

# Memo



To: Mayor Lark Jones  
From: B. Todd Glover, City Administrator *BTG*  
CC: Diana Miller, Kelly Zier  
Date: 1/11/2017  
Re: Scott Sterling

I am writing to you to present justification to you of my recommendation to terminate the employment of Scott Sterling with the City of North Augusta.

As you will recall, you and I met with Scott on March 17, 2016 to discuss his overall job performance. In that meeting I told Scott that I was not happy with the effort he was putting into the job (i.e. had asked him for several months to set up a joint meeting with Council and Planning Commission) (Attachment 1). In addition to this, we discussed a voicemail that I had forwarded to him complaining about phone calls that were not returned. It was one of several that I had received with the same complaint. We discussed that unless there were mitigating circumstances that voicemails should be returned within +/- 24 hours.

On June 7, 2016, Todd Brown called me complaining that he had been trying to reach Scott for 3 weeks and had left several voicemails with no return phone call. I immediately called Scott and he stated that he had been "speaking with them about the project" and that he would call them back.

I pulled phone records and voicemails from Scott's phone. From May 20<sup>th</sup> until June 7<sup>th</sup>, Todd Brown left three voicemails on 5/20, 5/25, and 5/27. In addition, the civil engineer on the project also called on June 2<sup>nd</sup> and 7<sup>th</sup> asking for return phone calls. Not one of those phone calls was returned until I called Scott at 3:33pm on June 7<sup>th</sup>. By my count, a period of 12 business days. I checked with HR and Scott was not on leave for any of the aforementioned dates except for the Memorial Day holiday. As a consequence of this and considering that we had just discussed with him the need for responsiveness two months prior, I suspended him for three days without pay. (Attachment 2)

# Memo

Overlapping the abovementioned timeframe was the City's update of the Comprehensive Plan. This plan is required by law to be completed every ten years. Scott, as Planning Director, was in charge of the project. A draft of the Comprehensive Plan was delivered to Scott by Craig Lewis at Stantec (vendor chosen to complete the plan) on April 14, 2016. Scott disseminated the draft to the Planning Commission on April 25<sup>th</sup>, 2016 and asked them to provide comments back. On June 6, 2016, Craig Lewis emailed Scott to check in to see how things were going (Attachment 3). When he had received no response to that email, Craig Lewis sent another on June 14, 2016 (Attachment 4). Scott replied on June 20, 2016 (Attachment 5) (14 days had elapsed since the first email) that he was working on it and would try to get them to him that week and provide an adoption schedule. On October 13, 2016, Craig Lewis again emailed checking on the status of the comments without any response (Attachment 6) and again on December 5, 2016 with a read receipt requested (Attachment 7). Scott still did not reply. At this point, it had been June 20<sup>th</sup> (almost six months) since Scott had been in contact with the vendor.

In the October/November timeframe, I questioned Scott at a staff meeting as to the status of the Comprehensive Plan. His response to me was that he was working with the consultants on a date to set up a meeting with the Planning Commission. On December 21<sup>st</sup>, I began to question Scott again about the status of the Comprehensive Plan (Attachment 8). Scott, after a reminder on my part to respond to my email, replied with the following: "I owe the consultants some review comments. I am trying to get on their calendar for a presentation to the Planning Commission in January with hopes of an adoption process of February/March" (Attachment 9). Knowing that he still had not been in contact with the consultants, the statement that "I am trying to get on their calendar" was misleading at best. After other emails questioning the status, Mr. Sterling finally sent the comments to the vendor on December 28, 2016.

After receiving less than forthright answers from Mr. Sterling, I contacted Craig Lewis by phone on December 27, 2016 to ask him what had been the holdup. I left him a voicemail and he promptly responded by email that the offices were closed for the Holidays but would answer questions by email if needed. I emailed him my questions (Attachment 10) and exchanged emails with him over the two days. In those emails, Craig indicated that Scott had not returned phone calls or emails since June and had not heard from him at all.

In the meantime, I spoke to the Planning Commission Chairman who happened to be in attendance at the December 27<sup>th</sup> City Council Meeting. I asked him in his opinion where did he believe we were in the process of the Comprehensive Plan. He told me that Scott had indicated that he was working on scheduling a meeting and that we were waiting on a date to hold the meeting. He also informed me that on a couple of occasions at Planning Commission Meetings he inquired as to the status and to the ramifications, if any, of not having completed the update in time.

# Memo

With that information, I pulled recordings from both the August and November Planning Commission meetings (July, September, October, and December meetings were cancelled). In each of the two meetings, Scott indicated to the Planning Commission that he was "working with the consultants" and "talked with the consultants", when in fact he had not been in contact with them at all (can provide the recordings to you). When asked by the Planning Commission Chairman about any ramifications of not having the plan completed, Scott indicated that there could indeed be ramifications and that the plan needed to be completed. Scott's statements to the Planning Commission were misleading at best portraying that he was working with the consultants. At the November meeting, it had in fact been five months since he had any communication with them.

Armed with this information, I requested a meeting with Scott to discuss the issue and also asked him to provide to me an explanation prior to the meeting as to why the comments had not been provided to the Consultant before then. Scott replied (attachment 11) blaming it on a lack of staff resources. In our meeting, I inquired about the work load in Planning since the July, September, October, and December meetings had been cancelled with nothing to consider. Scott indicated that there was much more administrative work that did not require the Planning Commission. When I showed him the email evidence and the statement from Stantec, he did not have an explanation for the lack of a response from him. I played for him the recordings of the Planning Commission meeting whereby he indicated to the Planning Commission that he was "talking to the consultants" and "working with the consultants". I asked him if a reasonable person would find those statements misleading faced with the same evidence and he did not provide a definitive response. I again counseled him about returning phone calls and emails in a timely manner. I indicated that in this instance, I could have taken either of the two previous counseling sessions and removed the subject heading and there would be no discernable difference. He did agree with that statement.

I also indicated that I had read almost three-quarters of the document he gave me in less than a 24 hour period. He indicated that he did not have enough time to work on it. He indicated that he had been working on it throughout the time it had been submitted. I inquired as to the number of long hours he had put in the office due to the importance of getting the Plan Update completed. I asked for the comments that Scott submitted to the consultant so that I could see the quantity and quality of his work. He said that he thought he sent them his only copy and would have to ask them for it.

After the conclusion of our meeting, I emailed Craig Lewis and asked for what Scott had submitted. Craig emailed me back the changes that were made to 10 of the 186 pages (attachment 12). These changes were proof reading in nature and frankly did not require the skill of a planner to complete them. In my estimation, this task could have been

# Memo

completed in the course of 1 – 2 days of work. I then informed Scott that he was suspended with pay until further notice.

It is my professional opinion that Scott cannot complete tasks in a timely manner, much like the other incomplete/late tasks (i.e. mass grading ordinance, planning commission/City Council meeting, food truck ordinance, annexation etc.) that each took months to complete. In my review of Scott's personnel file, it indicates to me that Scott's prior supervisor had the same issues with him dating back to 2008 (attachment 13) and is replete with examples of Scott missing deadlines. If it were merely an issue of staffing, why was he having those same deficiencies then?

In conclusion, it is my recommendation for the aforementioned reasons that Scott be terminated from employment with the City of North Augusta. He does not have the ability to complete tasks in a timely manner and may have jeopardized the City with his inability to get the Comprehensive Plan updated in 2016.

Miller, Diana

---

**From:** Glover, Todd  
**Sent:** Monday, March 07, 2016 2:56 PM  
**To:** Sterling, Scott  
**Cc:** Jones, Lark; Chip Burnett  
**Subject:** RE: Joint Meeting

Scott,

To be clear, I tasked you with setting up a meeting back in October/November and have asked you about it on several occasions since that time. Several times you responded that the PC could be available most any time Council wished to meet, at which time I pressed you to get with Chip and set a date. Thursday night was not the first time I have requested this meeting.

B. Todd Glover, MPA  
City Administrator  
P.O. Box 6400  
100 Georgia Avenue  
North Augusta, SC 29861-6400

[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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-----Original Message-----

**From:** Sterling, Scott  
**Sent:** Monday, March 07, 2016 12:43 PM  
**To:** Chip Burnett  
**Cc:** Jones, Lark; Glover, Todd  
**Subject:** RE: Joint Meeting

Chip,

As we discussed on the phone earlier this morning, a joint meeting between the Planning Commission, City Council and appropriate staff was tasked to me after the Planning Commission Special Meeting last Thursday night by City Administrator Glover. He requested that I provide a number of dates that would work for the Planning Commission to meet with City Council.

I further suggest, as I have advocated numerous times prior, that a third party mediator run the meeting. As it relates to Planning and Zoning matters (vision of the Downtown and City as a whole, possible Development Code amendments), I have suggested we utilize the services of the Comprehensive Plan consultants, Stantec. I

have a call into Craig Lewis and hope to hear back from him yet today on his availability. Alternatively, if the city does not wish to hire an outside person, then my suggestions for dates include:

March 14, 15, 22, 24, 28, 29 and 31 are my suggested dates. The sooner we meet, the sooner these issues can be dealt with. Attendance will not likely be 100%, so I suggest we pick a date and stress in the announcement that this is a priority meeting for all recipients. Given the amount of time both groups have spent on the matter to date, I do not see this as an issue.

The applicants of the three proposed text amendments will need to be informed of the revised schedule for rendering decisions on their applications as I would expect that City Council will table the applications tonight and if we don't meet next week, then the second March City Council meeting (March 21) will also likely table the three applications. My understanding is that the applicants all want to see action taken quickly so City Council will be looking at the first meeting in April (MASTERS WEEK) before any expected action will be considered.

I will follow up with an update on Craig's availability once I have it from him.

Thank you for your hard work. You did a good job last week at the meeting.

Scott Sterling, AICP  
Director  
Department of Planning and Development  
100 Georgia Avenue  
North Augusta, SC 29841

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(f) 803.441.4232  
[www.northaugusta.net](http://www.northaugusta.net)

-----Original Message-----

From: Chip Burnett [<mailto:cpb963@comcast.net>]  
Sent: Sunday, March 06, 2016 8:24 PM  
To: Sterling, Scott <[SSterling@northaugusta.net](mailto:SSterling@northaugusta.net)>  
Cc: Jones, Lark <[LJones@northaugusta.net](mailto:LJones@northaugusta.net)>  
Subject: Joint Meeting

Scott,

Good evening. Mayor Jones has communicated to me that he would like for the Planning Commissioners and City Council representatives to meet together in a study session to generate a vision statement for North Augusta (downtown) and to explore modifications to the language of the Georgia Avenue Overlay District that would be compatible with the vision statement.

Major Jones has asked me to determine a date that would be convenient for the members of the planning commission to meet and he will coordinate with City Council representatives to join the Planning Commission representatives in a joint study session. Would you please poll the Planning Commission representatives and determine their availability for a joint meeting with City Council representatives at 6:00 PM on Thursday, 31 March in the conference room adjacent to Council Chambers? Please request that the Planning Commissioners respond as to their availability to participate in the joint meeting with City Council representatives by end of business on Wednesday, 9 March.

