



**TOWN OF HARRISBURG, NORTH CAROLINA
HARRISBURG TOWN HALL
TOWN COUNCIL MEETING**

**October 11, 2021
6:00 PM**

AGENDA

1. CALL TO ORDER

- A. The Town Hall Council Chambers will be open to the public with a total capacity of 25 persons. The public will be admitted on a first come, first served basis, and masks must be worn by the public during the meeting. The public may also join the meeting via the Zoom platform at the following link:

<https://us02web.zoom.us/j/82558052904?pwd=eU9ab3hzQ0FyV29xSG1VeDloZlZFZz09>

Meeting ID#: 825 5805 2904
Passcode: 644683

Or join by phone:

301.715.8592
312.626.6799

- B. AGENDA ADOPTION
- C. INVOCATION
- D. PLEDGE OF ALLEGIANCE
- E. SPECIAL PRESENTATIONS
- F. PUBLIC COMMENT - Anyone wishing to address the Town Council may do so during the Public Comment section. Please state your name and address for the record, be courteous and do not repeat what has already been said. Please keep your comments about the subject and not personal in nature.

2. CONSENT AGENDA

- A. Consider the minutes of the September 10, 2021 Called Town Council Meeting.
- B. Consider the Closed Session minutes of the September 10, 2021 Called Town Council Meeting.
- C. Consider the minutes of the September 13, 2021 Town Council Meeting
- D. Consider the minutes of the September 13, 2021 Closed Session

- E. Consideration of contract with WK Dickson & Co., Inc. for the design of the Millbrook Pump Station Decommissioning
- F. Consideration of FY2022 Budget Ordinance Amendment for Insurance Proceeds
- G. Consideration of FY2022 Budget Ordinance Amendment for Parks and Recreation Personnel
- H. Consideration of Parks & Recreation Advisory Board's Monthly Meeting Schedule

3. COMMUNICATIONS

- A. TOWN MANAGER/FINANCE MONTHLY REPORT
- B. MAYOR'S COMMENTS
- C. COUNCIL COMMENTS

4. PUBLIC HEARINGS

5. OLD BUSINESS

- A. Consideration of the Law Enforcement Study.
- B. Consideration of Conditional Rezoning, Zoning Map Amendment and Annexation of Properties off of Blackwelder Rd. (H-2020-02 (R))
- C. Consideration of Conditional Rezoning, Zoning Map Amendment and Annexation for McKinley Residential Subdivision off of Lower Rocky River Rd. (H2020-07 (R))
- D. Consideration of Conditional Rezoning and Zoning Map Amendment of Properties at the Corner of Rocky River Rd. and Hickory Ridge, Shoppes at Hickory Ridge (Blume Corner). (H2021-05 (R))

6. NEW BUSINESS

- A. Consideration of Appointment to the Fire Department Advisory Board

7. ACTION ITEMS

8. CLOSED SESSION

- A. Closed Session to discuss personnel matters

9. ADJOURNMENT

Town of Harrisburg's Vision Statement

Harrisburg will be the best small town in North Carolina based on low density housing, excellent economic opportunities, a safe living environment, and efficient and effective municipal services. Amenities such as excellent recreational programs, adequate open space, attractive shopping opportunities, a diversity of restaurants, and a connected system of roadways, sidewalks, greenways, and bicycle lanes will continue to enhance the quality of life of the Town. These services and amenities will be provided while retaining reasonable tax rates and debt levels.



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider the minutes of the September 10, 2021 Called Town Council Meeting.

Presenting Personnel:

Suggested Motion or Action:

Motion to approve the minutes of the September 10, 2021 Called Town Council Meeting.

Description/Background:

Recommendation:

Fiscal Impact:

Attachments:

1. September 10 Called Meeting Minutes

**TOWN OF HARRISBURG, NORTH CAROLINA
TOWN COUNCIL SPECIAL CALLED MEETING
FRIDAY, SEPTEMBER 10, 2021
HARRISBURG TOWN HALL
2:15 PM**

MINUTES

NOTICE

This was a teleconferenced meeting via the Zoom platform due to the current COVID-19 situation.

PRESENT: Mayor Steve Sciascia, Mayor Pro-Tem Ron Smith, Councilmembers Troy Selberg, Rodney Dellinger, Rick Russo, Ian Patrick, John Booth, Diamond Staton-Williams (joined at 3:35pm)

ABSENT:

1.

CALL TO ORDER

Mayor Sciascia called the meeting to order.

2A.

CLOSED SESSION

MOTION:

Mayor Pro-Tem Smith made a motion to go into Closed Session to discuss personnel matters. Second was made by Councilmember Dellinger. **The motion passed 6-0.**

Upon returning from Closed Session the following action was taken:

MOTION:

Councilmember Russo made a motion to come out of Closed Session and return to regular business. Second was made by Councilmember Staton-Williams. **The motion passed 7-0.**

There will be another Called Council meeting for the same purpose on August 26, 2021, at 6:00 pm.

4.

ADJOURNMENT

MOTION:

There being no further business, Councilmember Russo made a motion to adjourn the meeting with a second from Councilmember Staton-Williams. **The motion passed 7-0.**

Steve Sciascia, Mayor

ATTEST:

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider the Closed Session minutes of the September 10, 2021 Called Town Council Meeting.

Presenting Personnel:

Suggested Motion or Action:

Motion to approve the Closed Session minutes of the September 10, 2021 Called Town Council Meeting.

Description/Background:

Recommendation:

Fiscal Impact:

Attachments:

None



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider the minutes of the September 13, 2021 Town Council Meeting

Presenting Personnel:

Suggested Motion or Action:

Motion to approve the minutes of the September 13, 2021 Town Council Meeting.

Description/Background:

Recommendation:

Fiscal Impact:

Attachments:

1. September 13 minutes

**TOWN OF HARRISBURG, NORTH CAROLINA
TOWN COUNCIL MEETING
MONDAY, SEPTEMBER 13, 2021
6:00 PM**

MINUTES

This meeting was held in person as well as virtually via the Zoom platform.

Mayor Steve Sciascia called the meeting to order.

PRESENT: Mayor Steve Sciascia; Mayor Pro-Tem Ron Smith, Councilmembers Diamond Staton-Williams, Ian Patrick, Rick Russo, Rodney Dellinger, John Booth, Troy Selberg

1A.

ZOOM NOTIFICATION

The Zoom meeting link and details were published and advertised before the meeting took place and were shown on the agenda.

1B.

AGENDA ADOPTION

The following agenda changes were proposed:

- Add CHA Presentation as Item E2

MOTION:

Councilmember Booth made a motion to approve the agenda with the changes as proposed. Second was made by Councilmember Selberg.

Councilmember Dellinger also asked that the Mayor read the Constitution Week Proclamation that is on the Consent Agenda tonight.

AMENDED MOTION:

Councilmember Booth made a motion to approve the agenda with the changes as proposed to include the Mayor reading the Constitution Week Proclamation. Second was made by Councilmember Selberg. **The motion passed 7-0.**

1C.

INVOCATION

Councilmember Staton-Williams conducted the invocation.

1D.

PLEDGE OF ALLEGIANCE

1E.

SPECIAL PRESENTATIONS

- **Harrisburg Library Update – Emery Ortiz, Director.** Just celebrated 20th year in service. One of the busiest libraries in the Cabarrus County system. Nearly 50,000 items in the library at this time. Harrisburg Library is back to full service, but they are requiring masks. Will be looking to move into a larger space in the future.
- **Cabarrus Health Alliance – Erin Shoe, Deputy Public Health Director,** shared COVID-19 updates for Cabarrus County. Ms. Shoe also addressed many Council questions.

1F.

PUBLIC COMMENT

- Melanie Freeman, 8776 Lower Rocky River Road – Thanked Council for their hard work. Feels like Council sometimes makes decisions too quickly and citizens online may want to hear more. Meetings are too long, and

many controversial items are near the end. Lots of added items to the agenda without the knowledge ahead of time. Also need to vet people's credentials before supporting them.

2.

CONSENT AGENDA

- A. Consider the minutes of the August 9, 2021, Town Council Meeting
- B. Consider the minutes of the August 9, 2021, Closed Session
- C. Consider the minutes of the August 12, 2021, Town Council Meeting
- D. Consider the minutes of the August 12, 2021, Closed Session
- E. Consider the minutes of the August 26, 2021, Town Council Meeting
- F. Consider the minutes of the August 26, 2021, Closed Session
- G. Constitution Week Proclamation
- H. Consider approval of Tractor Lane and Aledith Street for Street Acceptance and related values
- I. Consider approval of Market Way, Ideal Way, Park Place, and Courtyard Boulevard in the Courtyards at Harris Depot Subdivision for Street Acceptance and related values
- J. Consider approval of Speed Limit Ordinance on NC 49
- K. Consider FY2021 Budget Ordinance amendments for end-of-year Capital Reserve Fund transfers
- L. Consider contract with Gavel and Dorn Engineering for the design of the Sequoia Hills and Pharr Mill Loop Waterline Expansion Project
- M. Consider approval of contract for the purchase of a 2021 Spartan/Smeal 107' ladder truck

MOTION:

Councilmember Selberg made a motion to approve the Consent Agenda. Second was made by Councilmember Booth. **The motion passed 7-0.**

3A.

COMMUNICATIONS

TOWN MANAGER/FINANCE REPORT

Manager Report:

Rockin' the Burg Concert

- Featured David Nail, national country artist
- Included prerecorded 9/11 tribute and song selections honoring the date
- Over 2,000 in attendance
- Thank you to all the staff that put this together and all efforts to keep this as safe an event as possible

Roberta Road s/b at Hwy 49

- Council asked to have that intersection evaluated with a dedicated right turn versus a thru right
- NCDOT reviewed and advised it is better as is
 - The stacking in the straight thru lane would back up further than if made the right turn dedicated right

Citizens' Academy

- Begins 9/21, next Tuesday, 6PM, Harris Depot Park

Safety Awards

- Received 2 safety awards at this year's Department of Labor Safety Awards Banquet in August
 - 2-year Silver Safety Award – Public Works
 - 4-year Gold Safety Award – Administration
- Thanks to Tihisha, Janet, Safety Committee and everyone at these departments that work to make this happen

COVID Update

- Follow-up - Does Council have any interest to going back full virtual for Council meetings?
 - Kannapolis & Midland going back to full virtual meetings
 - Cabarrus County and Concord still in person meetings but in discussions for future

Finance Report:

- Brian Lee presented the Finance report.

Law Enforcement Update:

- Lt. Chris Measimer presented the Law enforcement report.

3B.

COMMUNICATIONS

MAYOR'S COMMENTS

- The Sustainability Advisory Board is participating in National Drive Electric Week on September 25th
- This Board also purchased another Purple Air monitor for Pharr Mill Park with their own money and are working on getting the Green Leaf Program up and running. They are a volunteer board. Would like to see us do something nice for them the way Parks and Recreation does for their volunteers.

