

South Carolina



Planning Education Advisory Committee

Committee Members:

Stephen G. Riley, Chairman
Representing MASC
Term Expires: 2017

Phillip L. Lindler
Representing SCAC
Term expires: 2015

Cliff Ellis
Representing Clemson
University
Term expires: 2016

Dennis Lambries
Representing USC
Term expires: 2016

Wayne Shuler
Representing SCAPA
Term expires: 2018

December 12, 2014

Town of Kiawah Island
21 Beachwalker Drive
Kiawah Island, SC 29455

Dear Ms. Werking:

Re: *Town of Kiawah Island BZA & Planning Commission Continuing Education Training*

On, Monday, December 1, 2014, I received the Program Materials you submitted for accreditation of the Continuing Education Course detailed above. Upon receipt of your application, I sent an email to confirm receipt by all Committee members and set a deadline for comments.

Under the "no objection policy" your request is considered approved. Your signed "Notice of Decision" is attached. Formal, after-the-fact approval will be handled as part of a Consent Agenda at the regular quarterly meeting of the Committee, which is scheduled for January 21, 2015.

Thank you for your efforts to help make this program a success.

Sincerely,

A handwritten signature in black ink that reads "Stephen G. Riley".

Stephen G. Riley, ICMA-CM
Chairman

cc: Dennis Lambries, Phillip Lindler, Cliff Ellis, Wayne Shuler

South Carolina Planning Education Advisory Committee (SCPEAC)
NOTICE OF DECISION

12. The following action has been taken by the SCPEAC on this application:

- a) X ACCREDITED for 3.0 CE credits
- b) DENIED ACCREDITATION
 - i. Reason: _____
- c) RETURNED for more information

13. If accredited:

- a) Approved Course No.: 2014-07
- b) Date of accreditation: 12-12-2014
- c) Comments: None

Signature of SCPEAC Representative: 

**For further information, contact Mr. Stephen Riley, Chairman,
843-341-4701 or steve@hiltonheadislandsc.gov**



Application for Accreditation of a Continuing Education Program

December 5, 2014

**APPLICATION FOR ACCREDITATION
OF A CONTINUING EDUCATION PROGRAM**

Note: This certification form, together with the required information referenced therein, shall be submitted to the Committee. If no objections are raised by a member of the SCPEAC within 10 working days of receipt, the continuing education program shall be considered accepted. If an objection is raised, a teleconference meeting shall be scheduled, with appropriate public notice, as soon as reasonably possible, to review the application.

1. Name and address of organization providing or sponsoring the orientation program:

- a. Organization Name: Town of Kiawah Island
- b. Address: 21 Beachwalker Drive
- c. City: Kiawah Island
- d. State: SC
Zip Code: 29455
- e. Telephone: 843-202-7213
- f. Email: jwerking@charlestoncounty.org

2. Contact Information:

- a. Name of Contact Person: Jenny Werking
- b. Title: Planner II
- c. Telephone: 843-202-7213
- d. Email: jwerking@charlestoncounty.org

3. Information on orientation program:

- a. Title of Program:

Town of Kiawah Island BZA & Planning Commission Continuing Education Training

- b. Date(s) and Location(s) of Program:

Friday, December 5, 2014, Town Hall 21 Beachwalker Drive, Kiawah Island

- c. Brief description of the program and its content:

The first 1.5 hour of the program will cover BZA reviews of cases (the 4 state law criteria, what is a hardship, what is reasonable use etc.) The second 1.5 hour of the program will cover Ethics, FOIA, Ex Parte Communication and procedures for meetings.

4. Method of presentation (check all that apply. All sessions must have a Coordinator present):

- a. Presenter(s) in room with participants

- b. Live presentation via close circuit TV, video conferencing, or similar; Coordinator present
- c. Videotape or CD/DVD presentation; Facilitator present
- d. Webinar or similar; Coordinator present
- e. Other (describe) _____

5. Description of materials to be distributed (check/fill in all that apply):

a. Powerpoint handout:	<input checked="" type="checkbox"/>	number of slides: 86
b. Other handouts:	<input checked="" type="checkbox"/>	total pages: 29
c. CD/DVD:	<input type="checkbox"/>	
d. Other (describe)	_____	
e. None:	<input type="checkbox"/>	

6. When are materials distributed?

- a. Sent before the program:
- b. Handed out at the program:
- c. Other (describe) _____

7. Required attachments (5 copies distributed as described below):

- a. Course description and outline including estimated time per section
- b. Brochure, if available
- c. Course Presenter(s) and credentials (include brief resumes and qualifications)
- d. Copies of all handouts and course materials
- e. Evaluation Form and method of evaluation (each program must be evaluated)

8. Instruction Time:

- a. Indicate the total minutes of instruction time: 3 hours, 180 minutes

Note: Breaks, meals and introductions should not be counted. A reasonable period of Q and A should be included and counted.

9. Method of Advertisement:

- a. Describe the ways in which you intend to let potential attendees know about this orientation program:

The Town Clerk emailed attendees.

10. Certification. By Submitting this application, the applicant agrees to:

- a. Allow in-person observation, without charge, of the Program by the SCPEAC Committee members. Any food, travel or lodging costs will be the responsibility of the Committee member(s).

b. The applicant acknowledges that its approval for this Program may be withdrawn for violations of the regulations or failure to comply with the agreements and representations contained herein and as may be required by the SCPEAC.

i. Name of Organization: Town of Kiawah Island

ii. Name of Representative: Jenny Werking

iii. Title: Planner II

iv. Phone: 843-202-7213

v. Email: jwerking@charlestoncounty.org

vi. Signature: 

vii. Date: Monday, December 1, 2014

12/1/14

Application and all Materials may be submitted in one of the following means:

1. Electronic submission to each of the committee members listed below via email; or
2. Hardcopy via U. S. Mail, 1 copy each to each committee member; or
3. Electronic submission of the application via email to all committee members, and submit hardcopy supporting materials via U.S. Mail to each member, if materials not available electronically.
4. Please cc all applications to the Chairman's assistant, Vicki Pfannenschmidt at vickip@hiltonheadislandsc.gov

To access committee members email and postal addresses visit the link below:

<http://www.scstatehouse.gov/scpeac/members.htm>



7.) Required Attachments
a.) Course Description and Outline:

See Agenda Attached

TOWN OF KIAWAH ISLAND



Continuing Education Training
December 5, 2014, 1:00 pm – 4:00 pm
Town Hall

Introductions/Purpose/Overview of session

Part I – 1.5 hour

- 1) BZA reviews (following the SCAPA session with Kiawah cases)
- 2) Q&A

Break

Part II – 1.5 hour

- 1) General rules and roles of staff and commissioners
- 2) Ethics for Planning Commissioners
- 3) FOIA Coverage
- 4) Ex Parte Communication
- 5) Visiting the site
- 6) Procedures for meetings
- 7) Q&A

Presenter

Barry Nocks, PhD, FAICP
Professor Emeritus, Graduate Program in City & Regional Planning
Clemson University
Chair, Planning Accreditation Board
Chair, Design Review Board, City of Greenville, SC

Facilitators

Daniel C. Pennick, AICP, Town of Kiawah Island Planning Director
Jenny J. Werking, AICP, Planner II, Charleston County Zoning and
Planning Department and Town of Kiawah Island Planner



- 7.) Required Attachments
- b.) Brochure – there will not be a brochure for this training



7.) Required Attachments c.) Course Presenters and credentials:

- Brief resumes and qualifications are attached for the presenters.