Thanks,

Chip

To: Scott Sterling  
From: Glover, Todd  
CC: [Recipient names]  
Date: 6/17/2016  
Re: Job Performance – returning phone calls

## Comments:

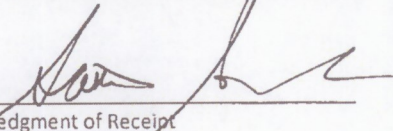
As you are aware, on March 17<sup>th</sup>, 2016, the Mayor and I met with you to discuss your overall job performance. In that meeting I told you that I was not happy with the effort you were putting into the job (i.e. had asked you for several months to set up a joint meeting with Council and Planning Commission). In addition to this, the Mayor and I both discussed with you a voicemail that I had forwarded to him complaining about you not returning phone calls. It was one of several that I had received with the same complaint. We discussed with you that unless there were mitigating circumstances that voicemails should be returned within +/- 24 hours.

On June 7, 2016, Todd Brown called me complaining that he had been trying to reach you for 3 weeks and had left several voicemails with no return phone call. I immediately called you and you said that you had been "speaking with them about the project" and that you would call them back.

I have pulled phone records and voicemails from your phone. From May 20<sup>th</sup> until June 7<sup>th</sup>, Todd Brown left three voicemails on 5/20, 5/25, and 5/27. In addition, the civil engineer on the project also called on June 2<sup>nd</sup> and 7<sup>th</sup> asking for return phone calls. Not one of those phone calls was returned until I called you at 3:33pm on June 7<sup>th</sup>. By my count, a period of 12 business days. I have checked with HR and you were not on leave for any of the aforementioned dates except for the Memorial Day holiday.

The lack of service and job performance exhibited here is unacceptable. The meetings were to discuss the construction of a new pediatrician's office which offers services and adds to our tax base. If prospective businesses are receiving this type of service from our Planning Department, we will have a most difficult time bringing in new businesses.

This memo will serve as a notice of a three day suspension without pay beginning Monday, June 20<sup>th</sup> to be served through Wednesday, June 22<sup>nd</sup>. Further performance issues will result in further disciplinary actions, up to and including termination.

  
\_\_\_\_\_  
Acknowledgment of Receipt

6/17/16  
Date



To: Employee File  
From: Glover, Todd *TJ/G*  
CC: Diana Miller  
Date: 3/18/2016  
Re: Meeting with Scott Sterling

Comments: On March 17, 2016, Mayor Lark Jones and I met with Scott Sterling, Director of Planning, to discuss with him some performance issues. These issues included but was not limited to: 1) responsiveness to material brought into the office 2. Returning phone calls 3. My review of a FOIA request revealed that Scott had been untruthful to me when I asked him about providing a document to someone outside of the organization.

#### ISSUES

##### Responsiveness to material brought into the office

I spoke to Scott about what I perceived to be an arbitrary decision on his part as to whether submitted documents were in time for the monthly planning commission meeting. Often, projects are submitted for review days prior to the agenda for the Planning Commission being set. Without any advertised cutoff or guidance to the business public, Scott arbitrarily decides whether or not there is time to get the needed staff review completed in time for the agenda to go out. I told him that I expected nights, weekends, etc. whenever there was work submitted and chance to put it on the next agenda. Arbitrarily waiting makes the business wait an additional month before going to the Planning Commission, costing them time and money. I also indicated to him that I did not believe he was a self-starter and that the amount of work he was producing was sub-par

##### Returning Phone Calls

Earlier in the day, I had forwarded a voicemail I received from someone complaining that Scott had not returned their call. I consistently get those calls on Scott, and he is the only Director on which I receive those complaints. I told him that unless there are other circumstances, he should return phone calls within 24 hours +/- of the receipt of the voicemail.

##### Untruthful statement

I told Scott of the incident and questioned him as to why he did not tell me the truth. He told me that he did not mean to not tell the truth and was unaware as to why he would have answered me in the manner in which he did. I spoke to Scott about my distrust of him and that several Council members had also expressed to me of late that they believed that he was siding with the Planning Commission and not Council. I instructed Scott that as staff it is our job to implement Council's policy, regardless of how we feel about it.

12/27/2016

Checking In

ATTACHMENT 3

Help

**Subject:** Checking In  
**Date:** 2016-06-06 14:05:35  
[Download](#)  
**From:** Lewis, Craig (Charlotte)  
**To/Cc:** Sterling, Scott

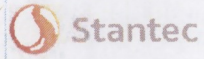
[View Message](#)

[View Source](#)

I hope all is well with you. I wanted to check in and see how things were progressing. Have you been able to review the document? Also, I wanted to check in and get a sense of what you think the process might be going forward.

**Craig Lewis, FAICP, LEED AP, CNU-A**

Principal  
Urban Places Group  
Stantec  
2127 Ayrslay Town Boulevard Suite 300 Charlotte NC 28273-3555  
Phone: 980-297-7657  
Cell: 704-609-9841  
[craig.lewis@stantec.com](mailto:craig.lewis@stantec.com)




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12/27/2016

Checking

ATTACHMENT 

**Subject:** Checking  
**Date:** 2016-06-14 16:28:43  
Download  
**From:** Lewis, Craig (Charlotte)  
**To/Cc:** Sterling, Scott

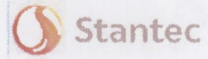
[View Message](#)

[View Source](#)


Scott I hope all is well with you. I wanted to check in and see how things were on your end. Have you had a chance to review the draft plan? Any thoughts or comments?

**Craig Lewis, FAICP, LEED AP, CNU-A**

Principal  
Urban Places Group  
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2127 Ayrley Town Boulevard Suite 300 Charlotte NC 28273-3555  
Phone: 980-297-7657  
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12/27/2016

RE: Checking

ATTACHMENT 5

**Subject:** RE: Checking  
**Date:** 2016-06-20 04:54:06  
[Download](#)  
**From:** Sterling, Scott  
**To/Cc:** Lewis, Craig (Charlotte)

[Help](#)

[View Message](#)

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Craig,

All is well as can be here. It has been really busy for us with at least a meeting every week. The comments are in and I need to assemble them to get up to you. I will try for this week.

I will draft an adoption schedule and send it to you for coordination.

Scott

---

**From:** Lewis, Craig (Charlotte) [mailto:Craig.Lewis@stantec.com]  
**Sent:** Tuesday, June 14, 2016 4:29 PM  
**To:** Sterling, Scott <SSterling@northaugusta.net>  
**Subject:** Checking

Scott – I hope all is well with you. I wanted to check in and see how things were on your end. Have you had a chance to review the draft plan? Any thoughts or comments?

**Craig Lewis, FAICP, LEED AP, CNU-A**

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Stantec  
2127 Ayrsley Town Boulevard Suite 300 Charlotte NC 28273-3555  
Phone: 980-297-7657

12/27/2016

Checking In

ATTACHMENT 6

**Subject:** Checking In  
**Date:** 2016-10-13 08:07:37  
[Download](#)  
**From:** Lewis, Craig (Charlotte)  
**To/Cc:** Sterling, Scott

Help

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I hope all is well with you. I had hoped to catch up with you during the GA/SC Planning Conference but I had a very small window that I was there – just for my session unfortunately.

I wanted to check in and see where things stood with regard to the Comp Plan document. Have you had a chance to review the draft? And, do you have any sense of a path-forward towards adoption?

**Craig Lewis, FAICP, LEED AP, CNU-A**

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12/27/2016

Checking In

ATTACHMENT 7

**Subject:** Checking In  
**Date:** 2016-12-05 15:04:51  
Download  
**From:** Lewis, Craig (Charlotte)  
**To/Cc:** Sterling, Scott

Help

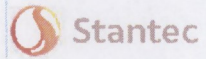
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[View Source](#)

I hope this email finds you well. I wanted to check in and see if you've had enough time to come up for air in the last few months to be able to provide us with any edits/direction for the Comp Plan draft that we sent back in the spring. I just wanted to make sure that you have everything that you need.

**Craig Lewis, FAICP, LEED AP, CNU-A**

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**Glover, Todd**

---

**From:** Glover, Todd  
**Sent:** Wednesday, December 21, 2016 9:13 AM  
**To:** Sterling, Scott  
**Subject:** Status update

Where do we stand with the comprehensive plan update?



B. Todd Glover, MPA, ICMA-CM  
City Administrator  
P.O. Box 6400  
100 Georgia Avenue  
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[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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**Glover, Todd**

---

**From:** Sterling, Scott  
**Sent:** Wednesday, December 21, 2016 5:34 PM  
**To:** Glover, Todd  
**Subject:** RE: Message from MAYVEN (9179157115)

Sorry for the delay, I saw it in passing but have been tied up all day with development applications processing and meetings. Two interesting meetings.

I owe the consultants some review comments. I am trying to get on their calendar for a presentation to the Planning Commission in January with hopes of an adoption process of February/March.

---

**From:** Glover, Todd  
**Sent:** Wednesday, December 21, 2016 2:33 PM  
**To:** Sterling, Scott <SSterling@northaugusta.net>  
**Subject:** RE: Message from MAYVEN (9179157115)

Ok, did you see my previous email about the comprehensive plan?



B. Todd Glover, MPA, ICMA-CM  
City Administrator  
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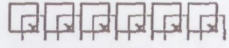
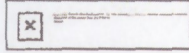
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**From:** Sterling, Scott  
**Sent:** Wednesday, December 21, 2016 11:34 AM  
**To:** Young, Donna <DYoung@northaugusta.net>; Johnson, Ginger <GJohnson@northaugusta.net>; Fulton, Christine E. <CFulton@northaugusta.net>; Zeaser, Tom <TZeaser@northaugusta.net>  
**Cc:** Glover, Todd <TGlover@northaugusta.net>  
**Subject:** RE: Message from MAYVEN (9179157115)

I just called him back as I got two separate forwarded voicemails. He is awaiting a call from Building Standards as Planning has previously approved the site plan for the overall renovations and the Certificate of Zoning Compliance for the individual store (use).

Thank you.

Scott Sterling, AICP  
Director  
Department of Planning and Development



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---

**From:** Glover, Todd [<mailto:TGlover@northaugusta.net>]  
**Sent:** Tuesday, December 27, 2016 11:01 AM  
**To:** Lewis, Craig (Charlotte) <[Craig.Lewis@stantec.com](mailto:Craig.Lewis@stantec.com)>  
**Subject:** RE: VoiceMail

Thanks Craig. I was just curious about the Comprehensive Plan. It seems to me like it has taken quite a while. The draft was provided back in the spring to the Planning Commission. Have you received comments back from them? Is there something on this end that I need to push? By the time this is approved, it will be close to one year since the draft was provided.

I am just trying to get a sense of where the problem is.

