

BOARD EMPOWERMENT SERIES

2016-2019



A review of the board empowerment workshop series for volunteer land use board and commission members in the Piscataqua Region watershed



SUMMARY

The Piscataqua Region Estuaries Partnership – in partnership with the Great Bay National Estuarine Research Reserve, NH Association of Conservation Commissions, and the Natural Resource Outreach Coalition – developed the Board Empowerment Series in the fall of 2016. This workshop series was designed to offer technical assistance related to board empowerment across the Piscataqua Region watershed. Recognizing that many land use board members are volunteers donating their time to their communities, the series was applied as a two-pronged approach for building both skills and/or empowerment among board members. Objectives of the series include:

- Educate new or existing volunteer board members and connect them with resources available to assist them in their volunteer positions;
- Build capacity/empowerment of volunteer boards and town staff to make decisions for water quality and natural resource protection;
- Capture board turnover in communities;
- Build relationships among community board members – within and between communities – to support peer-to-peer lesson learning.
- Extend technical assistance beyond the coastal communities including those with waterfront property on the Great Bay Estuary.

Trainings are designed to be transferrable, and material is presented by peers (when applicable) or through existing knowledge transfer infrastructure (i.e., partnership with regional planning commissions, other technical assistance providers, experts, etc.). Since 2016, PREP has hosted 12 workshops within the Piscataqua Region watershed in both New Hampshire (11) and Maine (1). A summary of the workshops to date is available below and available at <https://prepestuaries.org/what-we-do/community-technical-assistance/board-empowerment-series/>.

NEEDS ASSESSMENT

Starting in the spring of 2016, PREP developed an informal needs assessment to gauge interest in a workshop series like the proposed Board Empowerment Series, to identify potential topics of interest, and to identify any issues of concern we should be aware of in developing the series. Abigail Lyon, Community Technical Assistance Program Manager, led the effort and engaged the following partners and communities:

- NH Sea Grant
- Natural Resource Outreach Coalition
- NH Association of Conservation Commissions
- Regional Planning Commissions (Rockingham Planning Commission and Strafford Regional Planning Commission that cover 39 of the 42 communities in the NH portion of the watershed; Southern Maine Planning & Development Commission that cover the 10 communities in the ME portion of the watershed.)
- Great Bay National Estuarine Research Reserve
- Wells National Estuarine Research Reserve (*in the early development of the Maine Board Empowerment Series)
- NH Citizen Planner – developed a survey for community members on the following boards: Lee Conservation Commission, Dover Energy Commission, Madbury Planning Board. They also completed a final report “Engaging Municipal Boards to Inform Content and Training in Rockingham County, NH” in August 2016

- Conservation Commission Roundtable – an ad hoc group of Conservation Commissions from coastal communities who connect monthly and share issues or projects they are working on with their counterparts in other towns.
- Maine communities: Kittery, York, and Eliot
- New Hampshire communities: Exeter, Greenland, Hampton, Rye, New Castle, and Dover

The following are the highlights from the needs assessment.

Mixed Review on Format of Trainings

Through conversations with many of the partners and communities it became clear that some community volunteers were more interested in workshops than more technological resources (i.e., webinars, YouTube videos, presentation slides, etc.). Since starting the workshops, some participants have expressed interest for these resources and one task identified in the Next Steps is to explore this option and develop a few products to test among participants. The more traditional format of workshops was chosen for the pilot and based on positive evaluations the format has continued.

There is No Shortage of Topics that Would Benefit from Additional Training

From conserving open space/farm/forested lands, invasive species management, master plan development, site plan review, questions to ask a wetland scientists, basics for stormwater management, and more there is no shortage of topics that would benefit from additional training in our watershed. As part of each evaluation participants are asked what other topics would they be interested in learning more about. This helps us collect a list of potential topics for trainings. We are also fortunate that a number of resources, tools, reports, etc. are constantly being developed and we can use the Board Empowerment Series to assist our partners in the outreach and education plans for those products. Workshops have also been offered – in partnership with the NH Association of Conservation Commissions – outside the Piscataqua Region watershed through other channels (workshops, NH Association of Conservation Commissions Annual Meeting).

