

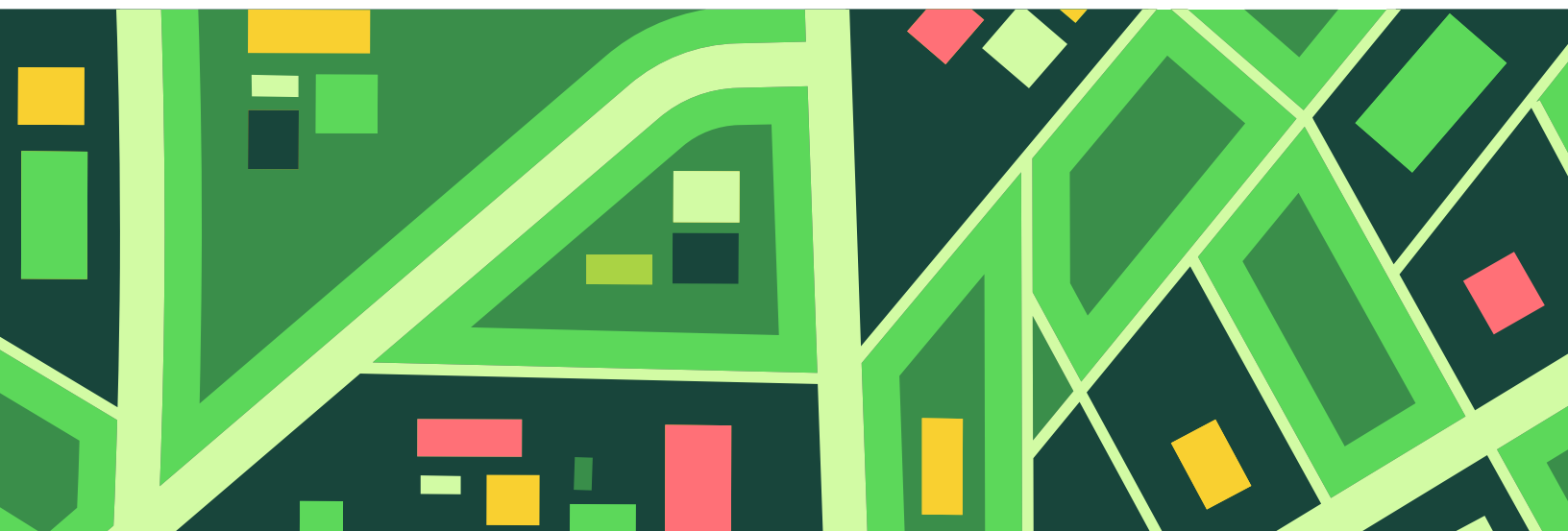
EMPOWERING LOCAL LEADERSHIP AND GOVERNANCE



IMPACTS OF
MSU EXTENSION'S
ZONING ADMINISTRATOR
CERTIFICATE PROGRAM



APPENDIX A & B





Appendix A: Survey Instrument

[ASKED TO ALL RESPONDENTS]

How would you rate your current knowledge or skill level in each of the following areas?	Low 1	2	3	4	High 5
The legal role and responsibilities of zoning administrators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Laws and court cases relevant to zoning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviewing site plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviewing and issuing land use permits by right	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processing applications for board decisions (i.e., special land uses, variances, zoning amendments)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducting field/site visits and inspections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing forms/applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Following appropriate procedures to resolve a zoning violation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate your current knowledge or skill level in each of the following areas?	Low 1	2	3	4	High 5
Developing and maintaining systems for accurate record keeping	○	○	○	○	○
Effectively working with elected and appointed boards resulting in productive interactions	○	○	○	○	○
Providing responsive customer support for all stages of the zoning and development process	○	○	○	○	○
Effectively manage interactions with local government units, external agencies, and stakeholders	○	○	○	○	○

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Appendix A is continued on Page 4.

[ASKED TO PAST PARTICIPANTS]

<p>How much of an impact did participating in the ZAC Program contribute to your knowledge or skill in each of the following areas?</p>	<p>No Impact 1</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>Significant Impact 5</p>	<p>Not Applicable</p>
<p>The legal role and responsibilities of zoning administrators</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Laws and court cases relevant to zoning</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Reviewing site plans</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Reviewing and issuing land use permits by right</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Processing applications for board decisions (i.e., special land uses, variances, zoning amendments)</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Conducting field/site visits and inspections</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Preparing forms/applications</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>How much of an impact did participating in the ZAC Program contribute to your knowledge or skill in each of the following areas?</p>	<p>No Impact 1</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>Significant Impact 5</p>	<p>Not Applicable</p>
<p>Following appropriate procedures to resolve a zoning violation</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>
<p>Developing and maintaining systems for accurate record keeping</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>
<p>Effectively working with elected and appointed boards resulting in productive interactions</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>
<p>Providing responsive customer support for all stages of the zoning and development process</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>
<p>Effectively manage interactions with local government units, external agencies, and stakeholders</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>

Appendix A is continued on Page 6.