Thanks,

Todd

<image004.jpg>

B. Todd Glover, MPA, ICMA-CM  
City Administrator  
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[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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---

**From:** Lewis, Craig (Charlotte) [<mailto:Craig.Lewis@stantec.com>]  
**Sent:** Tuesday, December 27, 2016 10:55 AM  
**To:** Glover, Todd <[TGlover@northaugusta.net](mailto:TGlover@northaugusta.net)>  
**Subject:** VoiceMail

I got your voicemail and wanted to let you know that Stantec's offices are closed between Christmas and New Years. I'd be happy to return your call next Monday. If there is anything that I can provide in the interim, please do not hesitate to email and I'll see what I can do.

Craig Lewis, FAICP, LEED AP, CNU-A  
Principal  
Urban Places Group  
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[@craiglewisfaicp](#) & [@StantecUrban](#)

**Glover, Todd**

---

**From:** Lewis, Craig (Charlotte) <Craig.Lewis@stantec.com>  
**Sent:** Wednesday, December 28, 2016 11:47 AM  
**To:** Glover, Todd  
**Subject:** Re: VoiceMail

That is correct. I have not received any returned calls, emails, or feedback in six months.

Craig Lewis, FAICP, LEED AP, CNU-U  
Principal, Urban Places Group  
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Direct: (704) 609-9841  
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[@craiglewisfaicp](#) or [@StantecUrban](#)

On Dec 28, 2016, at 11:32 AM, Glover, Todd <[TGlover@northaugusta.net](mailto:TGlover@northaugusta.net)> wrote:

Craig,

As I thought more about this last night, does that mean you have not received any feedback on the draft you submitted to us?

<image001.jpg>

B. Todd Glover, MPA, ICMA-CM  
City Administrator  
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[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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**From:** Lewis, Craig (Charlotte) [<mailto:Craig.Lewis@stantec.com>]  
**Sent:** Tuesday, December 27, 2016 11:15 AM  
**To:** Glover, Todd <[TGlover@northaugusta.net](mailto:TGlover@northaugusta.net)>  
**Subject:** RE: VoiceMail

I delivered the draft of the plan to Scott back in April and have not heard anything back from him since then. I have called and sent emails each month to follow up but have not heard anything. I had assumed that things were so busy on your end that it was not a priority.

Craig Lewis, FAICP, LEED AP, CNU-A  
Principal  
Urban Places Group  
Stantec  
2127 Ayrsley Town Boulevard Suite 300 Charlotte NC 28273-3555  
Phone: 704-609-9841  
[craig.lewis@stantec.com](mailto:craig.lewis@stantec.com)  
[@craiglewisfaicp](#) & [@StantecUrban](#)

**Glover, Todd**

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**From:** Sterling, Scott  
**Sent:** Wednesday, January 04, 2017 4:14 PM  
**To:** Glover, Todd  
**Cc:** Jones, Lark  
**Subject:** RE: comprehensive plan

Mr. Glover,

I am submitting the following work report on the Comprehensive Plan since April 2016:

April – Received a copy of the draft format of the Comprehensive Plan from Stantec. Send copies to the Planning Commission for review and requested changes. I gave them several weeks to review the document. In hindsight, this was probably way too optimistic that we could get through the document in a such a quick turnaround.

May – Additional time was requested by several Planning Commissioners as they had not worked their way through the draft Plan. I had not had much chance to review the document as I had been tied up with various current planning (development) activities and text amendments.

June – I requested of you and the mayor to grant additional staff support to reduce my day-to-day work load and allow me to focus on the more senior level projects (like the Comprehensive Plan).

July – December – I continued to review the 200 page document as time allowed although it was not usually during 'work' hours. Finally completed the draft document and sent my comments/changes as well as the PC comments on December 29<sup>th</sup>. Previously had called Craig Lewis, Stantec, to set up a meeting in January to get the process back on track to adoption. Craig Lewis and I traded emails to set up a preliminary date (January 19<sup>th</sup>).

January – As of today, the date of the meeting has been postponed as Craig has a scheduling conflict for January 19<sup>th</sup>. We are now looking at the following week with a potential schedule of February 16<sup>th</sup> for the Planning Commission public hearing. I am awaiting an email from Craig to confirm his availability.

I will deliver the draft Comprehensive Plan document to your office so that you have a copy. It is not a public document at this point although I expect that the revised Plan will be made available to the public by early next week. I can be available tomorrow after 2 p.m. to discuss this project. I am committed to making this City great and feel that I can be a part of continuing string of successful projects and developments.

Let me know when you are available to meet tomorrow.

Respectfully,

Scott Sterling, AICP  
Director  
Department of Planning and Development  
100 Georgia Avenue  
North Augusta, SC 29841

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(f) 803.441.4232  
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---

**From:** Glover, Todd  
**Sent:** Wednesday, January 04, 2017 9:35 AM  
**To:** Sterling, Scott <SSterling@northaugusta.net>  
**Cc:** Jones, Lark <LJones@northaugusta.net>  
**Subject:** comprehensive plan

Scott,

I would like to meet tomorrow to discuss the Comprehensive Plan. In advance of that meeting, I would like a written report by close of business today detailing your work on the plan since Stantec submitted it for review in April. If anything has been submitted to Stantec, I would like a copy of that as well. It is very concerning to me that 8 months have gone by with no approved plan.

Let me know of your availability tomorrow to meet. I am available after 2pm.

Thanks,

Todd



B. Todd Glover, MPA, ICMA-CM  
City Administrator  
P.O. Box 6400  
100 Georgia Avenue  
North Augusta, SC 29861-6400

[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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To : File

From: B. Todd Glover, City Administrator

RE: Scott Sterling

On Friday, August 3, 2012, I had a meeting with Scott in my office to tell him that Rick Meyer was being appointed Director of Parks, Recreation, and Leisure Services. Since both Rick and Scott held the title of Interim Director, I wanted to explain to Scott why I was not recommending him to also be Director of Planning and Economic Development. In this conversation, I told Scott that I did not believe he was performing at a level that was satisfactory and that I was aware of his personal marital issues. To be fair to him, I informed him that we would continue the evaluation process further while his personal issues were ironed out. We agreed that we would meet in a few months to discuss his status.

On July 17, 2012, John Potter and I had a conversation regarding the annexation agreements that were signed by water customers agreeing to annex if they became contiguous. This subject was a discussion topic at North Augusta Forward. That day, John met with Scott and asked him to begin the process and complete it in time to have third reading on the annexation ordinances by the end of the year (email attached).

As time went by, I became increasingly concerned that this process was not being completed. Still evaluating Scott's performance, I did not ask him about the project but had Donna Young make preparations so that the annexation notices could be mailed in time to be completed by the end of the year. On October 12, 2012, I emailed (attached) Scott that Donna had prepared the annexation letters and mailed them out. I also asked to meet with him for an explanation of why he had not completed this as requested. When we met, Scott did not recall John Potter meeting with him about the project nor did he recall the email to all of us summarizing the meeting and his tasks. He apologized for "dropping the ball" and went to assist Donna with the follow up.

In November 2012 during second reading of one of the annexations above, Councilman McDowell requested that Scott talk to the business in question and inform them of our ordinances that they may be in violation of prior to third reading. At third reading at the following Council meeting, Councilman McDowell inquired as to whether or not he had approached the business as requested. Scott indicated that he road by there but was not in the "frame of mind" to stop and discuss it with them (Scott was suffering from a cold). The next day I apologized to Councilman McDowell for Scott's response and assured him that it would be taken care of.

During that same time, I had also asked him to complete a review of the sign ordinance as requested by Councilwoman Baggott and back in the summer asked him to revise the "mass grading ordinance" proposal to see if we could find a common ground.

In January, John Potter submitted a proposed phone book listing at the staff meeting to have everyone review the listing for the upcoming phone book. I had John change the phone number for Economic Development to my office since I was doing most, if not all, of the Economic Development work. I set up a meeting with Scott to discuss the rationale for my change. During this discussion, I asked him how much Economic Development work he had done. He indicated that he had done little, if any. He had not contacted any of the people on our list of restaurants nor was he actively recruiting business to our area. All of the economic development meetings he had participated in to that point had been initiated by me.

~~I then asked him about the revision of the mass grading ordinance that I had requested back in the summer. He indicated that he was working on it. I asked him when was the last time he had "touched" it and he replied it had been several months. With development activity drastically down from years past, I told him that I did not understand why he did not have the time to address the tasks I had asked him to do. He had no response.~~

I informed him that my recommendation to the Mayor was to advertise and that he could apply for the position.

Glover, Todd

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**From:** Glover, Todd  
**Sent:** Friday, October 12, 2012 3:50 PM  
**To:** Sterling, Scott  
**Subject:** RE: Annexation Wall Map

Scott,

See the email below. Back in July I asked that these annexations be prepared in time to have them done by the end of the year. As you know, with the required three readings, that would put us against the wall in having them completed by the second meeting in December. I wanted to make you aware that I have requested Donna to prepare the annexation petitions and letters and they were put in the mail today to ensure that these annexations occur before the end of 2012. I would like to meet with you on Monday to discuss why this project was not completed by you as requested.



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[tglover@northaugusta.net](mailto:tglover@northaugusta.net)

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**From:** Potter, John  
**Sent:** Tuesday, July 17, 2012 11:26 AM  
**To:** Glover, Todd  
**Cc:** Sterling, Scott; Young, Donna  
**Subject:** RE: Annexation Wall Map

Todd,

As you requested I asked Scott to take a look at the annexation issue discussed at NAF and to make a recommendation as to the properties that we need to annex. He will start the process and complete it in time to have third reading on the necessary annexation ordinances by the end of the year. Thanks.



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**John P. Potter, Jr.**

Director of Finance &  
Support Services  
Office 803.441.4210  
Fax 803.441.4189  
[jpotter@northaugusta.net](mailto:jpotter@northaugusta.net)

**From:** Young, Donna  
**Sent:** Tuesday, July 17, 2012 11:21 AM  
**To:** Potter, John  
**Subject:** FW: Annexation Wall Map

Donna B. Young  
City Clerk

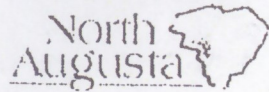
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[dyoung@northaugusta.net](mailto:dyoung@northaugusta.net)

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**From:** Whaley, Kevin  
**Sent:** Wednesday, May 16, 2012 4:43 PM  
**To:** Young, Donna  
**Subject:** Annexation Wall Map

Kevin Whaley, GISP  
GIS Analyst  
**City of North Augusta**  
100 Georgia Avenue  
North Augusta, SC 29841  
Email: [kwhaley@northaugusta.net](mailto:kwhaley@northaugusta.net)  
Phone: 803.441.4267



**Glover, Todd**

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**From:** Potter, John  
**Sent:** Tuesday, July 17, 2012 11:26 AM  
**To:** Glover, Todd  
**Cc:** Sterling, Scott; Young, Donna  
**Subject:** RE: Annexation Wall Map

Todd.

As you requested I asked Scott to take a look at the annexation issue discussed at NAF and to make a recommendation as to the properties that we need to annex. He will start the process and complete it in time to have third reading on the necessary annexation ordinances by the end of the year. Thanks.