3C.

COMMUNICATIONS

COUNCIL'S COMMENTS

Councilmember Dellinger

- On October 1st a UTV Ordinance goes into effect that will allow these vehicles to be driven on streets like Highway 49. Is this something the Town can override? Staff will investigate.
- The Parks and Recreation Advisory Board wants to move their monthly meeting to the 3rd Monday of each month instead of the 4th Monday. It will require Council approval and will be on the Council agenda in October. Can we also look at potentially moving the Planning and Zoning Advisory Board meeting to the 4th week of the month, so we don't have so many meetings in that 3rd week?
- There will be a special meeting of Council on Thursday night to discuss the Town Center Development Plan. The public is invited. There is some perception that he has been holding up the process for this plan. Wants everyone to know that is not true. Has only been a part of voting to extend the deadline for the plan.

Councilmember Patrick

- As noted by a resident earlier, these meetings have been too long lately. Maybe Council should consider working sessions so that we can have shorter Council meetings. Lee will investigate what other municipalities in our area are doing and bring some information back to Council to discuss.

Councilmember Staton-Williams

- How can we make sure that items that should be on the agenda are not missed? Email Janet with those items you want to have added to the agenda.

4A.

PUBLIC HEARING

Consider the conditional rezoning, zoning map amendment and annexation of properties off Blackwelder Road

(H2020-02 R). Southfork Ventures, on behalf of the property owners of parcels 55184487900000 and 55183432930000 have submitted a request to rezone approximately 39.46 acres of land located off Blackwelder Rd situated between Roberta Rd and Lakeland Rd. The applicant proposes to develop 70 single-family detached residential dwellings, 75-foot-wide lots. To achieve this, the applicant is requesting that the property be rezoned from County LDR (Low Density Residential) to CZ-RV (Conditional Zoning Residential Village). The proposed gross density of the site is 1.79 dwelling units per acre.

The property is in the County, and the applicant has also submitted a Petition requesting annexation for the subject property which is contiguous to the current Town of Harrisburg corporate limits. A Town Council public hearing will be held to take action on the rezoning and annexation at the same time.

A staff report has been provided for more information and a site plan submitted for your consideration. As noted in the staff report, the rezoning request to Residential Village (RV) is not consistent with the recommendation in the HALUP for the Low Density Residential (LDR) areas. Staff is presenting this for Council's consideration without staff recommendation as requested by the applicant. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews.

Sushil Nepal, Planning and Economic Development Director, presented the background information.

Brandon Pridemore with R. Joe Harris & Associates, Inc. also presented information on this project.

The public hearing was opened.

Speaking: none

The public hearing was then closed.

Final action on the rezoning and annexation will be taken at the October 11th meeting.

4B.

PUBLIC HEARING

Consider the conditional rezoning, zoning map amendment and annexation for McKinley residential subdivision off Lower Rocky River Road (H2020-07 R). Timmons Group, on behalf of the property owners of parcels 5526-14-5424 and 5526-21-2487 has submitted a request to rezone approximately 193.12 acres of land located on the western side of Lower Rocky River Road near the intersection of Pioneer Mill Road. The applicant proposes to develop a single-family subdivision with 162 detached units, with a combination of 80' wide lots (138) and 100' wide lots (24) and minimum lot sizes of 1/3rd acre. To achieve this, the applicant is requesting that the property be rezoned from County CR (Countryside Residential) to CZ-RL (Conditional Zoning Residential Low Density) utilizing Conservation Subdivision guidelines. The proposed gross density of the site is 0.85 dwelling units per acre.

The property is in the County, and the applicant has also submitted a petition requesting annexation for the subject property which is contiguous to the current Town of Harrisburg corporate limits. A Town Council public hearing will be held to take action on the rezoning and annexation at the same time.

A staff report has been provided for more information and a site plan submitted for your consideration. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews. With the conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO). Planning and Zoning Board recommended approval at their July meeting. Staff is recommending approval of the rezoning request with conditions included in the staff report.

Sushil Nepal presented the background information.

Chris Todd with the Timmons Group also spoke on the proposed project on behalf of the petitioner.

The public hearing was opened.

Speaking:

- Tracy Thompson, 9910 Lower Rocky River Road – against
- Mr. Wall, Burlwood Road – against
- Melanie Freeman, 8776 Lower Rocky River Road – against
- Sharon Harte, 416 Mammoth Oaks Court – against
- Rick Nail – Pioneer Mill Road - against

The public hearing was then closed.

Councilmember Dellinger requested a condition be added to require inspections of residents' wells before and after construction. The applicant agreed to adding this condition.

Final action on the annexation and rezoning will be taken at the October 11th meeting.

4C.

PUBLIC HEARING

Consider the conditional rezoning and zoning map amendment of properties at the corner of Rocky River Road and Hickory Ridge, Shoppes at Hickory Ridge (Blume Corner) (H2021-05 R). ESP Associates, on behalf of the property owners and developers of parcel 55164783470000 has submitted a request to rezone approximately 14.281 acres of land located southeast corner of the intersection of Rocky River Road and Hickory Ridge Road (Blume Corner). The applicant proposes to develop a mixed-use development with five commercial/office buildings and 55 attached residential units (town homes). To achieve this, the applicant is requesting that the property be rezoned from RE (Residential Estate) to CZ-B1 (Conditional Zoning Neighborhood Commercial/Office). The proposed gross density of the residential portion of the site is 6.19 dwelling units per acre.

The property is in the Town of Harrisburg corporate limits and therefore an annexation is not required. A Town Council public hearing will be held to take action on the rezoning upon recommendation action by the Planning and Zoning Board.

A staff report has been provided for more information and a site plan submitted for your consideration. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews. With the conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO). Planning and Zoning Board recommended approval at their July meeting. Staff is recommending approval of the rezoning request with conditions included in the staff report.

Sushil Nepal presented the background information.

Bridget Grant with Moore and Van Allen and Matt Levesque with ESP Associates, Inc. also presented information about the project.

The public hearing was opened.

Speaking:

- Scott Noel, 2535 Carnation, Harrisburg, NC - questions

The public hearing was then closed.

Final action on the rezoning will be taken at the October 11th meeting.

5A.

OLD BUSINESS

Consider name for new athletic fields at Holcomb Woods Development. As part of the conditions of the Holcomb Woods residential development off Plaza Road Extension, the development was to provide fields and parking for the Town. This has since been taken over by the Town and the fields have been graded, lined, and completed. Amenities such as landscaping, fencing, netting, parking lot and gate have also been completed. Naming of the facility is the last step.

Based on a 2017 policy adopted by Council regarding the naming of parks, there is a specific process to be followed. In summary:

- Staff, Town residents, community leaders and organizations interested in proposing a name for the park are invited to submit written recommendations. These were solicited and received earlier in this calendar year.
- The Parks & Recreation Director forwards naming recommendations to the Parks and Recreation Advisory Board for consideration and recommendation to Town Council.
- Town Council allows for public input and comment and ultimately will confirm the name via resolution.

The Harrisburg Parks & Recreation Advisory Board recently advertised and accepted suggestions for naming the new athletic development at the Holcomb Woods development. Two suggestions were submitted by residents but were rejected based on redundancy and appropriateness. After some discussion, it was decided to formally recommend to Council the name of "Holcomb Woods Athletic Complex" as the fields will host multiple activities including, but not limited to, soccer, football, and cricket. During discussion at the August Town Council meeting, "Holcomb Woods

Recreation Complex" was suggested as an alternative name.

The public hearing for this was properly held on August 9, 2021.

After some discussion, the following action was taken:

MOTION:

Mayor Pro-Tem Smith made a motion to approve the name of the new athletic fields at Holcomb Woods development as "Holcomb Woods Athletic Complex". Second was made by Councilmember Selberg. **The motion passed 7-0.**

5B.

OLD BUSINESS

Consider HOA Amenity Centers in the Town's solid waste contract. The Town of Harrisburg contracts with Waste Pro USA, Inc. for weekly trash and bi-weekly recycling services strictly for residential properties within the Town. The Town's contract does not provide these services to any non-residential properties, such as businesses, churches, HOA's, or condominiums. Each of these properties is independently responsible for contracting with any provider of their choice for these services.

Until recently and over the past several years, Waste Pro was erroneously servicing Homeowners' Associations properties, and in particular, HOA pools, under the internal misunderstanding that these locations were covered under the Town's contract. Once discovered, Waste Pro stopped servicing these addresses beginning in May 2021 and is requiring separate agreements with each property, just as the Town's businesses are currently required to have. Waste Pro accepts that it provided these services at no cost to the HOA's or the Town over the past several years and is only able to pursue correction of this error prospectively, which means that these services were provided completely free of cost until this point. Effective June 22, 2021, Waste Pro agreed to resume servicing HOA amenity centers while the Town and Waste Pro continue discussing whether the Town's contract will absorb the additional costs or whether the Town is able to negotiate a preferred rate for our HOA's to establish their own service contracts.

Letters were emailed and mailed to each of the HOA's in Town asking the HOA to respond back with how many roll out carts were desired and for which months of the year as many facilities do not require year-round trash service. Responses from the HOA's were tallied and provided to WastePro. A quote has been provided from WastePro to service these locations at a cost of \$30 per cart, per month during active months at each HOA amenity center.

The Town's current HOA amenity centers have requested the following number of carts and months of service for a total of 176 "cart-months":

1. April through September
 - 2 HOA centers - 5 carts total
2. May through September
 - 6 HOA centers - 10 carts total
3. Year-round
 - 3 HOA centers - 8 carts total

The Town will only be charged for the months in which the amenity center is open.

MOTION:

Councilmember Selberg made a motion to accept the quoted addition to the Town's existing contract with WastePro USA, Inc. and allow the Town Manager to execute the contract addendum. Second was made by Councilmember Booth. **The motion passed 7-0.**

5C.

OLD BUSINESS

Consider adoption of the revisions to the Town Storm Water Ordinance. Town Staff is responding to the changing needs of the community and updating the Storm Water ordinance to provide clarity on the escrow account contribution and maintenance required of HOAs. Staff is utilizing updates based on feedback received from Town Council and implementing changes from the model ordinance published by the State of North Carolina. Changes include the following:

- Revision of the Escrow contribution from 15% developer to 25% developer. Change from 10-year fully funded to 15-year fully funded. Change homeowner contribution to flat rate over 15-year period. Change total contribution amount to 75% (reduced from 100%)
- Incorporate zero net fill in floodplain requirements.
- Incorporate pet waste ordinance, as required by the state for the storm water permit.

Following the ordinance update, Town Staff will publish a revised Storm Water Drainage Manual to reflect the changes initiated by the Ordinance.

MOTION:

Councilmember Dellinger made a motion to adopt the proposed revisions to the Storm Water Ordinance and have it codified into the Town's Code of Ordinances. Second was made by Councilmember Booth. **The motion passed 7-0.**

6A.

