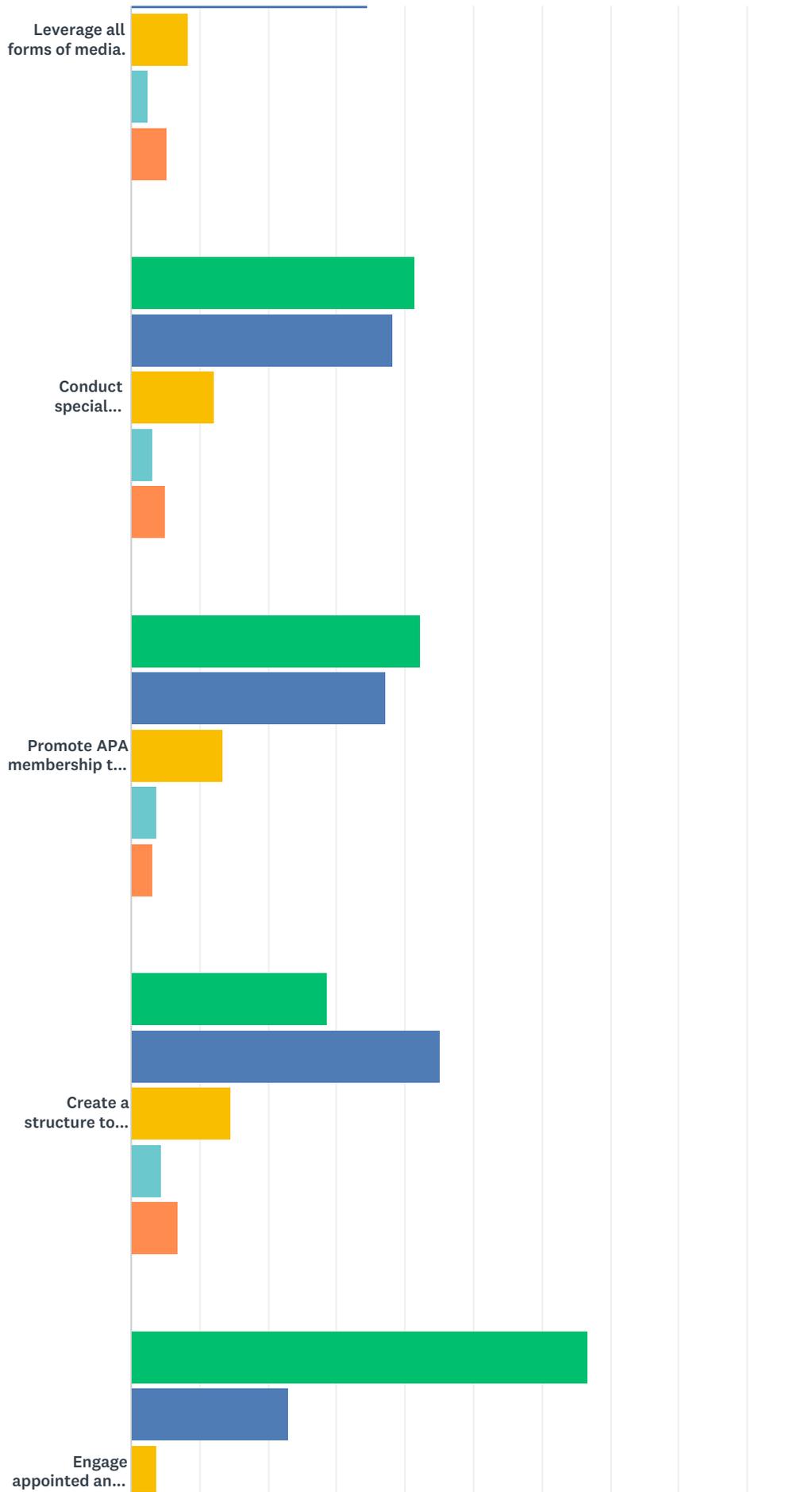
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Ensure a successful generational transition of leadership.	55.97% 89	31.45% 50	6.92% 11	2.52% 4	3.14% 5	159
Further develop a Section leadership training program.	42.14% 67	44.65% 71	5.66% 9	1.89% 3	5.66% 9	159
Design a Texas planning movement.	49.68% 78	23.57% 37	9.55% 15	3.18% 5	14.01% 22	157
Provide a continuous communications and feedback loop between Sections and the Chapter.	50.31% 80	34.59% 55	6.92% 11	1.89% 3	6.29% 10	159
Refine the online dashboard to report progress.	24.53% 39	37.11% 59	18.87% 30	5.66% 9	13.84% 22	159
Recruit new members to the planning movement.	50.94% 81	37.74% 60	5.66% 9	1.26% 2	4.40% 7	159
Mentor future members of the planning movement.	55.35% 88	32.70% 52	6.29% 10	1.26% 2	4.40% 7	159
Offer experiential learning opportunities.	47.44% 74	35.26% 55	7.69% 12	2.56% 4	7.05% 11	156
Promote outreach materials for use during National Planning Month.	33.33% 53	40.25% 64	15.72% 25	4.40% 7	6.29% 10	159

Q23 These are the action items APA Texas has identified to implement Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information. How important is action on these items during 2019 – 2021?

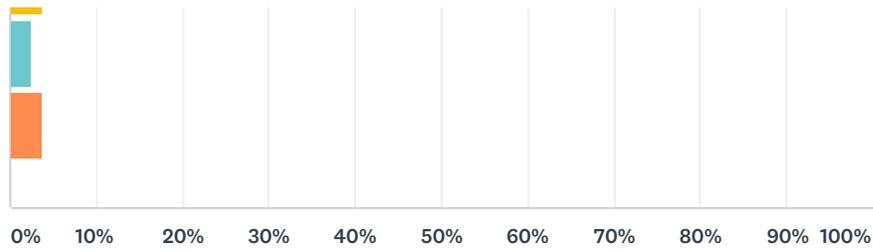
Answered: 159 Skipped: 131



APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey

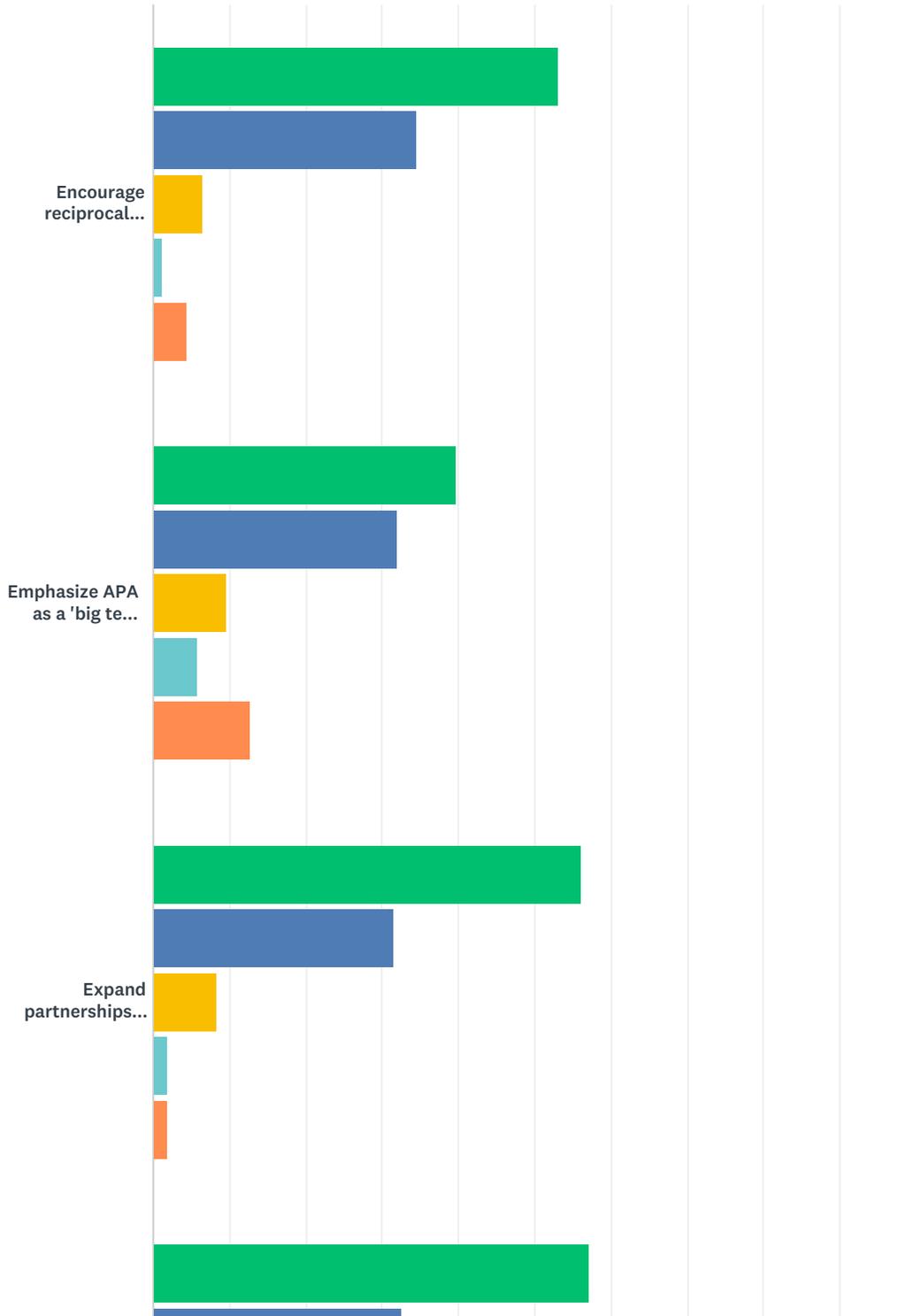


■ Very Important
 ■ Somewhat Important
 ■ Somewhat Unimportant
■ Very Unimportant
 ■ I'm Not Sure

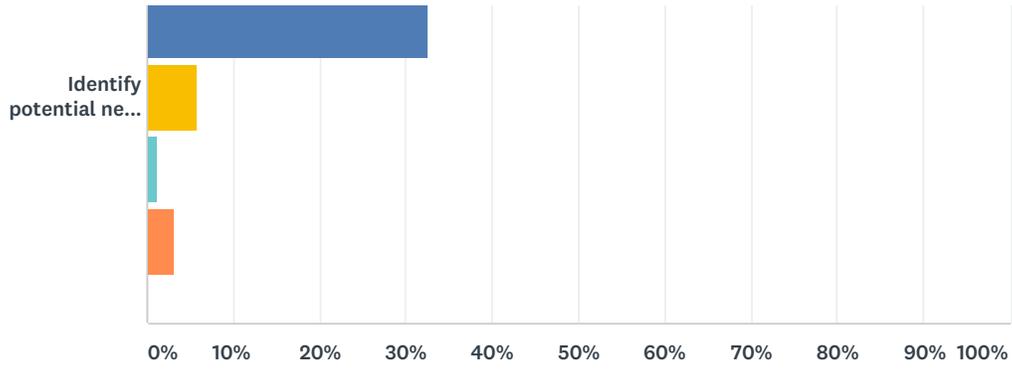
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Implement the Chapter's adopted communications plan.	37.18% 58	37.18% 58	10.26% 16	1.92% 3	13.46% 21	156
Increase communication between the APA Texas Executive Committee and members.	38.22% 60	38.85% 61	13.38% 21	1.91% 3	7.64% 12	157
Increase media attention for APA Texas awards and other initiatives.	39.74% 62	36.54% 57	14.74% 23	2.56% 4	6.41% 10	156
Leverage all forms of media.	49.36% 77	34.62% 54	8.33% 13	2.56% 4	5.13% 8	156
Conduct special outreach to 'Early Professionals'.	41.40% 65	38.22% 60	12.10% 19	3.18% 5	5.10% 8	157
Promote APA membership to Planning Commissioners.	42.31% 66	37.18% 58	13.46% 21	3.85% 6	3.21% 5	156
Create a structure to engage 'legacy' professionals.	28.66% 45	45.22% 71	14.65% 23	4.46% 7	7.01% 11	157
Engage appointed and elected officials in APA Texas.	66.67% 104	23.08% 36	3.85% 6	2.56% 4	3.85% 6	156

Q24 These are the action items APA Texas has identified to implement Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions. How important is action on these items during 2019 – 2021?

Answered: 156 Skipped: 134



APA - Texas Chapter 2019 Membership Survey

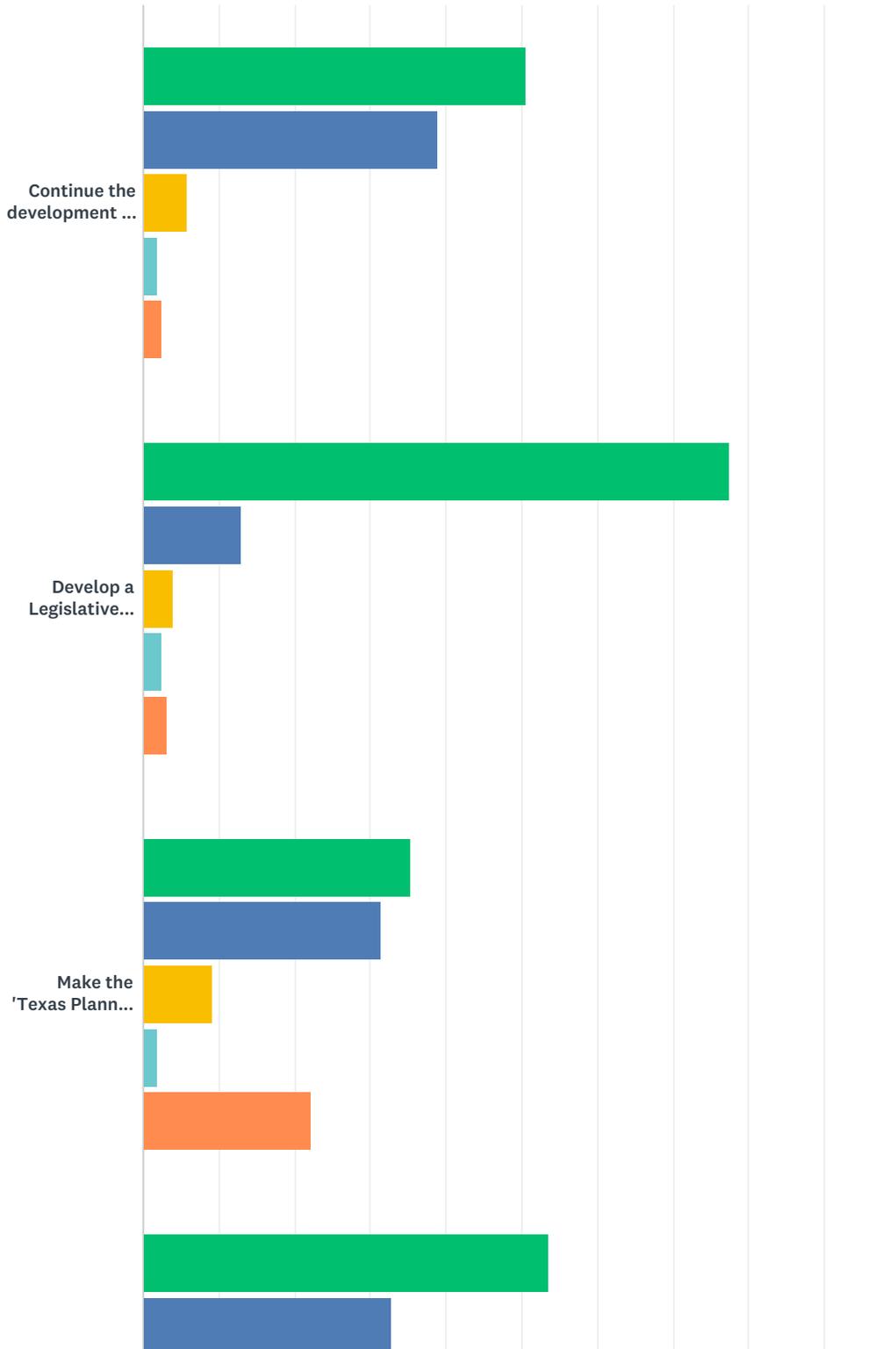


■ Very Important
 ■ Somewhat Important
 ■ Somewhat Unimportant
■ Very Unimportant
 ■ I'm Not Sure

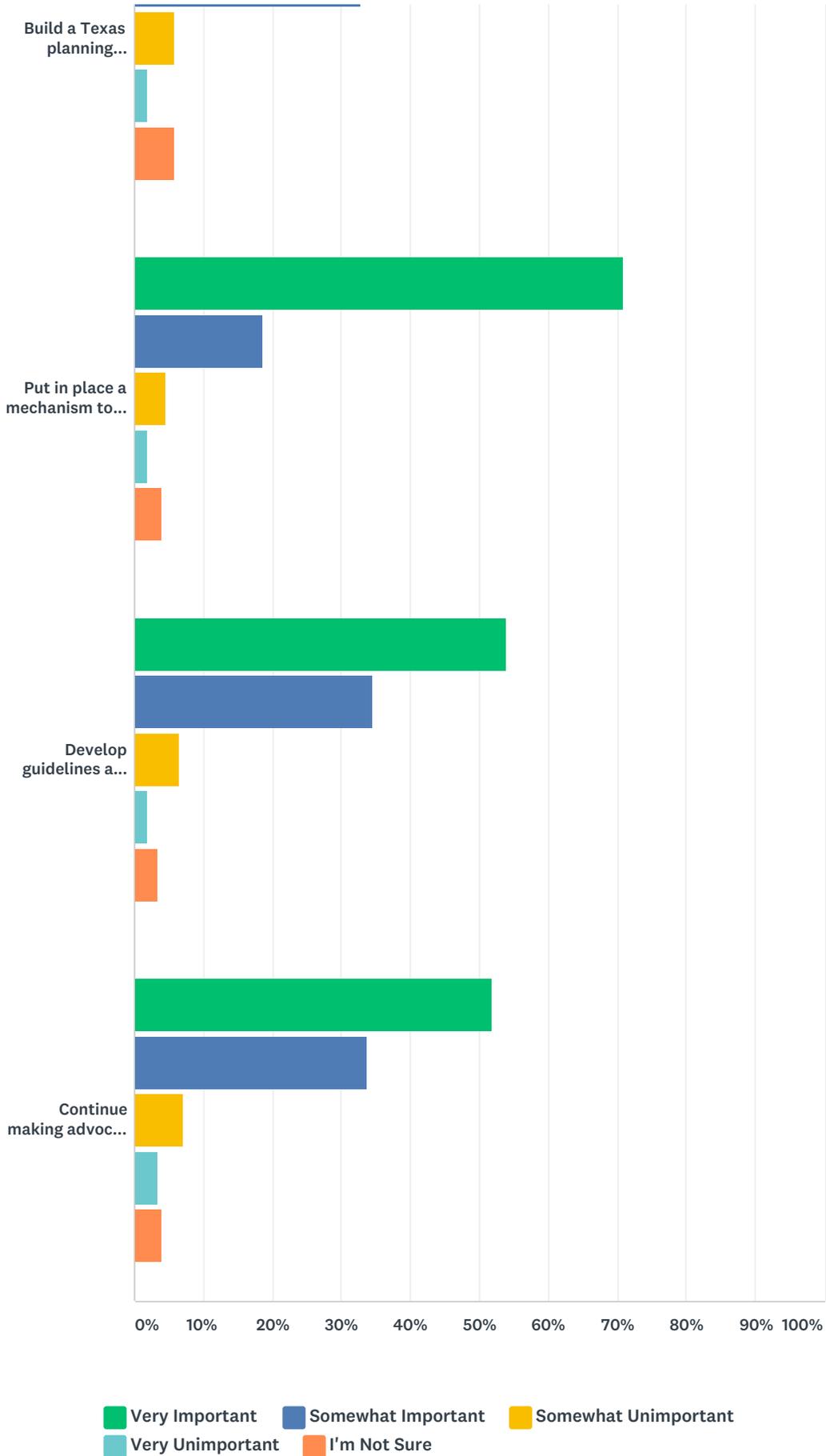
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Encourage reciprocal partnership relationships.	53.21% 83	34.62% 54	6.41% 10	1.28% 2	4.49% 7	156
Emphasize APA as a 'big tent' organization.	39.74% 62	32.05% 50	9.62% 15	5.77% 9	12.82% 20	156
Expand partnerships with universities and student planning organizations.	56.13% 87	31.61% 49	8.39% 13	1.94% 3	1.94% 3	155
Identify potential new partnerships.	57.05% 89	32.69% 51	5.77% 9	1.28% 2	3.21% 5	156

Q25 These are the action items APA Texas has identified to implement Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting. How important is action on these items during 2019 – 2021?