[ASKED TO PAST PARTICIPANTS]

To what extent do you agree or disagree with each of the following statements?

As a result of the ZAC Program:	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I gained a greater awareness of my responsibilities and limitations as a zoning administrator.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My confidence in my knowledge and abilities to be an effective zoning administrator increased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My interactions with elected and appointed boards are more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My overall job satisfaction has increased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My opportunities for career advancement have increased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As a result of the ZAC Program:	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I have taken on more leadership responsibilities in my position and/or in outside organizations/causes I am involved with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[ASKED TO ALL RESPONDENTS]

What do you see as the three greatest challenges or needs for zoning administrators or local government officials overseeing zoning now?

1. _____
2. _____
3. _____

Appendix A is continued on Page 8.

[ASKED TO PAST PARTICIPANTS]

We are also interested in learning more about changes in your office and/or community that can be linked to your participation in the ZAC Program.

Which of the following, if any, have occurred in your community as a direct result of your participation in the ZAC Program? **Please select all that apply.**

- Legal risk to my community has been reduced in at least one instance
 - Changes in plans, policies, and/or ordinances have been made
 - Meetings are more effective due to staff leadership and guidance
 - Relationships with community members have improved
 - Relationships with local government units, external agencies and stakeholders have improved
 - The application, review and development process has improved
 - We have implemented improvements to protect the environment
 - Other impacts (please specify):
-

.....

[ASKED TO PAST PARTICIPANTS WHO INDICATED A REDUCTION IN LEGAL RISK]

Please tell us about an instance in which **legal risk to your community was reduced**, including any court cases won because of your participation in the ZAC Program.

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[ASKED TO PAST PARTICIPANTS WHO INDICATED A CHANGE IN PLANS/POLICIES, ETC.]

Please tell us about a **change** (e.g., plans, practices, behavior, policy, etc.) that took place because of your participation in the ZAC Program.

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[ASKED TO ALL PAST PARTICIPANTS]

Are there any topics or areas related to being a zoning administrator or zoning in general that should have been included in the ZAC Program?

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[ASKED TO ALL RESPONDENTS]

So that we can better understand our results, please answer the following questions to the extent you are comfortable.

Which of the following best describes your current position?

- Zoning Administrator
 - Building Inspector/Code Official
 - City Manager/Township Supervisor
 - Public sector planner
 - Private sector planner
 - Other position (please specify):
-

Which of the following best describes the area where you currently serve?

- Large city
 - Suburb near a large city
 - Small city or town
 - Rural area
 - Other area (please specify):
-

Appendix A is continued on Page 10.

[ASKED TO ALL RESPONDENTS]

Have you participated in additional professional development training from these organizations? **Please select all that apply.**

- Michigan Association of Planning/American Association of Planning
 - Michigan Township Association
 - Michigan Municipal League
 - Michigan Association of Counties
 - Michigan Association of Code Enforcement Officers
 - Michigan State University Extension
 - Community Economic Development Association of Michigan
 - State Agencies (MEDC, MSHDA, EGLE, etc.)
 - Other (please specify):
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[ASKED ONLY TO NON-ZAC RESPONDENTS]

The MSU Extension Zoning Administrator Certificate Program was designed to offer zoning administration techniques in ways that reduce legal risks to the zoning administrator and their community. The program covers the following areas:

Job Description, Responsibilities and Basic Ethics: Explore the roles and responsibilities of a zoning administrator and how to carry out those duties ethically.

Legal Issues: Learn about the legal context within which zoning administrators serve and summaries of key court cases relevant to zoning.

Common Procedures and Use of Forms when Reviewing Applications: Gain insights on how to prepare good zoning forms and how best to process them for the case at hand.

Reviewing Plot Plans and Site Plans: Explore what should be in the site plan, best practices for reviewing site plans, how to identify deficiencies in a site plan, and strategies to correct those deficiencies.

Inspections and Violations: Learn about the various approaches for handling potential zoning ordinance violations from identification to different enforcement actions.

[ASKED ONLY TO NON-ZAC RESPONDENTS]

Preparing Files, Reports and Record Keeping: Learn best practices for preparing files, drafting office guidelines, writing reports, and organizing files and records.

Interactions with other Professionals and Agencies, and Departmental Duties: Discover new insights and tools to keep your interactions with others productive and professional.

Customer Service and Counter Behavior: Build your 'soft skills' that help foster positive relationships with the community and even de-escalate tense situations.

What is your level of interest in attending or sending another member of your team to the program?