Barry Nocks, PhD, FAICP

Barry Nocks has 40 years of experience as a practicing planner, educator, administrator, consultant and citizen planner. He is professor emeritus in the Graduate Program in City & Regional Planning at Clemson University, having previously served as professor, Director of the MCRP program, Associate Dean for Research & Outreach of the College of Architecture, Arts and Humanities and director of the Center for Community Growth and Change during his 35 years at Clemson. Dr. Nocks has taught graduate courses in planning theory and process, quantitative methods, social and health planning, local planning administration, planning practice (studio) and negotiation.

He currently serves on the Planning Accreditation Board, the organization that accredits professional planning programs in the US as well as the Board of the Association of Collegiate Schools of Planning.

In Greenville, he has served on the City Planning Commission (2001-9), is currently chair of the City's Design Review Board and has been active in regional efforts in the Upstate since 2006, currently serving on the TATT Board of Directors. He directed the master plan for the Reedy River Corridor, which was adopted in 2002. He has also been engaged as a consultant and volunteer with a variety of public and private organizations in the Carolinas and throughout the country including: the National Rural Development Partnership, SC APA, SC Planning Continuing Education Advisory Committee, SC Planning Academy and the SC ULI Leaders Institute.

Dr. Nocks has served as a planning consultant for a variety of public and private organizations in the Carolinas and throughout the country including: the National Rural Development Partnership, SC APA, SC Planning Academy and the SC ULI Leaders Institute. He has developed facility need studies, completed strategic plans, assisted in local planning process, and conducted a number of professional training sessions. In addition, he has presented papers at numerous national and regional conferences regarding health planning, planning process, public participation and strategic planning.

Dr. Nocks earned a BS degree in Industrial Engineering/Operations Research from Cornell University and the MRP and PhD degrees in Planning from UNC-Chapel Hill. He has lived in Greenville since 1974. His wife, Elaine, retired from the faculty at Furman University. They have a son and two granddaughters who also live in Greenville.

Daniel C. Pennick, AICP
Brief Resume

Daniel Pennick is the Director of the Charleston County Zoning and Planning Department. Mr. Pennick has been a professional planner since 1972 and is a member of the American Institute of Certified Planners, the American Planning Association and the South Carolina Chapter of the American Planning Association. He holds a Bachelor of Architecture degree and a Master of Science degree in Architecture from Penn State University. He has been a guest lecturer for: the US Census Bureau, Penn State University, Bucknel University, Susquehanna University, Juniata College, the College of Charleston, The Charleston School of Law, and Lorman Educational Services.

He has worked with various municipal governments in the preparation and administration of comprehensive plans, zoning and land development regulations and initiating, as well as administering farmland and open space preservation programs. In addition, he has also been a private developer and participated in evaluating major projects such as: energy parks, high-speed rail, housing rehabilitation, industrial parks, major highways and other public infrastructure development.

Jenny J. Werking, AICP
Brief Resume

Jenny J. Werking is a Planner II for the Charleston County Planning Department. Mrs. Werking has been a professional planner since 2000 and is a member of the American Institute of Certified Planners, the American Planning Association and the South Carolina Chapter of the American Planning Association.

She holds a Bachelor of Arts degree in Urban Studies, Planning and Administration from the College of Charleston.

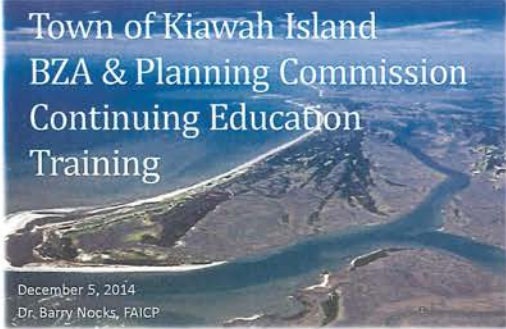
She is certified facilitator for the Municipal Association of South Carolina and has conducted orientation training and continuing education for local government planning and zoning officials and staff in Charleston County including the Towns of Kiawah, Rockville and Meggett. She is a graduate of the Charleston County Supervisory training program.

She has staffed Board of Zoning Appeals and Planning Commissions and worked with various municipal governments in the preparation and administration of comprehensive plans and zoning and land development regulations in North Carolina, Ohio and South Carolina.



7.) Required Attachments
d.) Handout – PowerPoint
Presentation

Town of Kiawah Island
BZA & Planning Commission
Continuing Education
Training



December 5, 2014
Dr. Barry Nocks, FAICP

1

Who made this session mandatory?!



2

Outline

Introductions/Purpose/Overview of session

Part I - 1.5 hour

1. BZA reviews (following the SCAPA session with Kiawah cases)
2. Q&A

Break

Part II - 1.5 hour

1. General rules and roles of staff and commissioners
2. Ethics for Planning Commissioners
3. FOIA Coverage
4. Ex Parte Communication
5. Visiting the site
6. Procedures for meetings
7. Q&A

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Board of Zoning Appeals Training Hardships

- S.C. Code 6-29-800
 - State Law that governs conduct of the BZA
- Three powers of BZA
 - Hear appeals from a decision of the zoning administrator
 - Grant (or deny) variances
 - Grant (or deny) Special Exceptions



SC 6-29-800

- (2) to hear and decide appeals for variance from the requirements of the zoning ordinance when strict application of the provisions of the ordinance would result in unnecessary hardship. A variance may be granted in an individual case of unnecessary hardship if the board makes and explains in writing the following findings:
 - (a) there are extraordinary and exceptional conditions pertaining to the particular piece of property;
 - (b) these conditions do not generally apply to other property in the vicinity;
 - (c) because of these conditions, the application of the ordinance to the particular piece of property would effectively prohibit or unreasonably restrict the utilization of the property; and
 - (d) the authorization of a variance will not be of substantial detriment to adjacent property or to the public good, and the character of the district will not be harmed by the granting of the variance.
- (3) The board may not grant a variance, the effect of which would be to allow the establishment of a use not otherwise permitted in a zoning district, to extend physically a nonconforming use of land or to change the zoning district boundaries shown on the official zoning map. The fact that property may be utilized more profitably, if a variance is granted, may not be considered grounds for a variance. Other requirements may be prescribed by the zoning ordinance.