NEW BUSINESS

Consider approval of the Phase 1 ADA Facilities Transition Plan pertaining to Town-maintained buildings, streets, and pedestrian corridors. In 2020, the Town consulted with Kimley Horn and Associates to develop a Phase 1 Transition plan to summarize the activities completed to-date related to ADA compliance and to create a roadmap for the Town of Harrisburg to update their ADA Transition Plan. Prioritization methodology for evaluating and implementing improvements was developed based on the applicable 2010 ADA Standards and 2011 Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG), and the details are provided in the document. The document provides recommendations for accessibility improvements for the Town of Harrisburg based on guidance from the Federal Highway Administration (FHWA) and U.S. Department of Justice (DOJ) to improve accessibility for the public.

The Town, in partnership with Kimley Horn, performed a self-evaluation and summary of findings to create a comprehensive overview of the facilities and identify physical barriers to individuals with disabilities. The Town maintains approximately 91 miles of sidewalk corridors, including pedestrian street and driveway crossings.

The Town recently passed the Fiscal Year 2022 Budget, which will incorporate \$100,000 per fiscal year to focus on improvements that have been classified as "high" priority according to this document, as updated periodically. Sidewalks will be removed and replaced to meet ADA standards, which will include constructing ramps within the maximum cross and running slopes, adding truncated domes at intersections, and adding signage where necessary. The Town will utilize the report and data collected from resident feedback surveys to prioritize areas. The Town is working with several concrete vendors to negotiate ADA improvements for the pedestrian corridors which will begin this fall.

MOTION:

Councilmember Selberg made a motion to adopt the Town's ADA Phase 1 Transition Plan pertaining to Town-maintained buildings, streets, and pedestrian corridors. Second was made by Councilmember Staton-Williams. **The motion passed 7-0.**

6B.

NEW BUSINESS

Consider approval of the Fall 2021 Powell Bill Pavement resurfacing contract with Sloan Construction. Each year, the Town of Harrisburg utilizes funds from Powell Bill allocations, which are made to incorporated municipalities which establish their eligibility and qualify per North Carolina General Statute 136-41.1 through 136-41.4.

This year's Powell funds will be used to re-pave approximately 2.4 miles of 2-lane road. The following roads are scheduled for repair by milling and repaving: In Harrisburg Park Subdivision: a portion of Morris Drive, a portion of Plaza Drive, a portion of Parallel Drive, a portion of Valhalla Drive and a portion of Ford Street; in Rocky River Crossing Subdivision: a portion of The Meadows Lane, Arborview Drive, Willow Glen Rd, Meadow Glen Lane, Stoney Brook Lane, and a portion of Hickory Hollow Court; in Farmington Subdivision: Coulter Crossing, Sunburst Lane, and Hayfield Rd. A map has been provided with this presentation.

After some discussion, the following action was taken:

MOTION:

Councilmember Dellinger made a motion to award pavement resurfacing bid to Sloan Construction in the amount of \$430,000. Second was made by Mayor Pro-Tem Smith. **The motion passed 7-0.**

6C.

NEW BUSINESS

Consider calling a Special Meeting on September 16, 2021, to discuss Update of Town Center Rezoning Plan.

Lansing Melbourne Group (LMG) has requested a meeting with all of Town Council to discuss their current plans with the current owner of the property and how they would like to move forward with the existing rezoning development plan for Town Center.

Of specific discussion would be Phase 1 of the project which is to the east of Town Hall and the plans for the future of Phase 2, which is the core of the project to the west of Town Hall.

There will be no decisions on plan approval at this meeting. This is simply for information and direction.

After some discussion, staff will try to find a better date early in October.

6D.

NEW BUSINESS

Consider appointment to Parks & Recreation Advisory Board. The Parks & Recreation Advisory Board currently has an open position created by the resignation of Brantlee Drake. The position was advertised in June and July and Muhammed Adlibi was the only applicant. Mr. Adlibi was interviewed by current Parks & Recreation Advisory Board members on July 26th. The Advisory Board feels he is a good fit and unanimously recommended him to Town Council for appointment to the Parks & Recreation Advisory Board. If appointed, he will serve the remainder of a two-year appointment ending Feb. 28, 2022.

MOTION:

Mayor Pro-Tem Smith made a motion to appoint Muhammed Adlibi to Harrisburg Parks & Recreation Advisory Board. Second was made by Councilmember Booth. **The motion passed 7-0.**

6E.

NEW BUSINESS

Consider Events at Town Facilities. As the latest COVID surge occurs, the Town has several Town-sponsored events, as well as third parties holding events in partnership with the Town or on their own.

Staff is looking for Council direction on how to proceed with these events. Within the next 60 days, there are the following events (outside of normal youth athletics) scheduled at our parks:

Harrisburg Multicultural Festival - 9/18

Movies in the Park - 9/24

Bags in the Burg - 10/2

Harrisburg ArtWalk - 10/9

Rockin' the Burg Concert - 10/9

Trick or Treat in the Park - 10/29

Discussions with CHA include a recommendation of a "pause" for these types of events until the numbers are better controlled.

After some discussion, no action taken. The events will continue as planned.

6F.

NEW BUSINESS

Consider FY2022 Budget Ordinance Amendment for the Harrisburg Youth Council. The Harrisburg Youth Council's mission statement is to promote civic engagement while empowering the youth of the Town of Harrisburg. The Youth Council has grown over its first few years in its size, involvement in the community, and in its need for support and resources. The Council and its Town-staff advisor respectfully request of Town Council to provide an annual budget to the Youth Council to help it achieve its goals.

The Youth Council currently has budgeted funds of \$600 for supplies, materials, and food/beverage for its monthly meetings, however the following items are projected as an additional need for the upcoming year to help promote awareness and exposure in the community, as well as providing additional resources toward accomplishing the objectives of the group. The additional projected need is approximately \$2,500.

Some of these expenditures include:

- T-shirts for volunteer events and at Town Parks and Recreation events
- Leadership Pins - pins are obtained when a level of points is achieved each semester and to maintain membership on the Youth Council. These pins are worn at local events and when attending the State Conference
- End of Year awards or recognition
- State Conference attendance and associated travel costs

MOTION:

Councilmember Selberg made a motion to approve the proposed FY2022 Budget Ordinance Amendment in the amount of \$2,500 for the Harrisburg Youth Council. Second was made by Councilmember Staton-Williams. **The motion passed 7-0.**

6G.

NEW BUSINESS

Consideration to allow Beer Sales at the Annual "Bags in the Burg" event. Bags in the Burg is an event that features a Cornhole Tournament raising funds for a local charity. This year's selected charity is "Dream on Three" who work with terminally ill children providing them with the opportunity to realize their sports experience dreams. Funds are raised through tournament registration and concession sales. The event also features local businesses and vendors setting up on site and selling their wares (this is what the Town primarily does with this event). Inflatables will also be there for the children and are planned to be outside of the Field 5 area. Past Bags in the Burg events were held in Town Center however, organizers have requested use of Harrisburg Park for this year's event and are excited about the opportunity to use it.

Earlier this year Town Council approved the sale of beer at all Rockin' the Burg events held in Harrisburg Park. The organizers of this year's Bags in the Burg event are requesting the same accommodation for their event. Like Rockin' the Burg events, Bags in the Burg beer sales would be handled by local beer vendors (Cabarrus and Percent Taphouse) within a secure area of the event and would be monitored by security. Construction fencing would be put in place and the entrance/exit would be monitored. There will be two Cabarrus County Sheriff Deputies hired for the event.

The event would occur on Field 5 from 11:00am-3:00pm at the eastern end of the park. Measures will be taken to isolate all youth athletic activities from the event by hosting all contests at the western end of the park on Fields 1,2 & 3. Separation of the two events will include areas of no athletic activity on the amphitheater lawn as well as Field 4 (Football Field - no games that day). In addition, the park's elevation enables the two events to happen simultaneously and not be within eyeshot of each other.

Please note that unlike the Town Concert Series that utilizes a "beer garden" within the event, the request by the organizers of the Bags in the Burg event is to have beer available to be taken throughout the event on Field 5 (within the construction fencing of the entire field).

MOTION:

Councilmember Dellinger made a motion to deny the request to allow beer sales at the Annual Bags in the Burg event to be held in Harrisburg Park on Saturday October 2nd from 11:00am-3:00pm. Second was made by Mayor Pro-Tem Smith. **The motion passed 7-0.**

7.

ACTION ITEMS

- Appreciation event for Advisory Boards
- UTV Legislation – Bring information back to Council
- Research Council working sessions and bring back to Council
- Discuss Town Center Developer presentation to Council – look at first week in October
- General policy for alcohol in parks

- Make sure not to schedule meetings on holidays

8.

CLOSED SESSION

MOTION:

Mayor Pro-Tem Smith made a motion to go into Closed Session to discuss personnel matters. Second was made by Councilmember Selberg. **The motion passed 7-0.**

Upon returning from Closed Session, the following action was taken:

MOTION:

Mayor Pro-Tem Smith made a motion to come out of Closed Session and return to regular business. Second was made by Councilmember Selberg. **The motion passed 7-0.**

9.

ADJOURNMENT:

MOTION:

There being no further business, Mayor Pro-Tem Smith made a motion to adjourn the meeting. Second was made by Councilmember Selberg. **The motion passed 7-0.**

ATTEST:

Steve Sciascia, Mayor

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider the minutes of the September 13, 2021 Closed Session

Presenting Personnel:

Suggested Motion or Action:

Motion to approve the minutes of the September 13, 2021 Closed Session.

Description/Background:

Recommendation:

Fiscal Impact:

Attachments:

None



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of contract with WK Dickson & Co., Inc. for the design of the Millbrook Pump Station Decommissioning

Presenting Personnel:

Robert Donham, Town Engineer

Suggested Motion or Action:

Motion to award the proposed contract in the amount of \$105,940 to WK Dickson & Co., Inc. for the Design of the Millbrook Pump Station Decommissioning

Description/Background:

The Town seeks to decommission the existing Millbrook Pump Station by installing approximately 1,600 LF of 8-inch gravity sewer main to the existing Town sewer main. Decommissioning of the pump station would lower electricity and maintenance costs and eliminate future upgrades.

The Town met with WK Dickson to discuss the proposed improvements and the purpose of the project. The attached proposal lists the anticipated scope of work required to complete the design, obtain necessary approvals, bid and construct the project. In hand with design of the approximately 1,600 LF of proposed 8-inch sewer main, WK Dickson will obtain NC DEQ approval of engineering plans and specifications, obtain NC Rail Road approval for encroachments and construction within the Rail right of ways, develop an Opinion of Probable Construction Cost for proposed improvements, provide bidding services, provide survey Services including underground utility marking services, and provide some construction phase services including preparation of record drawings.

WK Dickson has completed many successful projects with the Town, including development of the 20-year CIP Project in 2019, which included preliminary design and feasibility study for the Millbrook decommissioning.