Answered: 156 Skipped: 134



APA - Texas Chapter 2019 Membership Survey

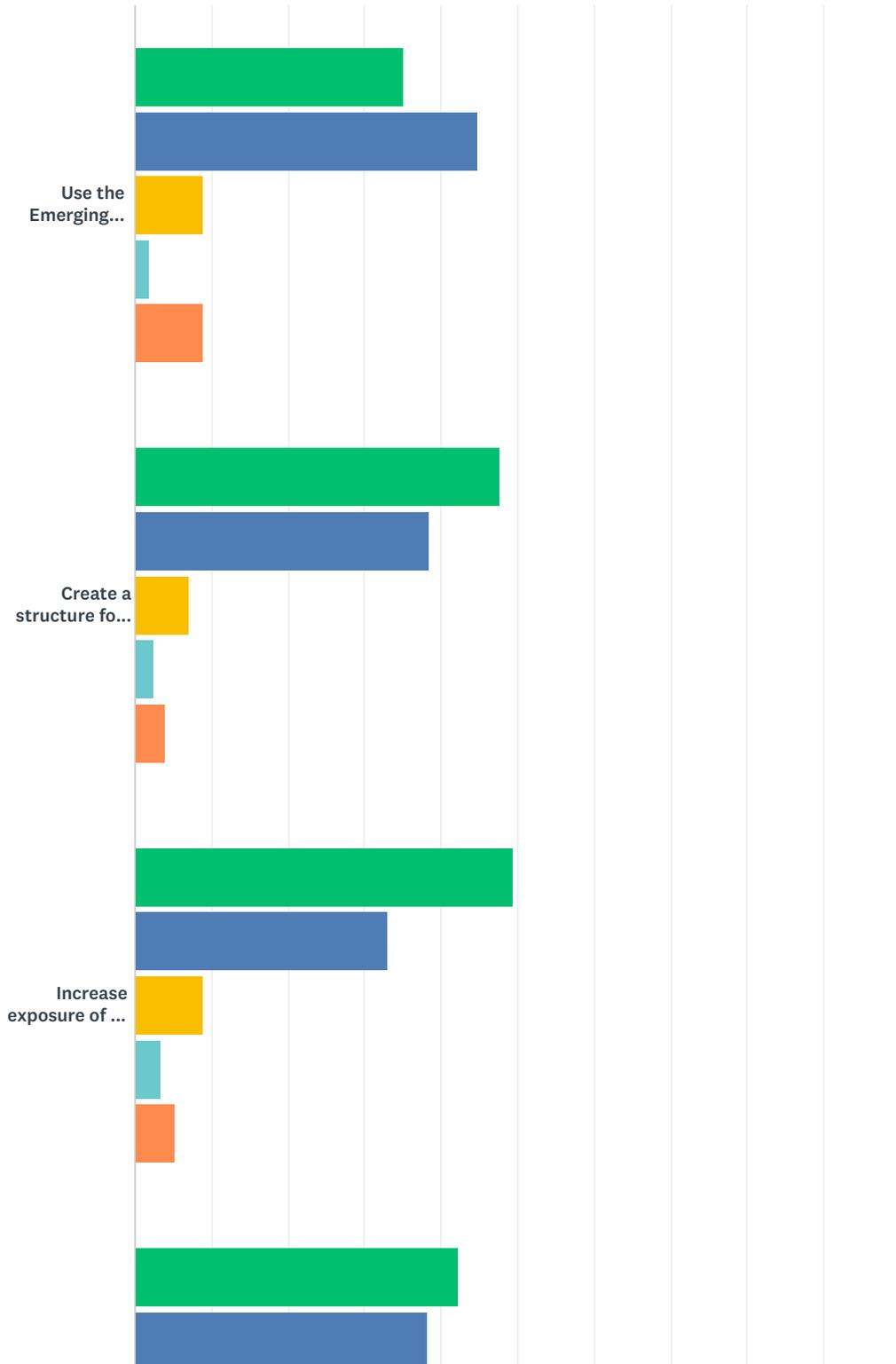


APA - Texas Chapter 2019 Membership Survey

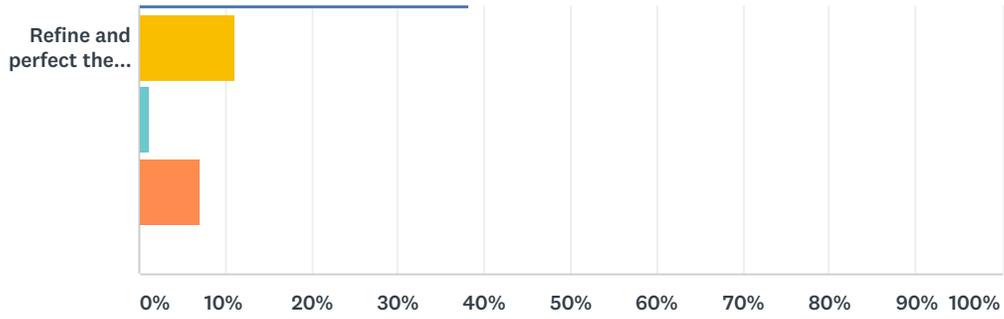
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Continue the development of a planning education and advocacy network.	50.65% 78	38.96% 60	5.84% 9	1.95% 3	2.60% 4	154
Develop a Legislative Program in anticipation of the 2021 legislative session.	77.42% 120	12.90% 20	3.87% 6	2.58% 4	3.23% 5	155
Make the 'Texas Planning Roundtable' operational.	35.29% 54	31.37% 48	9.15% 14	1.96% 3	22.22% 34	153
Build a Texas planning information base.	53.55% 83	32.90% 51	5.81% 9	1.94% 3	5.81% 9	155
Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.	70.97% 110	18.71% 29	4.52% 7	1.94% 3	3.87% 6	155
Develop guidelines and policies for advocacy.	53.90% 83	34.42% 53	6.49% 10	1.95% 3	3.25% 5	154
Continue making advocacy training available to individual APA Texas members.	51.95% 80	33.77% 52	7.14% 11	3.25% 5	3.90% 6	154

Q26 These are the action items APA Texas has identified to implement 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. How important is action on these items during 2019 – 2021?

Answered: 154 Skipped: 136



APA - Texas Chapter 2019 Membership Survey

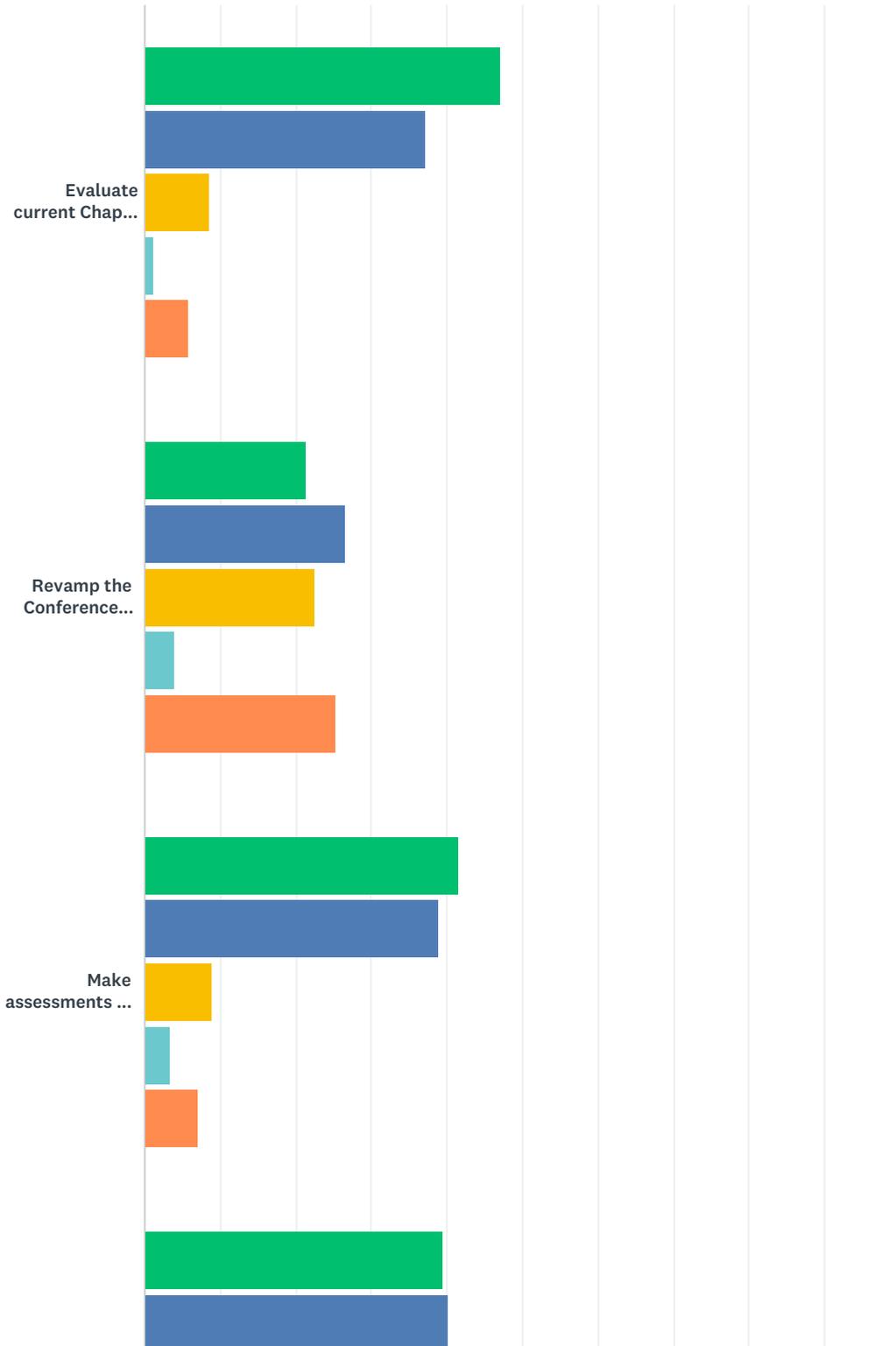


■ Very Important
 ■ Somewhat Important
 ■ Somewhat Unimportant
■ Very Unimportant
 ■ I'm Not Sure

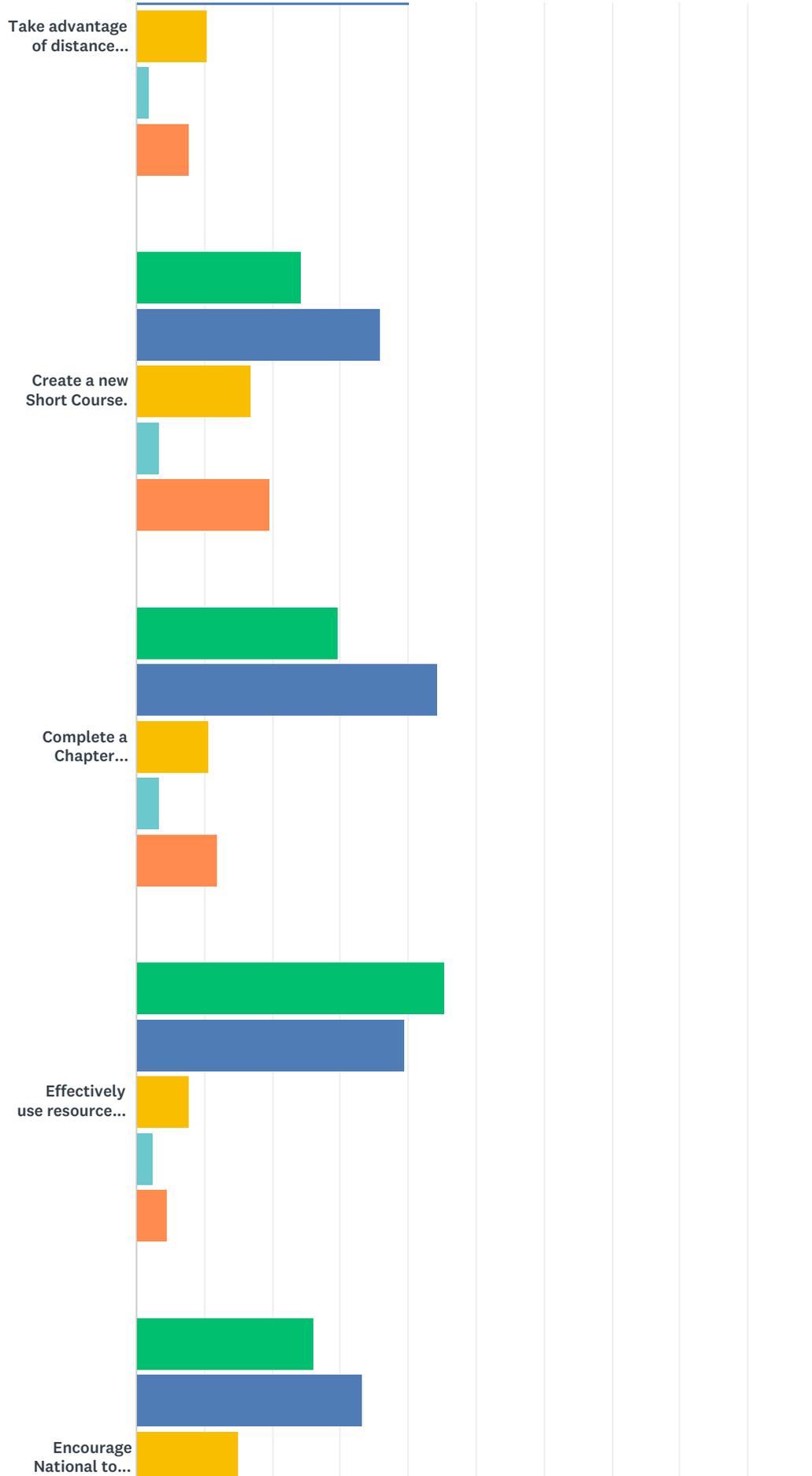
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.	35.06% 54	44.81% 69	9.09% 14	1.95% 3	9.09% 14	154
Create a structure for younger planners to benefit from the experience and contributions of legacy planners.	47.71% 73	38.56% 59	7.19% 11	2.61% 4	3.92% 6	153
Increase exposure of the 'Great Places in Texas' program.	49.35% 76	33.12% 51	9.09% 14	3.25% 5	5.19% 8	154
Refine and perfect the mentorship program.	42.21% 65	38.31% 59	11.04% 17	1.30% 2	7.14% 11	154

Q27 These are the action items APA Texas has identified to implement Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members. How important is action on these items during 2019 – 2021?

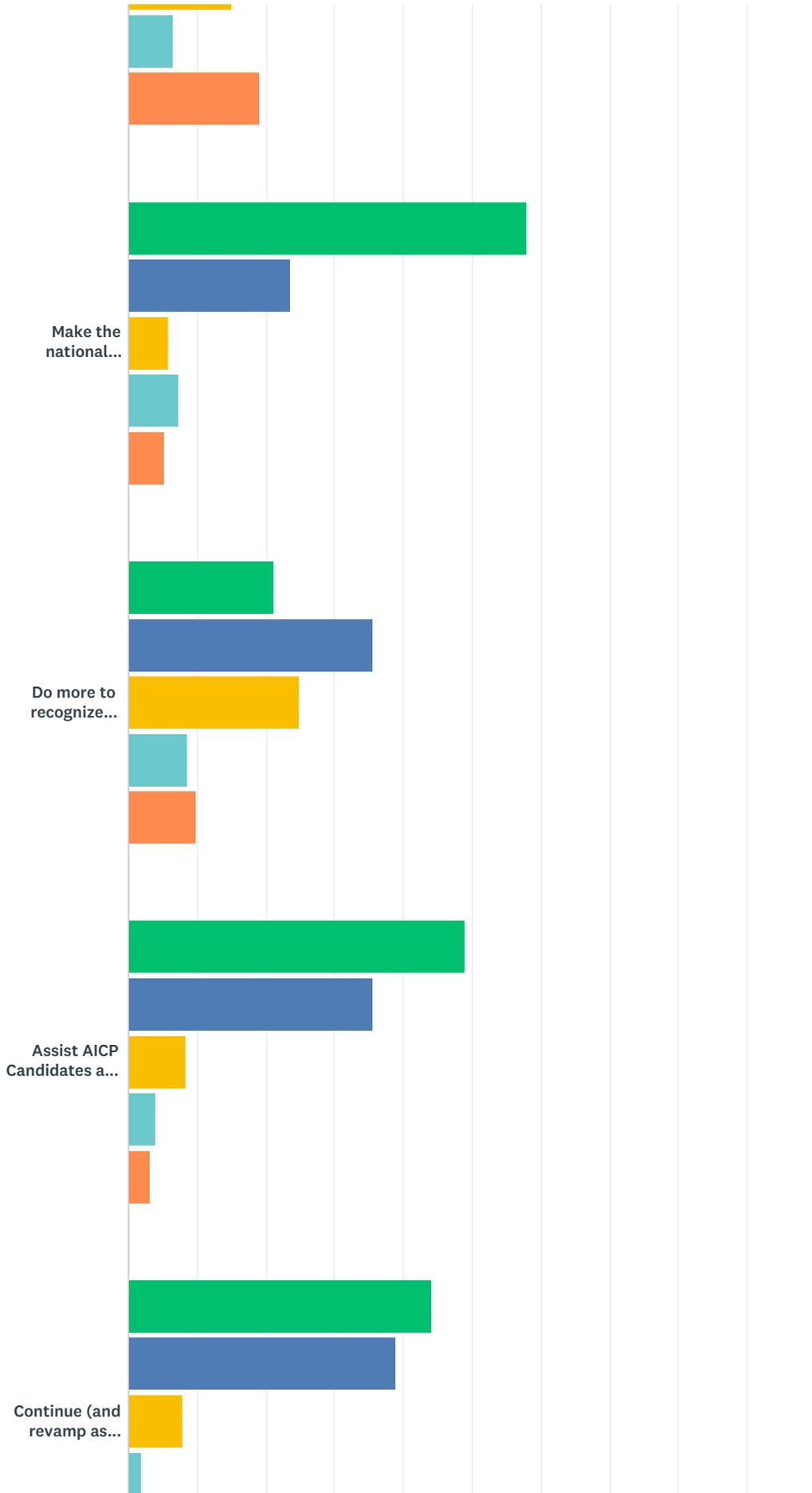
Answered: 156 Skipped: 134



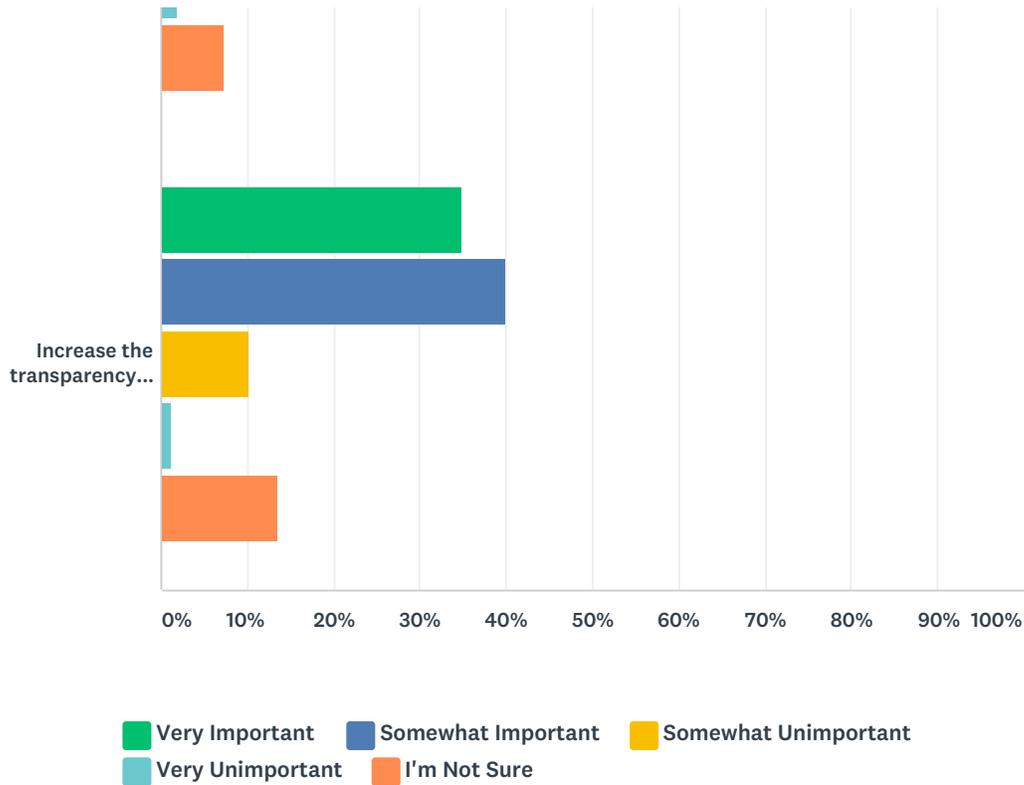
APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey



APA - Texas Chapter 2019 Membership Survey



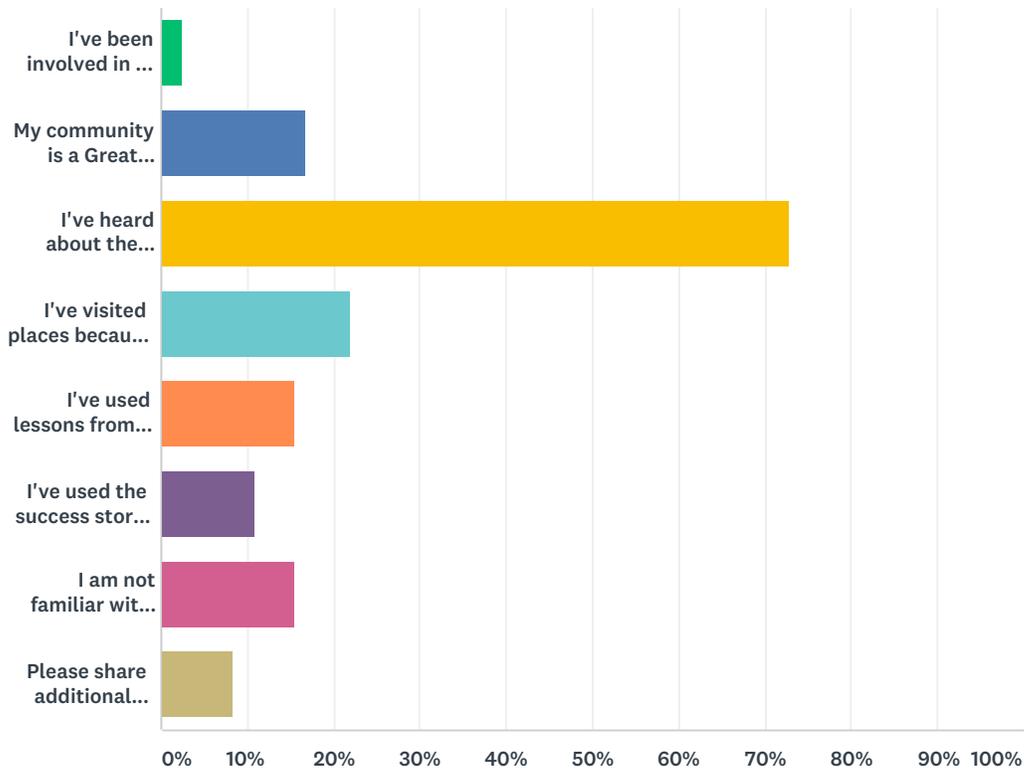
	VERY IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT UNIMPORTANT	VERY UNIMPORTANT	I'M NOT SURE	TOTAL
Evaluate current Chapter programming and expand or revamp it to provide value to members.	47.06% 72	37.25% 57	8.50% 13	1.31% 2	5.88% 9	153
Revamp the Conference organizational structure.	21.33% 32	26.67% 40	22.67% 34	4.00% 6	25.33% 38	150
Make assessments and offer development programs to provide appropriate resources and support to all Sections.	41.56% 64	38.96% 60	9.09% 14	3.25% 5	7.14% 11	154
Take advantage of distance technology.	39.61% 61	40.26% 62	10.39% 16	1.95% 3	7.79% 12	154
Create a new Short Course.	24.18% 37	35.95% 55	16.99% 26	3.27% 5	19.61% 30	153
Complete a Chapter Strategic Financial Plan.	29.80% 45	44.37% 67	10.60% 16	3.31% 5	11.92% 18	151
Effectively use resources and services available from National, and disseminate these to APA Texas members.	45.45% 70	39.61% 61	7.79% 12	2.60% 4	4.55% 7	154
Encourage National to simplify the process for registering Commissioner members.	26.14% 40	33.33% 51	15.03% 23	6.54% 10	18.95% 29	153
Make the national Houston 2020 conference the most awesome conference ever!	57.89% 88	23.68% 36	5.92% 9	7.24% 11	5.26% 8	152
Do more to recognize FAICP, particularly new Fellows.	21.05% 32	35.53% 54	25.00% 38	8.55% 13	9.87% 15	152
Assist AICP Candidates and Early Planners in achieving AICP certification.	49.03% 76	35.48% 55	8.39% 13	3.87% 6	3.23% 5	155

APA - Texas Chapter 2019 Membership Survey

Continue (and revamp as necessary) the regional workshops offered by APA Texas.	44.08% 67	38.82% 59	7.89% 12	1.97% 3	7.24% 11	152
Increase the transparency of APA Texas.	34.84% 54	40.00% 62	10.32% 16	1.29% 2	13.55% 21	155

Q29 How has the APA Texas Great Places in Texas program affected you? Check all that apply.