- Not interested 1
- 2
- 3
- 4
- Very Interested 5



Appendix B: Learning Objectives by Module

Module	Learning Objectives
Job Responsibilities	<ul style="list-style-type: none"> • Participants will recognize Smart Growth America’s Ten Smart Growth Tenets • Participants will understand the typical supervision and employment arrangements for zoning administrators • Participants will outline what to do if the zoning administrator experiences undue influence from an elected official • Participants will describe the importance of timely and accurate decisions, including outlining what to do if a decision is made in error • Participants will summarize what ethical conduct for a zoning administrator consists of
Legal Issues	<ul style="list-style-type: none"> • Participants will describe key concepts of property owner rights • Participants will describe key terms and concepts related to the rights and obligation of municipalities • Participants will understand what liabilities there are for themselves and their municipalities and strategies to minimize those risks • Participants will be able to describe court opinions relevant to zoning • Participants will describe strategies for minimizing risk for both themselves and the municipality

Appendix B is continued on Page 13.

Module	Learning Objectives
Reviewing Applications	<ul style="list-style-type: none"> • Participants will identify the purpose of zoning forms and what forms (at a minimum) should exist • Participants will identify best practices for the use of forms • Participants will identify best practices for designing and writing zoning forms • Participants will describe how to design a zoning form based on ordinance language • Participants will identify best practices for the use of site and plot plans • Participants will identify the unique information that may be required on different types of zoning forms • Participants will apply knowledge of best practices to identify local forms or processes that could be improved • Participants will identify the steps for processing an application, including special considerations for nonconformities • Participants will apply knowledge of best practices to identify the processes behind their zoning forms • Participants will recognize the distinction between zoning and building code
Site Plans	<ul style="list-style-type: none"> • Participants will identify the purpose of plot plans and site plans • Participants will be able to explain the difference between a plot plan and a site plan • Participants will identify who prepares and reviews a site plan • Participants will describe contents typically found in a site plan

Appendix B is continued on Page 14.

Module	Learning Objectives
<p style="text-align: center;">Site Plans</p>	<ul style="list-style-type: none"> • Participants will outline the process and schedule for site plan review process • Participants will describe discretionary and nondiscretionary standards and categorize these in their own municipalities zoning ordinance • Participants will analyze a site plan to determine if the ordinance standard has been met or how they could be met • Participants will summarize how to identify and strategies to correct deficiencies in site plans • Participants will identify key court cases related to site plan review • Participants will describe best practices for approving, filing site plans, and long-term monitoring
<p style="text-align: center;">Inspections and Violations</p>	<ul style="list-style-type: none"> • Participants will understand the legal context for ordinance administrator and enforcement • Participants will understand the importance of procedures for ordinance administration and enforcement • Participants will describe best practices for identifying and recording zoning ordinance violations/penalties • Participants will describe a variety of approaches for inspecting an alleged violation • Participants will identify best practices in coordinating with other inspectors and building departments • Participants will describe a variety of approaches for enforcement of the zoning ordinance

Appendix B is continued on Page 15.

Module	Learning Objectives
Files and Reports	<ul style="list-style-type: none"> • Participants will describe why preparing and keeping records is key to zoning administrators • Participants will identify best practices for physical and digital record keeping systems • Participants will identify best practices for filing permits, violations, appeals, planning cases, etc. • Participants will identify best practices for handling money and fees • Participants will identify best practices for handling nonconforming use files • Participants will identify best practices for handling enforcement files • Participants will identify the content that should be included in staff and annual reports • Participants prepare a report outline/template using the recommended content as a guide. OR The participants will use the recommended content to review their current report format
Interactions with Others	<ul style="list-style-type: none"> • Participants will show the various potential conflicts that might occur between a zoning administrator and various agencies through roleplay • Participants will identify the role of a zoning administrator in the budgeting process, including strategies for securing funds • Participants will be able to identify the elements of typical zoning administrator office guidelines • Participants will identify best practices for working with other departments, in-house experts, and consultants

Appendix B is continued on Page 16.

Module	Learning Objectives
Interactions with Others	<ul style="list-style-type: none"> • Participants will identify best practices when interacting with the owner, developer or agent • Participants will recognize team success strategies for zoning administrators
Customer Service	<ul style="list-style-type: none"> • Participants will compare and contrast task-oriented and people-oriented works traits • Participants will explain how a “Customer Service Attitude” can help administer the zoning code • Participants will recognize key components of managing conflict • Participants will practice applied listening skills to improve customer service • Participants will be able to describe ways to improve access to information about their community’s zoning and planning • Participants will be able to describe best practices for office hours and accessibility • Participants will be able to describe ways to reduce misinformation • Participants will recognize the Zoning Administrator’s role as a community leader