Daily construction administration and observation will be completed by Town staff. Limited site visits during construction will be completed by WK Dickson to certify the construction of the new water main meets state specifications. In addition, required certifications and record drawings will be completed by WK Dickson.

Recommendation:

Staff recommends approval of the attached contract with WK Dickson & Co., Inc. in the amount of \$105,940.

Fiscal Impact:

The fiscal impact to the Town is a project expenditure of \$105,940. The original design budget for this project is \$150,000. No budget or project amendments are required.

The attached contract is the Town's standard small project contract and is approved by the Town Attorney.

As a Professional Services contract, the qualifications and past performance of the on-call firms are evaluated and used to make the selection. Price negotiations are initiated after the selection of the qualified firm and are eligible for approval

so long as the price is within the project budget. W.K. Dickson continues to provide high quality design and engineering services to the Town and is determined to be the most qualified and within the project budget.

Attachments:

1. 2021-09-27 Harrisburg Millbrook PS Abandonment

CONTRACT FOR SERVICES

This CONTRACT for the Millbrook Pump Station Decommissioning by and between the Town of Harrisburg, North Carolina, hereinafter called the OWNER, and W.K. Dickson & Co., Inc., hereinafter called the CONSULTANT;

The parties hereto do mutually agree as follows:

1. Employment of CONSULTANT. The OWNER hereby engages the CONSULTANT and the CONSULTANT hereby agrees to perform the professional services hereinafter set forth.
2. Scope of Services. The CONSULTANT shall perform the services set forth in Attachment A, Scope of Services, which attachment is incorporated herein. Hereafter, these services may be referred to as the "Basic Services."
3. Additional Services. The CONSULTANT shall provide additional services, not specifically called for in Attachment A, Scope of Services, upon written authorization of the OWNER.
4. Time of Performance. The CONSULTANT will commence work on or as soon as practicable after the date of execution of this Contract and receipt of written Notice to Proceed. All work as set forth in the Scope of Services shall be completed as shown in the Project Schedule in Attachment A, assuming: (i) the timely submission of all required data and the scheduling of all meetings and reviews by the OWNER; (ii) no other impacts or delays caused by third parties, including the contractor(s) or its subcontractors; and (iii) no other delays beyond CONSULTANT's control.

If the OWNER requests modifications to the Scope of Services of the Project, or if CONSULTANT's services extend past the completion date in the Project Schedule through no fault of the CONSULTANT, the CONSULTANT shall be paid for the additional work as an additional service as set forth in Attachment B, Basis of Compensation, and CONSULTANT's time of performance shall be extended appropriately.

Except for construction administration services, CONSULTANT's services under this Contract, and each phase of services, if the Scope of Services is so divided, shall be considered complete at the earlier of (1) the date when the submissions for that phase have been accepted by the OWNER or (2) thirty days after the date when such submissions are delivered to the OWNER. For construction administration services, the services shall be considered complete at final completion of the Project

5. Compensation. The CONSULTANT agrees to perform the services provided for in the Scope of Services, and the OWNER agrees to compensate the CONSULTANT for such services as set forth in

Attachment B, Basis of Compensation, which attachment is incorporated herein. Compensation for additional services shall also be as set forth in Attachment B, Basis of Compensation.

Payment by the OWNER to the CONSULTANT shall be due and payable on the 25th day of the month following the date of the invoice. Payments not received by the CONSULTANT by the 30th day of the month following the date of the invoice shall be overdue. A service charge of one and one-half (1½) percent per month shall be added to all overdue amounts. OWNER agrees to pay CONSULTANT's cost of collection of all amounts due and unpaid including court costs and reasonable attorney fees. CONSULTANT shall not be bound by any provision wherein CONSULTANT waives any rights to a mechanic's lien, or any provision implying payment to CONSULTANT is contingent upon payment to OWNER by a third party. A failure by OWNER to pay CONSULTANT on a timely basis shall entitle CONSULTANT at its election, to stop work on the Project until such time as payment has been made, or upon seven days' notice and OWNER's failure to pay all amounts then due, to terminate this Contract. Such suspension or termination shall be deemed for cause

6. Personnel. The CONSULTANT represents that he has, or will secure at his own expense, all personnel required to perform the services under this Contract and that such personnel will be qualified to perform such services.
7. Subsurface Investigations. In soils, foundation, groundwater, and other subsurface investigations, the actual characteristics may vary significantly between successive test locations and sample intervals and at locations other than where observations, exploration, and investigations have been made. Because of the inherent uncertainties in subsurface evaluations, changed or unanticipated underground conditions may occur that could affect total project cost and/or execution. These unforeseen conditions are not the responsibility of the CONSULTANT, and CONSULTANT does not make any opinions or representations regarding, or assume any liability for, conditions outside the actual locations or areas tested, observed or explored.
8. CONSULTANT's Personnel at Construction Site. The periodic or occasional presence of CONSULTANT's personnel at the construction site, whether as onsite representatives or otherwise, does not make CONSULTANT or CONSULTANT's personnel in any way responsible for those duties that belong to OWNER and/or the construction contractors or other entities, and does not relieve the construction contractors or any other entity of their obligations, duties, and responsibilities, including, but not limited to, all construction methods, means, techniques, sequences, and procedures necessary for coordinating and completing all portions of the construction work in accordance with the construction Contract Documents and any health or safety precautions required by such construction work. CONSULTANT and CONSULTANT's personnel have no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any health or safety precautions and have no duty for inspecting, noting, observing, correcting, or reporting on health or safety deficiencies of the construction contractor(s) or other entity or any other persons at the site except the CONSULTANT's own personnel.

The presence of CONSULTANT's personnel at a construction site is for the purpose of periodically checking the work for general conformity with the Contract Documents and the design concept as reflected in the Contract Documents. CONSULTANT is not required to and will not conduct construction testing or continuous inspections. CONSULTANT neither guarantees the performance of the construction contractor nor assumes responsibility for construction contractor's failure to perform its work in accordance with the Contract Documents.

9. Responsibilities of the OWNER. It is agreed that the OWNER will have the following responsibilities under this Contract:

- a. Timely providing all information, data, reports, records, and maps to which the OWNER has access and which are needed by the CONSULTANT for the performance of the services provided for herein.
- b. Providing assistance and cooperation for the CONSULTANT in obtaining any other needed material which the OWNER does not have in its possession.
- c. Making available the services of the OWNER as may be necessary to obtain information as needed to perform the work program set forth in the Scope of Services.
- d. Designating a single representative who will be authorized to make necessary decisions required on behalf of the OWNER and will serve to provide the necessary direction and coordination for the project.
- e. Bearing all costs for permitting, reviewing, recording and advertising for the project, as well as any other cost not specifically included in Attachment A or B as a cost to be borne by the CONSULTANT.
- f. Providing legal right of access to all affected private property for CONSULTANT to perform all necessary surveying, engineering and site visits

All such OWNER responsibilities shall be conducted in a timely manner and without undue delay so as not to delay the CONSULTANT in the performance of its services. The CONSULTANT shall coordinate its services with those services provided by the OWNER and the OWNER's consultants. The CONSULTANT shall be entitled to rely on, and shall not be responsible for, the accuracy, completeness and timeliness of services and information furnished by the OWNER and the OWNER's consultants. The CONSULTANT shall provide prompt written notice to the OWNER if the CONSULTANT becomes aware of any error, omission or inconsistency in such services or information.

10. Opinion of Probable Construction Costs. CONSULTANT's opinion of probable construction costs, if rendered as a service under this Contract, is based on assumed labor costs and approximate quantities of material and equipment, and therefore is of a conditional character. CONSULTANT cannot and does not guarantee the cost of work to be performed by others since market or bidding conditions can change at any time and changes in the scope or quality of the project may affect estimates. OWNER waives and releases CONSULTANT from any loss, liability or claim arising out of or in any way related to CONSULTANT's opinion of probable construction costs.
11. Ownership of Documents. Upon payment in full of all sums due to CONSULTANT, the OWNER shall own title to the latest versions of all reports, drawings and specifications, and other materials specifically required to be delivered under the terms of the Contract, including any and all intellectual property rights therein (collectively the "Deliverables"). The OWNER may use, transfer, copy and distribute the Deliverables without restriction or limitation, except as set forth herein.

- a. Retention of Rights by CONSULTANT. This conveyance shall not deprive the CONSULTANT of the right to retain electronic data or other reproducible copies of the Deliverables or the right to re-use details, forms, arrangements and compositions that are stock, standard or commonplace in the normal course of the CONSULTANT'S professional activities, including without limitation, other projects in which CONSULTANT is involved.
 - b. Modification or Reuse Risk. Any modification or reuse of the Deliverables by the OWNER without the involvement of the CONSULTANT shall be at the sole risk of the OWNER, and OWNER releases CONSULTANT from any claims or causes of action related to any re-use of the Deliverables without the involvement of CONSULTANT. Before any re-use of the Deliverables by OWNER, OWNER shall remove CONSULTANT'S name from any title block and any seal, logo or other indications referring or relating to the CONSULTANT from the Deliverables. OWNER shall defend, indemnify and hold harmless the CONSULTANT, CONSULTANT'S subcontractors, agents, employees, officers, directors, owners and successors, or any of them from and against claims, damages, losses and expenses, including but not limited to attorney's fees, arising out of changes made in the Deliverables by anyone other than the CONSULTANT, or resulting from any re-use of the Deliverables without CONSULTANT'S involvement. This indemnification shall survive termination of this Contract. OWNER shall not make or allow any use of the Deliverables which is in violation of any statute, rule, regulation or code or which is in any way contrary to any law, regulation or licensing provision.
 - c. No Sale. Under no circumstances shall the transfer of ownership of the Deliverables be deemed to be a sale by the CONSULTANT, and the CONSULTANT makes no warranties, express or implied, of merchantability or of fitness for a particular purpose
12. Use of Electronic Media. Copies of documents that may be relied upon by OWNER are limited to (i) the printed copies (also known as hard copies) that are manually, signed or sealed by CONSULTANT; and (ii) electronic copies that bear CONSULTANT'S digital signature and seal. "Digital signature and seal" means a PKI-based method of associating a signer with a document in a recorded transaction (e.g., DocuSign DSA). Unsigned or unsealed documents, in any format, or other types of information furnished by CONSULTANT to OWNER such as text, data or graphics, are only for convenience of OWNER. Any conclusion or information obtained or derived from such unsigned and non-sealed electronic files will be at the user's sole risk. When transferring documents in electronic formats, CONSULTANT makes no representations as to long-term compatibility, usability, or readability of documents resulting from the use of software application packages, operating systems or computer hardware differing from those in use by CONSULTANT at the beginning of this project.
13. Changes. The OWNER or the CONSULTANT may, from time to time, request modifications or changes in the Scope of Services. Such changes, including any increase or decrease in the amount of the CONSULTANT's compensation or time of performance, which are mutually agreed upon by and between the OWNER and the CONSULTANT, shall be incorporated in written amendments (Attachment C), and compensated as additional services as set forth in Attachment B.
14. Termination of Contract. This Contract may be terminated by either the OWNER or the CONSULTANT, with or without cause, upon 7 calendar days written notice. In the event of
-

termination, the CONSULTANT shall be entitled to its fees and reimbursable expenses incurred prior to termination. In the event of a termination by OWNER for any reason or by CONSULTANT without cause, copies of all Deliverables shall, at the option of the OWNER, be made available to OWNER, provided CONSULTANT is paid in full for all services provided and expenses incurred through the date of termination and otherwise as provided for in Paragraph 11. If termination is by CONSULTANT for non-payment, no rights for ownership or continued use of the Deliverables shall inure to OWNER unless and until CONSULTANT is paid all amounts due.