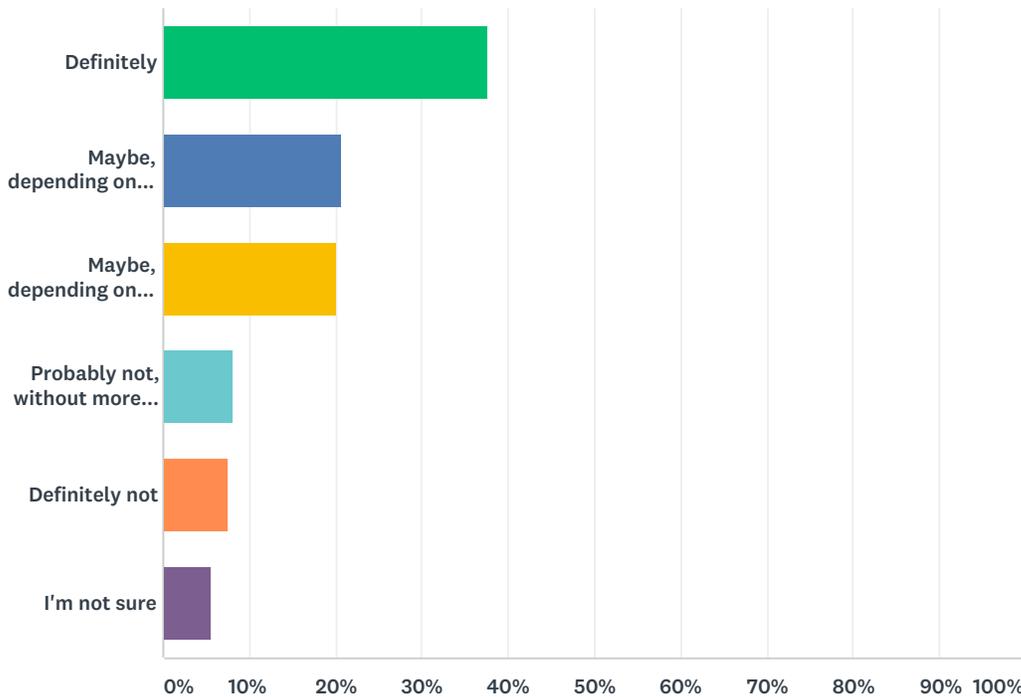
Answered: 155 Skipped: 135



ANSWER CHOICES	RESPONSES	
I've been involved in the selection process	2.58%	4
My community is a Great Places in Texas winner	16.77%	26
I've heard about the winners and the program	72.90%	113
I've visited places because they were winners	21.94%	34
I've used lessons from the winners in my own work	15.48%	24
I've used the success stories of the Great Places with local and state elected officials	10.97%	17
I am not familiar with Great Places in Texas	15.48%	24
Please share additional comments about Great Places in Texas here:	8.39%	13
Total Respondents: 155		

Q31 Due to the number of legislative bills that negatively affected planning in Texas this year, Chapter leadership is exploring options to bring on additional legislative assistance before the next session. Other Chapters have paid legislative assistance, and for the Texas Chapter to do this, we would need to increase Chapter dues. If there is interest in this idea, the Chapter will provide more information this fall with options for the amount of increase. Would you support a dues increase to allow the Chapter to hire paid legislative assistance?

Answered: 159 Skipped: 131



ANSWER CHOICES	RESPONSES	
Definitely	37.74%	60
Maybe, depending on the amount of increase	20.75%	33
Maybe, depending on what activities would be supported	20.13%	32
Probably not, without more information	8.18%	13
Definitely not	7.55%	12
I'm not sure	5.66%	9
TOTAL		159

Appendix 2: Individual Comments

Appendix 2: Open-Ended Comments

Q7. How involved are you currently with APA National? Check all that apply.
I am assisting in the Texas APA Conference
APA Foundation Board of Directors and Treasurer
APA Foundation Board Member and Treasurer
I am very new to the planning profession but will be attending the APA National Conference in 2020.
Since my employer will not pay APA dues, I go for free or cheap activities.
I use the web site to track CM credits for my AICP
Past Newsletter Editor and Director of Midwest Section.
Assisting with planning for the 2020 NPC in Houston
Present at national and regional APA conferences
Local Host Committee
Q9. Please share your perspective about the importance of these trends to planning education and practice in Texas. Are there other trends that will cause more change to planning practice? If so, list those here.
Increased diversity in the planning profession, the idea of a "remote planner" as technology changes and the need for direct interaction is needed, the role of planners in the municipal sector and their range of authority, input and feedback
The promotion of diversity of lifestyles and opinions except those that disagree with certain lifestyles.
Climate change and its impact on resources will be huge.
Availability and access to reliable data sources
AI could assist in plan review or work as a public kiosk to answer routine questions. L5 autonomous driving means you'd never have to worry about parking, if you can afford the car, as the car could park itself and pick you up.
NA
The wording in the section is not clear. The structure does not link the questions to the answer choices very well.
I think an important trend is the emphasis on hybrid-form based codes in practice and a lack thereof in planning programs. To that point, I personally feel that there is an over emphasis on design and less focus on policy and zoning at the academic level. I also feel that the private sector, specifically tech companies, are impacting the design, regulation and revenue of cities. Small cells and hyperloop are two examples of trending technologies that are impacting are cities revenue and built environment.
I would like to note that I found this design of this survey a little confusing. All of the topics seem very germane to modern planning, leading me to choose the "will cause significant change" for almost all of the questions.
I think one that needs to be added is planning advocacy at the state level. I'd like to see a more organized effort by leadership to get the state to adopt more planning-centric policies that have been adopted or considered in other states. This past legislative session showed how much of a disappointment Texas is when it comes to being progressive in planning issues.
Intersection of tech and urban issues. Planners need to become coders and understand critical problem solving skills.
We must learn to speak up as a profession and be attuned to framing our role so it remains consistent, but survives changing political winds.

Appendix 2: Open-Ended Comments

Need for more sustainable communities or way of living. Need for doing the same with less resources.
I think these ideas are "all over the place" as far as a survey goes. Is this survey for academics or working planners or city councils? Not sure what you can infer from the data with everything (34 items) but the kitchen sink included in this question. I wonder if some of these items couldn't have been condensed into at most 10 items to ask us about. You might get a better sense of what planners are thinking with few selections.
As a practitioner who has operated in primarily small to mid-sized municipalities it has been my experience that "planning" by city staff is almost dead at this level and it has been replaced with "processing". When any "planning" does occur it is almost exclusively performed by outside 3rd-party consultants. Most plans (sadly even the award-winning ones) are now often mere copycat rehashes or cut and paste operations influenced by the unique economic and political dynamics that come from using hired guns. In many cases you can literally lift whole sections, word for word and illustration for illustration, from one plan into another. They are often expertly crafted expressions of what is, but not what could or should be. Perhaps this is because planning firms have increasingly been absorbed by engineering entities resulting in an devolution in the creative aspect of the planning process. Perhaps it is because there now is something that can be called a planning "process". Perhaps this is just the natural maturation of any profession seeking to standardize and corporatize. Add to this mix the increasing dominance of a professional planning culture that seems apt to reject the value in objective analysis and skepticism, that disdains classic western civilization's political/economic culture, that willingly accepts and even promotes activism, political correctness and progressive ideals to an almost theocratic extent and we see a profession that appears to have lost its way. A profession that has lost its influence, lost its mystery, lost its artistry and increasingly searches blindly for the key to redemption of its former glory. Sadly, like the ancient Spartans the increasingly desperate adherence of our professional governance body (APA) to, embrace economic progressivism, missionary environmentalism, and mandated diversity has resulted in a professional culture that excludes rather includes. Perceived purity of thought is the rubric. We are increasingly revealed as a profession that is becoming a caste. A self-imposed stereotype we see as a crown adorning us on a glorious eternal mission. But if it is a crown, is it a really crown of thorns? Is this a glorious mission or just a short lonely trip to the top of a hill, for an end worthy only of pity not praise?
The Irony of the Fool - For only the truest of fools is certain of cause, unwavering in commitment, sure of outcome and destined for failure.
Polarization of political belief in the state legislature and the extent to which a non-bipartisan house/senate & governor will be anti-city and anti-planning profession
APA needs to talk about racism, the resurgence of white terrorism and white nationalism, and the imprisonment of undocumented migrants at the border. The US is descending into a fascist dictatorship where the rule of law and due process are being eroded. Please talk about this. It is your professional and ethical duty.
This list could have been shorter
Not sure.
Lack of adequate funding for infrastructure development, maintenance, repair, and replacement will continue to be a major driver in governmental decisions, especially related to climate change, sea level rise, and flood prevention, control, and mitigation.

Appendix 2: Open-Ended Comments

<p>The desire to force suburban communities into urban communities. The desire to force people into multifamily housing. Suburbs and single family housing is desired by most residents . Be careful to listen</p>
<p>Dependence on data alone, absent the collective intelligence of the human mind.</p>
<p>President Donald Trump and his followers -</p>
<p>Growing interest in equity and in correcting the inequity of the past. Both White Fragility and The Color of Law should be required reading.</p>
<p>Autonomous vehicles</p>
<p>Declining trust in government at all levels</p>
<p>Changes in the 2019 state legislative session - property tax caps, building material standards. Constant changes in 'disruptive' and unregulated transportation alternatives in communities (scooters, Uber/Lyft, E-bikes, etc.). For border communities - federal immigration policies and providing emergency assistance for asylum seekers. Mega-regions (Texas Triangle) - increase in super commuting.</p>
<p>I think like the loss of local control will have a positive impact on planning, as it has the potential to increase housing affordability by reducing regulatory burden on developers. Information technology has provided the means to increase efficiencies and predictability of the regulatory environment and it seems that many planners few that as a threat as opposed to an asset. Planning is not meeting needs of society because it has become to lock step with progressive values and axioms that are not being challenged. Two question should have been included in this survey. One being, does the lack of diversity in planning thought in academia pose a threat to meaningful innovation in the planning profession? The other being, has the planning become broad and dispersed to create standard competency for beginning professionals?</p>
<p>Property taxes for school and special districts increasing taxing burden on low income families and victims of natural disasters especially those that own their homes. Need tax exemptions or cap for low income homeowners who receive federal assistance to repair or replace homes after natural disaster or homes that are built with federal housing dollars.</p>
<p>Eroding trust in expertise, i.e. others' versions of truth are just as valid as actual facts/research.</p>
<p>Impacts of immigration on local communities and their ability to absorb homeless, jobless poorly educated people. Too much interference in municipalities by state mandates seemingly designed to thwart the growth and viability of cities.</p>
<p>Alternative funding sources, privacy, short vs long-range planning, use of forecasting and modeling public behavior Automation. Declining birth rates. Depletion of natural habitats and resources. Increases in inter-regional transit options. renewable energy. Cultural globalization. Marijuana Policy.</p>
<p> </p>

Appendix 2: Open-Ended Comments

<p>Q10. How consistent is this Vision Statement with your views about what APA Texas should be and do?</p>
<p>A view that I have that I would perhaps want incorporated into the vision is something along the lines of Texas members shape communities that are viable to live in for people from all walks of life.</p>
<p>The APA should concern itself with creating livable communities for all groups and persuasions of people, not promote certain alternative lifestyles and misuse the concept of tolerance. The current diversity initiative is outside the scope of this vision statement. Change the statement or change the resource allocation to match this neutral statement.</p>
<p>I aspire to this, and feel planners need more design expertise to make it happen.</p>
<p>Miss the neighborhood and community engagement prospective. Sounds like planners do all the pushing but can't make great communities happen without being actively engaged with the community.</p>
<p>It's too full of buzz words and sounds outdated. Planning isn't respected and is actively disdained by many.</p>
<p>So much of what I see in Texas (which is HUGE in size and too hard to summarize anyway) exemplifies the opposite of livable and sustainable. I am shocked at how backwards some areas are, how unlivable, how unhealthy... Texas is a planning nightmare and disaster in many, many places and a phrase like that seriously makes it obvious we stick our pompous heads deep in the sand.</p>
<p>I think that in terms of educating the next generation of planners, APA Texas could get more involved in Texas universities offering planning programs. There is a severe lack of quality in some Texas planning schools that could significantly be improved with influence from APA Texas as a professional organization.</p>
<p>I think something should be added regarding the diversity of the organization and the strength that comes from it.</p>
<p>I have only had one employer (during the 1980s) that respected the APA enough to pay my membership or pay my way to conferences.</p>
<p>I think Texas APA has been so concerned about looking ahead that it has done a poor job of simply informing and advocating on current issues impacting Texas cities. In particular, I am very disappointed in its communication with regards to this last legislative session.</p>
<p>Too many catch phrases, some of which are beginning to be outdated. More active voice and one adjective per phrase would be better</p>
<p>If you are going to reference a plan. I would have been nice for you to also reference where we could actually take a look at it so as to be fair in our assessment. Otherwise the vision state has to stand on its own. Therefore, I'm not sure. Other than the annual conference, I only know what goes on in my chapter. I have no way to know if the other chapters undertake activities to strengthen or weaking this vision statement.</p>
<p>The vision statement is aspirational in many respects with messaging that will be a dog whistle to those generally inclined to be hostile towards governmental action and those who might see our profession as antithetical to freedom and capitalism.</p>
<p>The social goals of APA do not, apparently, match my own. APA should be taking on poverty, inequality, and racism as a priority.</p>
<p>Affordability and inclusiveness is important but not mentioned.</p>
<p>planners too involved in political actions. They do not listen well</p>

Appendix 2: Open-Ended Comments

<p>seems like the same small group of APA leaders including consultants dominate the agendas for conference speakers, panels and project awards. It's been a long time since I learned anything new at these events. My continuing education comes through projects that involve creative thinking.</p>
<p>APA Texas needs to come to terms with the fact that it has supported sprawl and segregation, and that both sprawl and segregation are financially and environmentally unsustainable. North Texas suburban cities, especially, create dense neighborhoods that are still auto-dependent areas for rich people because of their non-pedestrian design and their exclusionary zoning regulations. These areas are places you drive to, and then walk around, rather than areas that you can access by bike or on foot from other parts of the city. For whom are we creating "great communities"? Only those who can afford large masonry houses and one auto per adult?</p>
<p>I'm not familiar enough with APA Texas to say how "respected" are, but my view of most planners is that we are not doing enough to help our most vulnerable communities.</p>
<p>Lots of planning jargon in the vision statement.</p>
<p>The vision statement is too wordy and tries to address too many needs at once. After reading through it several times, I'm still unclear about what the vision statement is trying to say. The language should be simplified to clearly state what our vision is.</p>
<p>I believe the concept of livability and sustainability are valid attributes to strive for, however I am not sure the average person who wants shorter commute times and an affordable homes agrees with the profession on how to accomplish this.</p>
<p>...whose members 'sustain and create' great communities by... That captures planners working in more built-out communities and communities with more area to grow.</p>
<p>In between legislative sessions I think APA ought to work with legislators to continue to build our reputation as a respected leader in local government issues. Invite them to attend conferences. Teach them!</p>
<p>APA only represents a small portion of practicing professional planners and government workers who do planning. Livable and sustainable communities should be the focus on planning. Good!</p>
<p>not sure in medium to small communities APA Texas is known or respected - most of those communities are very conservative and planning ideas typically are contrary to what they are looking for.</p>
<p>Q11. How effective has APA Texas been in achieving this vision in the past two years?</p>
<p>It's been forward movement.</p>
<p>There are several communities that are booming with development, but not being sustainable in their development. APA needs to advocate the importance of utilizing Green Infrastructure particularly in flood zones. Green Complete Streets should also be something the organization advocates for so that pedestrians and bicyclists are protected from vehicular traffic by landscaping that serves as stormwater management. Lastly, there needs to be a larger initiative for mixed income housing, so we don't keep pushing people out and continuing to create slum areas. We need more equity in our communities.</p>
<p>It's difficult to effect change in the current political and fiscal climate.</p>
<p>I am new to APA Texas (and the planning profession) and am therefore unaware of all of APA Texas' activities.</p>

Appendix 2: Open-Ended Comments

I haven't been as active as I'd like to be due to health and financial issues. I really would like to complete my MSURP degree in the near future (almost finish but owe past tuition balance).
The most innovative, positive approaches have been conferences in new, smaller locales to reach more planners; and the partnership with Chet Garner!
Perhaps we could do a better job of advertising our local projects/planners
I have only had one employer (during the 1980s) that respected the APA enough to pay my membership or pay my way to conferences.
We still struggle to mobilize our members to act and serve on issues of larger value to the community.
The continuing trend of State limitations on regulatory and budgetary authority at the municipal level indicates a strategic lack of effectiveness. If this was a transfer of authority to counties, regions or a state wide agency the dimming itself would not necessarily indicate a loss for the profession. That however is not the case.
Focus is more on education that implementation, need to be more politically positioned.
Original thinking and challenging the norm is absent. When I talk to most junior planners they all have the same thoughts. Challenge the normal and average.
TX Chapter award given during 2019 nat'l conference
Not for lack of trying but some major changes in state law
2019 Legislative session was a total loss
I believe some of APA Texas legislative stances do a disservice to the average person while favoring the upper middle class who want to live in a near downtown neighborhoods of Austin or the affluent suburbs Dallas.
Great job at the capital testifying on issues that affect local governments. I think that has been a great coordinated effort!
I don't believe APA Texas has done the work to ensure its professionals are respected in the community and by leadership. Planning expertise is seen as subservient to the whims of neighborhood activists and even the field of civil/traffic engineering. Also, the quality of planning education seems to have degraded to the point that even AICP-certified planners seem unable to cope with the realities of Neighborhood Association/HOA-driven planning in our cities. As a result, planners are often blamed as not understanding community needs as well as portrayed as weak or lacking courage. Increasingly, then, planners often take the role of facilitator during planning efforts, bringing little to the table.
It's difficult to look at this goal and say you have or have not been ineffective in accomplishing it within 2 years. The problem is that livable and sustainable communities, especially within the large state of Texas, is still undefined and defining that is the first step in testing a subject efficacy.
The 2019 legislative session and the distasteful bills that severely hamper local planning control proves that APA Texas, similar organizations (i.e. TML, COGs, etc.), and the cities themselves have limited power to effectively lobby elected officials and therefore limited ability to protect proper planning in this state and carry out the vision of APA-TX
I'm a fairly new member and have limited basis for comparison.
Unless Planners decide to work more toward city management, there will be little room for highly political decisions to come to fruition unless backed by city management, regardless of data provided and expert testimony.

Appendix 2: Open-Ended Comments

Q12. What were the most significant accomplishments for APA Texas during the past two years?
Chapter national award, ongoing election of members to national leadership positions, post-Harvey recovery/resilience leadership, stepped up advocacy efforts with Texas Legislature, Great Places in Texas program success including greater promotion via Chet Garner partnership
Not sure
Great Places in Texas and increased, enhanced communications.
Great Places in Texas program, better presence at state legislature
Not sure
Chapter of the Year
The representation of Great Places included a good range of small, medium and large cities.
n/a
We will be hosting the 2020 State APA conference in El Paso
I think it was partnering with different groups (health) that are allowing us to gain traction.
Keeping members aware of legislative changes. Hosting the state conferences.
n/a
Considering a city such as Waco to host the State Conference and returning the state conference to San Antonio in 2016.
Work on increasing SMART Cities and planning in coastal communities.
State-wide conferences
Great Places, communications plan, conference improvements
Great Places in Texas, conference improvements and growth, improvement in Sections performance, improved communication with members, improved partnerships with allied organizations, growth in sponsorship
Not sure.
Mentorship program
Encouraging leadership roles and participation for new APA Texas members.
Increased outreach to membership, especially via social media. Annual conference is creative, innovative, and fun.
Partnership with Chet Garner, The Daytripper. Spreads our positive message. And conferences in smaller communities.
Conferences, Great Places, Legislative rally (although ultimately ineffective)
Production of the action plan. Very successful conferences that had really good content and sessions.
Student chapters and online publications
Response after Hurricane Harvey
Developing a Diversity and Inclusion Committee; Hosting the first Planners' Day at the Capitol; Passing legislation; breaking sponsorship records for 2019; developing a Membership Committee; Receiving Overall Chapter Achievement Award; Continued exposure of Planning through Great Places and Partnership with Chet Garner; Revamp of the Chapter Awards Program; Update of new Chapter and Section Bylaws; Adopting a Legislative Program for the first time in many years; Success of the Harvey Committee and Foundation Grants
Supporting legislation at this year's legislation session.
increasing visibility, Chet
Unsure as I am new commissioner
Increased members

Appendix 2: Open-Ended Comments

The conferences have been better compared to prior ones.
An active legislative session effort, post-disaster outreach to affected members, support for section programs, improving website, RPAT effort, successful state conference
providing educational resources for practicing planner.
Karen B. Smith Overall Chapter Achievement Award; partnerships with outside groups such as "The Daytripper" TV show to promote planning in Texas.
Leadership, inclusivity, and more emphasis on sustainability
has an annual conference where CM credits can be obtained.
Adoption of the 5-year plan, creation of great places program in TX.
Do not know
increased communication and visibility; increased focus on transportation
involvement with legislative process
Don't know.
Not sure.
I don't know. Perhaps being selected to host the 2020 National Planning Conference in Houston was a significant success.
Great Places in Texas program
APA Texas has been instrumental in emergency response plans across the state.
getting more policy makers involved in planning
Passage of legislation dealing with subdivision plats and the Great Places in Texas program.
increasing membership -
Conferences continue to be better
number one is educating the elected and appointed officials. This includes the state conference, and other means to educate the decisionmakers, and planners.
Promoting the importance of AICP and readability of certified planners in key rolls with decision makers and other professions.
Annual conferences
Input in the legislative process and support for tml and local governments
don't know
Failure to shape statewide planning legislation in a sustainable manner, and; supporting a number of great American places and communities.
?
Increased awareness and advocacy among planners
Don't know
Great technology improvements: improved website, professional looking email newsletters, greater social media presence, etc.
I am not sure I agree with many of the legislative stances APA Texas has taken in the last two years.
Legislative issues
National Chapter Award (not sure of exact title); Great Places in Texas; continuing the legacy project at conferences
partnering with the day tripper, has brought a new audience into the planning profession.
Work with Hurricane Harvey communities

Appendix 2: Open-Ended Comments

lobbying
on-line activities resulting in good press for planning
State conferences
Section programs meeting ethics and legal CM requirements
Speaking up at the legislative sessions.
working with communities after the hurricane
Not sure.
not sure
Great Places in Texas
Working with Texas communities post Harvey to help policy-shaping and knowledge-transfer.
Changing the state conference format.
The state conferences in Frisco and Galveston
Conference attendance
Voting for new leadership.
Increasing legislative and policy advocacy, improvement and growth of chapter conference, Karen B. Smith Chapter Achievement Award, communications plan implementation, uniform section bylaws, Great Places in Texas.
Q13. What were the greatest challenges for APA Texas during the past two years?
Pros/cons of hosting national conference relative to Chapter conference attendance, Hurricane Harvey effects, Texas Legislature continuing mischief
Not sure
The legislature.
2019 legislative season
Dealing with Hurricane Harvey
Regulation changes from State elected officials
Legislative agenda
Finding ways to engage other diversities and realms of planning, i.e. minority planners and providing more resources based on planning for minority/underserved communities beyond the status quo
The greatest challenge of the APA Texas chapter is low participation.
Low participation
Republicans.
A legislature intent on reducing local control and limiting the ability of cities to solve planning issues. Rising NIMBYism in all of Texas metro's and no clear push to address it as a key factor to lack of housing affordability.
n/a
Finding conference sites that are desirable and affordable in terms of meeting space and hotel lodging
Planning for Climate Change to make communities more sustainable and resilient. It's difficult to get the public and development to understand the importance of preserving our riparian areas and not building in the flood zones. It's also difficult to encourage development to utilize Low Impact Development BMPs and Green Infrastructure. The big picture and long term impacts are not recognized when development is just looking at immediate costs. We need to continue to advocate the multi-benefits of these strategies to show the reduction of heat islands, reduction of greenhouse gasses, the increase in carbon sequestration, the increased walkability, the improvements in health, and the overall improvement in quality of life.