Board of Zoning Appeals Training

The Town of Kiawah Island Land Use Planning and Zoning Ordinance contains additional criteria for variances

APPROVAL CRITERIA FOR VARIANCES

The Town of Kiawah Island Land Use Planning and Zoning Ordinance, Sec. 12-163.0, Approval Criteria for Variances, The Board of Zoning Appeals may grant a variance only if exceptional circumstances exist, and where practical difficulty or unnecessary hardship is substantial, serious and compelling that relaxation of the general restrictions ought to be granted. No variance shall be granted unless the applicant shall show and the Board of Zoning Appeals shall find that:

- a. There are extraordinary and exceptional conditions pertaining to the particular piece of property;
- b. These conditions do not generally apply to other property in the vicinity;
- c. Because of these conditions, the application of the ordinance to the particular piece of property would effectively prohibit or unreasonably restrict the utilization of the property;
- d. The authorization of a variance will not be of substantial detriment to adjacent property or to the public good, and the character of the zoning district will not be harmed by the granting of the variance;
- e. The Board of Zoning Appeals shall not grant a variance the effect of which would be to allow the establishment of a use not otherwise permitted in a zoning district, to extend physically a nonconforming use of land, or to change the zoning district boundaries shown on the official zoning map;
- f. The fact that property may be utilized more profitably, should a variance be granted, may not be considered grounds for a variance;
- g. The need for the variance shall not be the result of the applicant's own actions;
- h. Granting the variance will not be contrary to the public or neighborhood interest nor will it adversely affect other property in the vicinity, nor interfere with the harmony, spirit, intent and purpose of these regulations; and
- i. Granting of the variance does not substantially conflict with the Comprehensive Plan or the purposes of this Ordinance.

Board of Zoning Appeals Training Hardships

- Mission # 1 is to:
 - "UPHOLD THE INTEGRITY OF THE ZONING ORDINANCE."
 - Be cautious about granting variances, doing so only when there is sufficient basis of fact.
 - Difficult because it's natural to empathize with folks struggling to adhere to the ordinance. Ideally, you should put your feelings aside and remember your mission.
 - You represent the broad view of Kiawah Island's public interest

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Board of Zoning Appeals Training Hardships

- Mission # 2 is to:
 - "GRANT RELIEF WHEN IT IS CLEARLY WARRANTED, BUT ONLY ACCORDING TO THE CRITERIA SET FORTH IN STATE LAW."
 - Two obligations:
 - Honor due process rights
 - Allow some *reasonable* use of property to avoid potential takings claims.
 - "Reasonable use" can be interpreted to mean different things, and your board will develop its own dynamic for making these determinations.
 - What the owner would "like to do" does not make the use reasonable
 - You are charged with representing the interests of Kiawah Island in defining "reasonable"

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Board of Zoning Appeals Training Hardships

- What constitutes "reasonable use?"
 - Examples:
 - Production homebuilder has 5 models they typically use, and each would require some sort of variance in order to meet the code.
 - Board's response: That's not a hardship. Alter your model, or find another one to make it fit within the requirements.
 - Homeowner has room to build a single car garage, but would rather have a double car garage instead, which would require a setback variance.
 - Your response: Relief is only warranted when all *reasonable* use of property is denied by the ordinance. It is reasonable to get by with a one-car garage.

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Board of Zoning Appeals Training Hardships

- Board's Mission Is **NOT** To:
 - Grant relief because they feel sorry for someone or the applicant has a case that tugs at one's emotions
 - Grant relief for self-imposed hardships
 - "It's easier to ask forgiveness than permission" is a *strategy* for some that gamble a board won't make them remedy a violation if doing so imposes an extreme financial burden.
 - Self imposed hardships can also occur through genuine error, mis-measurement, etc.

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Board of Zoning Appeals Training Hardships

- Board's Mission Is **NOT** To:
 - Grant relief from a provision of the Ordinance the board thinks is poorly worded, or disagrees with. By doing so, they are substituting their judgment for that of the *elected* law-makers of the City, whose sole purview it is to make law.

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Board of Zoning Appeals Training Hardships

- Finally, Board's Mission Is **NOT** To:
 - Grant relief *solely* on the basis that no harm will be done to anyone. It is often tempting to think "No one cares and no one will be hurt, so let's grant the variance."
 - Remember - this is just **ONE** of the 4 tests that need to be satisfied in order to grant a variance. It's a *start*, but it's not the total picture, and by itself, is *not* sufficient grounds for approval.

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Kiawah Island Context

- What is "reasonable use" for residential requests?
 - Swimming pool?
 - Two+ car garage?
 - Screened porch?
 - Adding a roof in the existing footprint of nonconforming structure?
 - Other common additions?
 - Discussion: How should the Town define "reasonable use?"



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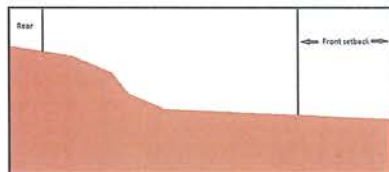
Board of Zoning Appeals Training Hardships

- Granting Variances: 4-prong test by State Law
- All must be met before a variance can be approved and
- Burden of proof is on applicant
- **TEST ONE:** "There are extraordinary and exceptional conditions pertaining to a particular piece of property."
 - Ask: What is unusual about the property itself?
 - Difficult topography?
 - Unusual shape?
 - Substandard size? Was it platted before changes in the ordinance?
 - Are there sensitive environmental or cultural resources where the public interest would be better served by saving them?