15. Assignability. This Contract shall not be assigned or transferred by either the CONSULTANT or the OWNER without the prior written consent of the other. Notwithstanding the foregoing, however, the CONSULTANT shall not be prohibited from contracting with qualified sub-consultants or from assigning to a bank, trust company, or other financial institution any claims for compensation due, or to become due, without such prior written consent.
16. Insurance. CONSULTANT shall provide and maintain at a minimum the following coverage and limits during the life of the contract:
 - a. Statutory Workers Compensation Insurance, a minimum of \$500,000 or greater amount if required by the state(s) in which the work is to be performed.
 - b. Commercial General Liability Insurance, including coverage for premises and operations, products and completed operations, independent contractors, and contractual liability. Such insurance shall be not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate.
 - c. Automobile Liability Insurance for all owned, hired and non-owned automobiles in the minimum amount of \$1,000,000 per occurrence.
 - d. Professional Liability Insurance of \$1,000,000 per claim.
17. Indemnification. CONSULTANT and OWNER each agree to indemnify and hold the other harmless, and their respective officers, directors, employees, agents, owners and successors, from and against liability to third parties for all claims, losses, damages and expenses, including reasonable attorneys' fees, to the extent such claims, losses, damages, or expenses are caused by the negligent or willful acts or omissions of the indemnifying party or its employees, agents, officers, directors, owners or successors. In the event claims, losses, damages or expenses are caused by the joint or concurrent negligence of CONSULTANT and OWNER, they shall be borne by each party in proportion to its negligence. This indemnification shall survive termination of this Contract.
18. Liability and Standard of Care. CONSULTANT shall perform services for OWNER using that degree of care and skill ordinarily exercised by consultants practicing in the same or similar locale as the Project, on projects of a similar scope and nature. CONSULTANT's liability to OWNER for any damages arising in any way out of performance or breach of this Contract or breach of CONSULTANT's standard of care, is limited to the net proceeds recoverable under CONSULTANT's Professional Liability Insurance policy identified in paragraph 16d, "net proceeds recoverable" being defined as the proceeds payable under the policy after deductions for expenses, attorney's fees or other claims paid

under such policy. In no event shall either OWNER or CONSULTANT be entitled to consequential damages.

OWNER acknowledges that the CONSULTANT is a Corporation and agrees that any claim made by the OWNER arising out of any act or omission of any director, officer or employee of the CONSULTANT in the execution or performance of this Contract shall be made against the CONSULTANT and not against such director, officer, or employee and OWNER waives any claim against all of CONSULTANT's directors, shareholders, officers and employees.

19. Dispute Resolution. If a dispute greater than \$10,000 arises out of or relates to this Contract, or the breach thereof, and if this dispute cannot be settled through negotiation, the parties agree first, prior to litigation or any other form of dispute resolution, to try in good faith to settle the dispute by mediation. The parties shall first attempt to select a mutually acceptable mediator, and if the parties agree upon a mediator, the mediation shall be conducted in accordance with the North Carolina Rules Implementing Statewide Mediated Settlement Conferences in Superior Court Civil Actions, then in effect, or as the parties may otherwise agree. If the parties cannot agree upon a mediator, the selection of a mediator and the mediation process shall be conducted by the American Arbitration Association under its then current Construction Industry Arbitration Rules and Mediation Procedures. The venue for the mediation shall be in Charlotte, North Carolina, unless the parties otherwise agree.

20. Miscellaneous Provisions. The following miscellaneous provisions shall apply:

- a. This Contract shall be binding upon the successors and assigns of the parties.
- b. Interpretation and enforcement of this Contract shall be pursuant to the law of the State of North Carolina. Venue for any litigation under or related to this Contract shall be in the courts of Mecklenburg County, North Carolina.
- c. This Contract constitutes the entire contract between the parties, and it shall be modified or amended only in a writing signed by both parties

IN WITNESS WHEREOF, the CONSULTANT and the OWNER have executed this Contract as of the date written below.

OWNER:

TOWN OF HARRISBURG, NC

By:

J. Lee Connor, Jr., CPA, CGMA, MBA

Title: Town Manager

Date:

CONSULTANT:

W.K. DICKSON & CO., INC.

By:

Brian L. Tripp, PE, BCEE

Title: Vice President

Date:

This instrument has been preaudited in the manner required by the "Local Government Budget and Fiscal Control Act".

By:

Finance Officer

Date:

Address for giving notices:

P. O. Box 100

Harrisburg, NC 28075

Address for giving notices:

1213 W. Morehead Street, Suite 300

Charlotte, NC 28208

Designated Representative:

Name: Mallory Hodgson, PE

Title: Project Manager

Phone: 704-206-8779

E-mail: mhodgson@harrisburgnc.org

Designated Representative:

Name: Jake R. Berkshire, PE

Title: Project Manager

Phone: 704-334-5348

E-mail: jberkshire@wkdickson.com

ATTACHMENT A

SCOPE OF SERVICES

1.0 PROJECT DESCRIPTION

The OWNER plans to abandon an existing wastewater pump station by installing new 8-inch gravity sewer lines connecting to an existing portion of the OWNER's existing gravity wastewater collection system. The existing pump station to be decommissioned is the Millbrook Pump Station, which is located in western Harrisburg, off Galvin Way, to the south of the intersection of Galvin Way and University City Boulevard (NC Highway 49). The OWNER's existing gravity wastewater collection system in the vicinity of the project area extends from the Orchard Park Pump Station toward the north-east, parallel to Back Creek. This portion of the existing collection system crosses Caldwell Road and terminates near Macleod Road, due south of the Millbrook Pump Station. In order to abandon the pump station, approximately 1,600 linear feet of 8-inch gravity sewer main is required, extending from the pump station location to the uppermost terminus manhole of the OWNER's existing gravity collection system located adjacent to Macleod Road.

The CONSULTANT will provide Professional Engineering Services to develop plans and specifications for permitting and bidding related to the installation of approximately 1,600 linear feet of 8-inch gravity sewer line and abandonment and decommission of the aforementioned pump station.

Several items will be considered and incorporated into the design. A description of these items is as follows:

1. The proposed gravity sewer will cross the main rail line owned by North Carolina Railroad Company (NCRR). While the track is owned by NCRR, Norfolk Southern Railway is the licensed rail operator. This requires encroachment submittal reviews that have notable schedule and fee implications, which are outlined herein.
2. Abandonment of the Pump Station will consist of the construction of an intercepting gravity sewer and the demolition of the existing pump station structures. The design will consider salvage of existing equipment that may be retained by the OWNER such as pumps, electrical equipment, and the backup generator. Demolition of the existing pump station shall be included in the construction contract to be performed by the Contractor's forces.
3. Regarding downstream flow capacity, it is understood that the OWNER will execute upgrades to the Orchard Park Pump Station necessary to provide sufficient capacity to accommodate flows resulting from this project. Furthermore, it is assumed such upgrades at Orchard Park will occur prior to the substantial completion of this project. A downstream flow analysis of the Orchard Park PS is not included in this scope of work.
4. It is assumed that the OWNER will provide flow acceptance and capacity assurance documentation in accordance with NCDEQ requirements. Likewise, WSACC flow acceptance is anticipated to be required.

The CONSULTANT will provide professional Engineering Services for this project including, but not limited to, Project Management, Field Survey and Mapping, Easement Plat Preparation, Engineering Design, Permitting, Bidding, and limited construction and closeout services.

2.0 FIELD SURVEY AND MAPPING

The CONSULTANT will provide a location survey and topographic survey of the area of proposed improvements for the purposes of design of the project. This survey and mapping will include the following:

- 2.1 The CONSULTANT will obtain and assemble necessary existing mapping from pertinent County, Town and State records;
- 2.2 The CONSULTANT will obtain necessary survey control points to establish horizontal and vertical control;
- 2.3 The CONSULTANT will locate existing planimetric features within an area 25 feet on either side of the proposed sewer lines including pump station appurtenances; and
- 2.4 The CONSULTANT will locate known above-ground and below-ground utilities that may conflict with the proposed project;
- 2.5 The CONSULTANT will provide horizontal locations of all underground utilities and overhead utilities including poles, lines, boxes, etc. This work will include a Level B (designated level) survey and locations of the underground utilities (public water and sewer, private sewer, electric, gas, telecommunications, fiber optics and storm). Level B survey shall be performed in accordance with the standards set by the American Society of Civil Engineers (ASCE) in publication CI/ASCE 38-02 Standard Guidelines for the Collection and Depiction of Existing Subsurface Utility Data. The marked or flagged locations will be reflected on base mapping. A Level B survey shall be defined as a detailed survey consisting of painting and/or flagging the routes of the underground utilities and surveying the identified routes. Painting and/or flagging of the non-gravity and non-ferrous utilities (plastic water mains and sanitary sewer force mains) will be dependent upon buried marking devices or tape. Where utilities cannot be located through conventional location techniques, the CONSULTANT may have to conduct non-destructive excavations, which will be handled as an additional service or by the OWNER's personnel;
- 2.6 The CONSULTANT will establish typical sections of existing facilities (sewer lines, storm drains, water lines, gas lines, etc.) as necessary; and,
- 2.7 The CONSULTANT will prepare plan sheets showing field survey data suitable for preparation of design plans.

3.0 EASEMENT EXHIBIT PREPARATION

Utilizing the finalized design plans, the CONSULTANT will prepare and submit an easement plat for each affected property to the OWNER for obtaining the required easements for the project. The phase shall include but not be limited to:

- 3.1 The CONSULTANT shall submit easement plats in accordance with the OWNER provided standards using the easement widths required and to be dedicated to the OWNER;
- 3.2 It is anticipated that up to four (4) easement plats may be required to accommodate the proposed gravity sewer line;

- 3.3 The general requirements for easement plats shall be as follows:
 - 3.3.1 Easement Plats shall be an exhibit to the easement on 8.5"x14" sized paper;
 - 3.3.2 All easement plats shall have a general vicinity map, which shall clearly identify the general location of the parcels where the easements shall be obtained;
 - 3.3.3 All easement plats shall have distinct line types for the easement boundary, which will define the easement location on each parcel;
 - 3.3.4 The total square footage of each easement shall be indicated on the easement plat(s);
 - 3.3.5 All easement plats shall identify any jurisdictional boundaries and provide an appropriate place on the easement plat for approval signature of the governing body;
 - 3.3.6 Each parcel where an easement is being obtained shall be clearly identified with a parcel identification number for reference to a written instrument;
 - 3.3.7 Up to five copies of the easement plats will be provided to the OWNER for use in obtaining and filing the easements; and,
 - 3.3.8 All easement plats shall be sealed by a Professional Surveyor, Licensed in the State of North Carolina.
- 3.4 The OWNER shall review the proposed easement plats for satisfaction that the plats are adequate for attached to an OWNER easement agreement and recording at the associated County Register of Deeds; and,
- 3.5 The OWNER shall be responsible for negotiating the easements with property owners.