Appendix 2: Open-Ended Comments

2019 Texas State Legislature and the need for TXAPA to be more present and vocal in Austin before and during legislative sessions.
Unsure
Legislative advocacy
Imbalanced Section membership
Fighting legislation that hurts a city's ability to govern itself.
Housing affordability, extreme weather events.
Texas legislature
The recent legislative session.
The ability for APA Texas to reach to a diverse and changing membership.
Texas 2019 legislative session
Dealing with Legislative burdens (pre-emption).
Effectiveness in legislation; continuing to build and define future leaders in the organization
Legislature and lack of education by non-planners about what planning is and the impacts this creates at the local, regional, and statewide scale.
Having a deep enough reach with new planners
Hurricane Harvey;
With the rate of people migrating to Texas it is important to keep up and not become California or Florida or New York. We must learn what NOT to do from these states.
Legislative session was a killer. We maxed out our volunteers and were not able to keep up with some of these bad bills that ended up getting through; Getting members to run for elected positions.
Lack of planning and being more active in combating harmful legislation to cities. A legislation subcommittee can help plan better for each legislative session.
lobbying the 86th legislature
Opposing vision of the state's political leadership
Sustainability, building healthier cities, limiting gentrification.
Most important is awareness of who we are and that partnership with the people
Retaining members
I know everyone hated ListServ. But there has been nothing to replace it that accomplishes the same goal.
Unsure
overcoming obstacles set by the recent legislative session.
Changing political dynamics having an impact on how much control cities have on development within their own communities. Past session passed several bills that impacted how cities can regulate architectural design, development processes.
HB 2439
The legislature's insanity and inability to accept that local control is not the enemy
letting its members know what its doing. We get emails all the time from National APA but I don't recall much coming from Texas APA.
TX legislative agenda and current anti-city bias, particularly regarding annexation, permitting fee basis, and increasing loss of local control. The new "shot clock" legislation.
Private property right advocates
dealing with the ever-increasing polarization of the population; recognizing that there are more than two poles and they are moving farther and farther apart
Annexation limitations enacted at the State legislature

Appendix 2: Open-Ended Comments

leadership
Also don't know.
State legislation limiting the power of cities.
Climate change challenges, such as hurricanes, floods, tornados, droughts, fires, etc., were among the greatest challenges encountered throughout the state. Water conservation, preservation of aquifers, prevention of pollution, and the mitigation of impacts from resource extraction were serious concerns for the state.
Th Plano plan is a good example of not listening
Governor and legislators
Legislators continue to take aim at cities and local planning.
APA Texas has not been able to get in front of Texas Legislation that is detrimental to cities.
Getting planners to be critical thinkers.
Legislative threats to local home rule.
Attacks on local control of zoning issues by the state legislature.
I think election 2020 and some positions that APA takes can impact creditability of technical expertise versus political whims
State legislature trampling local control.
Dumb legislation passed by state government.
Ineffective legislative advocacy
Same as above. The legislative process and attacks on local governments
don't know
Advocacy and the latest legislative session.
?
Texas Legislature and loss of local control
Unsure
As a millennial, I've started to see the widening generation gap with boomers over the past few years, in my professional work and in APA Texas. I think this tension will continue to develop as millennials and Gen Z continue to push for greater use of technology and innovative planning approaches, while boomers try to hold on to the old ways until they reach retirement.
I am not sure who would be responsible, but APA Texas and the state legislature need to do a better job in the practice of land subdivision and adherence to major thoroughfare plan. Stricter adherence to major thoroughfare plans and a less capricious approach to land subdivision will benefit the function of city infrastructure.
Legislative issues
Lobbying with allied groups against very predatory bills in the state legislature.
climate change storm recovery Leg. session
lack of involvement by members at the section level
Legislature driven by some special interests
Planners have done a poor job helping community members understand the role of development/planning in the fiscal solvency of their city and state; therefore, we (citizens) continue to push the Texas Legislature to pass laws that are actually contradictory to our own best interests. These laws end up weakening the planning profession, making it even harder to "shape livable and sustainable Texas communities."

Appendix 2: Open-Ended Comments

not sure
Educating state representatives on the importance of planning; advocating for common sense state legislation related to planning.
Getting the word out about the value of planning
Inclusionary membership to the Texas chapter of APA.
The Texas legislature. APA's involvement to clarify issues to elected officials was not evident.
The state of Texas forcing its will on communities across the state and preventing communities from acting in their own best interests
Engaging broader set of planners
Educating members on state regulations
The current political environment, both nationally and at the state level.
The major storms in the Houston areas.
Engaging planning officials in APA, engaging planning students, preparing for NPC2020 Houston.
Q14. During the past two years, what is the most common comment you've heard about APA Texas from its members?
Great conferences
It provides valuable education and networking.
None
Need to make the AICP certification more important (i.e. comparable to PE or AIA)
Friendly and open to change
The most common comment that I hear is that the APA Texas chapter needs to have more events / workshops.
That we should maybe do more stuff
We're more engaged than ever before.
n/a
Service on the board can be very demanding and disruptive in the work place
They do great prepping for the AICP Exam.
It is very active.
Great website improvements
Great web site
Not sure.
N/a
Encouraged by the outreach to west Texas (El Paso).
APA Texas is being innovated in reaching out to members.
Is what I get out of it worth it to be a member?
We have outstanding leadership right now!
It is mostly for public sector folks.
We are not replenishing the pipeline, planners are underpaid
Too many meetings
Conference in Galveston again?!
We need to be more active during the legislative session.
Members like that we are not going to Galveston or Frisco for our future conferences.
becoming more active together as an organization and within the community
nothing specific; perceived ignorance, CM-log focused engagement

Appendix 2: Open-Ended Comments

Sustainability
Political influence not consistent with the states general population
See my prior comments.
The momentum is very high and very positive for Texas APA.
Conferences are getting better, it's an exciting time to be a planner, and "I need more drink tickets".
I haven't heard much of anything. Not to be to direct but really just haven't heard much talk about it from other planners.
N/A
Need more advocacy with the state legislature
lack of member participation
Very engineering focused.
Not sure.
I don't know.
No one appreciates us. No kidding, wonder why
Need more more diverse locations for conferences.
Lackluster conference
There is more involvement with the local chapters rather than the state level.
same boring presentations at conferences.
that it is a great way to network with fellow planners.
Inclusiveness
Not enough planned activities - consistent meetings
It's neither relevant nor cutting-edge. APA Texas helps us build nice white suburbs rather than being the thought leader for equitable communities that reduce social and economic segregation.
Growing in effectiveness.
The TX Conference is better than the national conference.
Need to be more effective at the legislature
Committed, active board members
don't know
?
Disappointment with conference locations, especially so many in Galveston in recent years.
Things are improving: greater board development, effective use of technology, focusing on areas outside the Texas Triangle, etc.
I haven't heard much other than the legislative stances of APA Texas.
None
Excited about a new venue for the chapter conference instead of going back to Frisco or Galveston.
As a former board member, I wondered why we spent all our time preparing events rather than doing actual work to evolve planning as a profession. Locally, planning is seen as ineffective.
elitist, not enough minority representation.
It's better!
The difficulty professional planners face when trying to become a member of APA due to the "stringent" requirements to take the APA test.
Expensive to attend conferences and trainings. Planning is nothing without implementation and regulation.
Wish the APA did more to protect planning in this state

Appendix 2: Open-Ended Comments

"You going to the conference?"
"Want to present something at the conference?"
Its has many entities for student planners.
Great improvement in chapter programs and services to members.
Q15. Goal 1 in the 5-year Development Plan states: APA Texas will LEAD the planning movement in this state. How effective has APA Texas been in achieving this goal during the past two years?
I'm not sure what more could have been done by the Chapter to sound the alarm about the most recent legislative session, but it was pretty bad. As an organization, stronger influence and/or more aggressive lobbying, possibly with other organization like ICMA and APWA (for annexation/infrastructure/impact fee) and the Building Code people may help us keep some form of local control or at least provide a stronger voice against the corporations and lobbies destroying local control in this state.
Based on the legislative agenda and the outcry of the APA TX once local taxes were capped, not very effective. To be fair, I am unfamiliar with its successes legislatively.
We have room for improvement, particularly on the political advocacy side.
I think any organization now needs to be as non-partisan as possible and listen to all opinions to reach consensus and achieve goals
APA Texas doesn't have a very high profile with decision makers, and others -- architects, engineers, developers--set the agenda for issues that planners should be leading.
Hosted national legislative workshop in Austin, increasing presence of APA in State legislative advocacy
shows leadership in many ways; improvement could be in how we educate the general public on why planning is important.
We've been often overshadowed by AIA.
There has been a noticeable uptick in the way the State Chapter leads and coordinates with the sections. This is a great trend that should continue.
Accomplishing uniform Section bylaws is a huge achievement!
I like goal 1J. I have tried to use the National materials in local jurisdictions with which I am working, but have not had a lot of success. Materials and a program that is Texas specific would fit the "can do", independent culture of Texas.
We started a new section leadership training program and will expand it in 2019.
We developed uniform Section and Chapter bylaws.
We developed outreach materials for use during NPM.
Leading voice for planning in the state. Recognized org
Better communication!!! Thank you. Need to listen carefully to the citizens. Its not all mass transit and apartments.
unless your on APA leadership this information is never seen.
CNU and Strong Towns are thought leaders. APA Texas is stuck in Euclidean zoning.
The challenger for the planners in the public sector is having the support of their city councils, to participate in state legislative measures. Second, having the time and budget to effectively participate in the state legislative items.
n/a

Appendix 2: Open-Ended Comments

I don't see any movement on reaching out to county and municipalities that are on the low end of funds/community to hire planners to assist in active planning for booms (whether they be housing or industry), disasters, sustainability. Most counties/towns feel having a planner is a waste of funds.
APA Texas has been a great leader, but more needs to be done in educating planners about collaborating with allied professions: engineers, architects, elected and appointed officials, developers, nonprofits, etc. Planners tend to stick to what they know and refrain from stepping into a leadership role when working with folks who don't speak plannerese.
Other organizations now seem to be creating more buzz and calls for action.
I do not personally keep track of what's going on in the legislature so I appreciate all of the newsletter updates about it so I can stay informed of bills that would impact the communities I work with.
I'm a fairly new member and have limited basis for comparison.
There is still room for improvement.
Q16. Goal 2 in the 5-year Development Plan states: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information. How effective has APA Texas been in achieving this goal during the past two years?
Great results from hiring of Communications position
Maybe a stronger push to planning directors, city management, and city councils. Maybe preparation or collections of training materials and talking points aimed at management and councils for buy-in and direction
This is the best it's been in my career. Well done!
To this point, I think that APA Texas' mentorship groups in particular are a great idea and I support all of APA Texas' leadership goals.
Significant improvement in communication using website and social media
I get frequent e-mails about various APA Texas and APA-SW Texas activities.
While I am one of those people that is quickly becoming "old planner," I have felt for years that leadership would benefit from younger planning professionals. This is NOT to disrespect the value of years of experience; however, in many instances, these very professionals hold back and discourage participation by younger professionals. The stated goals are definitely a step in the right direction!
We have made progress on all 10 of these items. The one we haven't made much progress on is engaging our 'legacy' professionals.
it would be nice to have a subject matter expert blog, mailing list, whatever that planners can exchange ideas about current issues they are facing in their communities
I'm not sure how we are pursuing this goal so can't say.
Getting better
same folks different year
Mentor groups are ok but need more structure and guidance
I would like APA TX to have a greater presence in what we do in our office. I understand that some of this starts with the culture within my office, however I think APA TX can help connect directors and planners to the organization and why it is important.
Conferences and Vision North Texas are great.
see comments above.
APA Texas has made great strides in leveraging technology to engage with members. The next step would be working with local chapters to develop more networking opportunities in their area.

Appendix 2: Open-Ended Comments

<p>It has been my experience that senior planning professionals are very self centered practitioners and myopic in planning policy. This is evident in the amount of regurgitation of someone else's views with little to no understanding of the context in a specific place. I think planning leadership should stop fixating on advocacy that changes the world and focus on the community with of mindset of doing the best with inherent advantages of that specific place. Additionally, a focus on outward diversity (skin deep) while encouraging everybody to think the same is not a long-term beneficial approach to leadership.</p>
<p>I'm not sure if the chapter mentorship program is still active - I know it was hard to sustain but I think some version of it would be beneficial to continue in the future.</p>
<p>Q17. Goal 3 in the 5-year Development Plan states: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions. How effective has APA Texas been in achieving this goal during the past two years?</p>
<p>This is helping us become stronger.</p>
<p>Glad to see the partner sessions on the state conference agenda this year</p>
<p>Texas is too big to generalize, in all these questions. You could ask me about how I see all this in MY community...</p>
<p>Improved partnerships with TPHA, ASLA, AIA, ASCE.</p>
<p>Great goal and good time to get started on this!</p>
<p>We have made progress on all 5 of these items. I think it is worth exploring a 'Partnership Liaison' position for the board. We need to be doing more of this in the future.</p>
<p>I was happy to see that we partnered with ASLA in legislative efforts. I think planning is very closely related to other professions that we should do more joint networking events.</p>
<p>I cannot get any AICP CM credits from any other organizations other than Universities with planning programs.</p>
<p>What non-profits did APA partner with that pertains to the environment and building healthier cities?</p>
<p>Leg session partnerships, Planners for health</p>
<p>It seems like we have not made inroads with different groups. We need to engage all groups, and not just those that agree with us.</p>
<p>How about a joint conference with TEDC</p>
<p>I have never seen it.</p>
<p>More joint ventures</p>
<p>I haven't seen much of this</p>
<p>I see this at both the chapter level and section level through partnership events.</p>
<p>Appreciate the effort made by Doug to allow reciprocal representation of other professional organizations at our conferences if they allow APA to participate in theirs.</p>
<p>I'm looking forward to the partner track at APA TX</p>
<p>I work in community development. I have asked for more coordination between APA and the National Community Development Association (NCDCA). NCDCA represents community development professionals that work with HUD funds.</p>
<p>Perhaps not as effective as intended because I'm not aware of what has been done. I haven't noticed. Publicity and "marketing" would help the effort.</p>
<p>Coordinated meetups between ULI, CNU and other local groups should take place with APA as the lead organizer</p>

Appendix 2: Open-Ended Comments

<p>Q18. Goal 4 in the 5-year Development Plan states: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting. How effective has APA Texas been in achieving this goal during the past two years?</p>
Legislature setbacks tough to overcome
Most recent legislative session, particularly annexations
In this current climate, we need to sound louder alarms and campaign more aggressively against the loss of local control.
We have a great line up of Texas leaders in this current election.
Better procedures must be in place for proactively addressing issues that may come up during legislative sessions and communicating the seriousness and urgency of those issues to the membership.
See comments above.
From what I understand, APA Texas has done a great job of advocating for planning in Texas government.
Gains achieved in advocacy, but room for improvement in future
There could be more direct engagement on this with localities. City Managers still generally have a misunderstanding as to what planners do and can do. Many still think of us as permit and plan reviewers. Permitting, plan review and platting should be separate from Planning.
The last major issue i remember hearing about passed despite APA's opposition and informed opinion.
The Chapter made huge breakthroughs this year with our adopted Legislative Program, Planners' Day at the Capitol, and new Legislative Newsletters. We need to figure out what to do with the Texas Planning Roundable.
It was great that we stepped up our efforts in the past legislative session but I certainly think we can have in an even greater presence.
My government state agency employer which finances construction projects all over the state barely recognizes APA as a professional organization.
Is APA part of any coalition that directly works with legislation for more funding for identified issues facing our Cities and the Texas that live here? Where can I find that info?
Again, not quite sure what form this takes
TX Legislature killed local government.
It appears that there is little opportunity for emerging planner to be involved in roles that will make a difference with the chapter.
some agencies are more informed.
I think we could do more in this area.
with the recent bills from Austin against city self-regulation and building standards - ouch
we do not control the State legislature, therefore, what is described above is not a goal, but an aspiration.
Joining with the Daytripper seems to be positive. I didn't know who he was before APA though. Non-planners have told me that they have watched Daytripper.
Legislative session was not positive

Appendix 2: Open-Ended Comments

Maybe it would be best to have surveys that solicit responses to policy decisions. Instead of opposing everything that put forward by a conservative state legislature it would be best to try to help re-frame the policy so it can be mutually beneficial. Also, as a profession we should care substantially less about politics, politicians, and enabling cities to have more control and more about workable solutions. Specifically solutions that improve the quality of life for low and middle income citizens.
It's hard to tell the legislature anything they didn't think of themselves.
Great work by the legislative advocates this year especially.
Goals 4 and 5 are APA Texas' weakest areas, by far.
Look at the outcome of the state legislative session.
Q19. Goal 5 in the 5-year Development Plan states: APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets. How effective has APA Texas been in achieving this goal during the past two years?
Most recent legislative session, particularly annexations
The statewide great places program has been somewhat effective at bringing attention to planning issues around the state.
Why are we only about O&G? Solar is begging to be unleashed in this state. It's literally one giant solar field we just ignore.
The land use in most cities is awful. The pollution of air and water is disturbing. Look at the water quality reports. Drinking tap is asking for cancer.
We have not been very effective in countering bad legislative acts harming our communities. Need to prepare, build partnerships, and work more effectively in the upcoming legislative session
Refer to comments on Goal 2. Inspiration and Communication are symbiotic.
Awards/Planning Excellence programs were refreshed; Great Places in Texas exposure has increased with cities making individual videos now; need to continue to strengthen EPL.
I think the conference media and competitions like great places in Texas has certainly inspired building great communities in Texas and showcased what Texas is doing right.
My government state agency employer which finances construction projects all over the state barely recognizes APA as a professional organization.
As a new commissioner, my knowledge of what has transpired over the last 2 years is limited to what I have witnessed in my city and the surrounding. I do not see much of this involvement
Awards and partnership w the Day Tripper are GREAT at raising planning's profile
Much more needs to be done
awards for plans should be a function of how the community feels about the plan, not planners without community knowledge.
I'm unaware of new research on green buildings, better multi-modal street patterns, improved landscape requirements, etc. I'd like to see all of those and more from Texas APA.
It's hard to tell developers anything.
The Great Places in Texas program is a great example of how the chapter seeks to inspire other communities.
Goals 4 and 5 are APA Texas' weakest areas, by far.
Great Places in Texas has had a tremendous impact on recognition for great communities in Texas.

Appendix 2: Open-Ended Comments

<p>Q20. Goal 6 in the 5-year Development Plan states: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members. How effective has APA Texas been in achieving this goal during the past two years?</p>
<p>Again to earlier comments, APA Texas' mentorship program is really great. However, I still believe that more involvement with, and influence on, Texas universities that offer planning programs is severely needed to bring in more practical perspective to an academic-heavy realm.</p>
<p>APA provides increased resources and support for implementing our action plan and programs.</p>
<p>I get frequent e-mails about various APA Texas and APA-SW Texas activities.</p>
<p>survey is too long</p>
<p>Kudos to the state and certain sections that serve the appointed/elected officials! Need more work with academia and planning students.</p>
<p>Out of the 6 goals, this is the one we made the least progress on. We have tested the conference structures with ending the conference early and having Wednesday workshops.</p>
<p>We are continuing to lose memberships from Commissioners and this needs to be a focus for the Chapter for the next two years.</p>
<p>I do think we have made a better effort to increase the transparency of board meetings and discussions.</p>
<p>I think its great that every conference has an opportunity for elected officials to participate.</p>
<p>As a new commissioner- teaching and advocacy is essential</p>
<p>Not sure what actions we are taking</p>
<p>To be quite honest, I don't see much coming out of APA that makes me excited to be a planner or makes me want to continue to give my life over to this field. I'm concerned that planning is a morally bankrupt profession that care more about perpetuating it's own existence than serving citizens. The role of planning consultants (and the money they make from average municipalities for sub-standard and often unenforceable planning documents) scares me and angers me. The lack of accountability concerns me. The use of PPPs concerns me. And the constant self-promoting agendas of this professional org really bother me when there are more important things requiring our attention. APA has good information and interesting tools, and that's about all that can be said for it right now.</p>
<p>APA Houston will be great as long as the education is original thought. Houston has places all over the City that are original and unique. The issue of FAICP or me is personal. I have yet to apply because like most APA programs it becomes a function of who you know rather than your contribution to the profession.</p>
<p>Lots of workshop opportunities</p>
<p>I haven't used Texas APA for any research, cutting-edge thought leadership, model ordinances, or anything else in working to make my community more environmentally resilient, pedestrian friendly, or equitable. As I've worked to improve housing affordability, I've struggled against planners who are afraid of density and want to over-park out of habit.</p>
<p>Some chapters at the periphery of the state do not do much to engage other members and do not seem to have a set direction of what members should be doing</p>

Appendix 2: Open-Ended Comments

<p>Love to see that the Legacy Project and EPL are still going strong. Again, I think the mentorship program could be brought back at a slightly different scale.</p> <p>The state chapter and many of the local sections do a great job providing training to elected/appointed officials. Section wide opportunities have been good.</p>
<p>Q21. How do you expect the next two years (2019 - 2021) to be different from the last two years (2017 - 2019) for APA Texas, in terms of either challenges or opportunities?</p>
<p>Potential financial challenges from hosting national conference due to effect on Chapter conference attendance. Hoping for some eventual backlash from Legislature going too far (e.g., building materials).</p>
<p>I think the next two years will involve significant challenges because of the political climate, this year's legislation and anticipation of the next session. The political dynamics will require us to either become much more assertive and tactical about building support for planning, or we are likely to see decreased support and further erosion of cities' abilities to achieve their residents' goals.</p>
<p>More effective advocacy - to undo what was done in 2019 legislative season.</p>
<p>With the greater focus on the current national political climate, I expect there to be a greater challenge in keeping the public focused on state and local matters of importance.</p>
<p>Increased attacks on local government authority</p>
<p>The challenges have always been how to get the developers on board with planning ideas. As long as planners can recommend and waivers can be granted, planners will always have an uphill battle. The next two years might be the same. But the opportunity to bring awareness to developers and show them that planning principles can be profitable exists.</p>
<p>More challenges from the State Legislature.</p>
<p>I think the diversity initiative will divide rather than unite within APA membership</p>
<p>The leadership slate has been excellent for the past several years and is stacking up to be the same in the mid term.</p>
<p>Opportunities: Texas' growth continues to create need for planning under high development pressure. Advocacy groups in the metro areas seem to be growing as well and may be significant partners.</p>
<p>Challenges: A heated presidential election year may add to the challenge of public engagement. The economy may be slowing down. NIMBYism is really strong in the TX metro areas. In a strong job market, are enough students interested in being public sector planners?</p>
<p>The legislature will continue to be a challenge as Planning was dealt some serious setbacks during the 2019 session. I sense there could be some changes ahead with political leadership and hope our profession can regain lost opportunities when the changes occur.</p>
<p>Opportunity to increase engagement with similar organizations and have joint meetings/discussion opportunities.</p>
<p>I would like to see goal #5 be more successful, this may mean more involvement in communities planning process. We need to know more about the Great Places in Texas program. We also need to see more communication between the sections and chapters.</p>