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Board of Zoning Appeals Training Hardships

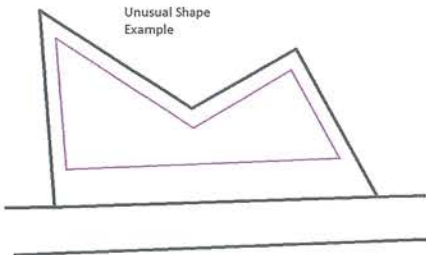
Example of Unusual Topography



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Board of Zoning Appeals Training Hardships

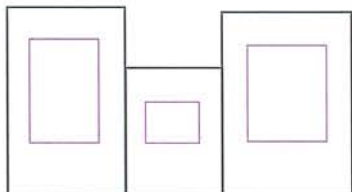
Unusual Shape Example



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Board of Zoning Appeals Training Hardships

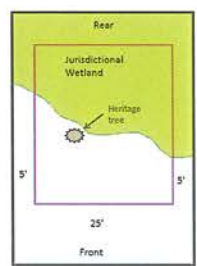
Substandard Size Example



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Board of Zoning Appeals Training Hardships

Example of Sensitive Environmental Resources



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Board of Zoning Appeals Training Hardships

- Granting Variances – 4 prong test
 - **TEST TWO:** "These conditions do not generally apply to other properties in the vicinity."
 - Ask: Is this "unusual" condition common to other properties in the vicinity? If so, then by *definition*, it's NOT unusual, and fails this test.
 - For example, do a number of houses have wetlands at the rear of their lots?
 - Are nearby lots of similar width or depth?
 - **NOTE:** *difficult lots are often less expensive because they are so constrained. The buyer should have understood this when they purchased the lot.*

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Board of Zoning Appeals Training Hardships

- Granting Variances – 4 prong test
 - **TEST THREE:** "Because of these conditions, application of the ordinance would **effectively prohibit**, or **unreasonably restrict** the utilization of the property."
 - Ask: Can the owner still make reasonable use of the property by altering a building design, moving something, making something smaller, doing without a storage building, or a deck, or a garage? If the answer is "yes they can," then the test probably FAILS.
 - That said – Variance applicants are not required to prove that there exists NO feasible conforming use for a property in order to qualify for a variance. The SC has upheld variances where there were other feasible conforming uses (*Stevenson v. Board of Adjustment of City of Charleston*, and *Hartman v. City of Columbia*)

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Board of Zoning Appeals Training Hardships

- Granting Variances – 4 prong test
 - **TEST FOUR:** "The granting of the variance would NOT be of substantial detriment to adjacent property or to the public good, and the character of the district would not be harmed."
 - Ask: Will the variance create visual blight that harms adjoining property? Ex. Storage bldg. right up on a property line might be an eyesore, or it might shed water on an adjoining lot. OR, orienting a building differently on a lot, contrary to the established character of the surrounding area, may harm values.
 - Generally, this is the main complaint the public will cite when opposing a variance, but equally common – the public will make these statements as factual without providing evidence in support. Take these claims with a grain of salt.

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Board of Zoning Appeals Training Hardships

- The importance of these 4 tests cannot be overstated
 - If you approve (or deny) a variance without due consideration of these tests, your decision may be successfully challenged in court.
 - Courts can only decide cases on the *written record* of what occurred *during the meeting*. New evidence cannot be introduced *after-the-fact*.
 - FIRST QUESTIONS a judge will probably ask – ‘On what basis did the board make its decision? How much consideration did they give to the 4 tests?’ If you say “none” or “very little,” your decision will be in danger of being overturned.

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Board of Zoning Appeals Training Hardships

- 4 tests, cont'd...
 - The applicant should provide narrative explaining why the variance meets all 4 criteria. Staff and the BZA *should not* provide their answers for them, or make them up on-the-fly during a meeting. You *must* base your decision on whether the applicant provided sufficient evidence in his written materials and testimony... BZA must provide written determination addressing 4 criteria.
 - For each case, the board should openly discuss each of the 4 criteria, and decide, one-by-one, if the criteria are satisfied. Why? Because the minutes of the meeting are the key part of the *written record* a judge will rely upon to decide if your action was warranted.

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Board of Zoning Appeals Training Hardships

- Hardship in SC case law:
 - Restaurant Row Associates and The Afterdeck, Inc., d/b/a The Dollhouse, v. Horry County.
 - Horry County adopted an ordinance requiring adult bus. to be set back from res. Districts 500', and amortized any non-conforming existing businesses.
 - The Dollhouse appealed denial of variance on 3 grounds, one of which was "business disruption, loss of goodwill, relocation costs and contractual obligations to existing location" constituted an unnecessary hardship.
 - Supreme Court rejected the argument, citing:
 - Financial hardship does not automatically constitute unnecessary hardship, and
 - Before a variance can be allowed on the grounds of unnecessary hardship, there must at least be proof that a particular property suffers a singular disadvantage through the operation of a zoning regulation.

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Board of Zoning Appeals Training Hardships

- Other principles from court cases:
 - "Courts have never undertaken to formulate an all-inclusive definition of unnecessary hardship. Although it has been stated that it should be given a "reasonable construction," it is recognized that it does not lend itself to precise definitions automatically resolving every case."
(Stevenson v. Board of Adjustment of the City of Charleston)
 - Hardship must never be "self created."
 - One who purchases property after enactment of a zoning regulation cannot complain that a nonconforming use would work an unnecessary hardship on him *(Rush v. City of Greenville)*

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Board of Zoning Appeals Training Hardships

- How to vote on each application:
 1. Make a motion: Yes or no that the 4 criteria have been satisfied (again, based on the evidence that the applicant provided, and testimony from staff and the public).
 2. The motion needs a 2nd before discussion.
 3. Discuss the criteria and the merits of the case.
 4. Vote: Yes or no on the application itself. If your motion was in the affirmative (that all 4 criteria have been satisfied), your vote should also be "yes."
 - If you agree that all 4 criteria are satisfied, you should approve the variance. But if you do not agree that all 4 criteria are satisfied, you should deny the variance.
 - Ex. If you think only 3 of the 4 criteria are satisfied, *that's not good enough!*

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Board of Zoning Appeals Training Hardships

- 4 tests, cont'd...
 - Issues of concern noted with respect to 4 tests
 - In some cases, applicants may fail to provide ANY justification statements addressing the 4 tests. Or, they gave a simple "yes or no" answer, or simply restated the question without providing supporting evidence. *This is unacceptable.*
 - Applications should be checked as they come in by a staff member, and if the 4 criteria are not addressed, the application should be *rejected as incomplete*, and not allowed to be placed on the BZA's agenda until it is complete.
 - Staff may need to look at how applications are processed to help the Board fend off incomplete ones.

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Board of Zoning Appeals Training Hardships

- Misc. Observations / Reminders / Suggestions
 - State law is clear on granting variances so a property owner can achieve a greater return on investment. **Don't do it...**Your obligation is simply to allow *some reasonable use* of the property... It is **NOT** to allow a property owner to *maximize* use or economic return, or to avoid economic loss. Economic loss is never a valid hardship!
 - Staff should provide reports on each case, which should be read into the record. Staff may wish to offer opinions on whether the 4 criteria are met.
 - Written Record of any case is comprised of:
 - Staff testimony (written and verbal)
 - Applicant testimony (written and verbal)
 - Public testimony (written and verbal)
 - Board deliberations on the 4 criteria for granting variances
 - Minutes of the meeting
 - Official written notification of board action, as presented to the applicant.