Communities and Members are Willing to Financially Support Training

Initially we set up the Board Empowerment Series to offer free workshops. This was in response to early concerns voiced by some members of our communities about towns not having dedicated funding to support trainings for volunteers. We have been fortunate over the last four years to use staff time at PREP and from our partners to develop and execute the workshops without additional funding needed. The Board Empowerment Series are free to communities, but we ask for a donation of \$5 to keep the workshops running. Community members are willing to donate a nominal fee for workshops, and in some cases participants have donated more than the suggested \$5. That being said we have crafted a draft budget should we want or need to seek funding and are considering this budget in the future development of a more structured workshop series (see Next Steps).

Estimated budget to continue and possibly grow the Board Empowerment Series

	Per workshop	Workshops	Total
Staff Time	\$75 (4 hrs. X \$19/hour)	4	\$300
	\$75 (4 hrs. X \$19/hour)	6	\$450
Supplies*			
Agenda, worksheets, evaluations, pens, etc.	\$50	4	\$200

Agenda, worksheets, evaluations, pens, etc.	\$50	6	\$300
Meeting Space (if we need to pay for space that would otherwise be donated)	\$125/venue	4	\$500
	\$125/venue	6	\$750
Speaker Fee (some speakers requested a honorarium if the topic or location was outside of their region)	\$500	4	\$2,000
	\$500	6	\$3,000
Total	\$750	4	\$3,000
	\$750	6	\$4,500

*Does not include funding for development and printing of communication documents. Given opportunities for cost saving (meeting space and speaker fees) funding might be available to develop a workbook for the series. (Could be updated annually and maintained online).

WORKSHOPS

Since 2016, PREP has developed, organized, and hosted 12 workshops and more are being planned for 2020. Below is a summary for each of the workshops including title, speaker(s), workshop summary, and a few highlights from workshop evaluations.

2016

1. *Plan Reading & Analysis (With a Flair for Fun!)*

Date: November 3, 2016

Speaker: Sylvia Von Aulock, Deputy Director, Southern New Hampshire Planning Commission

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2016-Municipal-BES-Site-Plan-Review.jpg>

Workshop summary: Hands-on skills based training focused on reading – and making sense of – site plan designs including those for site and subdivision plans, existing conditions, grading and drainage, road cross-sections, provides, and landscape plans. Session was designed to make plans more “readable,” how to begin analysis of plans, and how to use highlighted plans as a tool for discussion with developers.

Evaluation summary:

- 27 evaluations (20 city/town government; 2 state government; 1 concerned citizen; 3 community group; 1 consultant)
- 81% (22) strongly agreed the workshop was a good use of their time; 19% (5) agreed
- 56% (15) learned a great deal from the workshop; 37% (10) learned a lot
- 89% (24) learned something they will apply in future decisions
- 78% (21) would recommend the training to other colleagues

2017

2. *Stormwater Management in Your Community*

Date: June 28, 2017

Speaker: Julie LaBranche, Senior Planner, Rockingham Planning Commission; April Talon, Town Engineer, Durham, NH; James Houle, UNH Stormwater Center

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2017-Stormwater-Management.jpg>

Workshop summary: Hear from municipal staff about the value and process of adopting stormwater management regulations in their community. Leaders will share their stories of implementing and enforcing stormwater regulations. You will learn the basic components of the Southeast

Watershed Alliance model stormwater standards, and have an opportunity to ask questions of municipal staff and technical experts. Planning Board and Conservation Commission members and municipal staff are encouraged to attend.

Evaluation summary:

- 21 evaluations (3 regional agency/association; 1 nonprofit group; 18 city/town government)
- 24% (5) strongly agreed the workshop was a good use of their time; 71% (15) agreed
- 48% (10) learned some from the workshop; 33% (7) learned a lot; 14% (3) learned a great deal
- 90% (19) learned something they will apply in future decisions
- 95% (20) would recommend the training to other colleagues

3. *Coastal Viewer 101 for Land Conservation*

Date: September 6, 2017

Speaker: Fay Rubin, NH GRANIT; Kirsten Howard, NH Coastal Program

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2017-Coastal-Viewer-Flyer.jpg>

Workshop summary: Participants will be introduced to the NH Coastal Viewer, a web-based mapping tool that provides access to data about NH's coastal resources, hazards, and resilient landscapes. The workshops will include a series of hands-on exercises to familiarize participants with the Viewer's data and tools. By the end of the workshop, participants will be able to access the Viewer, explore data relevant to coastal land conservation, and make simple maps focused on conservation priorities in their communities, including exciting new datasets that prioritize conservation areas for drinking water.