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Fax 803.441.4189  
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**From:** Young, Donna  
**Sent:** Tuesday, July 17, 2012 11:21 AM  
**To:** Potter, John  
**Subject:** FW: Annexation Wall Map

Donna B. Young  
City Clerk

City of North Augusta  
P. O. Box 6400  
100 Georgia Avenue  
North Augusta, SC 29861-6400

[dyoung@northaugusta.net](mailto:dyoung@northaugusta.net)

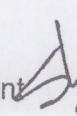
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**From:** Whaley, Kevin  
**Sent:** Wednesday, May 16, 2012 4:43 PM  
**To:** Young, Donna  
**Subject:** Annexation Wall Map

# Department of Planning and Economic Development

## Memorandum

**To:** Scott Sterling, AICP, Planner

**From:** Skip Grkovic, AICP, Director of Planning and Economic Development 

**Subject:** 2010 Work Program – Projects, Schedules, Products & Performance

**Date:** March 16, 2010

This memo will summarize most of what we discussed last Friday regarding the planning projects assigned to you for completion this year. The Department projects currently assigned to you include:

- Development of a landscape maintenance guarantee policy. The most recent amendments to the landscape maintenance guarantee provisions of the NADC permit flexibility and the ability to waive or adjust the amount of maintenance guarantees in some cases. You are to develop a policy on when and why waivers are appropriate. We have a list of projects that were not required to provide a guarantee over the last two years. An evaluation of those applications is a good place to start. Please also review the standards that the Planning Commission and Director must follow when considering waivers, findings, conclusions, rationale, etc.
- Design of a field inspection program for planning related compliance issues. The objective in this program is to identify and prevent noncompliance problems before they occur when possible and to correct problems before a project is completed or constructed beyond the point of an economic correction. Coordination with staff from other departments and training them to see issues that are zoning related can only help. Implementation will require that you spend more time in the field and more time communicating with developers and their contractors. Inspection systems including schedules, reporting and recordkeeping, communications with the Department's clients and others will be necessary and should be articulated in the process.
- Continuously review and update the NADC appendices, templates for staff reports, notification letters, other routine communications and project review checklists. We have discussed this project on many occasions over the last two years. I think you should have a fairly good understanding of the objectives. It is a project that requires an in depth knowledge and understanding of the NADC and Department procedures. It also requires close coordination with staff from other departments. It could include training of staff from other departments, especially in the use of the checklists. As amendments to the NADC are processed the changes will need to be incorporated into the staff reports, routine communications and project review checklists as applicable within a few days of final adoption of the amendments. If they are not updated errors will be compounded over time. (One example of this issue was an amendment to the NADC that affected the special exception for the Halloween

Express. The required findings included a reference to a recently amended §18.4.5.4.3.b.1 regarding compliance with the NADC and the comprehensive plan. Because the template had not been updated the older language was included in the report and no findings related to the comprehensive plan were included.)

Your work program includes a deadline for each project. That deadline is intended to be the date when the projects are fully completed, reviewed by the applicable staff as necessary (including me, Chris DeCamp and Mendy DeMine where appropriate, and members of the DRC if affected) and implemented. It is not a deadline for a rough draft. There may be additional projects assigned to you this year that require significant amounts of time. Please complete the projects already assigned so that time is available later in the year for additional projects.

A program or project proposal should include a summary of original research, identification and evaluation of alternatives, conclusions and recommendations. The proposal can then be reviewed, discussed and modified as necessary through discussion. A second description can then be drafted and reviewed, etc. until a final workable program or project is defined. Please remember to consider the "who, what, where, when, how, why and how much" that we discussed. As programs and projects are implemented they will invariably require adjustment and modification. That is expected, should be included in the design and time should be anticipated later in the year or in the following year.

As we have discussed on several occasions, the accuracy, quality, quantity, completeness, and timeliness of your work continue to need improvement. Please focus on these performance issues as you work on your projects. You should be prepared to discuss the status of your projects at every department staff meeting and in your quarterly reports. The discussions should provide quantitative information summarizing your work including numbers and dates. You could also use your quarterly reports as a means of self evaluation to determine how well you are doing in achieving the desired results.

The projects in your work program have deadlines that come due either relatively soon or are continuing. Please focus on these projects and the quality, completeness, etc. that I have requested. Hopefully, they can all be done, accepted and in operation by July 30. If they aren't we will need to look closely at your performance again. Please ask me if you have questions on the scope of a project, how to proceed or the expectations for the project. Also, feel free to ask for advice at any point. I can't do your work for you but I will provide direction as needed. Please keep in mind that you are in a professional position and are expected to produce professional work. We can discuss the expectations further at any time.

**Grkovic, Skip**

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**From:** Grkovic, Skip  
**Sent:** Thursday, March 18, 2010 4:39 PM  
**To:** Sterling, Scott  
**Subject:** Renovation or expansion of site improvements

Scott –

Please prepare a worksheet for use in calculating the site improvement replacement cost figure to use in applying Section 19.6.3.3 of the NADC to renovation projects. Tom should be able to give you unit costs for asphalt, curb and gutter, storm drainage, etc that you can use on a square foot or linear foot basis. Roy should also be able to give you some generic unit costs for landscaping – middle of the road kind of improvements. It isn't rocket science so it doesn't need to be as accurate as a construction bid.

We've discussed this before on a couple of occasions and I was disappointed that you hadn't prepared anything for the DRC meeting yesterday.

Please follow through. Ask me for any direction if you have any problems. Thanks.

Skip.....



*South Carolina's Riverfront*

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**G.M. 'Skip' Grkovic, AICP**  
Director of Planning and  
Economic Development  
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Fax 803.441.4232  
[skipg@northaugusta.net](mailto:skipg@northaugusta.net)

**From:** scott.sterling@comcast.net [mailto:scott.sterling@comcast.net]  
**Sent:** Wednesday, March 24, 2010 11:36 PM  
**To:** Grkovic, Skip  
**Cc:** Sterling, Scott  
**Subject:** Timelines for Checklists, Appendices, Templates and Field Inspections

Skip,

I submit to you the following request for time lines for the development review checklists, department templates, Development Code Appendices and Field Inspections. While I recognize that your expectations for these tasks have not been fully realized to date, I remain committed to completing these tasks as quickly as possible. I would suggest that daily tasks typically assumed of me such as plan reviews, communication with applicants, project engineers and city staff members have consumed a larger portion of my typical day than may be readily apparent or admitted by City staff members. We have talked on several occasions in the past that you want me to be brief and to the point on my communications. I have been diligent in keeping my phone calls to a minimum and as concise as possible in both phone and e-mail communications. Site plan approvals have not been as quick and clean as you believe they should. Projects such as McDonald's were assumed to be relatively easy and straightforward. The plan review process clearly showed otherwise as significant errors such as prohibited building materials, completely inadequate lighting plan (excessive lighting levels, 30 degree angle lighting fixtures, light spillover onto U.S. 25, etc.) and landscape plans that were lacking in numerous areas even though other city staff made minimal comments to the same plan. These errors will delay our approval as significant plan modifications are necessary although they may not be noticeable to most people. The results of a site plan review such as McDonald's, Chalet North, Capital City and most others are phone calls, emails and conversations with staff members to resolve the review comments and get revised plans. Depending on the number of comments (lack of compliance), the more communication is necessary to get the revisions completed and the project moving forward. I am committed to continuing to make myself available to the development community to provide staff support to their questions, concerns and development options.

Time lines that I submit to you for your approval:

Development Review Checklists - completed by April 5

Checklists would be updated with any modifications made since the original 2008 approval. I plan to include breaking out certain checklists into multiple lists (Article 7 for example would be broken into three separate checklists; Multi-family, Commercial and Site Lighting) and reduce existing checklists where unnecessary line items lengthen the lists.

Department Templates - completed by April 19

Templates would be updated to conform with modifications to the Development Code and changes that we have made through the completion of recent staff reports.

Field Inspection Report/Checklists - completed by May 21

Field Inspections have taken a much more important role in my work program. I plan to create a 'pseudo' workflow for field inspections identifying the personnel involved in communicating with the planning inspector (me at this time), process/time lines for inspections and checklists to complete while on inspections. The checklist(s) will be created so that they can be included into Trak-It.

Appendices - completed by June 25

Appendix B will be completely revised to provide clarity to the development community regarding development process requirements. I expect that the Appendix will not look anything like the remaining Articles in the Development Code. I plan to have a draft ready for the June 9th staff meeting.

I would like to hear any feedback you may have on these proposed dates or my perspective on the current development activity.

Scott

**Miller, Diana**

---

**From:** Grkovic, Skip  
**Sent:** Wednesday, March 31, 2010 2:48 PM  
**To:** scott.sterling@comcast.net  
**Subject:** RE: Timelines for Checklists, Appendices, Templates and Field Inspections

Scott –

Thanks for the response. I have a couple of comments and suggestions.

1. The revised completion dates for the checklists, templates and appendices (April 5, April 19 and June 25 respectively) are noted. Please keep in mind that the original intent was that the updating be on a continuous basis as needed. After the deferred updates are completed please continue to make updates as needed after the NADC is amended, to improve internal processes when appropriate, when our procedures need to change for any reason (state law, internal city requirements, change in personnel, etc.) or to better communicate with our customers, the applicants.
2. The completion of the field inspection process was originally scheduled for March 31. If it needs to be put back to May 21 please make sure you focus on it and get it finalized.
3. As I mentioned previously, the deadlines are for final completion and implementation. As you proceed with the drafts please communicate with me to be sure we're on the right track and so adequate feedback can be provided.
4. On March 16 I asked you to prepare a draft policy that could be used in considering requests for waivers of landscape maintenance guarantees. When do think that can be completed and in place?
5. On March 18 I asked you to develop a formula, worksheet and procedure to estimate site improvement replacement costs for use in evaluating nonconforming site improvements pursuant to section 19.6.3.3 of the NADC. When do think that can be completed and in place?
6. Plan reviews are still one of your primary responsibilities. However, there have not been a lot of plans to review for more than a year. Your experience with plan reviews for several years and the fact that you prepared the checklists for the NADC requirements should mean that the review process is well established. Accordingly, the time required for a review should not be substantial. That's why this is an opportune time to be working on the other projects. We all have a lot to do and a variety of projects to work on and complete. Your workload is no greater than anyone else's. Please concentrate on the management of your time so everything gets done on schedule and in a quality manner.

Thanks. As soon as you're ready to go over any of the drafts you are working on please let me know.

Skip.....



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**G.M. 'Skip' Grkovic, AICP**  
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# Department of Planning and Economic Development

## Memorandum # 10-36

**To:** Scott Sterling, AICP, Planner

**From:** Skip Grkovic, AICP, Director of Planning and Economic Development *Skip*

**Subject:** Projects, Schedules, Products and Performance

**Date:** June 21, 2010

This memo will follow up and expand a little on previous memos and emails regarding your assignments.

Your work program for this year included several projects that have been assigned to you in past annual work programs but not completed. Additional projects have been assigned to you this year. None have yet been adequately completed.

The projects include those in the following list. I have previously explained the objectives, need, approach and expectations for each project. I won't repeat those in detail here.