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Board of Zoning Appeals Training Hardships

- Misc. Observations / Reminders / Suggestions
 - Remember, your *only* basis for deciding a variance should be whether there is sufficient evidence that ALL FOUR criteria are satisfied. To allow other factors (friendship, feeling sorry for the applicant, not wanting to say no to an improvement, emotions, etc.) to influence your decision is to invite defeat in court.

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Board of Zoning Appeals Training Hardships

- Misc. Observations / Reminders / Suggestions
 - Staff should provide photographs of the site as part of the record.
 - Members should avoid *ex parte* communications. You may listen to someone's comments, but you should NOT engage in any debate, or state whether you agree or disagree *outside* of a regular meeting. Further, you should report the contact at the beginning of the meeting, in the context of an agenda item specifically for members to report any such contacts.

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Board of Zoning Appeals Training Hardships

- Misc. Observations / Reminders / Suggestions
 - Use your imagination and creativity.
 - Don't just automatically accept arbitrary limitations on your options that an applicant may try to impose. You can place conditions on variances, and/or grant partial relief. Do what it takes (within reason) to advance the greater public good.
 - There are always other alternatives that can be considered
 - Your decisions have long term consequences


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SCENARIOS

- Divide class into 3 groups of roughly equal size
- Each group select a spokesperson
- Analyze your scenario and be prepared to answer the following:
 - Is there a valid hardship represented by the case? Why or why not?
 - Would you grant the relief requested? (based on the 4 tests)
 - What conditions, if any, would you place on an approval?
 - If inclined to deny the variance, what alternatives would you suggest to the applicant?
 - You have 10-12 minutes to debate, then each group will have 5 minutes to report

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Part I Q&A



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Part II

1. General rules and roles of staff and commissioners
2. Ethics for Planning Commissioners
3. FOIA Coverage
4. Ex Parte Communication
5. Visiting the site
6. Procedures for meetings
7. Q&A

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Who are the commissioners?

- In general, *[in my board member opinion]* commissioners are:
 - Interested in the locality and its future
 - Aware of a specific aspect of planning at best
 - limited knowledge about planning, but intelligent & interested
 - Depend on staff or someone to guide them
 - Can be intimidated by the process—don't want to look foolish
 - Not a full time job for them—they are volunteers
 - Often represent some specific group or interest & may be politically sensitive
- Often want to do what is right, but sometimes have trouble determining what that is

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What do commissioners want?

- To serve the community and/or constituency
- Organized materials and adequate information
- Not to look or feel foolish; to be fair and transparent (or at least appear so)
- Smooth meeting—organized and efficient
- Adequate guidance regarding:
 - Role of commission, staff, public, Council
 - Process for review, public comment, staff input
 - Project/proposal supporting information
 - Planning/decision-making/legal criteria

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Staff Role

- Provide quality information
- Provide professional advice
- Respect different roles
- Understand your boards and each individual member
- Encourage attendance at training, workshops, and retreats
- De-mystify the process – orient new members
- Don't be afraid to provide direct guidance
- When the chair is weak, cultivate leadership

Source: Carol Rhea & Cheryl Methany; Board Staff

37

Suggestions for staff -- 1

- Work with individual commissioners *where they are* to bring them to a comfort level that makes them productive
 - Don't assume they will do it themselves
 - Be patient with their knowledge levels
 - Keep educating them
 - Be proactive in concert with the chair and others
- Work diligently with the chair to create smooth, fair & transparent meetings
 - Involve town attorney
- Encourage commissioners to work with Council members as political influence

38

Suggestions for staff -- 2

- Don't assume that commissioners will understand and know/believe what you do
- Encourage them to become more empowered and seek more knowledge re. local issues—find ways to provide more training/awareness beyond state requirements
- Treat them with respect, despite some less than engaged behavior by some members; not all will be interested all the time.
- Think of the Commissioners as your most valued customers; you work for them to make good decisions

39

Staff must:

- Have a thorough knowledge of planning and development regulation practice and law
- Have the ability to communicate clearly and concisely
- Provide guidance to citizen boards, but respect the different roles and level of knowledge
- Work constantly to educate and equip board members to help them make informed decisions
- Be adaptable
- Be consistent

40

Board members expect staff to:

- Provide quality information
- Provide professional advice
- Respect different roles
- Understand 'your' boards and each individual member
- Encourage attendance at training, workshops, and retreats
- De-mystify the process – orient new members
- Don't be afraid to provide direct guidance
- Support the chair & cultivate leadership

41

Suggestions for Commissioners

- Read your materials before the meeting—be prepared
- Think about whether the application meets the criteria & standards of the Board
- Ask staff questions about anything that is not clear to you
- Avoid ex parte conversations
- Check your biases at the door
- Be open to information at the meeting—listen carefully
- Seek to work with your fellow board members to reach agreement
- Treat everyone with respect
- Keep learning:
 - About your community
 - About relevant planning issues

42

Ethics

- Doing the right thing in a complex world
- Provide for a fair and open process
- Deal with conflicting factors
 - Fair process versus sympathy for an applicant
 - Economic development vs. open space
 - Full information vs. limited understanding of the applicant

43

Sources of Ethics

- Rules of behavior based on:
 - Internal values:
 - lessons we learned as children
 - Moral codes that we live by as individuals
 - External values
 - Professional training
 - State & local laws and regulations
 - Democratic society
 - The organization

44

Public Values

- Promote public health & safety
- Conserve resources
- Efficiency
- Beauty
- Equity & fairness
- Pluralism & individuality
- Democratic participation & responsibility

45

Public Service Values

- Honesty
- Integrity
- Respect
- Accountability
- Fairness
- Excellence
- Avoidance of the appearance of impropriety

46

Standard Ethical Approaches

There are several basic ways to approach an ethical choice:

- Consequentialist—focus on results, gaining the greatest good
- Deontological—focus on process, rights and duties; whether people are treated fairly as they deserve
- Virtue orientation—being good, doing right, showing good character

The best choice is one that follows two or more of the above analytic processes.

47

Core Practical Ethical Criteria

- Provide honest and open reviews of proposed variance, subdivision and rezoning requests
- Make decisions and recommendations based
 - On the public record
 - Information presented at the hearing
 - Adopted criteria and standards
 - Being sensitive to and avoiding conflicts of interest and bias
- Have the courage to act appropriately

48

Ethics can't be ignored

"Trying to ignore ethical problems is akin to getting rid of a boomerang by throwing it away."