Evaluation summary:

- 17 evaluations (2 university/college; 1 community group; 2 nonprofit; 12 city/town government)
- 47% (8) strongly agreed the workshop was a good use of their time; 53% (9) agreed
- 12% (2) learned a great deal from the workshop; 71% (12) learned a lot
- 76% (13) learned something they will apply in future decisions
- 71% (12) would recommend the training to other colleagues

4. *Conservation with a Wetland Scientist*

Date: March 9, 2017

Speaker: Marc Jacobs, Certified Wetland Scientist

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2017-Conversation-with-a-Wetland-Scientist.jpg>

Workshop summary: Learn the basics of wetland permit application review with a few tips and tricks for veterans. Protection of wetland, water, and wildlife resources through evaluation of permit applications begins with a determination that wetland-upland boundary delineations accurately reflect site conditions and this workshop will therefore focus on that aspect. Find out more about the wetland permit process and what questions you should be asking when you review a permit application. Join this session to learn about some of the tools available to conservation commissions that can help your commission evaluation wetland permit applications and conduct site visits.

Evaluation summary:

- 27 evaluations (1 federal agency; 1 regional agency/association; 23 city/town government; 1 state government; 1 concerned citizen)
- 67% (18) strongly agreed the workshop was a good use of their time; 30% (8) agreed
- 15% (4) learned a great deal from the workshop; 52% (14) learned a lot; 30% (8) learned some
- 93% (25) learned something they will apply in future decisions

- 89% (24) would recommend the training to other colleagues

5. *Conversation with a Municipal Attorney*

Date: October 18, 2017

Speaker: Robert P. Sullivan, City Attorney for the City of Portsmouth

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2017-ConversationswithAttorney.jpg>

Workshop summary: Have you ever wondered what your legal protection are while serving as a member of a municipal board or commission? What about your protections from an implied or overt threat of lawsuit over a decision you made as a municipal board member? If you answered yes, join us for a conversation with Robert P. Sullivan, Portsmouth City Attorney. Attorney Sullivan will address these and other legal concerns you have in your role as a municipal board or commission member. Have other legal concerns? Bring your questions on Wednesday, October 18 for the fifth installment of the Board Empowerment Series.

Evaluation summary:

- 14 evaluations (13 city/town government; 1 nongovernmental organization)
- 50% (7) strongly agreed the workshop was a good use of their time; 50% (7) agreed
- 21% (3) learned a great deal from the workshop; 43% (6) learned a lot; 36% (5) learned some
- 64% (9) learned something they will apply in future decisions
- 71% (10) would recommend the training to other colleagues

2018

6. *A Conversation About Takings*

Date: April 10, 2018

Speaker: Christos Tsiamis, Great Bay National Estuarine Research Reserve's municipal training specialist and Massachusetts property and business law attorney.

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2018-Takings-Buffers.jpg>

Workshop summary: Join Christos Tsiamis, Great Bay National Estuarine Research Reserve's municipal training specialist and Massachusetts property and business law attorney for a conversation about where towns' authority to implement vegetated buffer rules ends and governmental "taking" liability begins. From the *Buffer Options for the Bay* project, Christos will present the legal background of takings, and what a takings is and what a taking is not. The presentation will include how to set up municipal regulations in your community so that they are not considered a taking, and how to talk with those in your community.