1. Update the NADC Appendices;
2. Update project review checklists;
3. Update the staff report templates, notification letters and other routine communications;
4. Design a written field inspection program;
5. Develop a landscape maintenance guarantee checklist and policy for considering waivers to the landscape maintenance guarantee requirements;
6. Develop a worksheet to calculate site development costs for use in calculating the cost of site improvements for use in determining the level of improvement required pursuant to NADC §19.6.3.3.
7. Research and make recommendations on the parking requirements for restaurants to justify an amendment to the NADC. (Since we first discussed it site plans for two restaurants have been submitted and the maximum parking ratio issue is still causing problems.)

To date none of these has been completed. Your email of March 24 requested extended completion dates and proposed dates in April, May and June. The April and May dates have passed and the projects have not been completed.

The list of project assignments is growing but progress is minimal. I have requested that if you are not clear on the scope, purpose, need or expected outcome of the assignment that you ask me for clarification. I have also requested that you consult with me periodically and regularly to be sure that your work is proceeding on track and to

discuss any issues that may come up or questions you might have. That has not happened. I have asked for status reports on your projects in quantifiable terms. The extent of the response has been that you are working on them and will get with me to discuss them. That hasn't happened either.

The economy is starting to recover and, based on our recent level of activity, real estate development is picking up. We may soon have significantly more applications to process than we've had over the last two years. If your projects are not completed we will have missed the opportunity to catch up with administrative work while things were slower and we had the time.

As I've indicated in past memos, evaluations and conversations, you are in a professional position making a professional salary. However, your work does not currently reflect that level. Please understand that the projects are very important and are a priority for the Department and, perhaps more importantly, for you. Please manage your time, put in the extra effort if necessary to catch up, and focus on getting them completed.

Please concentrate on your work. Spend less time chatting with staff and with people on the phone. Get to the subject quickly, provide (or obtain) the necessary information and move on. Additionally, at biweekly staff meetings please be prepared to provide specific, quantifiable feedback on the status of the projects you've been assigned and the status of applications you're working on.

Recent issues have come up regarding the accuracy of plan reviews. Please be thorough and comprehensive in your reviews. Try to identify all of the potential problems and inconsistencies before determining if a plan is accurate and ready for approval. This is a continuing problem and was most recently evident with the Bergen Village plats. It is always our job to find errors and potential problems, especially on legal documents that are recorded. That includes minor plats, final subdivision plats, deeds of dedication, etc. Frequently, when errors slip through, engineers, developers and attorneys won't find them until a major problem arises.

Also, please comment on all of the compliance issues relevant to plans that you review based on the checklist results. The only ones that need to be listed in a summary for an applicant and engineer are those that need to be corrected. (Information in a staff report to the Planning Commission is different.) Issues related to a development plan that have previously been addressed and approved in a PD Ordinance are not necessarily compliance issues with a project plan being reviewed under the NADC. However, gently pointing them out as information or for clarification can be helpful in future projects.

Again, when you need input or feedback from me, be it general or specific, please ask. If you have any questions or would like additional information on the issues addressed in this memo, please ask me.

Miller, Diana

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**From:** Grkovic, Skip  
**Sent:** Friday, June 12, 2009 5:23 PM  
**To:** Sterling, Scott  
**Subject:** RE: Work Program Quarterly Report

Scott -

I have reviewed the 2009 First Quarter Performance Report you submitted in May. As we discussed, it was due on March 31 and I received it on May 5. My response has taken some time also and I apologize. Your second quarter report is due on June 30 but, due to the lateness of the first quarter report and my response and our upcoming move to the Municipal Center, we should extend that date to July 31.

I will address each paragraph of your first quarter report. Please update the report to address my comments.

The introductory paragraph states that the year has been busy and development interest has picked up from the last half of 2008. I don't share that conclusion. Please clarify the point of the statement and provide some specifics (numbers of applications, documentation of contacts, etc.)

1. Improve the quality and accuracy of written products including staff reports, letters and other communications. Carefully proofread written materials for grammar, clarity, accuracy and for providing all of the necessary information (completeness). I don't agree that that the quality and accuracy of your writing has improved. This expectation is not being met. Your quarterly report is an example. The objectives of the report, organization of responses, clarity, completeness and consistency in format need improvement.
2. Enroll in and satisfactorily complete a college level business writing class with the goal of improving written reports, planning documents and other written materials. The city will reimburse the cost of tuition. (Not completed in 2008.) This item in your annual work program should not be referred to as a mandate. You were asked to complete a business writing class in 2008 and you were expected to apply the diligence necessary to get it done. That did not happen. It was included again in your 2009 work program and you are expected to satisfactorily complete it prior to December 31 of this year. I will be happy to discuss the specifics and adequacy of various class offerings with you after you have identified them. In the meantime, please research the availability of classes at the several colleges and universities in the area.
3. Focus on completing assigned tasks by the specified deadline including projects and programs specified in this work program, development application reviews and staff reports, and assignments or requests from the Director. Consult with the Director prior to the deadline if there are questions on the assignment or expectations. Provide regular feedback on the status of assigned projects. I don't believe, as you said, that complying with this expectation is difficult to consistently achieve. It requires you to regularly (weekly is a reasonable timeframe) evaluate the status of your assigned projects for yourself, work in a consistent manner on as many projects as possible and advise me of your progress in periodic briefings. The briefings should include any questions you have about expected outcome, approach etc. They should also include a discussion of problems, obstacles and other issues. That hasn't happened. Periodically, I will inquire about the status of a project, either assigned in your work program or requested by me as a need arose. Most often I receive a general response with little or no detail. A response of that nature indicates to me that little progress has been made. You mentioned that it is difficult to consistently achieve this objective. Please explain why. You also mentioned that some of the projects have been delayed for one reason or another. Please describe which ones and the reasons they have been delayed. You stated that you will focus on "a couple of them to finish as soon as possible". Please specify which ones and when you will finish so you can schedule the balance.

4. Review the North Augusta area traffic analysis zones (TAZs) based on the ARTS Long Range Plan, make recommendations for modifications or new zones for inclusion in the traffic demand model being prepared by Aiken County and SCDOT and update the socioeconomic data for each TAZ needed to populate the model.  
I won't dwell on this issue because we both know the problems encountered in your communication with GDOT personnel on the minor changes to the North Augusta TAZ boundaries. The failure to follow up and adequately communicate created a number of problems. More effort is needed on your part to fully understand processes and issues associated with each project so you can adequately bring them to a productive conclusion. That means completing research in the beginning to understand the scope and objectives of the project (seeing the big picture), developing a clear understanding of the schedule and the steps in the process, and then working the tasks and details to meet the schedule and achieve the objectives. A considerable amount of work needs to be done to complete this project this year. Please focus on it as necessary so it can be completed with no additional problems.
5. Coordinate the review of required Comprehensive Plan amendments to implement the Priority Investment Act of 2007 related to priority investment zones, affordable housing and intergovernmental relations. Approval by the Planning Commission and adoption by the City Council must be completed by June 30. Your response was limited to the statement that one meeting had to be rescheduled. This project was initiated in 2008 and the work we contracted with BP Barber to complete was more than half finished by the end of the year. I don't think you have spent much time working to develop a good understanding of what's required of the city, why it's required and how it needs to be achieved – essentially the project understanding I described above. I have not been able to focus as much as I would like on that project either, but we need to get it done in the next month.
6. Assist Mike Baldy with the city initiated comprehensive zoning map amendments citywide to achieve compliance with the 2005 Comprehensive Plan and Development Code. We have completed the first of a series of parcel rezonings that need to be done this year. That experience left much to be desired. Progress was not as good as expected and communication with parcel owners took more time than it should have. The addressing on parcels and public notices was not verified and significant errors occurred. Diligence in this process is critical. Errors can be costly. We recently lost a lawsuit due to a less than adequate process that occurred in 1997. We have another round of rezonings coming up. Let's complete this one smoothly, accurately and quickly. Please develop the list of parcels, spreadsheet as we've used in the past and a schedule identifying all of the steps and dates to completion.
7. Review the tasks and objectives in the 2005 Comprehensive Plan not yet completed, programmed, or otherwise addressed and develop a schedule for implementation. Your response to this item was simply to restate the task. I did not understand the statement "this work was done concurrently with 2005 Comp Plan." This project was created by the adoption of the 2005 Comp Plan. No significant work has been done except the summary I prepared for BP Barber in conjunction with the work on the priority investment element. Please develop a schedule for this project.
8. Continue to review and update the application and plan review processes and review checklists of the Development Code to eliminate inconsistencies, duplications and streamline the process. Incorporate the revised processes and checklists in the CRW Trakit software. Report regularly to the Director on the status of the reviews and updates. The review checklists have been updated but revisions as a result of testing them have not been made to my knowledge. The Trakit software is not being utilized to the extent that it can be. Notes of meetings, preliminary and intermediate project discussions including phone calls are not being recorded. Regular reports on applications have not been made to me as expected. One or two projects got almost to the approval stage before I become aware of them.
9. Review and update Development Code Appendices twice per year or as needed to keep them accurate, easy to understand and user friendly. We have discussed Appendix B on several occasions. Nothing has been done to date. The current request is to edit the language to correctly reflect the requirements of each type of application and to make it more user friendly. Appendix B is a staff document that can be modified as needed by the Director and the City Engineer. We are required to

notify the Planning Commission but there is no requirement that the Commission or City Council must approve it.

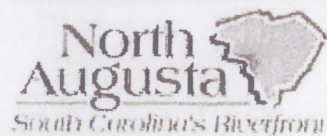
10. Continue to improve and adhere to a standard format that provides the required information in each type of board agenda and staff report including backup material for each type of application that requires Planning Commission and Board of Zoning Appeals consideration. The report format has been followed. However, the content of the reports has not always been adequate or consistent from one section to another. See the comments in 1 and 2 above.

There are several other issues that we need to discuss and establish expectations for. They include:

- Reduce the amount of time you spend on the telephone or talking with citizens, other staff and other city employees. Often there is too much talking and not enough communication. Make the point and move on.
- Keep complaints and gossip to yourself. There is no need to complain to other city employees. If you have a complaint, question, problem, etc. please bring it to me. We will decide together how to proceed and if others need to be brought into the process.
- Both your verbal and written communication is often unnecessarily wordy and sometimes rambling. Please get to the point, stay on the point and complete the thought.
- Please keep me apprised of issues, complaints, projects and progress on a regular basis. It does not have to be formal but please make an effort.
- Please document and record your contacts with applicants, citizens, etc. Use the Trakit software whenever appropriate. It is designed for that purpose. Contacts and information submitted needs to be documented so that the information can be retrieved by others. We all forget conversations and meetings over time. Please scan forms, sketches, photos, etc. into the system so that it is preserved. It will also help to document the amount of work that has been done.

We can and should discuss any or all of this at your convenience.

Skip.....