Appendix 2: Open-Ended Comments

<p>After the drubbing in the state legislature this last session, it is important that planners be actively involved in influencing and advocating for favorable changes to statutes. Planners need to get to Austin to testify at committee hearings, even though they may be met with disdain and appalling ignorance. They need to meet with and form working relationships with legislative staff. Planners need to solicit support from developers, city officials and partner organizations on these efforts.</p>
<p>Greater sense of advocacy for the planning profession and community-driven decisions.</p>
<p>This state will still have the ego to think it is doing great, because of one time step forward here and there in some places. Meanwhile, everyone continues to ignore the hundreds of steps backwards that occur every day - business as usual, more horrible sprawl and land dev, more pollution, more ignorance and almost protection of the awful planning decisions of the past, perpetuating a time bomb of weather and climate disasters, poverty, obesity, divisive communities, pollution, lack of resources....</p>
<p>I believe that as the state of Texas evolves both geographically, environmentally, and politically, guidance from APA Texas leadership as to how planners can work to prepare for these changes and react to these changes is imperative to the success of planning as a profession in the state.</p>
<p>Preparing for next legislative session. Hosting NPC20 Houston Keeping up performance of APATX20 conference in El Paso</p>
<p>Not sure.</p>
<p>I don't</p>
<p>Changing political climate and change in direction based on new generations thoughts and priorities.</p>
<p>holy moley this survey is way too long. I'm bailing now</p>
<p>The state continues to change both in diversity and age of its population. APA Texas should continue to be innovative in communication to various groups.</p>
<p>More partnerships will likely be forthcoming.</p>
<p>So many opportunities to partner with other organizations, but challenge will be identifying the best ways to take leadership on the challenges and identifying leaders and volunteers to help.</p>
<p>I think a large cohort of planners are currently early to junior level planners over the next few years these will turn into more senior planners with more influence on communities and decision makers.</p>
<p>International involvement</p>
<p>IDK; somewhat depends on outcome of elections.</p>
<p>Greater focus of the state to reduce local authority. SB2 and the effects of local budgets/ability to hire planners to meet the needs of increasing populations Opportunity to continue building partnerships that were started these past two years with ASLA and AARP. Opportunity for a 1-day legislative conference. Opportunity to bring in paid legislative assistance.</p>
<p>I anticipate forming a legislative appointed representatives in the future to strengthen APATX presence.</p>
<p>I hope the good work that Doug and others have done will continue</p>
<p>Not much different. Zero support from APA. Zero acknowledgement of APA from my state agency.</p>
<p>There will be more involvement and game-planning to address communication with elected officials and to address political changes that impacts cities.</p>

Appendix 2: Open-Ended Comments

<p>1. Sustainability and healthier cities</p> <p>2. Find the balance between needing businesses, industrial and housing along with green space designs for pockets of land to service families and workers</p> <p>3. Mobilize- look at cities that are not thriving and educate; plan visits to cities for City halls to hear issues and barriers cities face or for educating planning staff.</p>
<p>Difficult for</p>
<p>HB 2439 and HB 3167 will change things. To what extent is still unclear.</p>
<p>Unsure</p>
<p>Many of the new laws are undoing case law, this is going to be such a challenge for each planner.</p>
<p>I have low expectations that it will be much different. Don't get me wrong, I think we're very polished on our outward appearance. But as for communication and understanding what all is taking place in our member driven organization, I don't get much info in the way of what is currently going on and how it relates to our local community and region.</p>
<p>As noted previously, dealing with a hostile state government is the biggest challenge locally. On a more global basis, climate change.</p>
<p>I think it will not be different.</p>
<p>increased discussions regarding automation and technology and how people's lives will be increasingly impacted including potential job losses/elimination, need to travel for work, options to travel for work, pleasure, etc., the further decaying of the traditional family structure including both its psychological and economic affects on the community at large as well as the individual.</p>
<p>I do not expect the State Legislature to realize that Texas is now an urban state and not a rural state.</p>
<p>There may be little change in the challenges and opportunities from those experienced in the past two years.</p>
<p>New ways to partner with agencies or groups, in order to mitigate the legislature. We need to work within the laws, but be creative or more clear with citizens, so they elect allies.</p>
<p>Keep communicating</p>
<p>Hopefully better conferences with better locations and content</p>
<p>demographics, technology, funding and political cowardliness will be a challenge and opportunity.</p>
<p>Growth and development in especially cities and the denser counties will outstrip budgets and potentially staff abilities and capabilities with greater governmental support.</p>
<p>APA Texas will need to be more proactive about advertising/educating about the benefits of planning in a state that does not understand the benefits.</p>
<p>The challenges can only become greater.</p>
<p>get President Donald Trump and our other poor politicians out of office - this is a crisis.</p>
<p>I can only hope that we begin to build our cities for multi-modal transportation, for environmental resilience, for improved storm water management, for housing affordability. See Strong Towns, CNU, TREC, and ULI for thought leadership.</p>
<p>As we approach the 2020 election, voters will be heightened to some of the issues being discussed on the national stage. There will be others that won't get as much attention but will evident in our work as planners (many at the neighborhood, municipality, and county level). Issues such as housing, mobility, healthcare will all be important. Discussions don't always acknowledge how these things are connected. This creates a great challenge but also many opportunities. Communication is more important than ever in this respect.</p>

Appendix 2: Open-Ended Comments

<p>The challenges is focusing on the recent house bills regarding the 30-day shot clock, building materials and construction standards. Furthermore with the appraisal cap, this will potential limit funding for planning, hiring consultants etc. We as a group will be spending the next two years in adjusting, and then considering our action for modification to these bills.</p>
<p>Will be or should be primarily focused on navigating the aftermath of the disastrous 2019 Texas legislative session and how to bring planning control back locally and not let the state usurp local authority</p>
<p>I not sure that it will be that different. Technology will change, and I personally have seen increased demands for tech industry.</p>
<p>Biggest challenge will be addressing the cost of housing and how to educate local officials on the reality and trends in order to make meaningful changes in codes. Another similar issue is the change in housing demands in them different generations and what they expect the market to provide. Many communities and residents are scared of change.</p>
<p>I expect it to be more of the same.</p>
<p>?</p>
<p>Hopefully, we are more prepared for next legislative session in Austin. There is a lot of advocacy work that needs to be done to promote local control by local decision makers.</p>
<p>challenges with new state regs and rapid growth. opportunities to manage growth, address housing, promote public health, encourage transit options</p>
<p>I think the generational shift will truly start to occur in the next two years. It will be interesting to see how this affects the practice of planning.</p>
<p>May see a decrease in the chapter conference attendance once the impact of SB2 are felt by cities and their budgets. Low-cost CM opportunities will be a strong focus, which I hope the chapter can provide support to the sections to provide.</p>
<p>Because we are further removed from Hurricane Harvey, I fear that there will be less emphasis on resiliency planning until the next disaster happens.</p>
<p>As Gen Z planners begin to enter the workforce, I think the chapter should capitalize on their advocacy spirits and create some sort of young planner legislative action group.</p>
<p>No comment</p>
<p>Hoping for strengthened section activities</p>
<p>I expect increased polarization in our communities. The political boundaries are our dividing lines. It's hard for people to focus on planning issues without dragging in politics. Since it is an election year these issues will take the for front.</p>
<p>Specifically in Austin I expect increasing unaffordability of housing to continue to contribute to gentrification. Older neighborhoods will loose these sense of place and character.</p>
<p>APA is a large organization with a core of active and involved members. The rest are on the fringe. I do t see that changing.</p>
<p>State budget cuts on local jurisdictions will be a challenge</p>
<p>I expect that within the next two years the growing pains of the first set of goals will have waned and APA Texas can move forward in carrying out their goals.</p>
<p>Anticipate more challenges for local communities from state mandates & unfriendly legislation.</p>

Appendix 2: Open-Ended Comments

This survey is too long.
The bigger the population the more information will be developed.
The public is becoming increasing polarized. Environmental issues are coming more to the forefront. The younger generation is gradually shifting into positions of greater leadership.
Q28. What changes would increase the value you receive from APA Texas Sections?
Alternative approaches to reaching widely dispersed members, both in large Sections away from major metro areas and members in major metro areas who are unable or reluctant to attend events due to the time/distance factor.
Better communication on how I can become active and involved with the APA.
n/a
Distance is an issue. To attend anything means it needs to be on a weekend or schedule time off work.
Increased networking and success stories-
More knowledge about what the section is doing and the programs we're implementing.
Offer more opportunities for CM credits. Develop programs that actively involve commissioners and city council members -- tours, lecture series, etc. Partner with allied design professionals.
More student and entry-level planner support.
Restore approximate balance of Section membership, to provide better services to Section members.
Not sure.
More activities
Encourage and support those areas not traditionally strong in APA membership.
Ability for Sections to provide more educational opportunities to members.
Guidelines from the Chapter on Section activities and duties.
Having new website that meets the needs of the Section. Posting items is challenging. Posting jobs is challenging. A new website that allows the Sections to showcase their events, etc. would be helpful.
One central place where you can sign up for all Section events instead of each Section having their own sign up (Event Brite, FB, etc.). I like the calendar on the Texas Planning website, but you have to go to each section individually to sign up for events.
Providing more opportunities to collaborate with other Sections somehow. Need a webinar software so that sections can co-sponsor webinars together, etc. instead of having to rely on finding someone in the section to host it.
Partner with organizations that may not be "planners" that are also working on community, urban, and regional issues.
Greater focus on Diversity and Inclusion initiatives
Assistance with 2020 Census
More programming
Better communication from Section leaders
finding ways to get more people involved
1. More resources and attention for communities outside of the major cities and their suburbs. 2. An orientation for members new to the area (demographics, economic profile). 3. Social gatherings/meet-ups for planners that occur at a time other than immediately after work (ex. I am in Huntsville and wouldn't be able to make it to Houston for a work-day happy hour).
Will develop better idea of this as I engage as a new commissioner
Too many

Appendix 2: Open-Ended Comments

Communication to sections. Then, sections communicating with its members. Also, I am interested in what other sections are doing. An online entry on the Texas website for each section might be helpful for us to see upcoming meetings and happenings in those sections.
The Chapter provides a great deal of support w a very small staff. Would be great to have a permanent intern position/ relationship w state planning schools to provide chapter w more support
More locally based interaction with planner closer to where I am.
More mentorship and support
Nor sure.
Not sure.
As a retired professional with a wife who does not drive, I have found it difficult to participate in section meetings due to my distance from meetings. I appreciate being kept informed about section business and activities through monthly or quarterly e-mails.
More meetings that cater to work schedules.
More education and less networking events. Needs to be professional not just a drunk fest.
Greater access to information and data with the ability to zoom in on specific areas.
More support for programs/events that meet AICP continuing education requirements.
Stop teaching better Euclidean zoning and move forward with emerging planning efforts. Look to other parts of the country for best practices.
Have more section-wide networking/social events, learning events, and advertise these events more heavily
More online courses or webex opportunities
More interaction through a mentor-ship program.
More continuing education opportunities and mentorship opportunities
More events - both social/networking and professional development opportunities.
Lower the cost or lobby to lower the national APA cost
?
Have more consistent meetings.
More local programs. Combine Dallas and Tarrant counties in one section. I live in one county and work in the other. I do not know what section I am in and rarely heard about local meetings or programs.
1) Creating an easy to use forum for submitting questions in real time. I have a new or confusing situation. How have other planners handled it? Responses need to be available quickly, and possibly with options for anonymity. 2) Suggestions and support for changing the status quo, encouraging local leaders and developers to embrace something different for the benefit of everyone.
More networking and volunteer opportunities
Continue low-cost CM options.
More programs in Corpus Christi
KEEP THE JOB SECTION OF THE WEBSITE UPDATED.
Consistent quality programming
More AICP training
Lunch meetings and workshops are difficult to get to if you work in suburban areas. Planners need to ge
More lunchtime AICP CM training for Law and Ethics credits (The L and E credits are a scam and I don't want to waste time at a conference going to those sessions).

Appendix 2: Open-Ended Comments

If there was more cohesion within the APA Texas section and within the Central section. I don't really hear much else from APA Texas Central unless it's time for the Texas APA Conference.
way too long
There appears to be no meaningful discussion or consideration of diversity and inclusion in a lot of this. Please address.
An opportunity for student planners are more involved.
North Central and Midwest need to be combined. It makes no sense that in one region you have two sections. If this is the case, we should split the Houston section into North and South.
Increase the status of the AICP designation to make it known similar to PE for engineers or CPA for accountants.
Q29. How has the APA Texas Great Places in Texas program affected you? Check all that apply.
It's a great program!
It is a great program.
I
It would be great to hear MORE about the Great Places
N/A
The exposure of this program and partnership with The DayTripper has been a great advancement for the Chapter.
News about it becomes old when the daily news cycle dies down. Gone and out of sight.
Not Applicable - This should be an option
More PR on this
would love to see this document.
No affects.
None
It is not clear yet as to how to be involved.
Q30. How could 'legacy' planners (those with 20+ years of experience) contribute to the success of newer planners (those with 5 years of experience or less)?
Greater involvement and recognition at annual conferences, regional workshops, etc.
Offer web seminars sharing their knowledge, lessons learned, successes and mishaps.
Offer "coffee w/legacy planners" to meet and learn from
Share strategies for dealing with change. Assist or advise on issues of professional development and work-life balance. Be a voice based on experience on issues newer planners are dealing with.
While I love the idea of mentoring, I have yet to see it be successful. Maybe partnering at conferences - a new planner with an experienced planner? Or a session at the state conference - mixer or panel?
Perhaps small group meetings during conferences to have direct interaction for passing on experience, better networking with the planning majors at the university level
By sharing how they have overcome difficult developers who are set on squeezing the most profit out of a piece of land rather than developing beautiful and engaging spaces.
More articles, column in the newsletter featuring stories or general wisdom on particular topics
Helping the young'uns learn the ropes.
Just talk to younger planners. I don't see this happening often unless they work directly with someone.

Appendix 2: Open-Ended Comments

Determine what each group may desire from the other and share effective cross generation communication skills. It is important that legacy and new Planners respect each other and understand what each group can contribute to quality professional development for all.
Active mentorship opportunities
Identify key items they look for to develop a successful project.
Mentoring programs tend to fall apart after time. No one--mentor or mentee--has the time to devote to really do it right. An on-line mentoring program with monthly or quarterly check-ins could be developed. An "ask your planning questions" session or on-line series could be offered.
Continue and expand the mentorship program, strongly encourage participation by legacy planners.
Mentorship, shadowing, guest lecturers at universities, get involved in planning education.
Engage Legacy planners in the Planning Roundtable to provide structure for continued engagement of legacy members and encourage newer planners in bettering their communities and careers.
Provide mentoring during early career of newer planners.
Providing example and insights.
APA Texas should continue promoting mentoring opportunities between legacy planners and new planners. Mentorship could be managed through a virtual platform and a the annual state conference
I believe that this concept is over-emphasized in this survey to an alarming degree. With the rapid changes in technology, communication, demographics, and politics, "legacy planners" need to examine what they can learn from new planners. Many see the APA as the "old school" way of thinking and this questions perpetuates that view.
Mentoring
Maybe have them as speakers at conferences or other events. Roundtable discussion with legacy planners. I think there is much to be gained from legacy planners.
Provide anecdotes of their experience, or have them hold sessions at conferences. Generally, at that level they have specializations or enhanced knowledge of certain subjects. it would be interesting to pick their brains.
It's always great to learn from others' mistakes and others' success. Legacy planners are also great at knowing how to communicate with a variety of individuals and newer planners may find a benefit in learning how to be effective communicators (with a collaboration mentality, not a "winner take all" mentality).
Mentor and give tools
It really depends on how aware the legacy planner is regarding current and anticipated planning issues (local, state, national, global),as well as, aware of the desires and trends of the current generation getting into the planning field. Otherwise, it could be a waste of time for the new planner.
Mentorship. My experience with the APATX Mentorship program is that the 'legacy' planners do not respond to emails from newer planners.
Establish a direct mentorship program.
Participate in EPL network events to speak about their experience to younger planners.
not sure; are they really interested in listening?
Participate in the Mentorship Program, if possible, to share their past work experiences.
Book learning, data information and modeling are essential, but the human factor is still unpredictable and those that have boots on the ground have lived it- It's call wisdom
Mentor
Have more mixers.

Appendix 2: Open-Ended Comments

Establish mentoring programs that win the support of city leadership to make it easier for practicing planners to participate.
Mentoring.
increased focus on a formal mentoring program; have monthly webinars that feature a legacy planner sharing his/her experiences with the newer planners.
Tell them what is possible & optimal vs what is probable and likely
They need to retire and give back to their communities. They need to be honest about what is politically and ethically suspect about this job.
Mentoring.
Encourage new planners to remain open to unique opportunities throughout their career and to keep learning about different cultures and use their experiences in their planning practice and facility design solutions. Maintaining a sense of humor will always help making in their life decisions.
Newsletter expose, articles, or other get to know me stories.
Less bar interaction and more roundtables or coffee meetings.
be asked to listen and debate. I would love to share stories and experiences from working all over Texas. I mentor my coworkers to think critically, challenge all, and develop their toolbox of knowledge.
Strong mentoring program.
yes for sure -
Better to ask how newer planners can contribute to the changed focus of entrenched older planners. We should be cutting edge.
Sharing stories about individual progression through the profession is important. I've learned a lot from the legacy planners in my office and I don't think they realize how much this past experience affect their 'wisdom' today. It also provides valuable insight as to my own journey.
one on one mentor programs. This can be done face to face, on phone/video/email.
At the state conferences, or local events (Vision North Texas) have a panel of legacy planners to discuss their success/failures, and Q&A. From this, maybe panelists can schedule time in the future to meet with individuals, or as a group.
Mentor them on the fundamentals, the history, and the process, and be more willing to step back and allow the newer planners to lead, take initiative, and take different approaches to solving problems and planning communities in a new era
Time has changed, but understanding community interaction is important.
Experience and exposure to daily thoughts and decisions. A once a month meeting for coffee doesn't make an impact. The best way is to hire or encourage the young planners to participate in projects, possibly unpaid if needed, to get the exposure.
Help to subsidize membership costs into these chapters (it's cost prohibitive for recent graduates and minorities who are not receiving high salaries and have to pay back steep student loans), and also expedite the licensing process.
Newer planners would be able to have insight to ideas that have worked instead of trying to re-invent the wheel. They will feel supported and not give up on the career due to not having a mentor.
Provide paid internships or entry level jobs to new planners, where they can gain the experience by doing real work and learning from experience.
Extended mentorship program

Appendix 2: Open-Ended Comments

Recognize their lack of technical expertise and pay younger practitioners with more technical skill sets a higher wage. I find that people with that level of experience who are so comfortable taking credit for the work of others disheartening and in all honesty it is borderline fraud.
Mentoring programs
Develop more engagement sessions at the state conference where organic conversations can be had between generations, besides the formal mentorship program.
Pass on their professional and institutional knowledge to young professionals, instead of keeping it all to themselves as a form of job security.
Informal shadowing
Review resumes, portfolios
Provide support when invited to do so
unlikely, they are not in touch with today's communities
let them attend conf. for free, pick up room and some food for a select few with the idea they would engage with younger planners throughout event.
Be inspiring. Show younger planners where risks have paid off, where effective community engagement has led to positive results.
Be humble. Recognize where older planners have failed to overcome automobile dependency, to accurately predict future changes in demographics, to win favor with elected officials and/or community members.
Mentoring
Hire them. Hire people to work with Planners in cities and private sector and encourage them to pursue planning as a profession/career. Give them unique and mundane activities and meaningful work they can have a hand in the outcome. I have had 6 employees achieve certification and 5 employees who chose to pursue a graduate planning degree. The mentor program is fine but it's day to day experiences and nuances that inspire people to become planners who want to make their communities great.
Through mentoring and working together to achieve a knowledge transfer that can be applied to today's planning climate.
Get planners to spend less time and money on creating plans and more on implementing plans. Emphasis doing what is in plans, and less time with community engagement.
Legacy planners need to be able to connect with the younger planners, but are sometimes too old and out of sync with the youngest ones. Perhaps Legacy planners need training on how to best communicate. Legacy planners should work with mid level planners on what they (Legacy) would like subsequent generations to know.
Help establish entrepreneurship or opportunities to achieve job placement.
Overall career advise within the field
Q31. Due to the number of legislative bills that negatively affected planning in Texas this year, Chapter leadership is exploring options to bring on additional legislative assistance before the next session. Other Chapters have paid legislative assistance, and for the Texas Chapter to do this, we would need to increase Chapter dues. If there is interest in this idea, the Chapter will provide more information this fall with options for the amount of increase. Would you support a dues increase to allow the Chapter to hire paid legislative assistance?
Checked I'm Not Sure because I wanted to check both Maybes.
I don't disagree with the legislation. Maybe you should poll your members on that.

Appendix 2: Open-Ended Comments

And if it's allowed. Seems like the lege wants to outlaw it for everyone but their cronies.
This could be a good idea. Your multiple choice selections here overlap and are not well defined. I might be willing to support this with dues, but it would depend on BOTH the amount of the increase and what activities would be supported. I'd also want to be satisfied that this made sense as an adjunct to the existing efforts of the state lobbies for cities and counties, and other professional groups; and that both public and private planners were consulted (or at least their perspectives recognized). This was a bad legislative session. Out side lobby support could help but is not a magic cure.
I think if APA Texas considered the idea of partnering with other advocacy groups and tapped into it's membership for additional legislative help, the amount of paid legislative assistance required may not be as much. In regard to tapping into membership, mentorship programs by legacy members involved with advocacy could be highly beneficial to this goal.
The legislative assistance needs to be transparent and clearly communicated to membership.
is this something that can be in conjunction with TML?
It may be difficult in certain areas, where APA Texas is trying to grow membership.
Is there a more formal way or stronger way to leverage TML assistance with legislative issues?
As long as there is staunch republican monopoly in this state, it will never happen.
The Texas legislature is the single greatest threat to sustainable and equitable community development in the state. The legislature does not reflect the values of the Texans I know and work with.
Is there an opportunity to partner with TML? I think they could carry the load. But, they just need the expertise.
Members MUST have access to the decision making process to tell the legislative assistant what to focus on. If their agenda is controlled by a few select people then I am 100% against it. So, long as the actions and focus areas of the assistant reflect the true attitude of the majority of members then yes, I'm for it.
if the State prohibits public entities from lobbying a firewall will be needed so that public planners can still attend APA conferences and have their dues compensated
The 30 day time limit on platting needs to be eliminated. The 30 day limit forces poor quality projects to get approved. Hates makes waste and our communities will pay a very high price in the future. More and more citizens are living in the metro areas.
Without credentialed standing related to a particular issue, the "expert" will not have significant influence. Visionary planners with unique interpersonal skills, i.e. Daniel Burnham, are rare assets for society and need to be encouraged when they step forward to lead on these matters.
The Legislature is at the center of threats to planning in Texas.
this year was a disaster -
We need to win back local control. Austin's overreach is untenable.
It appears that the Texas APA Legislative Agenda was a game plan to gut local government regulations.
my employer pays my dues. if it were out of pocket, I may not.
One concern, there was a bill on preventing cities from using public funds to hire lobbyists. Should we increase the dues for this reason, could this be used against cities not to cover APA dues?
Definitely...if it was actually effective
With the amount of legislation passed that seem against city and planning in general, I feel that we reacted too late to the game.