Evaluation summary:

- 18 evaluations (1 state agency; 1 nonprofit; 14 city/town government; 2 state government)
- 11% (2) strongly agreed the workshop was a good use of their time; 67% (12) agreed; 11% (2) neutral
- 6% (1) learned a great deal from the workshop; 44% (8) learned a lot; 39% (7) learned some
- 44% (8) learned something they will apply in future decisions
- 78% (14) would recommend the training to other colleagues

7. *Coastal Viewer 201: Guided Exercises for Land Conservation & Sea-Level Rise*

Date: April 17, 2018 (offered again December 4, 2018 and canceled due to low registration)

Speaker: Fay Rubin, NH GRANIT and Kirsten Howard, NH Coastal Program

Flyer: <https://preestuaries.org/02/wp-content/uploads/2020/03/Coastal-Viewer-201.png>

Workshop summary: Building off the first workshop “Coastal Viewer 101 for Land Conservation,” participants of “Coastal Viewer 201” will practice using the NH Coastal Viewer to access data about NH’s coastal resources, hazards, and resilient landscapes. The workshop will include hands-on exercises to familiarize you with data, tools, capabilities, and datasets as well as the limitations of the Coastal Viewer. By the end of the workshop, participants will: (1) learn to save and share a project with colleagues using their own ArcGIS online account; and (2) practice using data layers and completing basic analyses.

Evaluation summary: 8 evaluations (3 state agency; 1 business; 1 university; 2 city/town government)

- 12.5% (1) strongly agreed the workshop was a good use of their time; 87.5% (7) agreed
- 12.5% (1) learned a great deal from the workshop; 37.5% (3) learned a lot; 37.5% (3) learned some; 12.5% (1) learned a little
- 63% (5) learned something they will apply in future decisions; 13% (1) did not
- 75% (6) would recommend the training to other colleagues; 13% (1) not sure; 13% (1) not applicable; 0% no

8. *Floodplain Management 101: Improving Flood Resiliency in Your Community*

Date: September 13, 2018

Speaker: Jennifer Gilbert, Senior Planner and Floodplain Management Coordinator and Samara Ebinger, Principle Planner and Assistant Coordinator both from the NH Office of Strategic Initiatives

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2018-Floodplain-Management-101.jpg>

Workshop summary: Floodplain management is an important component for building flood resiliency in your community. Join Jennifer Gilbert, Senior Planner and Floodplain Management Coordinator and Samara Ebinger, Principle Planner and Assistant Coordinator from the NH Office of Strategic Initiatives for an evening of discussion about the importance of floodplain management and the natural benefits floodplains provide. Jennifer and Samara will provide an overview of the National Flood Insurance Program (NFIP), the minimum floodplain management standards required for participating communities, and an overview of the NFIP Community Rating System – a program that rewards communities for going above and beyond the minimum standards. The presentation will include examples of higher floodplain management standards communities can choose to take to increase their flood resilience. Finally, Jennifer will introduce the new state model floodplain ordinance and a menu of recommended higher standards.

Evaluation summary:

- 8 evaluations from 14 participants (1 concerned citizen; 7 city/town government)
- 25% (2) strongly agreed the workshop was a good use of their time; 75% (6) agreed
- 13% (1) learned a great deal from the workshop; 50% (4) learned a lot; 38% (3) learned some
- 50% (4) learned something they will apply in future decisions; 25% (2) maybe; 13% (1) preferred not to answer; 13% (1) did not answer
- 88% (7) would recommend the training to other colleagues; 13% (1) did not respond

9. *Conservation Commissions & Plan Review*

Date: November 8, 2018

Speaker: Lee Jay Feldman & Abbie Sherwin from Southern Maine Planning & Development Commission

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2018-Conservation-Commissions-and-Plan-Review.jpg>

Workshop summary: PREP and the Wells Reserve, in conjunction with Southern Maine Planning &

Development Commission, are hosting a workshop geared toward the role of Conservation Commissions in the Planning Board plan review process. During this hands-on workshop, participants will learn how to review development plans with a focus on Conservation Commission goals and priorities, important environmental conservations for development projects, and approaches for interacting with the Planning Board during the plan review process. SMPDC will provide examples of how local communities can involve Conservation Commissions in the review as well as lead a hands-on exercise reviewing development plans.