4.0 SUBSURFACE EXPLORATION

The CONSULTANT will procure a qualified geotechnical subconsultant (ECS Carolinas, LLP) to conduct a limited subsurface exploration via a geotechnical boring. A geotechnical investigation is necessary in order to design the jack and bore associated with the railroad crossing. One (1) soil boring up to a depth of 30 feet or auger refusal (whichever occurs first) will be performed. Standard penetration tests, in general accordance with ASTM D1586, will be performed in the soil boring at 2 ½ foot intervals in the upper 10 feet and at 5-foot intervals thereafter. In conjunction with the penetration testing, split-spoon soil samples will be recovered at each test depth. The soil samples obtained during this subsurface exploration will be returned to the laboratory for visual classification and potential laboratory testing.

The laboratory services to be performed for this task will consist of visual classifications of the soil samples by the project geotechnical engineer. These visual classifications will be used to generate the final soil Boring Logs that will be included in the engineering report. Laboratory testing will be performed in general accordance with ASTM standards.

- 4.1 Information on site conditions including surface drainage, geologic information, and special site features.
- 4.2 Description of the field exploration and laboratory tests performed.
- 4.3 Final logs of the soil boring(s) and records of the final exploration and laboratory tests in accordance with the standards practice of geotechnical engineers. This includes site and

boring location diagrams. Grade elevations at the top of each boring will be provided based on available topographic information.

- 4.4 Evaluation of the on-site soil characteristics encountered in the soil borings. Specifically, report shall include discussion of the presence of groundwater, in-place fill, rock, and alluvial soils (if discovered) and their potential impacts on the installation of the OWNER's pipeline.

It shall be noted CONSULTANT's subconsultant performed a subsurface exploration in the vicinity of the site as outlined in "Geotechnical Engineering Report, PNG Caldwell' ECS Project 08:12319, dated August 23, 2017." CONSULTANT will utilize this subsurface information, including rock core data, to supplement the subsurface exploration performed herein. The combination of the existing aforementioned report and the newly acquired subsurface information acquired herein will be considered in the design and preparation of contract documents for this project.

5.0 ENGINEERING DESIGN

The CONSULTANT will perform engineering design consisting of the following services:

- 5.1 The CONSULTANT will evaluate and coordinate the activities associated with efficient execution of the project including project development and scoping.
- 5.2 Meetings and Submittal Stages - For the purposes of implementing the project, several meetings with the OWNER's staff are anticipated to keep the OWNER abreast of the design and permitting efforts. CONSULTANT shall facilitate and conduct meetings virtually in a format acceptable to OWNER.
 - 5.2.1 CONSULTANT will conduct a kick-off meeting with the OWNER to discuss the project goals and objectives, gather and review available relevant data, establish schedule milestones, and outline intended deliverables.
 - 5.2.2 The CONSULTANT has allotted time for up to one (1) review/status meetings with the OWNER's staff.
 - 5.2.3 Additional meetings will be considered additional services, as defined in the contract.
- 5.3 The CONSULTANT's Project Manager shall coordinate and oversee all project activity on a regular basis (daily, weekly, monthly, etc.) related to all administrative and technical aspects of the project. In particular, the Project Manager will supervise and direct all staff related technical components of the project including design, construction document preparation, specification development, etc. In addition, the Project Manager will provide ongoing QA/QC of each of the tasks associated with the project according to the project specific QA/QC plan. This will include verification of technical review at key stages of the project, coordination of the independent project quality control reviews to assess conformance to project scope, data collection methodologies, model output, design criteria, as well as the project budget and schedule.
- 5.4 Project Tracking
 - 5.4.1 The CONSULTANT shall prepare monthly invoices for its services in a format acceptable to OWNER.

- 5.4.2 The CONSULTANT shall maintain a project cost accounting system throughout the life of the Project.
- 5.5 Prepare and provide a survey notification letter to the OWNER along with a list of mail recipients. The OWNER will be responsible for mailing the letters. Sewer line field routing and survey will not commence until 30 calendar days after survey notification letters have been issued.
- 5.6 Perform wastewater flow calculations to determine the anticipated wastewater flows through the new sewer line for permitting;
- 5.7 Perform field routing of the proposed sewer line alignment.
- 5.8 Perform wetland delineations and stream determinations.
- 5.9 Prepare horizontal and vertical geometry;
- 5.10 Finalize plan and profile sheets for the sewer line at a 1" = 40' horizontal drawing scale and 1" = 4' vertical drawing scale;
- 5.11 Prepare construction detail sheets in accordance with OWNER standards and additional details that may be required;
- 5.12 Prepare final quantity and opinions of probable construction cost (OPCs);
- 5.13 Prepare technical specifications suitable for permitting and construction;
- 5.14 Prepare construction contract documents including; Advertisement, Notice and Instructions to Bidder, Bid Form, Contract Agreement, General and Supplemental Conditions. The CONSULTANTS standard construction contract documents will be utilized; and,
- 5.15 Progress submittals and review meetings – CONSULTANT will forward the plans, specifications, and opinions of probable construction cost (OPC) to the OWNER in the form of two design progress submittals for review, as outlined below:
- 5.15.1 50% Design Progress Submittal – Assume OWNER will review and provide comments within one week of submittal.
- 5.15.2 90% Design Progress Submittal – Assume OWNER will review and provide comments within one week of submittal.
- 5.15.3 After each design progress submittals, and OWNER's review thereof, CONSULTANT will meet with the OWNER to discuss comments and prepare resubmittal as necessary.
- 5.16 Thereafter, final contract documents will be submitted to OWNER prior to permitting submittal;

6.0 PERMITTING

Utilizing the finalized design plans, the CONSULTANT will prepare and submit applications for the permits necessary to allow for construction of the Project. The CONSULTANT shall be available to answer inquiries made by the various regulatory agencies during their reviews of the Project. This shall include but not be limited to notification and/or application to:

- 6.1 Town of Harrisburg Flow Acceptance – Preparation and submittal of the Wastewater Flow Acceptance Form along with contract documents, NCDENR Sewer Application, and supporting documents for OWNER’s flow acceptance approval. No permit fee will be required.
- 6.2 NCDENR – Division of Land Resources for Erosion Control – It is anticipated that an erosion control permit will be required for this Project.
- 6.3 NCDENR - Division of Water Resources, Wastewater Construction Permitting Section – A fast track sewer permit submittal will be made to NCDENR;
- 6.4 NCDOT Encroachment - An NCDOT Encroachment is anticipated for this Project related to the improvements at the end of Moody Court. No permit fee will be required.
- 6.5 North Carolina Railroad Company (NCRR) Utility Occupancy – A railroad encroachment is anticipated for this project. Submittal will consist of:
 - 6.5.1 Preliminary design based on surveyed site conditions for OWNER approval prior to submitting and completing final design/permit package;
 - 6.5.2 Prepare and submit one NCRR Pipeline Occupancy package for the trenchless installation (via bore and jack) of the 8-inch gravity sewer pipeline;
 - 6.5.3 Estimate one plan and profile, two 11-in x 17-inch sheets.
 - 6.5.4 A package will also be submitted to Norfolk Southern Railway (NSRR) for review, as required by the operational agreement between NCRR and NSRR.

7.0 PERMIT FEES

Permit costs and fees paid for securing approval of authorities having jurisdiction over the Project will be paid for by the OWNER. The following permit fees have been budgeted for:

- 7.1 NCDEQ – Division of Land Resources for Erosion Control – The permit fee based on an estimated two (2) acres of land disturbance is estimated at \$130.00;
- 7.2 NCDEQ – Division of Water Resources, Wastewater Construction Permitting Section – The permit fee will be \$480.00;
- 7.3 North Carolina Railroad Company (NCRR) Utility Occupancy – The permit fee is anticipated to be \$2,150.00.
 - 7.3.1 Norfolk Southern Railway (NSRR) Review – This review fee is anticipated to be \$200.00;

8.0 CONSTRUCTION BIDDING

Upon receiving the required approvals from the regulatory agencies and the OWNER, the CONSULTANT will proceed with the Construction Bidding phase of the project consisting of the following:

- 8.1 Prepare required advertisements for bids;
- 8.2 Provide required bid packages to bidders and suppliers;
- 8.3 Address bidders’ questions;

- 8.4 Prepare and issue addenda as required; and,
- 8.5 Conduct bid opening, analyze bids, prepare bid tabulations and make a recommendation of award to the OWNER.

9.0 CONSTRUCTION ADMINISTRATION

The CONSULTANT will perform Construction Administration services on an as-needed basis during the course of the Construction phase. The OWNER will serve as the primary Construction Administrator by conducting the pre-construction meeting, reviewing shop drawing submittals, reviewing pay applications, etc. The CONSULTANT will provide the following services:

- 9.1 Coordinate contract execution with the Contractor and OWNER;
- 9.2 Provide necessary copies of the construction documents to the CONTRACTOR and the OWNER. CONSULTANT has budgeted to provide up to three (3) sets of Contract Documents to OWNER;
- 9.3 Perform general assistance on an as-needed basis when requests are made by the OWNER. CONSULTANT has budgeted up to 24 hours under this phase.

10.0 PROJECT CLOSE-OUT

The OWNER will provide the Engineers Certification to NCDEQ and the CONSULTANT will prepare Record Drawings based on field markups and as-built survey deliverables provided to the CONSULTANT by the OWNER.

11.0 ADDITIONAL SERVICES

Engineering services described in this CONTRACT do not include certain categories of work, which are usually referred to as "Additional Services." The CONSULTANT will provide Additional Services only upon receipt of written authorization from the OWNER. Additional services shall be rendered in accordance with the CONSULTANT's standard hourly rates in place at the time services are performed, unless otherwise agreed to by both parties. Additional Services include:

- 11.1 Engineering evaluations required in connection with determining the financial feasibility of the Project or multiple alternatives aside from the initial Project.
- 11.2 Services resulting from significant changes in the scope, extent, or character of portions of the Project developed by the CONSULTANT or its requirements including, but not limited to, changes in size, complexity, the OWNER's schedule, when such revisions are required by changes in laws, rules, regulations, ordinances, codes, standards, or orders enacted subsequent to the Effective Date of this CONTRACT or are due to any other causes beyond the CONSULTANT's control.
- 11.3 Environmental Assessments (EA)
- 11.4 Environmental Impact Statements (EIS)
- 11.5 Serving as a CONSULTANT or witness for any legal proceeding
- 11.6 Wetlands, stream and protected species mitigation services
- 11.7 Archeological services

- 11.8 Title Searches or Abstracting
- 11.9 Easement Acquisition
- 11.10 Funding Administration
- 11.11 Other professional services related to the Project, but not specifically described in the Scope of Services, which are identified and authorized in writing by the OWNER's authorized representative.