Appendix 2: Open-Ended Comments

That is an opinion, clearly created in an echo chamber, that these legislative bills had a negative impact on the profession. As someone who has worked both as a municipal planner and as a consultant, I think limiting cities' authority makes the job easier in many instances.
We have to do something better than last session...
I don't believe TML and your typical municipal lobbyist has a full understanding of the bills impacting our profession, I would support a more focused effort by TXAPA
This is done in other Chapters with great success.
I have let my membership lapse because I have not seen membership add value to my career in any meaningful way. My organization also does not offer certification pay or preferential hiring for AICP certification.
There are many very qualified members who have been doing this for years and I applaud them. I have given testimony and written letters. It's sad we would have to pay someone most likely outside the profession to be a lobbyist. It might be possible to stir up interest among the members to form teams and train them. There are many members with legal backgrounds who could offer training. Once again It would be a core group with other members moving in and out depending on the issue.
The concept is great! However, with the structure of the Texas Legislature and the costs of hiring a legislative aide, I'm not sure it would really produce the return that APA is anticipating.
Get professional assistance for those who are doing a wonderful job. It is a huge deal.
I'm a student.
For most government employees, the dues come from their public budget. Isn't it true that the state wasn't going to allow organizations (i.e. TML, APA, etc.) to use public funds to lobby on their behalf? How does this impact that plan?
Q32. How should APA Texas be involved in education and outreach for the 2020 Census?
By equipping members to be effective advocates.
Leadership should support local committees in cities that might need assistance with outreach strategies. By connecting them with planning volunteers
Provide information and assistance to planners, particularly in small communities and in communities where language or other barriers might discourage participation.
Advocacy and advertising
Perhaps through being communicators with citizens on why its important, how to approach it, and then use the topic of the census to then help people understand planning in general better.
Share support/outreach materials which explain the community benefits of responding.
n/a
Reach out to City leadership
Dispel myths and encourage community participation by providing community planners with go-by educational and outreach materials
Heavily. There is already a concerted effort to intimidate darker skinned people not to participate.
Moderately.
boots on the ground
APA Texas should support participation in the 2020 Census but I'm not sure our organization is best situated to reach those unlikely to participate. I think most planners already understand it's importance. Reaching the general public on the census maybe too heavy a lift for APA.
Educate public on benefits of Census in terms of gaining Texas fair share of money for public services and having a say in national issues. Also - It's safe, it is easy and it is important!

Appendix 2: Open-Ended Comments

Partner with municipal government and seek out existing committees to assist with outreach and/or identify/fill in the gaps
Yes, it's important for future planning of communities.
Support Complete Count efforts in cities.
Spreading the news that questions of citizenship are off the census is very important to increase response. In addition, educating citizens about the direct influence census numbers have on planning results is very important to better response rates.
Census Committee should provide support to communities with Complete Count Committees
Special workshops or career opportunities (specifically targeting student APA members for hiring efforts).
Limited, we have enough problems, keep our eyes on our on paper. Memos/press for support and awareness is far as we should go.
Yes
partner with others and send out the info.
Support and get the word out.
APA Texas should be involved in supporting or partnering with local 2020 Census offices.
Encourage completing the forms and why it is important.
Not sure.
yes
Much of our work requires accurate and reliable data. We should be a strong advocate for a full and total count, for our profession and for the good of the state.
Sections should have representatives who work with the Chapter leadership to get information out. We should be assisting with other non-profits to educate.
Inform how the Census numbers impact city resources through infographics and informational videos.
that is handled at the local level; focus on other things
Ensure that politics is not involved in the process, and that the Census is very well financed to do an accurate count.
Identifying the communities that are at risk for under or non reporting. Awareness... through educating City staff and providing tools that educate the public
None
I hadn't thought about how. But we need to for sure.
Sharing national and local outreach materials online. Providing a fact sheet on why the census is important to use w elected officials
Getting community leaders involved through announcements, educational meetings/materials, and partnering with Census to get the word out in advance.
Work with local governments, cities, counties, COG's and media
Communicate via the proper communication channels of this generations news.
Explaining how the feds/state and municipalities use the data.
promote the importance of the Census to all APA members; effectuate a positive impression about the Census to the general public
Not sure.
On a weekly basis, get articles in local newspapers and discussions on public radio talk shows covering the 2020 census, and highlight the importance of full participation by the general public, the value of data to the planning process, and how the information is used to assist governments in making informed decisions on the future of their communities and in capturing federal funds.

Appendix 2: Open-Ended Comments

Need to aid in counting the under served
Not at all
let planners know the schedule.
Volunteer.
Any way they can.
partnership role defining its importance -
Be part of equity outreach and help to build Complete Count Committees in underserved areas.
Help explain that program funding is based on census data, so participation is important. The general public does not realize this fact.
Without statewide funding there is little coordination of marketing or outreach. APA TX can be one such organization to connect 'my neighborhood' and 'my family' to the Census.
Give planners and communities the necessary information and data in an easily navigable way that allows communities to participate in the 2020 Census in a way that is quick and easy and valuable and does not overextend our precious resources as it relates to staff, time, and money
Education to residents especially the typically underrepresented about how the census affects them personally
Make it clear that all minorities are at risk of losing funding for their communities and political power by not participating. Hire POC to do education and follow up with undercounted communities as the census is released.
By reaching out to highschool, community colleges, university (freshman) and do outreach to explain the need and define what a planner does.
Outreach materials targeted towards elected officials/community leaders in traditionally under counted communities
Not at all. We need to be impartial, as biasing important data is not a something we should be a priority.
YES!
No, there is enough involment at the city and county level. This is a waste of our precious resources.
Indirectly, by educating and encouraging individual members
Develop a set of resources for local complete count committees, distribute educational materials on how the Census works and the impact it has on planning
Encourage member involvement in the local Census Complete Counts committees.
none
Material creation, messaging, some type of easy to use marketing package for Texas that can easily be printed/posted to website
Be able to show strongly how participation in the Census and the use of Census data actually improves planning outcomes for communities.
Offer assistance to small communities to assure they are aware of the importance of the Census and how it will be administered and that they will make sure their residents respond. It is primarily electronic and small and rural locales may be undercounted.
yes
Work with small nonprofits in rural and urban areas and work with APA planning partners to educate the public while producing maximum outreach.
All hands on deck! Anything and everything y'all can do to help. Texas has no statewide plan for Census 2020, while California is spending \$156 million.

Appendix 2: Open-Ended Comments

Every member needs information on how to be involved.
Advocate an awareness program & engage as a resource for local community Complete Count Committees.
Give more opportunities for students and new planners job placement.
Promotion of Complete Count Committees.
Q33. Is there anything not covered in our Action Plan that should be a priority for the Chapter?
Other levels of planning (regional, state level, coastal, etc.) even though not focused on much in Texas.
Increase diversity in leadership and participation
My priorities are included.
Not sure
n/a
To make it a goal to create healthy lifestyle communities to encourage outdoor activity, decrease video game and social media dependency, decrease the prevalence of unhealthy food offerings, and promote the development of trails, parks, veloways, and tracks.
To promote the development of minimal-water-loss communities and recycled water features.
I would just like to take this opportunity to emphasize again the need for involvement in Texas universities offering planing programs through increased practice-based teaching.
Continued growth in sponsorship program
Increasing assistance to the Sections.
There are so many challenges and issues that could be focused on and I look at these as opportunities for the Chapter to identify the most important and focus on them. Providing specific training and other resource needs as identified by members is important, always. Leveraging partnerships and helping elevate the Sections in their individual region will go a long ways to elevating the importance of planning overall and supporting the mission of the State Chapter.
Thank you for all that the State leadership has done to support the chapter. You all have done a great job! It is evidenced by this survey! :)
Diversity and inclusion initiatives
Retirement plan if/when Mike retires
Exploration of paid assistance for the Chapter Conference
nothing comes to mind
Getting public agencies to recognize APA as a professional organization.
Unsure
No
It's pretty broad. I just think we need to focus on execution.
Perhaps a service component to membership - 5 hrs per year? APA should consider AICP credit for volumteer efgorts
Government by the people for the people, always. No oligarchs.
to foster increased member interaction, explore ways to develop virtual chat rooms that are topic based - sort of like a closed facebook group which, if this already exists, I don't know about it.
Racism

Appendix 2: Open-Ended Comments

Not sure.
Remember to Keep It Simple & Straight-forward in all communications. Short, targeted surveys would be appreciated. This survey seemed to be tedious. Thank you for your efforts to obtain meaningful input for your leadership decisions.
No good communication
need more technical training for planners.
nothing that jumps out at the moment.
thx for survey -
Tx APA needs to come to terms with how much the built environment affects the long-term health of the planet and we need to come out of the 1970s and into the future.
"APA TX provides a venue for advocacy I care about in my community." -- How can APA TX be a tool that members can leverage to have greater impact in the communities we work in?
Increasing minority participation and overall diversity of the planning profession.
Reaching out to counties and small towns. Non-metropolitan areas need the most assistance to defer them being taking advantage of.
I feel that the orderly and harmonious subdivision and development of land should priority #1 and everything else is a distance second. You rarely get two bites at the land subdivision apple.
Increased emphasis on state legislature.
Engage with surrounding states more? As a consultant who works in OK, NM, and LA, planners in these states are often looking to TX for ideas/best practices. Plus, these states have experience in issues facing TX now like CBD regulations in OK and resiliency planning in LA.
KEEP THE JOB SECTION OF THE WEBSITE UPDATED.
Equity--increasing accredited planning programs in HBCUs as well as faith-based universities to ensure a broader cross-section of planners in the workplace, including people of color.
Everything is covered.
Diversity
A different format for the state conference. Every year its the same topics, for the most part same speakers. There is nothing innovative about the conference anymore.



3. PowerPoint Presentation from Retreat

DRAFT

2019 Action Plan Workshop

APA TEXAS BOARD OF DIRECTORS
AUGUST 23, 2019



1

Workshop Introduction



August 2019 APA TEXAS BOARD WORKSHOP 2

2

Objectives

Review the results of work completed under the first two years of the 2017 – 2022 Development Plan.

Discuss and reach agreement on a draft Action Plan for the next two years of implementation.

Agree on a set of next steps to follow this workshop.



3

Agenda

Workshop Introduction

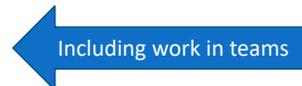
Where Are We Today?

Strategy for the Texas Legislature



Break

2019 -2021 Action Items



Next Steps

Adjourn



4

Ground Rules – Participants

Share your own perspective, ideas & concerns

- What is the current situation, from your vantage point?
- What are your concerns/positions?
- What interests are behind these positions?

Seek to understand others' perspectives

- Listen to one another
- Respect other views
- What interests are behind their concerns/positions?

Look for shared interests

Disagree without being disagreeable

Work together to reach agreement

At a practical level:

- Speak concisely so everyone has time to be heard
- Turn off cell phones



5

Ground Rules – Facilitator

Neutral and objective – focus is on a successful discussion

Be sure everyone's ideas are part of the discussion

Ensure each participant has an equal voice

Monitor time

Assist participants in reaching agreement



6

Introductions of Participants

Who You Are

- Your name
- Your organization and position
- Your role with APA Texas

One Word or Short Phrase

- What one quality of a great community best describes the focus of your professional work in the past year?



7

Before we dive in ...

WHAT'S YOUR PERSPECTIVE?



8

Why keypad polling?

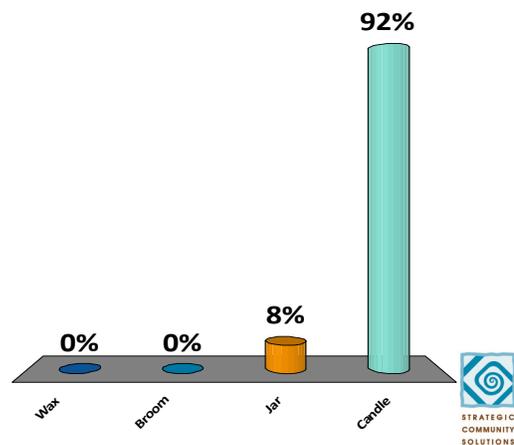
- Provides feedback from all individuals participating in the session
- Can reflect the discussion at the session
- Is anonymous
- Shows results immediately
- Allows more detailed analysis after the session



9

filament: light bulb :: wick:

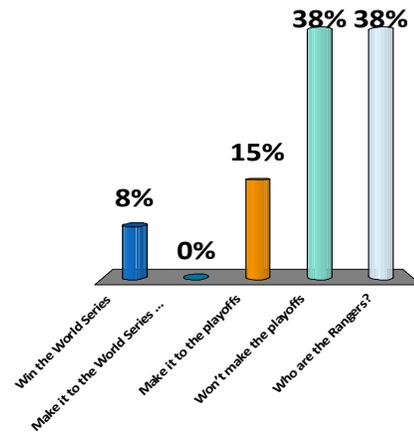
1. Wax
2. Broom
3. Jar
4. Candle



10

How far will the Texas Rangers go this year?

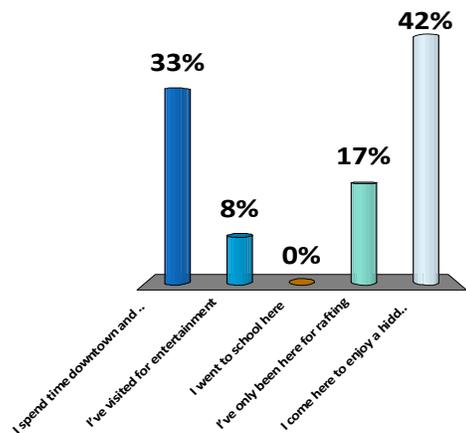
1. Win the World Series
2. Make it to the World Series but lose
3. Make it to the playoffs
4. Won't make the playoffs
5. Who are the Rangers?



11

Visiting San Marcos

1. I spend time downtown and in the neighborhoods
2. I've visited for entertainment
3. I went to school here
4. I've only been here for rafting
5. I come here to enjoy a hidden gem not on this list



12

Where Are We Today?

LOOKING BACK TO 2017; LOOKING AHEAD TO 2021



August 2019 APA TEXAS BOARD WORKSHOP 13

13

Where do we find ourselves today?

What has happened since our workshop in 2017?
What is likely ahead through 2021?
What should APA Texas do next?

- Vision
- Six Goals
- 45 Action Items in 2017 - 2019



August 2019 APA TEXAS BOARD WORKSHOP 14

14

Membership Perspective

Karen Walz FAICP



15

Online Survey to Assess Progress

Survey sent to all APA Texas members

290 responses!

East Section had highest % response

29 respondents are in leadership (Chapter or Section)

Section	Membership #	Participation #	Percent Participated
East	47	15	31.9%
West	43	10	23.3%
Northwest	50	9	18.0%
North Central	471	65	13.8%
Houston	445	47	10.6%
Southwest	215	21	9.8%
Southmost	83	8	9.6%
Midwest	373	32	8.6%
Central	858	67	7.8%

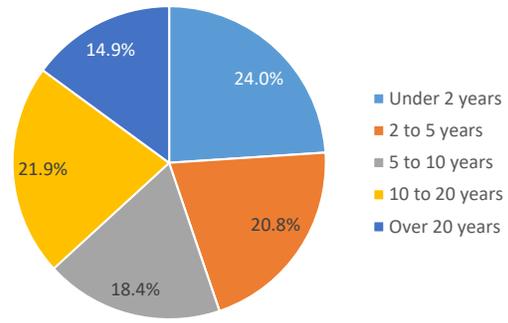
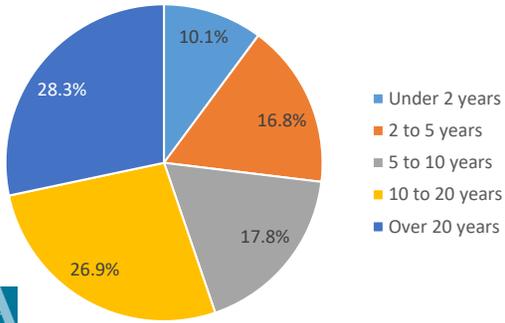


16

Involvement with Planning & APA

How long have you been involved in planning?

How long have you been actively involved in APA?



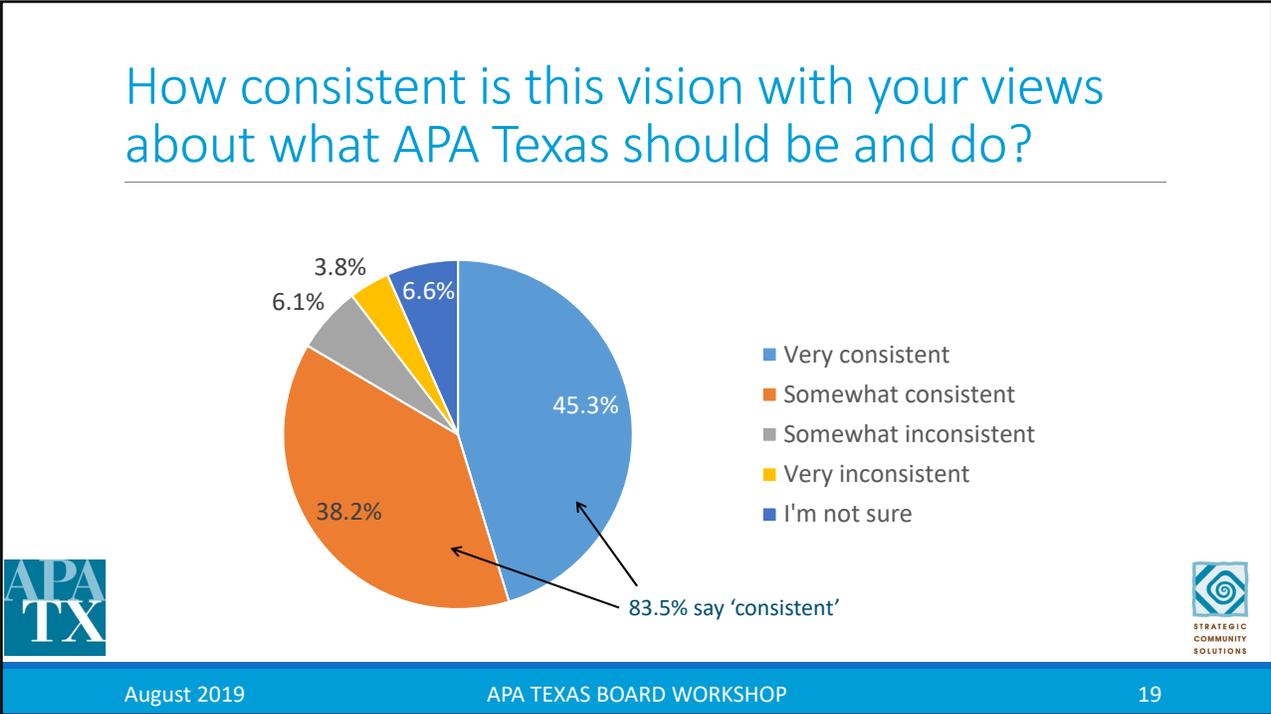
17

Vision Statement

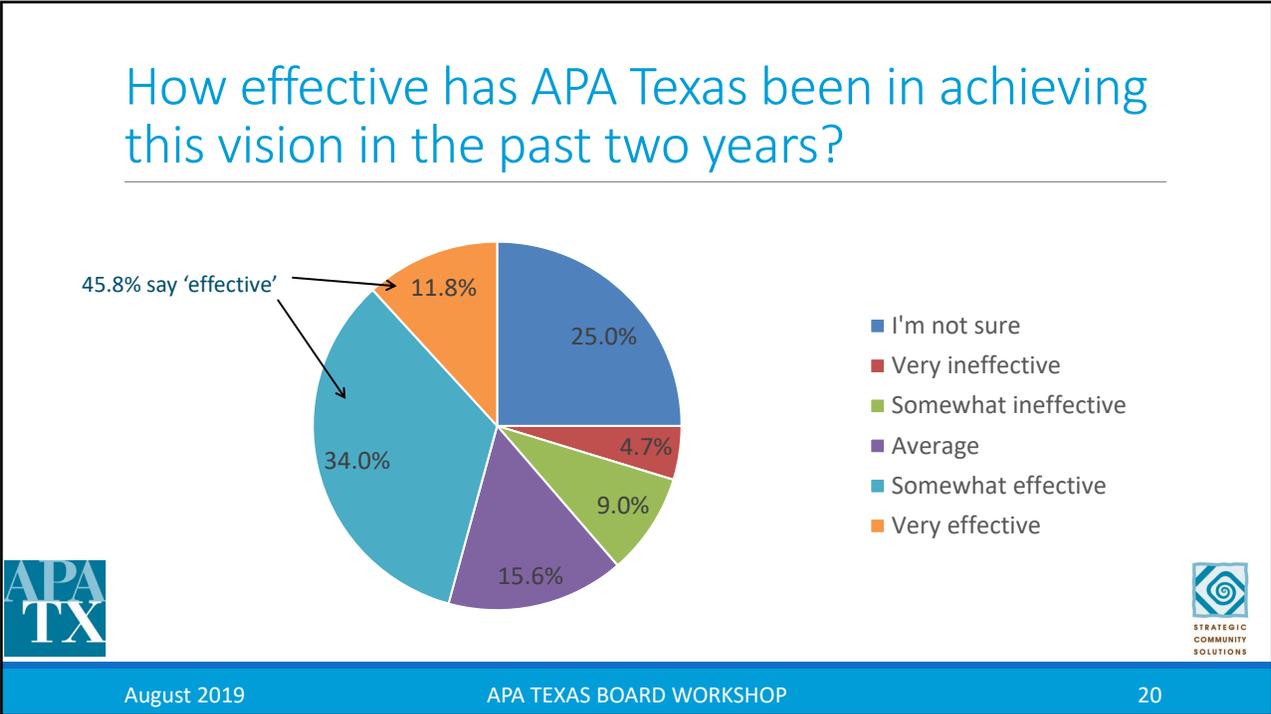
APA Texas is a respected leader and partner whose members make great communities happen by providing expertise and innovation to shape livable and sustainable Texas communities.



18



19



20

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.




August 2019
APA TEXAS BOARD WORKSHOP
21

21

Goals

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.




August 2019
APA TEXAS BOARD WORKSHOP
22

22

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

	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective
Goal 2: Communicate & Engage	18.0%	4.5%	9.0%	23.0%	27.5%	18.0%
Goal 6: Serve	23.9%	2.4%	7.8%	22.9%	26.3%	16.6%
Goal 1: Lead	24.6%	5.4%	12.8%	17.7%	26.1%	13.3%
Goal 4: Advocate	18.9%	6.5%	12.4%	20.9%	28.4%	12.9%
Goal 5: Inspire	24.9%	4.5%	11.0%	19.9%	27.4%	12.4%
Goal 3: Partner	27.1%	7.4%	8.9%	21.7%	26.1%	8.9%



23

How significant are these trends for planning education and practice?

Trends that will cause significant change, according to 50% or more of respondents

- Increasing cost to rehabilitate aging public facilities and infrastructure
- More severe storms, extreme weather patterns or other aspects of climate change
- Increasing income inequality, poverty and homelessness
- Housing affordability/workforce housing
- Loss of local control and authority
- Impact of online sales on 'bricks and mortar' retail
- More interest in having mobility choices in addition to autos
- Continual change in smartphone, wireless and other disruptive technologies



24

How important is this Action Item during 2019 - 2021?

Action Items that are very important, according to 50% or more of respondents

1. Develop a Legislative Program in anticipation of the 2021 legislative session.
2. Put in place a mechanism to get information about planning and planning issues to cities' legislative staffs.
3. Engage appointed and elected officials in APA Texas.
4. Make the national Houston 2020 conference the most awesome conference ever!
5. Identify potential new partnerships.
6. Expand partnerships with universities and student planning organizations.
7. Ensure a successful generational transition of leadership.
8. Mentor future members of the planning movement.
9. Develop guidelines and policies for advocacy.
10. Build a Texas planning information base.
11. Encourage reciprocal partnership relationships.
12. Continue making advocacy training available to individual APA Texas members.
13. Recruit new members to the planning movement.
14. Continue the development of a planning education and advocacy network.
15. Provide a continuous communications and feedback loop between Sections and the Chapter.