Carol Barrett, FAICP
Author, "Everyday Ethics for Practicing Planners"

49

Doing the right thing is not always easy



50

APA Principles for Boards

The planning process must continuously pursue and faithfully serve the public interest.

Planning Process Participants should:

- Recognize the rights of citizens to participate in planning decisions;
- Strive to give citizens (including those who lack formal organization or influence) full, clear and accurate information on planning issues and the opportunity to have a meaningful role in the development of plans and programs;
- Strive to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of disadvantaged groups and persons;
- Assist in the clarification of community goals, objectives and policies in plan-making;
- Ensure that reports, records and any other non-confidential information which is, or will be, available to decision makers is made available to the public in a convenient format and sufficiently in advance of any decision;
- Strive to protect the integrity of the natural environment and the heritage of the built environment;
- Pay special attention to the interrelatedness of decisions and the long range consequences of present actions.

51

APA Principles for Boards

• Planning process participants continuously strive to achieve high standards of integrity and proficiency so that public respect for the planning process will be maintained.

Planning Process Participants should:

- Exercise fair, honest and independent judgment in their roles as decision makers and advisors.
- Make public disclosure of all "personal interests" they may have regarding any decision to be made in the planning process in which they serve, or are requested to serve, as advisor or decision maker.
- Define "personal interest" broadly to include any actual or potential benefits or advantages that they, a spouse, family member or person living in their household might directly or indirectly obtain from a planning decision.
- Abstain completely from direct or indirect participation as an advisor or decision maker in any matter in which they have a personal interest, and leave any chamber in which such a matter is under deliberation, unless their personal interest has been made a matter of public record, their employer, if any, has given approval, and the public official, public agency or court with jurisdiction to rule on ethics matters, has expressly authorized their participation.
- Seek no gifts or favors, nor offer any, under circumstances in which it might reasonably be inferred that the gifts or favors were intended or expected to influence a participant's objectivity as an advisor or decision maker in the planning process.
- Not participate as an advisor or decision maker on any plan or project in which they have previously participated as an advocate.
- Serve as advocates only when the client's objectives are legal and consistent with the public interest.
- Not participate as an advocate on any aspect of a plan or program on which they have previously served as advisor or decision maker unless their role as advocate is authorized by applicable law, agency regulation, or ruling of an ethics officer or agency.
- Such participation as an advocate should be allowed only after prior disclosure to, and approval by, their affected client or employer; under no circumstance should such participation commence earlier than one year following termination of the role as advisor or decision maker.
- Not use confidential information acquired in the course of their duties to further a personal interest.
- Not disclose confidential information acquired in the course of their duties, except when required by law, to prevent a clear violation of law or to prevent substantial injury to third persons; provided that disclosure in the latter two situations may not be made until after verification of the facts and issues involved and consultation with other planning process participants to obtain their separate opinions.
- Not misrepresent facts or distort information for the purpose of achieving a desired outcome.
- Not participate in any matter unless adequately prepared and sufficiently capacitated to render thorough and diligent service.
- Respect the rights of all persons and not intentionally discriminate against or harass others based on characteristics which are protected under civil rights laws and regulations.

52

Cases

- Meet neighbor at Fresh Fields who wants to talk about a variance request down the way
- Meet applicant who wants to talk about same request
- Meet staff member who wants to talk about same request
- Applicant asks your advice about what s/he should do to get application approved



53

You are at your Planning Board Meeting

You (a board member) notice the Vice Chair has been texting a lot during the meeting and it seems to be a pattern when the Board is getting ready to vote. After the 4th agenda item this pattern has occurred you have a sense that he is consulting someone as to how to vote. **What do you do?**



54

What would you do?

1. Nothing for now but collect all electronic devices from all Board members prior to the beginning of the next meeting.
2. Speak to the Board member after the meeting and let him know you are on to him.
3. Talk with the Board Chair to discuss a code of conduct
4. Consult with the Town Attorney
5. Do nothing, your are probably wrong.
6. Other

55

FOIA Coverage

Public business [must] be performed in an open and public manner so that citizens shall be advised of the performance of public officials and of the decisions that are reached in public activity. [Section 30-4-15: SC Freedom of Information Act]

Attorney General Opinion (1998):

We must construe the FOIA liberally to carry out its intent that citizens obtain public information at the least cost, inconvenience or delay.

- *When in doubt, disclose*
- *When in doubt, post the meeting*
- *When in doubt, open the meeting*
- *When in doubt, release the document*

56

FOIA for Planning

- All of the information used in our decision-making is public--applications, staff reports, meeting minutes, correspondence, etc.
- Information in all forms is public--printed, transcribed minutes, digital images, e-mails, etc.
- A possible exception may be to receive legal advice on a board matter
- Staff/Town may charge for providing materials generally at cost
- Basic records (recent minutes, administrative procedures, basic staff information, etc.) should be available without charge and without delay
- Requests for other records must be responded to within 15 days

57


Freedom of Information Act

- SC Code 30-4-10 requires that all public bodies conduct their meetings in public
- Executive session for limited purposes:
 - Receipt of legal advice
 - Employment matter
 - Contract negotiations
- Requires written public notice of meetings for each calendar year

58

Freedom of Information Act (cont.)

- Post regular meeting agendas at least 24 hours before the meeting
- Notices & agendas of called meetings at least 24 hours before the meeting
- News organizations must be notified as requested



59

Records

- A public record of Planning Commission actions must be kept
- Access to records must be maintained (Agency must write a response within 15 days of the receipt of a FOIA request)



60

SC Ethics Law: Section 8-13-700

No public member may knowingly use his official membership to obtain an economic interest for himself, an individual with whom he is associated, or a business with which he is associated...

No public member may make, participate in making or in any way attempt to use his membership to influence a government decision in which he, an individual with whom he is associated or a business with which he is associate has an economic interest.

SO, if you, a family member or business you are with profit from a decision, RECUSE YOURSELF.