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**G.M. 'Skip' Grkovic, AICP**

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**From:** Sterling, Scott  
**Sent:** Tuesday, May 05, 2009 2:59 PM  
**To:** Grkovic, Skip  
**Subject:** Work Program Quarterly Report

Apparently it didn't send, it was still a draft for some reason. Should have gone out last Friday.

Skip,

The first quarter of the 2009 year has been busy with a variety of different projects and tasks. Development interests have certainly picked up from the last half of 2008 resulting in a good number of phone calls, scheduled meetings and walk-ins. While the others in the City Departments do attempt to answer some of the questions the general public has, a significant number of the questions are referred to me to deal with.

With regards to the 2009 Annual Work Program, I submit the following status on the itemized list:

1. I believe that I have continued to improve on the quality and accuracy of the written products produced for the Department. Often times, the style of deliver and emphasis of the content has been altered after the document is fleshed out in a draft form that I produce. Staff reports have been following the accepted format for some time, with few exceptions where the specific application warranted a modified staff report.
2. Enroll and complete a college level business writing class. I have researched the different local colleges to determine the options for taking such as class. The options are limited and certainly each class/school have their own drawbacks. I would like to sit down with you to discuss the suggestions I have for this mandate.
3. Complete assigned tasks by deadlines. Provide regular feedback on the status of assigned projects. This particular project is difficult to consistently achieve, however, I admit that certain projects have not progressed through their processes as expected. Some of those projects can be, and have been, delayed for one reason or another. I will focus on bringing a couple of them to finish as soon as possible. Feedback is provided on a regular basis on development applications, zoning issues and other projects.
4. Review the N.A. TAZs and make recommendations. Update the socioeconomic data. The first part was completed in the two weeks I was given to complete the task and get the requested information to the GDOT representative. The socioeconomic data update is not as easily solvable and we have discussed that a couple of times. The updated data may need to be done by a consultant as the current numbers were done several years ago as discussed in the e-mail you sent to Michael Dennis at SCDOT a week or so ago. We should coordinate our efforts with Aiken County and the City of Aiken.
5. Coordinate the review of the Comprehensive Plan amendments to implement the PIA. The meeting setup for last week was cancelled by the consultant and will be rescheduled.
6. Assist Mike with Zoning Map Amendments. The first round of rezonings was completed through the Planning Commission and on the way through City Council. The second round has been reviewed and is nearly ready for a discussion with you on what properties to proceed with rezoning. The third round has not been completed at this time (for review) and another meeting to discuss the rezoning should occur before more work continues on the project.
7. Review the tasks and objectives in the 2005 Comp. Plan and develop a schedule for implementation. This work was done concurrently with 2005 Comp Plan and PIA work. A finalized schedule needs to be "created" and the schedule dates for implementation (if they are still relevant) agreed upon.
8. Continue to review and update application and plan review processes and checklists of the Development Code. Incorporate into Trakit. Development reviews and the process (and checklists) have been refined to work smoothly to this point. Trakit continues to provide us with new wrinkles in dealing with the development applications, but generally has been an upgrade over the previous systems. Review status reports to the Director are provided on an on-going basis.
9. Review and update the Development Code twice a year. Appendix B is the priority at this point on the next NADC update. I plan to have it ready for the Planning Commission by the Fall. Other Development Code issues have either been submitted to the Council already or have not yet been uncovered.
10. Continue to improve and adhere to the standard format for each type of board agenda. I believe that when cases have been prepared for the Planning Commission (and BZA when we had them) consideration, I have followed the standard format.

Let me know when you are available to meet on the class issue.

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**Miller, Diana**

**From:** Grkovic, Skip  
**Sent:** Tuesday, July 22, 2008 5:35 PM  
**To:** Sterling, Scott  
**Subject:** 2008 Work Program and Performance Issues

This email will expand upon recent memos and emails regarding projects that were assigned to you for his year.

**1. Deadlines for the preparation of Planning Commission agenda material**

In preparation for the July 17 Planning Commission meeting I requested that you provide your drafts of the staff reports to me no later than July 8. I mentioned that you, Chris and I would be involved in CRW Trakit training for a good portion of the week prior to agenda distribution and that Chris and I needed the extra time to review the reports for content and accuracy and Chris to proofread them before preparing the agenda packets to send out on July 11. You finally notified me on July 10 that the reports were in the active files folder for review. As a result, I did not have adequate time to review the reports and Chris did not have an opportunity to proofread them for punctuation, grammar, consistency, etc. As a result, there were major errors in two of the reports. The major subdivision report for The Hammonds at Five Notch was incorrectly labeled a site plan review. The project number was incorrect and there were inconsistencies in the body of the report. The staff report for the major subdivision for Whatley Place, Phase II-B contained a number of errors and I did not have adequate time to correct the entire document and properly format the changes I made. Additionally, I did not receive the staff reports on the Special Property Tax Assessment for Historic Properties or the Dark Skies Lighting Standards until the afternoon of the 10<sup>th</sup> and had no opportunity to review them prior to printing the agenda packet.

In the future I will expect that all deadlines will be observed as described here. All staff reports to be submitted to the Planning Commission shall be drafted and placed in the active files folder no later than the Friday a week before the agenda packet is to be distributed. Chris and I will need the time to review and proofread the reports. I will expect you to notify me via email when the reports are ready. That deadline is necessary to provide adequate time to modify any details of the report including waivers and conditions prior to finalizing the document for distribution.

As I've said in the past, there is no need to wait until the last minute to begin preparing the staff report. Many projects require more than one review and multiple plan submissions but the majority of the information in the staff report does not change. We now have a standard format for staff reports and a report can be started as soon as an application is complete. If you work on the report at the same time that you are reviewing plans, it will be very easy to comply with the specified deadlines.

**2. DRC Meetings**

On several occasions I have requested that you notify the DRC members in advance of the Wednesday meeting time whether or not the meeting will be held and the items on the agenda. You have not complied with that request. In some cases, no notice of a meeting cancellation has been distributed and Bob Brooks, Charles Williams or Sonya Lindley has shown up for the meeting. In the future you will distribute an email not later than Friday before the Wednesday DRC meeting to all of the DRC members advising them whether a meeting will be held. When a meeting is scheduled the email will include information specifying where it will be held, what time it will start and the projects or issues on the agenda for discussion. As I've also mentioned before, the plans and information discussed at the DRC meetings can be very important to other departments and the feedback we receive could be valuable in our review of projects. Most of the DRC members don't have extensive experience in project reviews and may not yet know exactly what to look for or how to respond. It is our responsibility to assist them in that process so that the feedback we receive will help to produce a better constructed project.

**3. Work Program**

We also need to review your 2008 work program again. You are behind schedule on a majority of the projects.

Item 1 The comprehensive rezoning is way behind schedule. A majority of that responsibility is mine and Mike's. Please undertake a review of the progress to date and be aware of the errors that need to be corrected and have recommendations for areas that should be considered for rezoning.

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Item 2 To my knowledge, you have not enrolled in a business writing class. What are your plans for taking a class between now and the end of the year?

Item 3 The special tax assessment for historic property project is moving forward but is still behind schedule. We retained a graduate intern, Steven Deal, to assist with that process but, by my estimate, it is only about halfway complete. Please utilize Steven's time efficiently while we have him for another 3 weeks and complete the project as I described in my most recent email.

Item 4 To my knowledge you have not started to develop the comprehensive plan amendments required by the Priority Investment Act. Accordingly, I have solicited proposals from consultants to complete that work for us prior to the end of the year. I will expect you to assist the consultants with necessary research and drafting of the proposed amendments.

Items 5 and 6 The CRW TrakiT software is now up and running. I don't believe that you prepared the standard process flow chart for implementation with the CRW software that I requested. Chris has completed those flowcharts and schedules by default to fit with the program and, to the extent they have been completed, they have already been incorporated. DRC committee meetings have not been included nor has the external communication required at each step in the process. Please prepare a flowchart so that Chris can incorporate it.

Item 7 The Dark Skies lighting requirements was discussed in my previous email.

Item 8 Because of a lack of progress on the critical areas plan I requested Michele Harmon and Tanya Strickland to assist with that. Michele has taken the lead and will be doing the work with Tanya and her students over 2008 and 2009.

Item 11 This item dealt with quality and accuracy of written materials including staff reports. Those problems have been discussed with you in the past, not yet been corrected and were discussed again above. You should carefully proofread all of your written work products for grammar, clarity, accuracy and completeness.

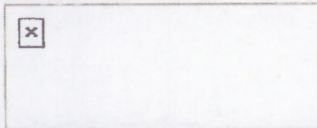
Item 12 I am assuming that you have maintained the Applications Pending spreadsheet regularly. In the near future the CRW TrakiT program will be able to do that for us.

Item 13 The need to improve communications with applicants may be reduced because of the reduction in development activity. Also, the TrakiT software should be able to assist with that. However, a conscientious effort to improve communications will always be necessary for all of us that deal with development applicants.

Item 14 Hopefully the updates to the Development Code are close to being finished. You have offered a number of positive suggestions, one as late as yesterday. Please continue to make those observations and suggestions.

Item 15 I mentioned the status of the standard report formats in my previous email. The standard agenda formats and list of standard backup material has not yet been prepared. Please complete those by the end of August and add them to same file as the standard reports.

Skip.....



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7/23/2008

Miller, Diana

---

**From:** Grkovic, Skip  
**Sent:** Tuesday, August 19, 2008 11:24 AM  
**To:** Sterling, Scott  
**Subject:** RE: DRC meeting

Scott –

What I have asked you to do on a number of occasions over the past couple of years is to professionally plan and manage the DRC process. I have said that the DRC, if used effectively, can provide a considerable amount of information on the front end of the development review process that will make the end result better and the process more efficient, for both the city and the applicant. And I have repeated my request that you assume the responsibility of managing the DRC process several times. I have also said that DRC meetings could be expanded to include local utility representatives at some point and project applicants or their representatives when appropriate as a pre-application meeting. In the past the city, developers and utilities in this area have not put much value on predevelopment coordination. That is apparent in many of the developments that get built.

You should be planning for what needs to be accomplished at each DRC meeting. The agenda, the issues associated with each project, and the influence on each of the other departments should be thought out. And you should be advising the other members of those issues ahead of time so they can think about them. At some point we will want to send copies of plans or plan sheets ahead of time, either in paper form or digitally if and when they have the capability to view them. As we've discussed, most of the other departments are not used to reviewing projects and probably don't yet clearly understand their roles in the process. After a project is constructed is when we hear from them about problems or oversights. Part of your role is to train them about what to look for and think about on the front end.

What we don't want to continue is the incremental and limited reviews that we've become accustomed to, mostly by you and Tom. Reviews take longer and because of a lack of more comprehensive input, items are frequently overlooked. Each department has specific expertise and responsibility. Many projects, no matter how well or thoroughly designed, require adjustments or waivers from the regulations to be effectively constructed. Those issues need to be discussed and worked out. A DRC meeting is one forum. A series of meetings with the applicant is another. A Planning Commission meeting is a third. Phone calls from council members can precipitate a fourth.