12.0 PROJECT SCHEDULE

The CONSULTANT will commence work on or as soon as possible after the date of the execution of CONTRACT. The following approximate anticipated schedule begins after the 30 day property owner notification period has lapsed:

- 12.1 Contract execution and Notice to Proceed (NTP) – Anticipated mid-October 2021
- 12.2 Field Survey and Mapping – 60 days from NTP – Complete in December 2021
- 12.3 Engineering Design –
 - 12.3.1 50% Review Submittal – 120 Days from NTP – Complete in February 2022
 - 12.3.2 90% Review Submittal – 150 Days from NTP – Complete in March 2022
- 12.4 Easement Platting – 160 days from NTP – Complete in late March 2022
- 12.5 Permit Submittals – 160 days from NTP – Submit in late March 2022
(Assume 60 days for easement acquisition and permit approval)
- 12.6 Advertisement – 220 Days from NTP, or Immediately upon receipt of necessary approvals and easement acquisition – Assumed Late May 2022.
- 12.7 Construction – to be determined by the OWNER.

ATTACHMENT B

BASIS OF COMPENSATION

1.0 BASIC SERVICES

The OWNER shall pay the CONSULTANT for providing the services set forth in Attachment A, Scope of Services, as follows:

Description	Basis of Compensation	Total Fee
Field Survey and Mapping	Lump Sum	\$15,750
Easement Plat Preparation (up to 4)	\$855/plat NTE	\$3,420
Subsurface Exploration	Lump Sum	\$6,500
Engineering Design	Lump Sum	\$48,660
Permitting	Lump Sum	\$9,680
Permit Fees	NTE	\$2,960
Construction Bidding	Lump Sum	\$9,600
Construction Administration	Hourly, NTE	\$5,520
Project Close-out	Lump Sum	\$3,850
Total Fee		\$105,940

A percentage of the Lump Sum Fee will be billed on the last day of each month. The percentage billed will be the percentage of work estimated to be completed as of the day of billing. The CONSULTANT will bill the OWNER on the last day of each month for the labor and expenses incurred during that month for phases identified as Hourly Not to Exceed (HNTE). The OWNER shall compensate the CONSULTANT for permit fees associated with the project as reimbursable expense.

2.0 ADDITIONAL SERVICES

The OWNER shall pay the CONSULTANT for additional services, which are not specifically called for in Attachment A, Scope of Services, in accordance with the CONSULTANT's rate schedule in place at the time services are performed.



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of FY2022 Budget Ordinance Amendment for Insurance Proceeds

Presenting Personnel:

Brian Lee, Finance Director

Suggested Motion or Action:

Motion to approve the FY2022 Budget Ordinance Amendment, as presented.

Description/Background:

On 9/1/2021, the Limb and Brush truck in the Environmental Protection Department was side-swiped by a motorist who left the scene of the accident. The accident resulted in \$3,062.29 in damage to the truck. The deductible for insurance claims is \$1,000.

Recommendation:

Staff recommends approval of the budget amendments, as attached.

Fiscal Impact:

The fiscal impact to the Town for FY2022 is additional revenue of \$2,100. This will be utilized toward the total cost to repair the vehicle/equipment, resulting in a net cost to the Town of \$1,000, or the Town's insurance deductible on property loss claims.

Attachments:

1. Amendment - GF - Environmental Prot. Insurance 10112021
2. 2022 - Freightliner Brush Truck 09.01.2021



AN ORDINANCE AMENDING THE 2021-2022 BUDGET ORDINANCE OF THE TOWN OF HARRISBURG, NORTH CAROLINA

Be it ordained by the Town Council of the Town of Harrisburg, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2022:

Section 1. Amend the General Fund to account for insurance proceeds on the 2020 Freightliner Brush Truck.

Section 2. To amend the General Fund, the appropriations are to be changed as follows:

Increase line item 100-4100-54303	\$ 2,100
M/R – Vehicles	

Section 3. To amend the General Fund, the revenues are to be changed as follows:

Increase line item 100-49121	\$ 2,100
Insurance Proceeds	

Section 4. Copies of this budget amendment shall be furnished to the Clerk of the Town Council, and to the Budget Officer and the Finance Officer for their direction.

Section 5. That this ordinance shall be effective upon its passage. Adopted this 11th day of October, 2021.

Steve Sciascia, Mayor

ATTEST:

Janet Rackley, Town Clerk



SWORN STATEMENT IN PROOF OF LOSS

(Automobile)

Policy No. APD - Collision CLM No. _____
Policy Coverage at Time of Loss _____
Policy at time of Loss _____ Company Claim No. 3210103847
Date Issued 07/01/2021 Agent _____
Date Expires 06/30/2022 Agency At _____
To the Interlocal Risk Financing Fund of North Carolina
Of _____ By your policy of insurance described above.

you insured Town of Harrisburg

(HEREINAFTER CALLED THE INSURED) AGAINST LOSS OF OR DAMAGE TO THE AUTOMOBILE DESCRIBED AS FOLLOWS:

DESCRIPTION OF AUTOMOBILE	TRADE NAME	TYPE OF BODY (IF TRUCK STATE TONNAGE)	MODEL	MODEL (YEAR)	VEHICLE IDENTIFICATION NUMBER
	Freightliner		M2	2020	K5504

TIME AND A loss caused by Collision occurred on the 09/01/2021 day of _____, 20____
about the hour of 12:00 AM ☐ AM ☐ PM

ORIGIN the full particulars of which are as follows: (State where and how it occurred) Robinson Church Rd. Harrisburg
Adverse vehicle side swiped Town vehicle and left the scene.

TITLE AND INTEREST The insured was the sole owner of the automobile at the time of the loss or damage and no other person had any interest therein, by bailment lease, conditional sale, mortgage, or other encumbrance or otherwise, except:
N/A

OTHER INSURANCE At the time of this loss, there was no other insurance on said automobile covering the same perils except:
N/A

USE At the time of this loss, the said automobile was being used for Business
(PLEASURE, BUSINESS OR COMMERCIAL PURPOSES)
and was not being used to carry passengers for compensation or rental or leased or for any illegal purpose except:

of the property described, the actual loss and damage sustained, and the amount claimed under this Policy are as follows:

THE ACTUAL CASH VALUE	CASH VALUES	WHOLE LOSS	AMOUNT DEDUCTIBLE	AMOUNT CLAIMED UNDER THIS POLICY
	\$ <u>N/A</u>	\$ <u>3,062.29</u>	\$ <u>1,000.00</u>	\$ <u>2,062.29</u>

SUBROGATIO To the extent of the payment made or advanced under this policy, the insured hereby assigns, transfers and sets over to the insurance company all rights, claims or that he has against any person, firm or corporation liable for the loss or damage to the property for which payment is made or advanced. He also hereby authorized the insurance company to sue any such third party in his name.

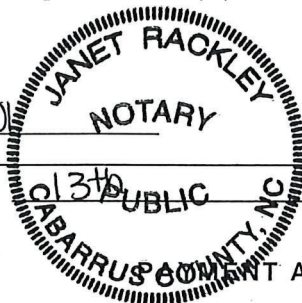
The insured hereby warrants that no release has been given or will be given or settlement or compromise made or agreed upon with any third party who may be liable in damages to the insured with respect to the claim being made herein.

The said loss or damage did not originate by any act, design or procurement on my/our part nor on the part of anyone having interest in the property insured, or in the said policy of insurance nor in consequence of any fraud or evil practice done or suffered by me/us and that no property saved has any manner been concealed.

It is expressly understood and agreed that the furnishing of this blank or the preparation of proof by a representative of the above insurance company is not a waiver of any of its rights.

CAUTION

State of North Carolina
County of Cabarrus
Subscribed and sworn to before me this _____ day of _____, 20____



[Signature] INSURED
September day of _____, 20____
Janet Rackley NOTARY PUBLIC

POWER OF ATTORNEY AUTHORIZATION

_____, 20____ Insurance Company,

is hereby requested, authorized and empowered to pay, at its option, as follows:

To _____ The sum of \$ _____
To _____ The sum of \$ _____
To _____ The sum of \$ _____

Amount Claimed Under Policy \$ _____

Witness: _____
Address: _____
Witness: _____

Insured _____
By _____ Title _____
Loss Payee _____
By _____ Title _____



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of FY2022 Budget Ordinance Amendment for Parks and Recreation Personnel

Presenting Personnel:

Brian Lee, Finance Director, James Spina, Parks and Recreation Director

Suggested Motion or Action:

Motion to approve the transfer of \$23,000 in the Parks & Recreation budget from Seasonal to Salaries line item effective October 12, 2021.

Description/Background:

Employees who work a schedule which reasonably approaches or surpasses 1,000 hours per fiscal year are required by State law to participate in the NC Local Government Employee Retirement System (LGERS). Employees who work a seasonal or part-time schedule typically do not approach this hourly threshold. One employee within the Parks and Recreation Department has been working a schedule that is projected to approach the 1,000 threshold for a number of reasons, including covering for other employees who are out due to illness or COVID exposure and the increased number and size of Parks facilities this year.

In addition, two other seasonal employees have been working year-round schedules and also need to be reclassified to part time rather than seasonal. They are not expected to work 1,000 hours in total and thus, there is no pension-related impact.

In order to properly classify these two employees and to comply with the pension requirements for the third and avoid a potential future audit issue regarding hours worked, Human Resources has advised that the three seasonal Parks & Recreation employees be re-classified to part-time. To accommodate this change, we are required to amend the budget, moving \$23,000 in funding from the seasonal to part-time salaries line item.

Pension costs for the one employee are projected to be absorbed by the Department without issue and will not require any budget modification.

Recommendation:

Staff recommends approval of the attached FY2022 Budget Ordinance Amendment for Parks and Recreation personnel.

Fiscal Impact:

There is no net fiscal impact to the Town as a result of the Budget Ordinance Amendment. If approved, \$23,000 will be shifted from Parks and Recreation Seasonal wages line item to the Parks and Recreation Salaries line item to accommodate the position classifications.

The Town will incur up to approximately \$1,000 in employer contribution expense to the pension system, which does not require budget modification.

Attachments:

1. Amendment - GF - Parks Salaries 10112021



AN ORDINANCE AMENDING THE 2021-2022 BUDGET ORDINANCE OF THE TOWN OF HARRISBURG, NORTH CAROLINA

Be it ordained by the Town Council of the Town of Harrisburg, North Carolina, that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2022:

Section 1. Amend the General Fund to account for the Parks & Recreation seasonal to part-time personnel shift.