25

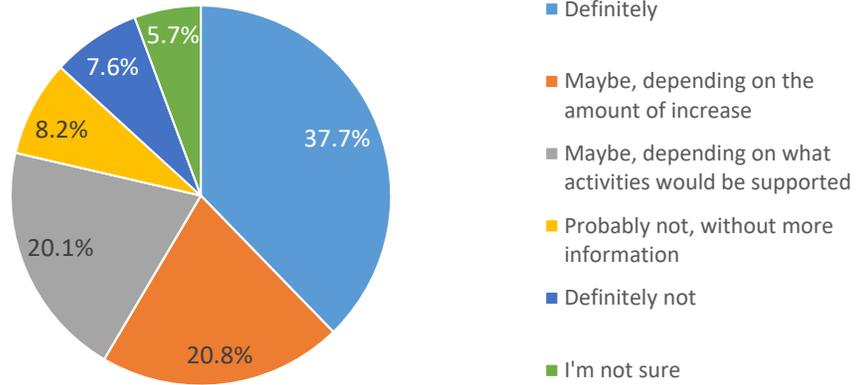
How has the Great Places in Texas program affected you?

I've been involved in the selection process	2.6%
My community is a Great Places in Texas winner	16.8%
I've heard about the winners and the program	72.9%
I've visited places because they were winners	21.9%
I've used lessons from the winners in my own work	15.5%
I've used the success stories of the Great Places with local and state elected officials	11.0%
I am not familiar with Great Places in Texas	15.5%



26

Would you support a dues increase?



27

Leadership Perspective: President Doug McDonald AICP



28

Leadership Perspective:
 Administrator Mike McAnelly FAICP




August 2019 APA TEXAS BOARD WORKSHOP 29

29

Leadership Perspective:
 President-Elect Chance Sparks AICP




August 2019 APA TEXAS BOARD WORKSHOP 30

30

What are your perspectives?




August 2019
APA TEXAS BOARD WORKSHOP
31

31

Diversity & Inclusion Report

Call with Shannon Van Zandt




August 2019
APA TEXAS BOARD WORKSHOP
32

32

Strategy for the Texas Legislature




33

85th Texas Legislature Recap



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.
3%

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

3 DIRTY DOZEN BILLS PASSED

- SB1248** Severely affects cities' ability to deal with non-conforming Manufactured Home Parks
- SB744** Affects how cities can utilize mitigation fees for tree removal
- SB1004** Allows small Cellular Network deployment on City ROW's

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

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

ADVOCATE



34



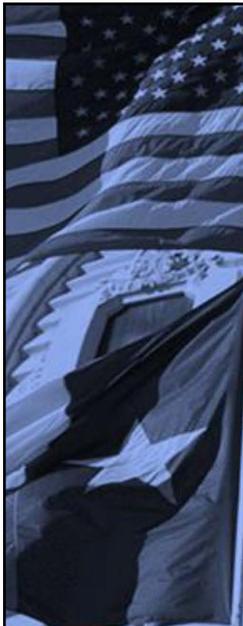
86th Texas Legislature

- APATX, alongside of and thru its affiliate relationship with Texas Municipal League, will make every effort to assure that detrimental bills are defeated and beneficial bills are passed. Planners should place the following key dates on their calendars:
 - November 12, 2018 – 1st Day legislators and legislators-elect may file bills for the 86th Legislature
 - January 8, 2019 – 1st Day of the 86th Legislature
 - March 8, 2019 – Deadline for the unrestricted filing of bills and joint resolutions other than local bills, emergency appropriations and emergency matters submitted by the Governor
 - May 27, 2019 – Last day of the 86th Legislature

ADVOCATE



35



APATX Legislative Program

- APATX has prepared and posted its 2018-2019 Legislative Program and is preparing to take an even more active role this Legislative Session.
- Leadership is working to prepare topical position papers.
- APATX is organizing, for the first time in many years, a *Planners Day at the Capitol* this spring to potentially coincide with the Great Places in Texas program. Watch for emails and social media for opportunities to get involved!



2018-2019
LEGISLATIVE
PROGRAM
American Planning Association
Texas Chapter

[Click to Download](#)

ADVOCATE



36



37

Results?

GOOD NEWS

- Successful 'Day at the Capitol'
- Additional individual contacts and efforts
- HB3314 introduced and passed

BAD NEWS

- Property tax caps
- Annexation
- Building materials
- Shot clock
- Historic landmarks

... in general, fewer tools to achieve the quality of life and economic vitality goals of Texas communities and residents.



38

Now what?

2021 Legislative Program will be needed

- How can it be shaped to be more successful?

Game plan for 'off-season' contact will be needed

- Where should limited resources be used for greatest effect?

Persuasion of those who influence legislators

- What's the message and how will it persuade?



Membership perspectives

Vision: "2019 Legislative session was a total loss."

Vision: "The 2019 legislative session ... proves that APA Texas, similar organizations and the cities ... have limited power to effectively lobby ... and therefore limited ability to protect proper planning ... and carry out the vision of APA-TX."

Challenge: "the legislature's insanity and inability to accept that local control is not the enemy."

Goal 4 (ADVOCATE): "it's hard to tell the legislature anything they didn't think of themselves."

Goal 4 (ADVOCATE): "great work by legislative advocates this year especially."

"The Texas legislature is the single greatest threat to sustainable and equitable community development in the state. The legislature does not reflect the values of the Texans I know and work with."

"I don't disagree with the legislation. Maybe you should poll your members on that."

"This is an opinion, clearly created in an echo chamber, that these legislative bills had a negative impact on the profession. As someone who has worked both as a municipal planner and as a consultant, I think limiting cities' authority makes the job easier in many instances."



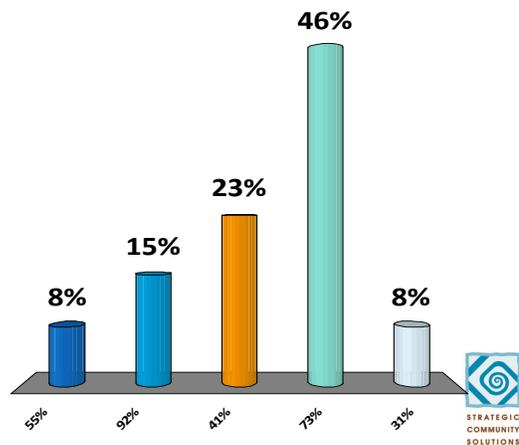
Let's check out reality



41

What share of Texans live in major metropolitan areas (over 500,000 pop.)?

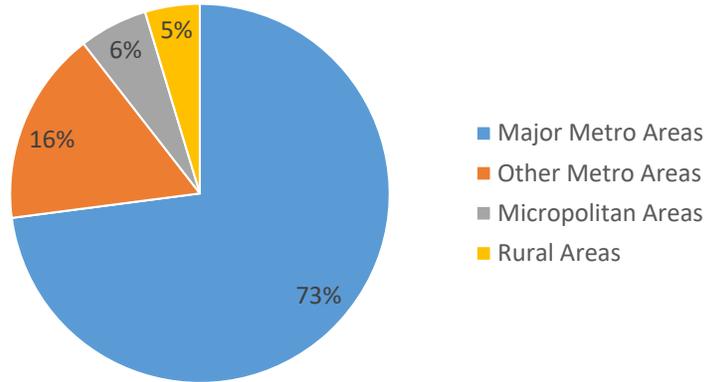
- 1. 55%
- 2. 92%
- 3. 41%
- 4. 73%
- 5. 31%



42

Almost ¾ of Texans live in these major metropolitan areas.

Major Metro Areas:
 Dallas-Fort Worth-Arlington
 Houston-The Woodlands-Sugarland
 San Antonio-New Braunfels
 Austin-Round Rock
 McAllen-Edinburg-Mission
 El Paso



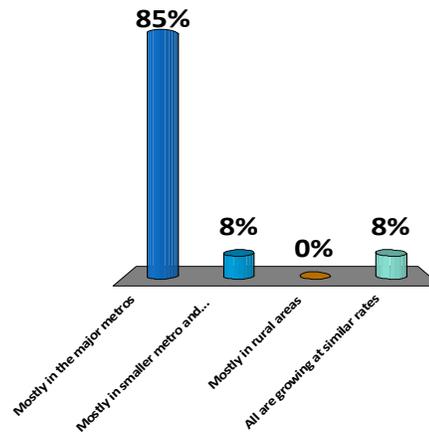
Source: US Census Bureau.



43

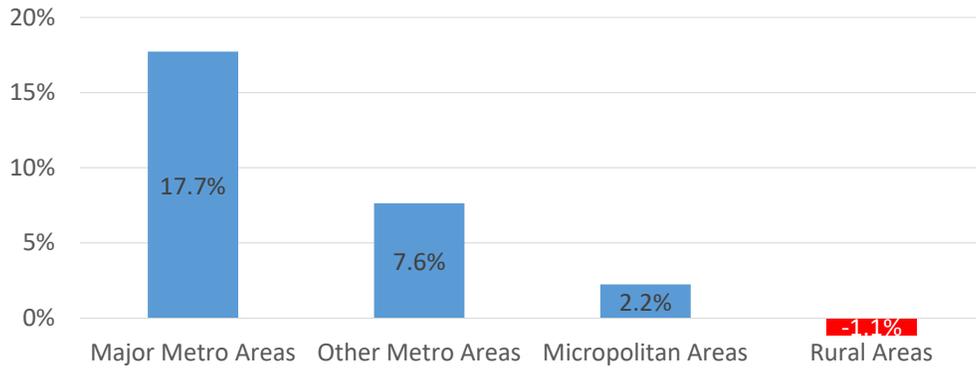
Texas enjoys continuing strong growth. Where do those new Texans live?

1. Mostly in the major metros
2. Mostly in smaller metro and micropolitan areas
3. Mostly in rural areas
4. All are growing at similar rates



44

The major metros saw much stronger growth from 2010 to 2018. Rural areas are losing population.



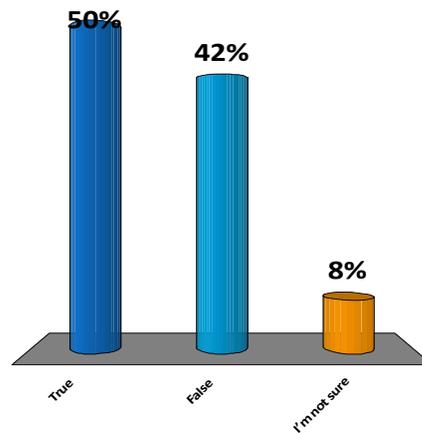
Source: US Census Bureau.



45

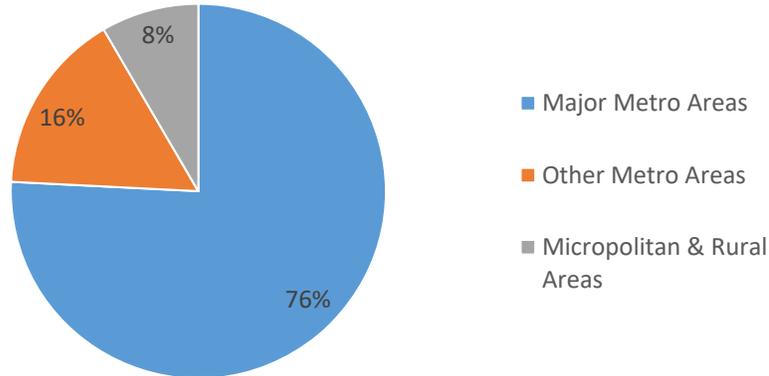
The Texas economic miracle has brought jobs throughout the state.

1. True
2. False
3. I'm not sure



46

Almost all Texas jobs are in located in metropolitan areas.



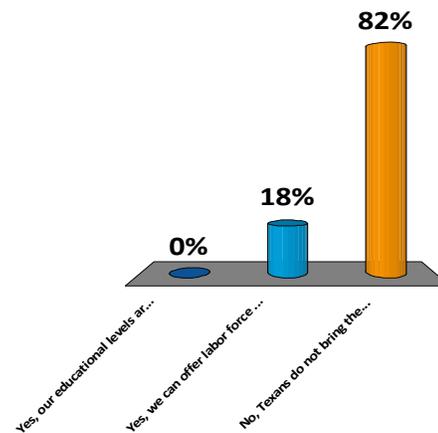
Source: US Bureau of Labor Statistics.



47

Do Texans have the education and skills to fill new jobs as they are created?

1. Yes, our educational levels are similar to the other big states.
2. Yes, we can offer labor force skills that are equal to the average of other states.
3. No, Texans do not bring the same educational level to jobs.



48

Texas is near the bottom of the list for educational attainment.

Level of Educational Attainment	Percent of persons aged 25 years and older	State Ranking
High school diploma or equivalency or greater	81.9	49
Bachelors or greater	27.6	29



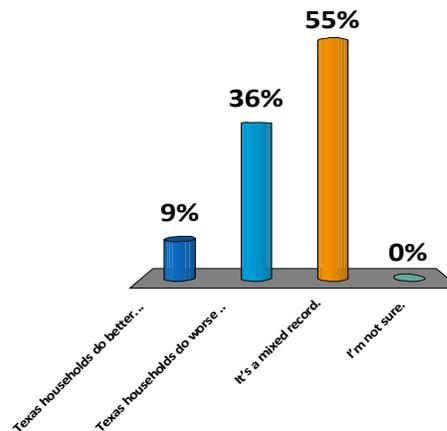
Source: Texas State Demographer.



49

How do Texas households compare to the US averages on unemployment, poverty and income?

1. Texas households do better on all these indicators.
2. Texas households do worse on all these indicators.
3. It's a mixed record.
4. I'm not sure.



50

Texas' unemployment rate is lower, but so is median income. Poverty is higher.

	US	TX
Unemployment Rate	5.8%	5.6%
Poverty Rate	14.0%	15.6%
Median Household Income	\$57,617	\$56,565



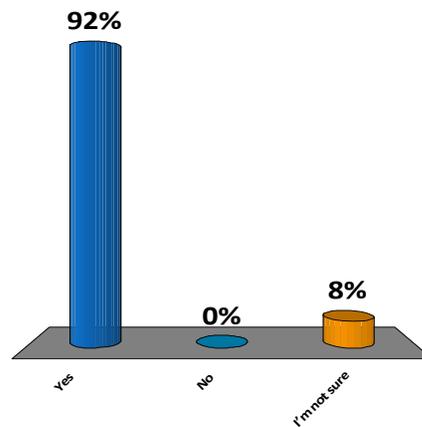
Source: Texas State Demographer.



51

Will the needs and preferences of Hispanic households affect the future housing market?

1. Yes
2. No
3. I'm not sure



52

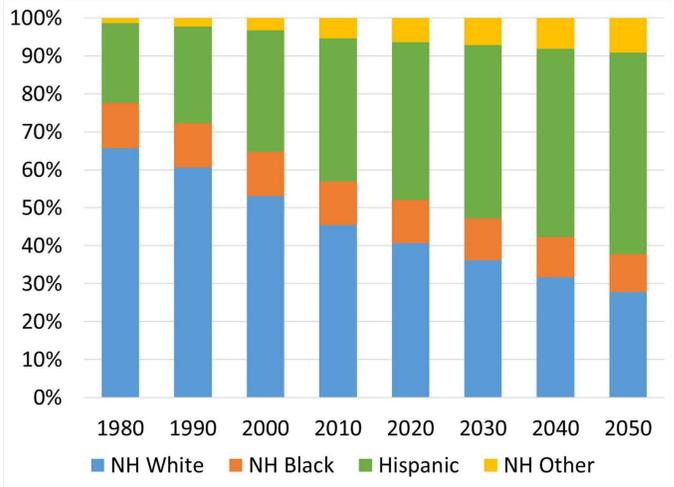
Preferences of Hispanics should help shape the future pattern of communities.

Source:
Texas State Demographer.





Texas Racial and Ethnic Composition, 1980 to 2050



Year	NH White (%)	NH Black (%)	Hispanic (%)	NH Other (%)
1980	65	10	15	10
1990	60	10	20	10
2000	55	10	25	10
2010	45	10	30	15
2020	40	10	35	15
2030	35	10	40	15
2040	30	10	45	15
2050	25	10	50	15

August 2019

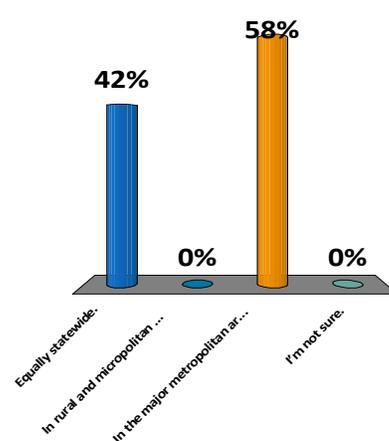
Source: U.S. Census Bureau, 1980 to 2010 Decennial Censuses; Texas Demographic Center, 2014 Population Projections, Half Migration Scenario

15

53

To meet the needs of aging Texans, where should we focus services, transportation and health care?

1. Equally statewide.
2. In rural and micropolitan communities.
3. In the major metropolitan areas.
4. I'm not sure.



Response	Percentage
Equally statewide	42%
In rural and micropolitan communities	0%
In the major metropolitan areas	58%
I'm not sure	0%

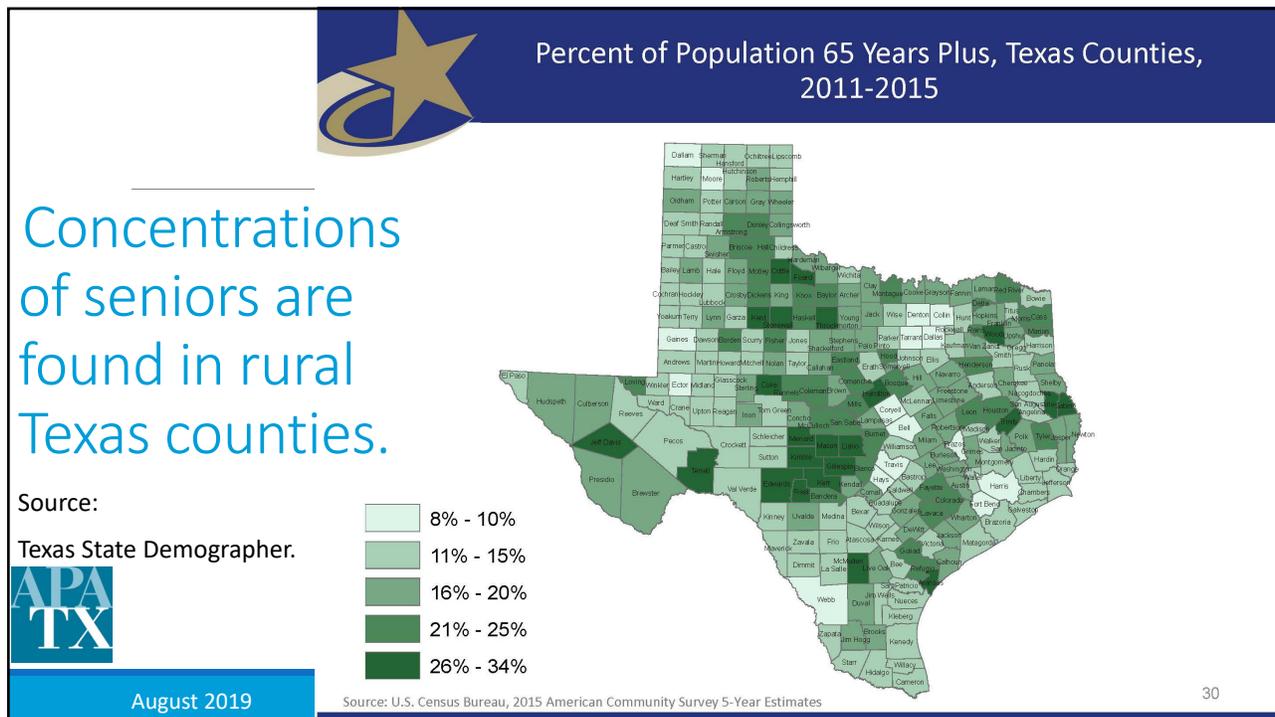
August 2019

APA TEXAS BOARD WORKSHOP

Page 54



54



55

Let's move forward

APA TX

STRATEGIC COMMUNITY SOLUTIONS

August 2019 APA TEXAS BOARD WORKSHOP 56

56

Team Challenge

What persuasive messages do we want to share with those who will affect the outcomes of the 2021 legislative session?



August 2019

APA TEXAS BOARD WORKSHOP

57

57

Team Challenge, Part 1

1. Consider aspects of a better Texas future:
 - a. Future economic vitality of Texas
 - b. Quality of life desired by Texas' metropolitan residents
 - c. Quality of life desired by Texas' micropolitan & rural residents
 - d. Best stewardship of Texas' natural assets (land, water, air, oil & gas, other)



August 2019

APA TEXAS BOARD WORKSHOP

58

58

Team Challenge, Part 2

1. Consider groups who influence legislators, such as:
 - a. Legislative staff
 - b. Voters in the legislator's District
 - c. Campaign contributors
 - d. Media commentators
2. What objectives or concerns do they and planners have in common?



Team Challenge, Part 3

1. How does good planning address these shared concerns?
 - a. Message to educate across all groups
 - b. Bullet points for emphasis with each group



Team Assignments

Count off for 4 teams

Consider your experiences, member comments, background facts

Use worksheet to craft your message

Teams work for 20 minutes

Then reports from all and discussion as a group

Team #1: Future Economic Vitality of Texas

Team #2: Quality of Life Desired by Texas' Metropolitan Residents

Team #3: Quality of Life Desired by Texas' Micropolitan & Rural Residents

Team #4: Stewardship of Texas' Natural Assets



61

Reports from Teams



62

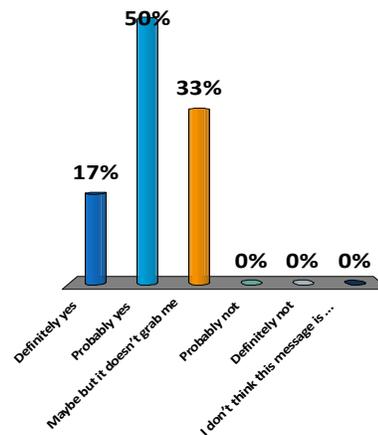
Future Economic Vitality of Texas



63

This message will help us build support for planning to create a better future for Texas communities.

1. Definitely yes
2. Probably yes
3. Maybe but it doesn't grab me
4. Probably not
5. Definitely not
6. I don't think this message is correct



64

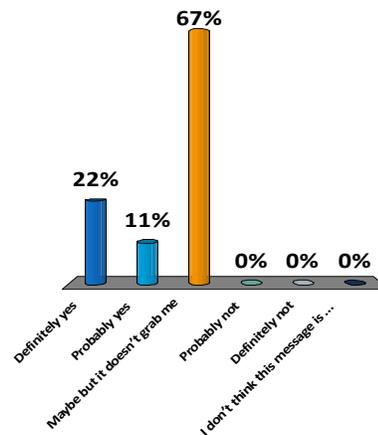
Metropolitan Quality of Life



65

This message will help us build support for planning to create a better future for Texas communities.

1. Definitely yes
2. Probably yes
3. Maybe but it doesn't grab me
4. Probably not
5. Definitely not
6. I don't think this message is correct



66

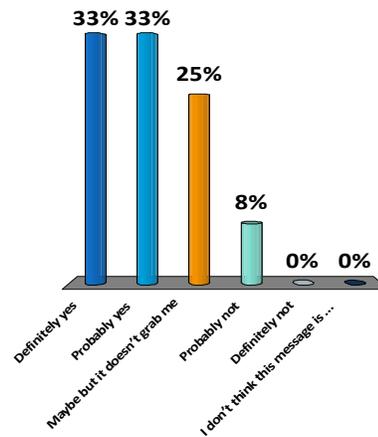
Micropolitan/Rural Quality of Life



67

This message will help us build support for planning to create a better future for Texas communities.