In my email yesterday I asked you to copy Sam and Lee on the meeting notices. That is especially important where a department head has assigned someone else to participate, as in Lee's case, and there is an issue on the agenda that will affect that department and you have noted it on the agenda. In the future I expect Public Safety to become more involved in fire prevention issues and to play a larger role in the reviews. Sam has told me he does not want and doesn't need to attend DRC meetings and that's what I relayed to you. That does not mean we shouldn't provide him the courtesy of copying him on the agenda so he's not surprised when he gets a call from an applicant or a council member. Copying Roy is one way to keep him in the loop. He and Bob can decide if he needs to attend. The same is true of Chris and Mike. They may need to attend from time to time or on a regular basis. Chris is now an integral part of the review process. Mike will be involved in reviewing projects more frequently. The need for their attendance can be reviewed prior to each meeting. Sec. 5.1.2.1 of the NADC lists the people who should attend pre-application conferences. It also addresses those that may have a reason to attend for specific issues. That's why I referenced it in my email. A DRC email group that includes both those that are expected to attend (To) and those that are sent the agenda for information (Cc) is the easiest way to insure that everyone is notified on a regular basis. If you think one of the Cc names needs to be at the meeting you might pull it from the Cc line to the To line for that notice. Please use Outlook or Trakit or both to maintain a schedule and to notify you when agendas, notices, etc. are due. I no longer want to be the person who reminds you after the deadline has passed.

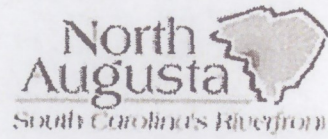
Your role in the department includes staffing and coordinating DRC meetings. Please focus on creating as professional a process as possible with the goals of improving the quality of the project review process, reducing the time of the process and reducing the conflicts that can result from the process. Also, please keep in mind the potential for expanding the group in the future. The schedule, format and list of attendees could very well change

8/19/2008

when the need to do so is clear to all of us. That is part of the management process. We've discussed many of these issues in the past. Please focus on this process and do your best to make it work.

If you have questions please ask. We also still need to review the status of your current work program. I'll schedule that with you.

Skip.....



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**From:** Sterling, Scott  
**Sent:** Tuesday, August 19, 2008 7:44 AM  
**To:** Grkovic, Skip  
**Subject:** RE: DRC meeting

Skip,

I will notify whatever list of folks you wish, but as far as the NADC listed attendees, we discussed sending the notifications to Lee and Sam in the past. You specifically indicated to me back in February 2008 (and prior to that for the City Administrator) that we were not going to send them notifications each time there was a meeting. In fact, you indicated to me that you did not want the City Administrator attending the DRC meetings. Now you have indicated that you would like to change your policy. That is fine, I will add them to the list. As far as Lee goes, he has sent me an e-mail indicating that Charles Williams is his representative and that he (Charles) will let him know what is going on at the meetings.

As we move forward with the DRC meetings, is your expectation that Chris and Mike (and Roy) are expected to attend these meetings? It may be wise to consult with Bob on the attendance of his employee.

Scott

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**From:** Grkovic, Skip  
**Sent:** Monday, August 18, 2008 5:27 PM  
**To:** Sterling, Scott  
**Subject:** RE: DRC meeting

Scott --

Please try to stick to the DRC meeting notification schedule I requested in my email of July 22. The meeting scheduled for this Wednesday should have been noticed last Friday. We got the notice out on time for the August 6 meeting but not the August 20 meeting.

Also, please expand your list of folks to notify on the DRC meetings as specified in Sec. 5.1.2.1 of the NADC. Chris and Mike should be on the notification list. Roy should be copied each time and, if specifically needed at a meeting, so notified. Lee Wetherington and Sam Bennett should be copied as a courtesy if not as regular attendees.

Skip.....

8/19/2008



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**From:** Sterling, Scott  
**Sent:** Monday, August 18, 2008 5:13 PM  
**To:** Grkovic, Skip; Zeaser, Tom; Brooks, Robert; Lindley, Sonya; Caddell, David; Smith, Bryan; Williams, Charles H.  
**Subject:** DRC meeting

Wednesday's DRC meeting is cancelled.

Sorry for the late notice.

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8/19/2008

**This Comprehensive Plan was prepared for:**

CITY OF NORTH AUGUSTA, SC  
Mayor Lark W. Jones

CITY COUNCIL MEMBERS  
James M. Adams

J. Robert Brooks

Pat C. Carpenter

Kenneth J. McDowell

Fletcher L. Dickert

David W. McGhee

**With special thanks to the:**

NORTH AUGUSTA PLANNING COMMISSION  
Chairman Chip Burnett

Vice Chairman Richard Fletcher

Len Carter

Robert "Bob" Clark

Timothy V. Key

JoAnn McKie

Larry Watts

BRITON WILLIAMS

\*

**PROJECT TEAM**

**Stantec | Urban Places Group**

Craig Lewis

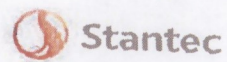
Mike Rutkowski

David Walters

Erin Chantry

Dylan McKnight

Ashley Bonawitz



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## CURRENT CITY FACILITIES & SERVICES

### General Government

The City of North Augusta is governed by a mayor and six City Council members, all elected at large. The term of office is four years with City Council members serving overlapping terms. The mayor is the chief executive officer of the city and presides over all meetings of the council. The City Council is the legally constituted lawmaking and policy-making body for the City of North Augusta.

North Augusta's Administration Department is comprised of the City Administrator and City Clerk. The City Administrator coordinates the day-to-day activities of the government. The Administrator is appointed by the Mayor as authorized by the City Council for an indefinite term. The major duties of the City Administrator include:

- supervising and coordinating activities of the city departments
- attending Council meetings and making recommendations on appropriate

- matters of business
- ensuring that all orders and policies of the City Council are implemented
- recommending the annual budget
- keeping the City Council advised on the financial condition of the city
- representing the city in business with other agencies

The City employs 193 full-time and 18 part-time people in seven general department areas under all funds. These departments are:

- Administration
- ~~Economic and Community~~ <sup>PLANNING</sup> Development
- General Services
- Parks, Recreation and Leisure Services
- Public Safety
- Public Utilities
- Public Works and Engineering

The City Clerk serves as Clerk of the Council and is appointed by the Council, upon the recommendation of the City Administrator, for an indefinite term. The major duties of the City Clerk include:

- keeping all records of City Council
- preparing, authenticating and recording ordinances and resolutions
- keeping elections records
- notifying Council of impending expiration of the term of office of Board and Commission members and keeping the official seal of the City

The City owns and maintains a number of municipal government buildings used to bring high quality services to its citizens.



▲ A view of Brick Pond Park from City Hall

**PLANNING**  
**Economic and Community Development**

*PLANNING IS ALSO RESPONSIBLE FOR STAFFING THE BOARD OF ZONING APPEALS AND PLANNING COMMISSIONS. ANNUAL PLANNING IS CONDUCTED BY THE DIRECTOR.*

*TWO*

The Department of ~~Economic and Community~~ <sup>PLANNING</sup> Development is responsible for a variety of activities associated with the growth and development of the city. The city's comprehensive planning, mapping, zoning administration and development regulation procedures are managed by the department. ~~Economic development, including riverfront and downtown redevelopment and business development,~~ is also a major element of the department's mission. Additionally, the department manages the municipal code enforcement program of the city. Code provisions enforced include nuisance violations, private property maintenance, nonconforming uses, structures and signs, business licensing and hospitality tax compliance.

Department staff also coordinates the publication of the city's newsletter, North Augusta Forward, the periodic updating and production of a community Economic Profile and Business Startup Guide, the development and maintenance of the City website, (www.northaugusta.net), and a variety of special projects. The department is staffed by ~~two~~ full-time employees including the director, a planner, a project coordinator, a code compliance inspector, a planning technician and an administrative assistant.

- network technician
- utility billing coordinator
- business license clerk
- tax clerk
- two customer service representatives

The department bills and collects taxes for real and personal property and the municipal hospitality and accommodations tax. The department issues business licenses which are required of any business located or performing work within the city limits. The department also coordinates billing of residential and commercial utility customers. The utility bill includes charges for water, sewer, sanitation, recycling, stormwater, and outside city fire protection, if applicable.

The Information Technology division maintains the city's computer system, a wide range of network and internet services and the city's voice and data network. The Human Resources manager maintains systems to attract, motivate, develop and retain employees. Human Resources also provides salary administration and employee benefits administration to attract and retain qualified employees, posts and advertises departmental position openings and provides orientation to new employees.

**Parks, Recreation and Leisure Services**

The Department of Parks, Recreation and Leisure Services is comprised of 27 full-time and four part-time employees in five program areas. The program areas are Recreation Programs and Services, Parks, the Riverview Park Activities Center, the North Augusta Community Center and Municipal Property Maintenance.

**General Services**

The Department of General Services is responsible for budget administration, information systems and data management, tax collection, business licensing, utility billing and human resources. The department is comprised of ten employees including:

- the department director, who serves as the Director of Finance
- accounting manager
- manager of human resources
- manager of information technology

system covers 12 drainage basins and includes 21 lift stations with pumping capacities ranging from 134 to 2,900 gallons per minute. The City of North Augusta accepts wastewater from Edgefield County Water and Sewer Authority and discharges into the Aiken County Public Service Authority's Little Horse Creek Regional Wastewater Treatment Plant. Average daily wastewater flow collected and disbursed is approximately 3.2 to 4.1 million gallons.

**Sanitation Services**

The City of North Augusta provides once weekly removal of residential garbage, yard debris and recyclables to approximately X,XXX customers. The Division of Sanitation Services currently maintains a workforce of XX employees who operate three automated side-loading garbage trucks, three front-loading garbage trucks, three knuckle-boom loaders, three shuttle trucks, three rear-loading garbage trucks and one flatbed truck. Commercial waste collection is provided to approximately XXX commercial customers.

11,380

394

In 1993, the city opened the Material Recovery Facility (MRF) and commenced the automated co-collection recycling program. City sanitation customers, both residential and commercial, co-mingle all recyclables. The recyclables (aluminum, glass, plastic, paper) are removed from the waste stream at the MRF, sorted and sold to reprocessing companies. The balance of the waste is taken to the landfill. The MRF also processes recyclables from the City of Aiken, the Savannah River Site and several private waste disposal companies.

**Streets and Drains**

The South Carolina Department of Transportation (SCDOT) owns approximately 78 of the 108 miles of roadway within the city limits. The remaining 30 miles are owned by the city. Major repairs on

state-owned roads in the city are the responsibility of SCDOT. The North Augusta Streets and Drains division is responsible for minor repairs to state roads and all maintenance activities for the 30 miles of city-owned streets. Maintenance activities include pothole repair, concrete curb, gutter and sidewalk replacement, storm drainage pipe and catch basin cleaning and street sweeping. The Streets and Drains division also installs and maintains traffic signals and street signs, constructs new storm drainage facilities and implements other special construction projects.