- Discuss this with staff and Town Attorney
- Follow established procedures for recusing yourself
- If you recuse yourself, leave the room

61

Conflicts of Interest

- Avoid actual and perceived conflicts of interest
 - Personal bias
 - Close personal or financial relationship with any party in the case (or their representative)
 - Board member, family member or dependent has any personal or financial relationship with any party in the case (or their representative)

62

Ex Parte Communication

- To preserve public trust, All information used in making decisions should be available to the public
 - The application
 - Staff reports
 - Information presented at the public meeting
- All parties involved should be treated fairly and equally, without providing any special advantages or consideration
- This is most critical in quasi-judicial decisions:
 - All BZA decisions
 - Subdivision decisions by the Planning Commission
- Greater leeway exists for plan development by the Planning Commission, which is a legislative function

63

Visiting the Site

- Personal familiarity of a site is often helpful
- Caution is required:
 - Do not discuss the site or the proposal with the applicant
 - Do not reach conclusions regarding conditions on the site;
 - Standing water may just be a puddle, not wetlands
 - A bird nest is not necessarily an eagle's endangered nest
 - Only look at what is in plain sight and consider what you see from the public right of way.
 - Ask the staff about any issues that concern you for explanation and guidance
- Staff should be providing visual information as relevant in their staff reports



Rules of Procedure Suggestions

- Primary purpose is to serve the public interest—this means that you must maintain public trust
- Board members must acquire adequate information & knowledge to make decisions
 - Knowledge of local conditions, plans, regulations
 - Information on individual cases from staff & materials
- Be fair—avoid bias & conflicts of interest
- Make rational decisions based on facts applied to local criteria & standards
- Take the long view—over time and comprehensively

59

Rules of Procedure Reminders

- Treat all parties equally
- Balance formality with user-friendliness
- Know your job—it is not to approve applications that YOU like, but rather those that meet the adopted criteria & standards
- Organize the meeting space & agenda to encourage decorum and order
- The chair is critical in running the meeting. He/she is a facilitator and meeting manager first
- Open and conduct the meeting with appropriate decorum
- Insure that the audience understands the procedure and can participate appropriately

60

Stages of Deliberation

• **Fact finding:**

1. Staff presentation sets stage for discussion, noting
 1. Basic facts
 2. Relevant provisions in the regulations
 3. Relevant policies that apply
 4. Recommendations
 5. Additional information
2. Applicant presentation
 1. How the application meets the regulations, especially for BZA cases
 2. Clarifying questions from the board
3. Public comments, made from a podium, identifying the speaker, within time limit, to the board, fact based

57

Stages of Deliberation

• **Commission deliberation**

- To this point, the commission has been completely neutral
- Not always easy to control your feelings
- Requires chair guidance
- Steps:
 - Provide for initial comments & preliminary reactions
 - Provide for all commissioners to participate
 - Discuss in terms of how the project meets the criteria
 - Be open to other ideas, and cite factors in the record related to the criteria
 - Frame the motion, with an ability to craft and amend it for action
 - Restate the final motion before voting, for clarity

68

Overall

- Managing a meeting well is difficult
- Make everyone aware of the procedures and rules for the meeting and follow them
- Skilled commissioners are required
- Be fact-based in your decision-making
- Keep the Golden Rule in mind—treat others as you would like them to treat you
- Be aware that your body language is visible to others
- Keep your cool
- Treat all parties with respect and genuine care

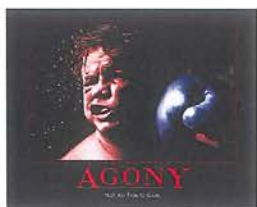
69

Run Efficient Meetings and Act Fairly

conducted by:
C. Gregory Dale, FAICP
McBride Dale Clarion

70

DECISION MAKING CHECKLIST



71

Notice

* Notice should be adequate and timely. It should be reasonably calculated to apprise interested parties of a proposed action and afford them an opportunity to present their objections. The average person must be able to understand the notice. It must allow sufficient time for interested parties to prepare.



72

Opportunity To Be Heard

- * All parties interested in a proposed action must have the opportunity to be heard and present evidence to support their position. Hearings must be open to the public.



73

Full Disclosure

- * All parties must have full access to information, statements and evidence relied upon by decision-makers to make their decision. Ex parte communications should be avoided. Avoid acting on information received at the last minute.



74

Unbiased Decisions

- * The decision-maker should be clear of bias or prejudice. Conflicts of interest or apparent conflicts of interest must be identified.

75

Timely Decisions

- Decisions should be made within a reasonable period of time. The decision-maker must avoid having the process used as a delaying tactic.



76

Complete Records

- A full and clear record must be kept of the proceedings, including not just the deliberation of the decision-makers, but also all evidence which is offered and relied upon by the decision-makers.

77

Clear Rules

- Rules for the proceedings should be set out clearly in advance and followed.

78

FINDINGS OF FACT

- Findings of Fact are a citation of specific facts about the application that the approval body finds to be true and which led to its conclusion that the application conforms or fails to conform to one or more applicable Approval Criteria.

They are:

- Legal footprints
- Findings of Fact *and* Conclusions of Law
- Factual foundations for your conclusions as to whether your standards are met

79

Principles of Findings

- You are not committees of compassion
- Your decisions must be based on facts
- The facts must address the standards
- The burden of proof is on the applicant
- Information is not the same thing as "facts"
- Weighing of the evidence is your responsibility
- You do not have to believe everything you hear
- Opinions without a factual basis are without merit
- Public sentiment is not a basis for decisions
- You can rely on personal knowledge, but make it a part of the record

80

Tips for Finding the Findings

- Use the application process to put the burden on the applicant
- Use the staff report as a starting point
- Announce the rules in advance
- Encourage factual testimony
- Have the standards in front of you
- Ask questions designed to get evidence related to the standards

81

Tips for Finding the Findings

- Keep your records neat and complete - documents and exhibits
- Keep the evidence phase separate from the deliberation phase
- Deliberate the facts and standards
- Assess compliance explicitly
- Make careful motions with stated reasons
- Use minutes carefully

82

Tips for Finding the Findings

- Have a “package” of application, records, staff report, motion and minutes:
 - lists the record
 - lists the standards
 - reflects a weighing of the evidence
 - determines compliance
 - clearly states the decision with any conditions

83

Board Resources

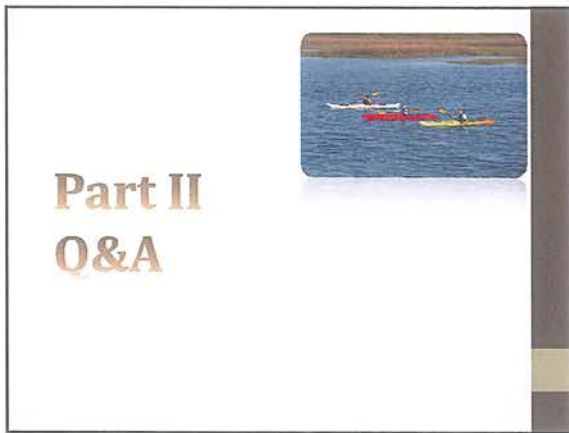


- American Planning Association
 - www.aplaning.org
 - Particularly the Education tab, then Commissions & Boards
 - www.aplaning.org/education/commissions/
 - Note links there to the Commissioner magazine as well as ethics issues
 - Alternatively the About APFA tab, then Commissioners tab
 - www.aplaning.org/commissioners/
 - [South Carolina Chapter of APFA \(SCAPA\)](#)
- Town of Kiawah Island
 - www.kiawahisland.org/
- Municipal Association of South Carolina (MASC)
 - Find planning and local governments resources, such as handbooks, model ordinances, etc.
- SC Code of Laws, Title 6, Chapter 29
- [South Carolina Local Government Planning Enabling Act of 1994](#)
- Planning legislation in South Carolina - sets forth the requirements for local planning departments, including the creation of planning commissions, boards, zoning and land development regulations, comprehensive plans, etc.