1. Definitely yes
2. Probably yes
3. Maybe but it doesn't grab me
4. Probably not
5. Definitely not
6. I don't think this message is correct



68

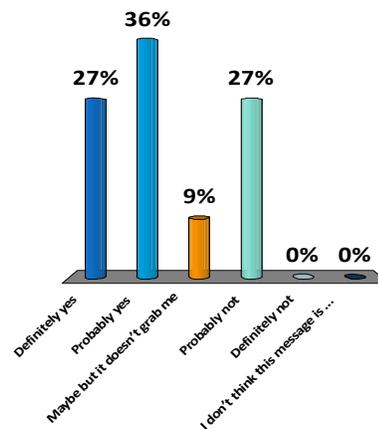
Stewardship of Natural Assets



69

This message will help us build support for planning to create a better future for Texas communities.

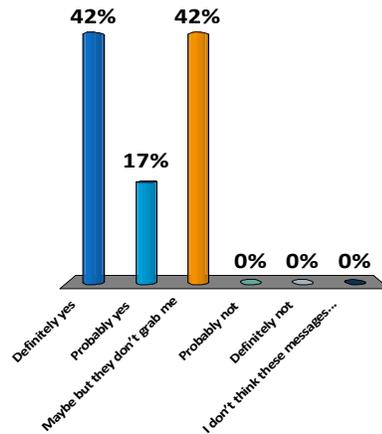
1. Definitely yes
2. Probably yes
3. Maybe but it doesn't grab me
4. Probably not
5. Definitely not
6. I don't think this message is correct



70

We should refine these messages and use them to shape our legislative strategy.

1. Definitely yes
2. Probably yes
3. Maybe but they don't grab me
4. Probably not
5. Definitely not
6. I don't think these messages are correct



71

Break!



72

2019 - 2021 Action Items



73

Team Challenge

Propose action steps for the next two years to continue progress on the Development Plan

Meet in pairs, focused on Development Plan goals

Use worksheet to record your proposals (to be transferred to your status report format after today)

Focus on proposed FY20 goals first, then action items



August 2019

APA TEXAS BOARD WORKSHOP

74

74

Reports from Teams



August 2019 APA TEXAS BOARD WORKSHOP 75

75

1. APA Texas will LEAD the planning movement in this state.

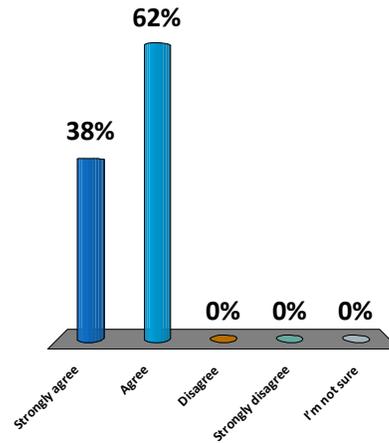


August 2019 APA TEXAS BOARD WORKSHOP 76

76

These are the right Action Items to achieve Goal 1 from 2019 through 2021.

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree
5. I'm not sure



77

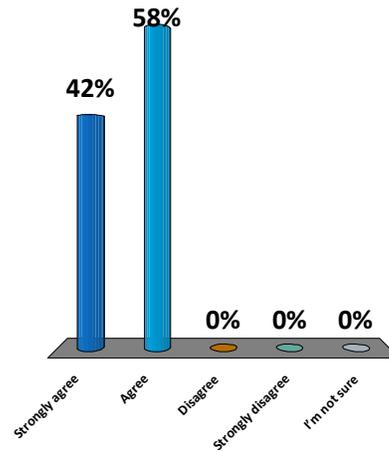
2. APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.



78

These are the right Action Items to achieve Goal 2 from 2019 through 2021.

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree
5. I'm not sure

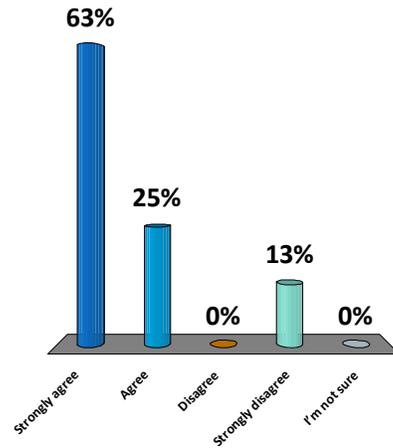


3. APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.



These are the right Action Items to achieve Goal 3 from 2019 through 2021.

- 1. Strongly agree
- 2. Agree
- 3. Disagree
- 4. Strongly disagree
- 5. I'm not sure

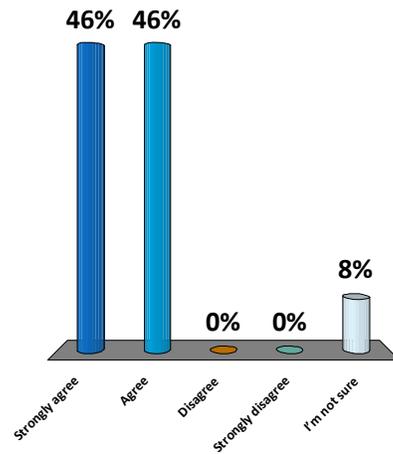


4. APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.



These are the right Action Items to achieve Goal 4 from 2019 through 2021.

- 1. Strongly agree
- 2. Agree
- 3. Disagree
- 4. Strongly disagree
- 5. I'm not sure



83

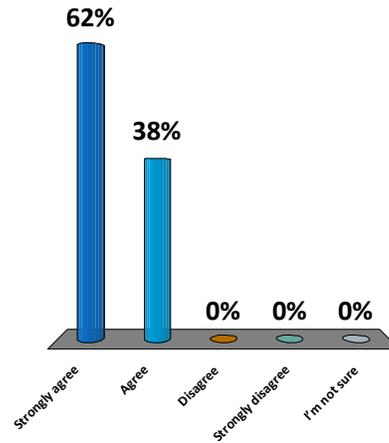
5. APA Texas will INSPIRE building great communities that meet the needs of Texans and benefit from our state's character, climate and other assets.



84

These are the right Action Items to achieve Goal 5 from 2019 through 2021.

- 1. Strongly agree
- 2. Agree
- 3. Disagree
- 4. Strongly disagree
- 5. I'm not sure



85

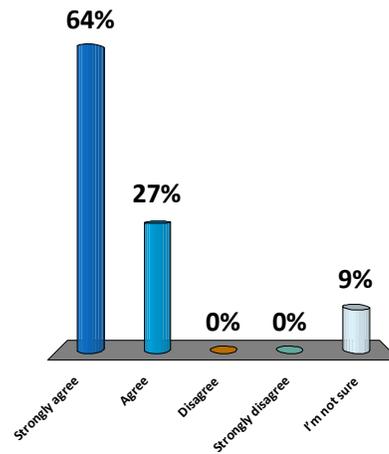
6. APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.



86

These are the right Action Items to achieve Goal 6 from 2019 through 2021.

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree
5. I'm not sure



Next Steps



What happens before the fall Board meeting?

A revised Action Plan for 2019 – 2021 will be prepared based on this discussion.

Board members will be able to review and comment on the draft.

The Board will consider and act on the Plan at the November meeting.

Implementation during 2019 – 2021 officers' term.



Other Items?



We're adjourned!

THANKS FOR YOUR CONTRIBUTIONS AND CREATIVITY!



August 2019 APA TEXAS BOARD WORKSHOP 91

91



4. Team Worksheets – Strategy for the Texas Legislature

DRAFT

Future Economic Vitality of Texas

Team # <i>12</i>	Names of Team Members: <i>JOEY, RICHARD, DOUG, HATT</i>
What concerns do these groups & planners have in common related to this topic?	
Legislative Staff	<i>Housing Affordability; Quality of life; job security "cool factor"</i>
District Voters	<i>• Available resources "pay for quality" community • slow growth community</i>
Campaign Contributors	<i>• want to see special interest of each topic • education; tax incentives; better solution for issues.</i>
Media Commentators	<i>• Good stories - need to tell story (if we don't tell the story)</i>
How does good community planning address these shared concerns? <i>they will!</i>	
Propose a succinct message to convey to educate these groups about the role of planning in Texas.	<i>Planners role to bring all parties and opinions to the table so we can work through issues together to create a strong future economic vitality for TX.</i>
Add bullets for emphasis with staff	
Add bullets for emphasis with voters	
Add bullets for emphasis with funders	
Add bullets for emphasis with media	
Other Notes or Comments	

Quality of Life Desired by Texas' Metropolitan Residents

Team # 2	Names of Team Members: KYLE KINGMA, CHANCE SPARKS, MIKE, McANALLY
What concerns do these groups & planners have in common related to this topic?	
Legislative Staff	RESOURCES & ASSISTANCE TO LOOK GOOD; WANT CONSTITUENTS TO BE HAPPY; PERSONAL EXPERIENCES
District Voters	PROTECTION OF ASSETS, ACCESS TO SERVICES/OPPORTUNITY, TRANSPORTATION ALTERNATIVES, ADDRESSING SOURCES OF FRUSTRATION
Campaign Contributors	APPEALING PLACES LIKELY LEAD TO BUS. GROWTH/PROSPERITY; QUALITY OF LIFE PROTECTS AND INSULATES THEIR INVESTMENT; PREDICTABILITY PROVIDES SUCCESS
Media Commentators	GOOD STORIES TO TELL
How does good community planning address these shared concerns?	
Propose a succinct message to convey to educate these groups about the role of planning in Texas.	DECISION MAKERS PLANNERS HELP IDENTIFY & SOLVE PROBLEMS BY ENGAGING & COLLABORATING WITH A VARIETY OF CONSTITUENTS & STAKEHOLDERS, ALLOWING US TO SERVE AS KEY RESOURCES FOR MAINTAINING & IMPROVING QUALITY OF LIFE OUTCOMES AND HELPING TO TELL THE BEST STORIES THAT RESONATE & MATTER
Add bullets for emphasis with staff	WE HAVE LOTS OF HARD & ANECDOTAL DATA WE HAVE IDEAS THAT CAN WORK IN EVERY POLITICAL PERSPECTIVE WE CAN WALK THRU SCENARIOS
Add bullets for emphasis with voters	
Add bullets for emphasis with funders	
Add bullets for emphasis with media	
Other Notes or Comments	

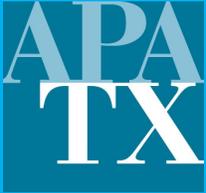
Better → + PRESERVE THE ^{ECONOMY & QOL} ENVIRONMENT IN METROS, THAT HAS ^{WHERE 3/4 OF TEXANS CALL HOME,} CONTINUES TO FOSTER PROSPERITY THROUGH ^{ECONOMIC & SOCIAL} PREDICTABLE UNIQUE SOLUTIONS MATCHED TO INDIVIDUAL COMMUNITIES AND AVOID THE NEGATIVE CONSEQUENCES OF NOT PLANNING FOR OR VALUING QUALITY OF LIFE
REAL EXAMPLES THEY CAN SEE & TOUCH.

Quality of Life Desired by Texas' Micropolitan & Rural Residents

Team #	Names of Team Members:
3	Tamara Heather Angela
What concerns do these groups & planners have in common related to this topic?	
Legislative Staff	bring community resources more job opportunities
District Voters	community leader support / communicate to community resources & supporting residents existing communities
Campaign Contributors	more economic generators
Media Commentators	employment opportunities & economic prosperities
How does good community planning address these shared concerns?	
Propose a succinct message to convey to educate these groups about the role of planning in Texas.	Bring community resources & economic prosperity to your community. Without changing the character of your town.
Add bullets for emphasis with staff	-
Add bullets for emphasis with voters	- using examples from other rural community
Add bullets for emphasis with funders	- small scale to "fit" their community
Add bullets for emphasis with media	
Other Notes or Comments	

Best Stewardship of Texas' Natural Assets (land, water, air, oil & gas, other)

Team # 4	Names of Team Members: GARY, DAVE, CHRISTINA
What concerns do these groups & planners have in common related to this topic?	
Legislative Staff	Stewardship + conservation + economic development
District Voters	" "
Campaign Contributors	" "
Media Commentators	" "
How does good community planning address these shared concerns?	
Propose a succinct message to convey to educate these groups about the role of planning in Texas.	Can have reasonable economic development and still protect natural resources + environment.
Add bullets for emphasis with staff	public support for stewardship people want to live in places with quality environment
Add bullets for emphasis with voters	find best alternative that maximizes gain for all
Add bullets for emphasis with funders	conservation can be good for environment economy as well or can have economic development with stewardship
Add bullets for emphasis with media	talk about pollution, etc - problems, and how planning can solve it
Other Notes or Comments	one size doesn't fit all - message varies based on local issues



5. Team Worksheets – 2019 – 2021 Action Items

DRAFT

Action Items for 2019 - 2021

Goal: 	Names of Team Members: Matt + Gary
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	1A) CONSIDER TAKING THE Budget FRAMEWORK OF THE SHORT COURSE AND TAKE IT OUT TO THE INDIVIDUAL SECTIONS AS MINI-SHORT COURSES.
Do you have additional Action Items for this goal during the next two years?	REVIEW MATERIALS TO GET PLANNERS TO TELL THEIR STORY ABOUT WHAT THEY ARE DOING TO CREATE GREAT PLACES. ↳ THE PEOPLE VS. THE PLACES
Time permitting, please add the details below.	
<u>Responsibility.</u> Who will take the lead on your proposed Action Items?	
Budget. Do these Action Items require changes to the budget for FY20?	
May 2020 Targets. What should be accomplished by then?	
October 2020 Targets. What should be accomplished by then?	
Other Notes or Comments	



Development Plan for 2017 – 2022

These are the Goals and Action Items approved in the Development Plan. At this workshop, we focus on the steps to take to make progress toward these goals during the 2019-2021 officers' term.

Goal 1: APA Texas will LEAD the planning movement in this state.

- H 1A. **Ensure a successful generational transition of leadership.** A particular short-term focus is the Short Course.
- X 1B. **Further develop a Section leadership training program.** This program should be coordinated with the Awards Committee meeting and should include the Section treasurers.
- H 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.
- X 1D. **Develop uniform Section and Chapter bylaws.**
- M-H 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.
- L 1F. **Use a dashboard to report progress.** The dashboard should give a streamlined report on the Chapter and Sections' progress.
- H 1G. **Recruit new members to the planning movement.** A key approach is to increase partnerships with the universities and the student planning organizations.
- H 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.
→ ADD TARGETED APPROACH FOR DIVERSITY + INCLUSION.
- M 1I. **Offer experiential learning opportunities.** Develop these opportunities to train and inspire planners while assisting communities.
- M-H 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

Tell "Planners stories"

about the planning behind Great Places in Texas; and advocate for policies that create better places to live, work, and play.

Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.

- 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.
- 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.**

Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.

- 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. ^{? School districts,} 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.

Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.

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.

Expand PLANNERS DAY TO 3-DAYS ...

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.

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.

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. *→ FAICP STORY TELLING...*

~~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. *→ CRITERIA ENHANCEMENT*

→ WAS SUPPOSED TO CREATE A PLANNERS ROUNDTABLE / ADVOCACY ORGANIZATION SIMILAR TO CALIFORNIA'S PROGRAM. → FAICP FOCUS



Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.

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.**

PRE-COMF. WORKSHOPS; FINANCIAL @ 3:30 PM ON FRID.

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.** — *ACKNOWLEDGE LEGISLATURE ↑*

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,** *w/ PARTICULAR FOCUS ON*

6M. **Continue (and revamp as necessary) the regional workshops offered by APA Texas.** *MINORITIES.*

✓ 6N. **Increase the transparency of APA Texas.** Members should be able to see how decisions are made and resources are used.

6O. 2020 CENSUS SUPPORT.

Action Items for 2019 - 2021

Goal: <i>2</i>	Names of Team Members: <i>Dave G. + Kyle K.</i>
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	
Do you have additional Action Items for this goal during the next two years?	
Time permitting, please add the details below.	
Responsibility. Who will take the lead on your proposed Action Items?	
Budget. Do these Action Items require changes to the budget for FY20?	
May 2020 Targets. What should be accomplished by then?	
October 2020 Targets. What should be accomplished by then?	
Other Notes or Comments	

GOAL 2



Development Plan for 2017 – 2022

These are the Goals and Action Items approved in the Development Plan. At this workshop, we focus on the steps to take to make progress toward these goals during the 2019-2021 officers' term.

Goal 1: APA Texas will LEAD the planning movement in this state.

- 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.

Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.

- 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.
- 2C. **Develop a job description for a communications assistant.** Once a job position is developed, recruit and hire a part-time communications person.
- 2D. ^{Enhance} ~~Explore~~ connections to get media attention for APA Texas awards and other initiatives.
- 2E. ^{Continue to} 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. *- think about board appointee*

Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.

- 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.**

See Goal 6 Page



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.

Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.

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.**

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.

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.**



Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.

- 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.

~~6G~~
Encourage National to
Consider special exceptions for ~~4PA~~
~~PA~~ underserved areas relating to exp. requirements
to set for AICP.

Action Items for 2019 - 2021

Goal: 3	Names of Team Members: TAMARA + CHRISTINA
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	3C - maybe replace 'big tent' with "connecting"
Do you have additional Action Items for this goal during the next two years?	Identify Partnership Board role
Time permitting, please add the details below.	
Responsibility. Who will take the lead on your proposed Action Items?	Partnership Chair Lead
Budget. Do these Action Items require changes to the budget for FY20?	Potential travel + sponsorship sponsorship costs
May 2020 Targets. What should be accomplished by then?	Appoint Partnership lead Identify partner sessions for El Paso - look at rotating partners
October 2020 Targets. What should be accomplished by then?	Meet with at least 1 university rep (maybe not current rep school, to expand reach)
Other Notes or Comments	possibly hold joint charrette-type events and/or encourage Sections to hold more joint events

GOAL 3



Development Plan for 2017 – 2022

These are the Goals and Action Items approved in the Development Plan. At this workshop, we focus on the steps to take to make progress toward these goals during the 2019-2021 officers' term.

Goal 1: APA Texas will LEAD the planning movement in this state.

- 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.
Partner w/school districts.
- 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.

Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.

- 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.
- 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.**

Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.

- 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.
- 3F. *Communicate stories about these partnerships.*
- Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.*
- 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.**
- 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.*
- 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.**

Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.

- 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.

*Meeting summary in newsletters?
remember live tweeting of board meetings?*

Action Items for 2019 - 2021

Goal: 4	Names of Team Members: Richard & Angela
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	Create the Texas Planning Round Table to discuss timetable for implementation so it can be informative to all communities
Do you have additional Action Items for this goal during the next two years?	Develop the Legislative Program & plan for 2-4 planners at the capital to be available for testifying. Put troops on the ground 3 planner days More partnerships with other organization
Time permitting, please add the details below.	
Responsibility. Who will take the lead on your proposed Action Items?	Kim, Craig, Matt Jones, Mike, Chance, Dave, Ann, Abra Plus Planner Reserves
Budget. Do these Action Items require changes to the budget for FY20?	We have added this in the FY20 budget (4E)
May 2020 Targets. What should be accomplished by then?	Put round table in implementation by May 2020 or take it out of strategic plan (Kim)
October 2020 Targets. What should be accomplished by then?	
Other Notes or Comments	



Development Plan for 2017 – 2022

These are the Goals and Action Items approved in the Development Plan. At this workshop, we focus on the steps to take to make progress toward these goals during the 2019-2021 officers' term.

Goal 1: APA Texas will LEAD the planning movement in this state.

- 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.

Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.

- 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.
- 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.**

Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.

- 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.

Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.

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. *In progress.*

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.** *- in process*

4F. **Develop guidelines and policies for advocacy.**

4G. **Continue making advocacy training available to individual APA Texas members.**

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.

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.**

Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.

- 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.

Action Items for 2019 - 2021

Goal: 5	Names of Team Members: <i>HEATHER, CHANCE, JANE JACOBS, GHOST OF ROBERT MOSES</i>
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	<i>MINOR → ITERATION TRANSITION EPL TO A SUCCESSION PLANNING INITIATIVE CREATE "MIMM VIDEOS", YOUTUBE CHANNEL, SNAPCHAT ETC. FOR OLDER PLANNERS TO TELL STORIES/ADVISE GREAT PLACES NEXT STEP</i>
Do you have additional Action Items for this goal during the next two years?	<i>SEE NOTES</i>
Time permitting, please add the details below.	
Responsibility. Who will take the lead on your proposed Action Items?	
Budget. Do these Action Items require changes to the budget for FY20?	
May 2020 Targets. What should be accomplished by then?	
October 2020 Targets. What should be accomplished by then?	
Other Notes or Comments	



Development Plan for 2017 – 2022

These are the Goals and Action Items approved in the Development Plan. At this workshop, we focus on the steps to take to make progress toward these goals during the 2019-2021 officers' term.

Goal 1: APA Texas will LEAD the planning movement in this state.

- 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.

Goal 2: APA Texas will COMMUNICATE AND ENGAGE to foster quality leadership and participation and to provide the best planning information.

- 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.
- 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.**

Goal 3: APA Texas will PARTNER with other Texas professional organizations and non-profits to leverage resources and build coalitions.

- 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.**

GOAL 5



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.

Goal 4: APA Texas will ADVOCATE for planning, planning leaders and good government in our unique Texas setting.

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.

WHAT IF PAB SCHOOLS PARTNERED WITH NON-PAB SCHOOLS IN "PAB DESERTS" TO INCREASE HISPANIC AICP

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.

5A. Use the Emerging Planning Leaders initiative to inspire future APA Texas leaders.

DON'T LIMIT... GET MID-AGE TOO

↳ SUCCESSION PLANNING?

5B. Create a structure for younger planners to benefit from the experience and contributions of legacy planners.

↳ WHO DO THEY CONNECT WITH?

↳ ENGAGE WHERE THEY ARE (SOCIAL MEDIA; SHORT VIDEOS FROM LEGACY... PODCASTS?)

EDUCATE OURSELVES

5C. Increase exposure of the 'Great Places in Texas' program.

↳ EXPLAIN ROLE PLANNERS PLAYED, THE KEY TAKEAWAYS, AND WHAT A CITIZEN CAN APPLY GRASSROOTS

5D. Refine and perfect the mentorship program. Consider connecting it more closely to activities at the Conference.

↳ ORIGINAL MENTORING THROUGH LEGACY FOLKS TELLING STORIES

5E. Revamp the Planning Excellence and Planning Awards programs.

THINK ABOUT CRITERIA ENHANCEMENT

LIKE THE PLAQUE VARY BY CITY SIZE

STUDENT MEMBER RETENTION

IMPLEMENT DIVERSITY & INCLUSION

Goal 6: APA Texas will use Chapter and Section resources to SERVE its professional, appointed/elected, academic and student members.

- 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.

Action Items for 2019 - 2021

Goal: 6	Names of Team Members: DOUG & JOEY what does the board do?
Review the Goal and Action Items in the Development Plan. Then discuss priorities for FY20 and FY21. Record your recommendations on this worksheet.	
Do you propose any changes to the Action Items in the Development Plan?	<ul style="list-style-type: none"> • Expand partnerships with school districts ✓ • Transparency - what we do - post min./Asardas • Continue equality charges to state of conference.
Do you have additional Action Items for this goal during the next two years?	<ul style="list-style-type: none"> • Assist AICP candidates - specifically minority members • Census 2020 - support - Diversity & Inclusion survey implementation • LEAD - increase membership for students
Time permitting, please add the details below.	
Responsibility. Who will take the lead on your proposed Action Items?	
Budget. Do these Action Items require changes to the budget for FY20?	
May 2020 Targets. What should be accomplished by then?	
October 2020 Targets. What should be accomplished by then?	
Other Notes or Comments	