**Stormwater Management**

The North Augusta Stormwater Management Program was initiated in 2001 in response to regulations established by the U.S. Environmental Protection Agency pursuant to the Clean Water Act. Components of the program include: constructing and maintaining stormwater drainage systems to alleviate local flooding problems; inspecting, cleaning and maintaining the city's stormwater drainage system; providing stream bank protection; permitting and monitoring construction sites to enforce erosion control maintenance; and implementing public awareness programs related to the protection and improvement of water quality. The Stormwater Management division is staffed by a full-time stormwater manager and a full-time inspector. The Stormwater Management division has identified "Best Management Practices" (BMPs) and developed a Stormwater Management Manual that describes the aspects of the Stormwater Management Program.

The Stormwater Management division is organized and funded as a municipal utility through a monthly stormwater utility fee. An Equivalent Residential Unit (ERU) per structure is used to set the stormwater management fee for private residential

FALLS UNDER  
ENGINEERING

and commercial properties. A flat rate is charged to residential property owners and a variable rate (a multiple of the ERU) is charged to commercial property owners. The commercial ERU is based on specifics of the commercial property including size, impervious surface area and on-site stormwater management installations.

**Building Standards**

The Building Standards Department is the building code enforcement agency of the city. It is responsible for completing code compliance reviews on plans for all new building construction and for additions and renovations to existing structures. Inspections and testing are performed at various stages throughout construction to ensure compliance with the building, plumbing, mechanical and electrical codes adopted by City Council.

The department is staffed by a Certified Building Official (CBO) as required by section 6-9-30 of the Code of Laws of South Carolina. The CBO oversees the issuance of building permits and the building inspection program. There are three building inspectors, two secretaries and a custodial maintenance position under the supervision of the CBO.

**Public Works and Engineering**

The Department of Engineering and Public Works is comprised of 52 full-time employees in five program areas. The program areas are Engineering, Sanitation Services and Recycling, Streets and Drains, Stormwater Management and Building Standards.

**Engineering**

The Engineering division employs a South Carolina licensed Professional Engineer who is also the director of the Department of Engineering and Public Works, an Engineer-

in-Training and an Engineering Technician. The department provides technical support to citizens and other City departments in areas involving land development, public works and public utilities. Daily functions include reviewing site and subdivision development applications in conjunction with the Department of ~~Economic and Community~~ Development, construction inspection, preparation of plans and technical specifications for city construction projects, and preparation and maintenance of infrastructure maps including utilities, streets and storm drainage.

The Engineering Division performs annual pavement evaluations on all roads within the city and recommends street resurfacing projects and other roadway improvements to the SCDOT. The department is also responsible for coordinating and overseeing several of the Aiken County Capital Projects Sales Tax projects including road reconstruction, resurfacing and sidewalk installation.

PLANNING

BUILDING STANDARDS FALLS UNDER ENGINEERING

### Educational Facilities

#### Public Schools

The Consolidated School District of Aiken County is the administrative unit serving the City of North Augusta. The district is the sixth largest in the state and is made up of five administrative areas. The district is governed by the Aiken County Board of Education, which is comprised of seven members elected to four-year terms.

Students in North Augusta (Administrative Area Two) are served by three elementary schools, two middle schools and one high school. A fourth elementary school, Mossy Creek, opened in 2005.

Other schools in the North Augusta Planning Area include Clearwater Elementary, Jefferson Elementary, Langley-Bath-Clearwater Middle and Midland Valley High in Aiken County and Merriweather Elementary, Merriweather Middle and Fox Creek High in Edgefield County. Fox Creek High School is a charter public school and is open to all Edgefield County students. It opened in 2004.

#### Libraries

The Nancy Carson Library, located at 135 Edgefield Road in North Augusta, is the North Augusta branch of the Aiken-Bamberg-Barnwell-Edgefield Regional Library System (ABBE) and is one of 14 libraries within the four county region. The Nancy Carson Library is a 16,000 square foot facility with ~~XX~~ public access computers. The ABBE System also offers a Bookmobile service with regular stops throughout the region including several sites in North Augusta.

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### Emergency Medical Services and Health Facilities

North Augusta residents enjoy a large group of healthcare providers and facilities from which to choose. The Aiken-Augusta metropolitan area is one of the largest medical centers in the southeast with eleven hospitals, over 4,000 hospital beds and more than 25,000 employed in the health care industry.

The North Augusta Health Center, a division of the SCDHEC Edisto Savannah Public Health District, offers local non-emergency medical services in its offices at 802 E. Martintown Road. Primary care and mental health services are available through the Aiken County Health Department in Aiken. There are numerous private practitioners in the city offering a variety of healthcare services including family medicine, dentistry, orthodontics and chiropractic care. There are also two assisted living facilities and a nursing home in the city.

## Case Study: Hammond's Ferry

Hammond's Ferry is a new development underway along the river west of downtown. It was designed with traditional neighborhood principles similar to those used in the original plan for North Augusta. The design consists of lots arranged on small blocks with a connected grid of streets. There is a small mixed-use center and the buildings have a common architectural vernacular that echoes the antebellum homes of North Augusta. The neighborhood has a wide variety of open spaces from pocket parks to natural, wooded areas with a network of trails connected to the Greenway.

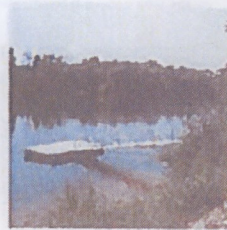


Source: <http://hammondsferry.com/the-plan/>

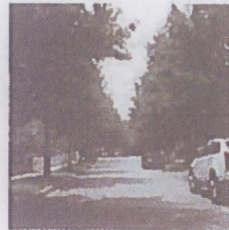
### What makes Hammond's Ferry so special?



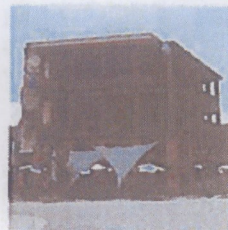
▲ Provides open space and community farming as common



▲ Public access to the river and views of natural



▲ Encourages walkability with small-scaled blocks and a connected street network



▲ Supports a hub of neighborhood commercial uses with a strong customer base in close proximity

Though many of the homes constructed in Hammond's Ferry are smaller than homes in more suburban subdivisions, the quality of the home, the interior finish schedule, and the package of amenities which are largely focused around walking and community interaction have generated some of the higher per square foot sales premiums in the region. The solution to broadening greater housing affordability is not to less the overall quality, but instead to \_\_\_\_\_ ?

FINISH THE SENTENCE

# PROJECT JACKSON



Hold for final plan, images, and description of Project Jackson

**10.3**

**PRIORITIZE INFILL & REDEVELOPMENT DOWNTOWN:**

Focus future growth and development in Downtown to support its economic vitality and bolster its identity as the heart of North Augusta.

DOWNTOWN OVERLAY ALREADY ELIMINATES THE PARKING REQUIREMENT.

**10.3.1 Eliminate parking minimums and encourage shared parking strategies.**

Minimum parking requirements can increase the cost of a renovation or redevelopment. Downtown is very walkable and offers ample parking in existing surface parking lots, as well as on-street parking. Minimum parking requirements could be eliminated in place of shared parking strategies, which would make renovations and new development more economically feasible in downtown.

**10.3.2 Provide incentives to renovate existing buildings in and around Downtown.**

Revitalizing existing buildings and finding new uses for them can give new life and character to downtown. Renovations can be more economically feasible and have a shorter construction timeline than complete tear-downs. The city could encourage the rehabilitation of existing buildings by offering tax incentives, reduced permit fees and expedited permitting.

**10.3.3 Attract high-quality multi-family developers.**

Market downtown North Augusta to multi-family developers that have established portfolios and can deliver the type of quality mixed-use development that downtown needs. New prominent development in downtown should be executed with a high level of design and quality materials.

**10.3.4 Create a position and hire a new downtown development professional.**

North Augusta needs a dedicated advocate whose full-time job is promoting the revitalization of downtown. This position would serve as a direct connection from city staff to downtown property owners. They would possess community development, economic development and marketing skills to help make development in downtown more attractive to potential investors as well as making downtown more attractive to new residents and businesses.

**10.3.5 Develop an inventory of available properties for sale and rent as well as available development sites.**

Collect and maintain an inventory of available development sites and parcel assemblages, as well as individual properties for sale and rent. Market the properties to local and regional developers, investors and business owners.

**10.3.6 Engage an individual or group to create a local and regional marketing campaign for downtown investment.**

This could be completed in conjunction with or independently of recommendation 11.1.3. Engage a specialist to create a marketing campaign to promote downtown to the local and regional markets. Emphasize the Greenway, Hammond's Ferry, Project Jackson among other assets in our emerging downtown.

## PROJECT LIST

CANT ROAD ADJUST COLOR

FUNDING SOURCE				
<b>FUNDED PROJECTS</b>				
East Buena Vista and Atomic Road Corridor Improvements	Brookside Avenue	Old Edgefield Road	Widen E Buena Vista to two (2) through lanes with turn lanes and widen Atomic Road to five (5) lanes with intersection improvements. Includes parking and bike lanes.	\$4,640,000
North Augusta Bergen Road Tunnel (Greenway)	Bergen Road	North Augusta Greenway	Construct tunnel under Bergen Road (S-2183) for the North Augusta Greenway	\$553,000
North Augusta Greenway Extension	Bergen Road	Bergen Village Development	Extend North Augusta Greenway from Bergen Road north through the Bergen Village Development into the Woodstone Development	\$245,000
I-20 Rehabilitation and Maintenance Work	Mile Marker 1	Mile Marker 5	Rehab and maintenance work on I-20 from Mile Marker 1 to near Mile Marker 5.	\$4,971,000
<b>UNFUNDED PROJECTS</b>				
Five Notch Road	US 25 Business Road (Georgia Avenue)	Walnut Lane	Widen 2 to 4 lanes	\$23,481,644/ \$38,981,395
Martintown Road	I-20	Old Martintown Road	Widen 2 to 4 lanes	\$5,679,909/ \$9,429,091
I-20	US 25 (Edgefield Road)	Bettis Academy Road	Widen to 6 lanes	\$26,170,246/ \$43,444,649
I-20 Frontage Collector	Five Notch Road	US 25 (Edgefield Road)	Widen to 3 and 5 lanes	\$8,100,345/ \$13,447,205
Ascauga Lake Road	US 25 (Edgefield Road)	S 80 (Canal Street)	Widen Ascauga Lake Road (S-33) between US 25 and Canal Street (S 80), with full landscaped median and turn lanes as needed.	\$65,794,600 \$109,224,168
Celeste Avenue	US 25 (Edgefield Road)	S-45 (Five Notch Road)	Operational Improvements	\$1,421,010/ \$2,358,988
Knox Avenue and Martintown Road	Knox Avenue	Martintown Road	Realign intersection and pedestrian improvements	\$1,477,395/ \$2,452,591
Belvedere Clearwater Road	Edgefield Road	Palmetto Parkway	Striped Bike Lane	\$17,833/ \$29,605
Belvedere Clearwater Road-Belvedere Road	Palmetto Parkway	Augusta Road	Multi Use Path	\$3,113,398/ \$5,168,483