84







7.) Required Attachments
e.) Evaluation Form and Method
of Evaluation

TRAINING EVALUATION FORM

Town of Kiawah Island Planning and Zoning Continuing Education (3CE) Training

Presenter: Barry Nocks, PhD, FAICP

Date: 12/5/14

Facilitators: Daniel C. Pennick, AICP and Jenny J. Werking, AICP

Evaluation Items

Ratings

*(For ratings of 1-3, please comment
below how we can improve)*

	Very Poor	Poor	Fair	Good	Very Good
1. The value/relevance of this session.	1	2	3	4	5
2. Quality of instructional materials and handouts.	1	2	3	4	5
3. Use of time.	1	2	3	4	5
4. Quality of participation and discussion.	1	2	3	4	5
5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST valuable** in this session?

8. What did you find the **LEAST valuable** in this session?

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): _____

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5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST** valuable in this session?

The approval criteria for Zoning Variances

8. What did you find the **LEAST** valuable in this session?

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): *Ron Pratt*

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5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

(For ratings of 1-3, please comment below how we can improve)

7. What did you find **MOST** valuable in this session?

The reminder of our roles and the responsibilities that we have as well as reviewing the procedures for our meetings. Barry's slides + handouts were very helpful.

8. What did you find the **LEAST** valuable in this session?

I found the entire meeting to be beneficial and every part discussed was valuable.

9. Other comments (including suggestions of topics for future training sessions):

Great presentation. I believe the members of the Planning Commission feel confident + comfortable in their roles primarily due to ~~having~~ ^{having} a solid leader in our chair person, Fred.

Name (optional): Bill Dowdy

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4. Quality of participation and discussion.	1	2	3	4	5
5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST** valuable in this session?

Discussion on "applicant's own action"

8. What did you find the **LEAST** valuable in this session?

Ethics discussion - be on way to many Boards/
Commissions NOT to understand ethics

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): Randy Gilmore BZA

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4. Quality of participation and discussion.	1	2	3	4	5
5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST valuable** in this session?

Discussion

8. What did you find the **LEAST valuable** in this session?

Ethics Discussion

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): _____

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2. Quality of instructional materials and handouts.	1	2	③	4	5
3. Use of time.	1	2	③	4	5
4. Quality of participation and discussion.	1	2	3	④	5
5. Quality of presenter.	1	2	3	④	5
6. Quality of the overall session.	1	2	3	④	5

(For ratings of 1-3, please comment below how we can improve)

7. What did you find **MOST** valuable in this session?

the section covering BZA issues -

8. What did you find the **LEAST** valuable in this session?

covering ethics issues - manage the time better

9. Other comments (including suggestions of topics for future training sessions):

best training session in terms of relevance to Kiawah

Name (optional): M. J. Claws

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5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST** valuable in this session?

DISCUSSION OF LEADERSHIP QUALITIES.

8. What did you find the **LEAST** valuable in this session?

ALL WAS VALUABLE.

9. Other comments (including suggestions of topics for future training sessions):

NONE.

Name (optional): Jenny J. Werking

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5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST valuable** in this session?

Relevant topic

8. What did you find the **LEAST valuable** in this session?

Ethics

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): _____

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4. Quality of participation and discussion.	1	2	3	4	5
5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST** valuable in this session?

This is what I've been wanting for yrs. Perfect. Couldn't be better. Just what BZA needed.

8. What did you find the **LEAST** valuable in this session?

nothing

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): Ben Farabee
BZA

TRAINING EVALUATION FORM

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4. Quality of participation and discussion.	1	2	3	4	5
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6. Quality of the overall session.	1	2	3	4	5

(For ratings of 1-3, please comment below how we can improve)

7. What did you find **MOST** valuable in this session?

TOWN TO LOOK INTO VARIANCES NOT TO BE THE RESULT OF THE APPLICANT'S OWN ACTIONS.

8. What did you find the **LEAST** valuable in this session?

SMALL PRINT ON HANDOUT

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): *TON HACKER*

TRAINING EVALUATION FORM

Town of Kiawah Island Planning and Zoning Continuing Education (3CE) Training

Presenter: Barry Nocks, PhD, FAICP

Date: 12/5/14

Facilitators: Daniel C. Pennick, AICP and Jenny J. Werking, AICP

Evaluation Items	Ratings				
	Very Poor	Poor	Fair	Good	Very Good
1. The value/relevance of this session.	1	2	3	4	5
2. Quality of instructional materials and handouts.	1	2	3	4	5
3. Use of time.	1	2	3	4	5
4. Quality of participation and discussion.	1	2	3	4	5
5. Quality of presenter.	1	2	3	4	5
6. Quality of the overall session.	1	2	3	4	5

(For ratings of 1-3, please comment below how we can improve)

7. What did you find **MOST** valuable in this session?

4 TRSIS - NOT 9

MUCH BETTER THAN OTHERS

8. What did you find the **LEAST** valuable in this session?

STILL EMPHASIZING THE 9!

9. Other comments (including suggestions of topics for future training sessions):

Include AKB + Real Estate?

Name (optional):

Charles Larson

TRAINING EVALUATION FORM

Town of Kiawah Island Planning and Zoning Continuing Education (3CE) Training

Presenter: Barry Nocks, PhD, FAICP

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Evaluation Items

Ratings

(For ratings of 1-3, please comment below how we can improve)

	Very				Very
	Poor	Poor	Fair	Good	Good
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6. Quality of the overall session.	1	2	3	4	5

7. What did you find **MOST** valuable in this session?
GODD OVERVIEW OR OVERALL PROCESS

8. What did you find the **LEAST** valuable in this session?

9. Other comments (including suggestions of topics for future training sessions):

Name (optional): *Tom Barber*