Evaluation summary:

- 21 evaluations (1 concerned citizen; 3 community group; 16 city/town government; 1 nonprofit)
- 48% (10) strongly agreed the workshop was a good use of their time; 48% (10) agreed
- 33% (7) learned a great deal from the workshop; 43% (9) learned a lot; 10% (2) learned some; 10% (2) learned a little
- 81% (17) learned something they will apply in future decisions
- 81% (17) would recommend the training to other colleagues

10. Buffer Options for the Bay Project (BOB)

Date: June 14, 2018

Speaker: Steve Miller, Coastal Training Program Coordinator, Great Bay National Estuarine Research Reserve

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2018-BOB-June-.jpg>

Workshop summary: Healthy, intact buffers help keep our water clean and our basements dry, offer a home for wildlife, and protect oyster beds and eelgrass. They provide all these benefits and more by moderating some of the major stressors on the health of our region's water bodies. The Great Bay NERR and the NH Chapter of The Nature Conservancy co-led a project to pull together the best available science, the perceptions and challenges related to buffer regulations, and economic and legal considerations related to protecting and restoring buffers around Great Bay. Steve Miller, Great Bay NERR Coastal Training Program Coordinator will present the BOB findings and resources, and we will have an opportunity to discuss how to use the findings and resources to advance buffer protection and improve water quality.

Evaluation summary:

- 12 evaluations (1 regional agency/association; 4 concerned citizen; 1 community group; 4 city/town government; 2 nongovernmental organization)
- 42% (5) strongly agreed the workshop was a good use of their time; 33% (4) agreed; 17% (2) neutral
- 50% (6) learned a lot; 42% (5) learned some
- 50% (6) learned something they will apply in future decisions
- 67% (8) would recommend the training to other colleagues

2019

11. Social Science Basics for Municipals & Coastal Managers

Date: March 14, 2019

Speaker: NOAA Office for Coastal Management

Flyer: <https://preestuaries.org/02/wp-content/uploads/2019/04/2019-Social-Science-Flyer-.jpg>

Workshop summary: Planning to implement a new program in your community and looking for a way to engage your stakeholders? The focus of "Social Science Basics for Municipals and Coastal Managers" is how to develop and use social science to better understand your audience. The

workshop does not focus on any one topic (i.e., fertilizers, pesticides, stormwater utilities, or buffers), but will provide participants with the tools to more successfully develop and implement topic related programs. This full day workshop includes three modules: (1) understanding Stakeholders – recall the major social science disciplines and their applicability to coastal zone management; identify and incorporate behavioral considerations from the social sciences in defining a problem; conduct a stakeholder analysis; and evaluate the strengths and limitations of different stakeholder engagement techniques; (2) conducting Interviews – recognize three types of interview, as well as their purposes, strengths, and limitations; construct an interview guide using best practices for question construction and sequencing; design and conduct a mock interview; and critique mock interviews and identify best practices and common pitfalls; (3) effective Survey Questions – review and critique surveys, and identify common mistakes in question design; incorporate 25 best practices when creating survey questions; create appropriate question layout and design; and identify ways to improve survey questions that yield desired data types.

Evaluation summary:

- 14 evaluations (3 state agency; 2 regional agency/association; 3 university/college; 1 community group; 5 city/town government)
- 57% (8) strongly agreed the workshop was a good use of their time; 43% (6) agreed
- 29% (4) learned a great deal from the workshop; 57% (8) learned a lot; 7% (1) learned some; 7% (1) learned a little
- 93% (13) learned something they will apply in future decisions
- 100% (14) would recommend the training to other colleagues

12. *Natural Area Mindfulness*

Dates: Spring? And September 27, 2019

Speaker: Thomas Hudson, Certified Kripalu Mindful Outdoor Guide

Flyer: <https://preestuaries.org/02/wp-content/uploads/2020/03/Screen-Shot-2020-03-04-at-12.32.34-1.png>

Workshop summary: As a municipal official your life has many challenges and pressures. Join us for a chance to slow down, recharge, and reconnect with the natural world. Thomas Hudson, certified Kripalu Mindful Outdoor Guide, will assist us in reconnecting with Great Bay and its many wonders and services. Leave refreshed and invigorated to renew our collective work, making New Hampshire municipalities successful and resilient. (workshop first piloted in spring 2019 for staff members and adapted for a municipal audience in September).

Evaluation summary:

- 11 evaluations (1 federal agency; 2 regional agency/association; 1 business; 3 city/town government; 2 state government; 2 nongovernmental organization)
- 82% (9) strongly agreed the workshop was a good use of their time; 9% (1) agreed; 9% (1) neutral
- 36% (4) learned a great deal from the workshop; 27% (3) learned a lot; 27% (3) learned some; 9% (1) learned a little
- 82% (9) learned something they will apply in future decisions
- 91% (10) would recommend the training to other colleagues

NEXT STEPS

Development for the Board Empowerment Series continues in 2020 with additional workshops on the newest wetland rules from the NH Department of Environmental Services (updated December 2019) and potentially one on permit review for docks. In addition to more workshops the following are next steps for the series overall.

- Development of a catalogue of workshops/topics to offer on a rotating basis to capture board turnover across the Piscataqua Region watershed;
- Maintain opportunities to include workshops related to relevant topics, new reports/publications, new state rules, or new tools as developed or released;
- Further develop Board Empowerment Series for Maine communities;
- Incorporate information from the Piscataqua Region Environmental Planning Assessment to help educate new board members about existing regulatory and non-regulatory protections for water quality and natural resources;
- Support implementation of recommendations in the Piscataqua Region Environmental Planning Assessment with peer-to-peer workshops about specific actions and to support implementation with community grants.
- Investigate opportunities and usefulness of smaller modules (i.e., presentation slides, guides, check lists, videos, etc.) to support transfer of information from a workshop to other board members who are otherwise unable to attend. These could also be used for more basic topics to create a series that communities can share with their board members (i.e., what are buffers and why are they important, what is stormwater management, etc.).

APPENDIX

The following is a copy of the workshop evaluation form for the Board Empowerment Series. Some questions are amended to address relevant workshop topic.

Board Empowerment Series Workshop Evaluation

1. How would you best characterize your affiliation? (Please choose one)

- | | |
|---|---|
| <input type="checkbox"/> Federal Agency | <input type="checkbox"/> City/Town Government |
| <input type="checkbox"/> State Agency | <input type="checkbox"/> Elected |
| <input type="checkbox"/> Regional Agency or Association | <input type="checkbox"/> Appointed |
| <input type="checkbox"/> Business/ Business Association | <input type="checkbox"/> Staff |
| <input type="checkbox"/> Type of business | <input type="checkbox"/> State Government |
| <input type="checkbox"/> University/College | <input type="checkbox"/> Elected |
| <input type="checkbox"/> Concerned Citizen 1 | <input type="checkbox"/> Appointed |
| <input type="checkbox"/> Community Group | <input type="checkbox"/> Staff |
| <input type="checkbox"/> Non-profit Group | <input type="checkbox"/> NGO |
| <input type="checkbox"/> Media | |

2. Participating in this event was a good use of my time:

Strongly Agree Agree Neutral Disagree Strongly Disagree Not Applicable

3. How much did this training increase your skill or understanding of the value and process of [topic for workshop]?

A Great Deal A Lot Some A Little Not At All Not Applicable

a. If you chose a 'A Little' or 'Not at All' above, why did you make this choice?

- I already know a lot about this subject
- The training was too basic
- The training was too advanced
- The training was not effective
- Other (please specify)

4. Has your municipality considered a [topic] in the past?

Yes No Don't Know

Briefly Explain

5. Did you learn something new that you will apply in your work or future decisions?

Yes No Maybe Prefer not to answer/Not Applicable

a. If yes, where would we look in the future to see evidence of that application?

Please Turn Over

b. If yes, are there specific obstacles you foresee to applying this information?

c. What additional training or assistance would help address these obstacles?

6. Please describe your feelings about the following aspects of today's workshop by circling the appropriate

number on the scale:	<u>Unsatisfied</u>	<u>Satisfied</u>	<u>Very Satisfied</u>
Event Content	1	2	3	4	5
Event Format	1	2	3	4	5
Pace	1	2	3	4	5
Length	1	2	3	4	5
Level of detail provided	1	2	3	4	5

7. Do you plan to share information you learned at this workshop with colleagues? Yes No

a. If yes, how do you plan to share information you learned at this workshop with colleagues?

b. What tools would you need to more easily share this information with colleagues?

8. Would you recommend this workshop to other colleagues? Yes No

9. Which component of today's workshop was most useful to you and WHY? Please be as specific as possible.

10. What other topics would you like to see in future workshop/training events?

11. Comments?