Section 2. To amend the General Fund, the appropriations are to be changed as follows:

Increase line item 100-5000-51000 Salaries	\$ 23,000
---	-----------

Decrease line item 100-5000-51200 Seasonal Salaries	\$ 23,000
--	-----------

Section 3. Copies of this budget amendment shall be furnished to the Clerk of the Town Council, and to the Budget Officer and the Finance Officer for their direction.

Section 4. That this ordinance shall be effective upon its passage. Adopted this 11th day of October, 2021.

Steve Sciascia, Mayor

ATTEST:

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Parks & Recreation Advisory Board's Monthly Meeting Schedule

Presenting Personnel:

James Spina, Parks and Recreation Director

Suggested Motion or Action:

Motion to approve moving the Parks & Recreation Advisory Board's monthly meeting from the fourth Monday to the third Monday of each month.

Description/Background:

The Town's Planning & Zoning Department has requested this change to better align their advisory board's meetings with Parks & Recreation's board. Moving the meeting to the third Monday enhances and expedites the opportunity to get presentations, requests and other Planning & Zoning information to Town Council. The Parks & Recreation Advisory Board sees no issue with the change and endorses the request.

Note: At the September Council Meeting, Council requested that staff further analyze if the Planning Board meeting could be moved backwards to that 4th week. After reviewing this with staff, there is a concern that moving the Planning Board meetings back would not give adequate time to prepare and in some cases advertise appropriately for action that comes out of the Planning Board to the Town Council meetings. Therefore, the only change that is recommended here is shifting the P&R Advisory Board up a week.

Recommendation:

Staff recommends approval of the schedule change.

Fiscal Impact:

None.

Attachments:

None



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of the Law Enforcement Study.

Presenting Personnel:

Lee Connor, Assistant Town Manager

Suggested Motion or Action:

If approved, motion:

To approve the Law Enforcement Study as presented.

Description/Background:

On October 12, 2020, Town Council was presented with a law enforcement study by David Graham with U.S. ISS Agency, LLC. This study was requested by Council to provide an understanding of what a municipal police department structure would look like and how much that would cost. Currently we contract with the Cabarrus County Sheriff's Office to operate a Harrisburg Division dedicated to the Town's law enforcement needs.

Summary results of the Law Enforcement Study:

- Three options available:
 - Continue with current service
 - Enhance the service provided by Sheriff's Department to more closely resemble the operations of a municipal department
 - Create a municipal police department
 - Estimated size of a Harrisburg Police Department
 - 37 total employees
 - 25 operations personnel
 - 12 administrative services personnel
 - Estimated costs:
 - Total estimated costs
 - Total startup costs - \$2,995,522.50
 - Total annual expenses - \$3,838,458.06
 - Additional costs identified such as Town HR, IT, Finance and Town Management staff could cost up to \$400,000 per year
 - This study proposed that the police department would be housed in Town Hall (once YMCA moves out) and the Harrisburg Train Station. If a self-contained police department was built, the startup costs would be significantly higher
 - Total average cost per operations officers - \$176,000
 - Pennies on tax rate to cover annual cost (15.18 cents)

Current contract with Cabarrus County Sheriff's Dept:

- Total annualized FY2022 budget, including vehicle replacements - \$1,656,050
- Total of 19 deputies (17 Harrisburg paid and 2 Cabarrus County paid)
- Average cost of contract per operations deputy - \$94,737

- Equivalent pennies on tax rate to cover annual cost (6.21 cents)

At the conclusion of that study presentation in October, Town Council did not vote on whether to accept the study. Rather, Council gave the direction of the next step being a workshop to further discuss the study by itself. This workshop was held on September 25th. At the conclusion of the workshop, Council directed that the study be brought before them in the October Council Meeting for final consideration.

Special note: Approval of this study does not equate to a Council directive to begin a municipal police department. Approval is only for the study itself, which gives information to understand what a municipal police department could look like and what the associated costs would be.

Recommendation:

Staff recommends approval of the study.

Fiscal Impact:

None.

Attachments:

1. HPD V1.88 FINAL REPORT
2. APPENDIX 01 12 hour Shift Examples
3. APPENDIX 02 Comparable Towns
4. APPENDIX 03 Harrisburg Car Replacement Schedule
5. APPENDIX 04 Grant Opportunities
6. APPENDIX 05 Total Expenses for HPD

Police Feasibility Study



**David L. Graham
David M. Stephens**

**US ISS Agency, LLC
13801 Reese Boulevard West – Suite 180
Huntersville, North Carolina 28078
(704) 525-5221**

September 15, 2020

US ISS Agency, LLC

Town of Harrisburg, North Carolina

On behalf of the US ISS Agency, LLC (ISS), our company is pleased to present this feasibility study for the Town of Harrisburg's consideration to begin a full-service police department to deliver police services to the community and residents of Harrisburg.

ISS COMPANY OVERVIEW

The US ISS Agency, LLC (ISS) is a private security and consulting firm, located in Huntersville, North Carolina. Robert Schurmeier, a retired deputy chief of police from the Charlotte-Mecklenburg Police Department, co-founded the company, along with his business partner, Rob Sterling, a successful local businessman. At its inception, ISS provided pre-employment screening services and its first client was the City of Charlotte. Since then, ISS has expanded its lines of business to include corporate and due diligence investigations for key hires, internal and administrative investigations, criminal investigations, risk and security consulting, and law enforcement consulting for police agencies, including staffing and efficiency studies.

Experience

The ISS staff is comprised of law enforcement veterans and experienced data analysts. Three former deputy chiefs of police, of the 2,400-member Charlotte-Mecklenburg Police Department (CMPD), are currently part of the ISS team. David Graham, ISS President, served in many areas of the CMPD, including patrol, investigations, administration, and served briefly as interim chief of police. Dave Stephens served as the head of the department's Internal Affairs Office for a decade, overseeing all personnel and administrative investigations, and retired as deputy chief over the patrol division. In addition, he has worked in many areas of the department, including administration and crime prevention.

Jack Boger served as a deputy chief of police and led the Administrative Division, managing the human resources, training, and planning functions. Bob Schurmeier has taken a leave from the company and is currently serving as the director of the North Carolina State Bureau of Investigation. Tom Burnette leads our background investigations and due diligence services section. Tom is a retired CMPD supervisor with considerable experience and expertise in investigations and patrol. Kevin Foley, senior advisor, retired from the US Secret Service as deputy director. Additionally, our analysts are knowledgeable and experienced in database research, data analysis, and report preparation and presentation.

Quality

ISS is committed to the highest standards of quality in all that we do. We employ only experienced former law enforcement executives, managers, investigators, and data analysts, with proven track records. Our executive staff collectively has well over a century of experience in investigations and management.

Integrity

ISS understands the importance of integrity in all our work. As former law enforcement officers and executives, with years of experience, we are committed to the highest ethical standards. We believe our record in this area speaks for itself.

ISS Services

ISS offers a range of services, and we pride ourselves on being flexible enough to adapt to changing client needs. Our business began with pre-employment screening, but we quickly added other services, including individual and corporate investigations, corporate security consulting and security management, due diligence investigations for key hires, in both the public and private sectors, biometric fingerprinting, computer forensics, security and risk consulting, and consulting for law enforcement agencies with administrative and internal issues, including staffing and efficiency studies.

We serve a variety of clients from both the public and private sectors. We are on the federal General Services Administration, 738-X schedule and have completed thousands of background investigations under our GSA contract. Our staff has significant senior management experience with organizational issues, administration, homeland security planning, crime prevention, and Crime Prevention through Environmental Design (CPTED) programs. About sixty percent of our business comes from the public sector and forty percent from the private sector.

Selected Clients

- General Service Administration (GSA)
- City of Charlotte, North Carolina
- City of El Paso, Texas
- City of Salisbury, North Carolina
- Town of Pineville, North Carolina
- Siler City, North Carolina
- Town of Mooresville, North Carolina
- Town of Reidsville, North Carolina
- Mecklenburg County, North Carolina Sheriff's Office
- Lowes Companies, Inc., Mooresville, North Carolina
- Bojangles' Famous Chicken & Biscuits

PROJECT TEAM

The ISS team for this study consists of three veteran law enforcement managers with a century of experience among them. All are retired deputy police chiefs from the Charlotte-Mecklenburg Police Department, and each brings a unique perspective and skillset to this study.

David M. Stephens (Dave)

Dave brings a wealth of experience from his 29 years in policing. He retired from the CMPD as deputy chief for Field Services, leading the department's then 1,300 officer patrol division. He has significant senior management experience with organizational issues, administration,

homeland security planning, crime prevention, and CPTED programs. He has extensive investigative expertise, gained from ten years as head of CMPD's Internal Affairs Office, where he managed sensitive and confidential personnel investigations. He holds a Bachelor of Arts degree in political science from the University of North Carolina at Charlotte. He is also a graduate of the Administrative Officers Management Program at North Carolina State University and the Senior Management Institute for Police, sponsored by the Police Executive Research Forum and the JFK School of Government at Harvard University. Dave is licensed as a private investigator in both North and South Carolina.

David L. Graham

David served with the Mecklenburg County Police Department from 1981 until its merger with the Charlotte Police Department in 1993, and from that point, until his retirement in 2010, with the Charlotte-Mecklenburg Police Department. David worked in most areas of the department, including patrol, investigations, and administration. He retired as deputy chief of police for the Investigative Services Group. David spent more than seventeen years of his career in investigations, including criminal investigations, Internal Affairs, and Criminal Intelligence. David attended the University of North Carolina at Charlotte, where he earned a Bachelor of Science degree in law enforcement and administration, and later his master's degree in criminal justice with a concentration in police administration, organization, and job satisfaction. Additionally, he is also a graduate of the Senior Management Institute for Police and the Department of Defense Polygraph Institute. David is licensed, as a private investigator, in both North and South Carolina.

Norman J. Boger (Jack)

Jack specializes in technical, organizational, and administrative issues facing public and private organizations. He spent much of his career in executive levels of the CMPD where he rose to the rank of deputy chief for administration. In this role, he held responsibility for such functions as Communications, Records, the Crime Laboratory, Planning, Fiscal Affairs, Human Resources, Property Control, Training, and fleet and facilities management. He served for a time as interim chief of police, before retiring. He brings broad experience in budgeting, staffing, hiring, promotional procedures, human resources, and policy development. Jack holds a Bachelor of Arts degree in English and a master's degree in public administration from the University of North Carolina at Charlotte and a master's degree in English from the University of Florida. He is also a graduate of the Northwestern University Traffic Institute and the Senior Management Institute for Police.

Thomas (Tom) E. Burnette

Tom is a skilled tactical specialist with more than 30 years of law enforcement experience with the Charlotte-Mecklenburg Police Department. During Tom's tenure at CMPD, he held supervisory roles in a variety of areas, gaining considerable experience handling sensitive internal investigations. A graduate of the University of North Carolina at Charlotte, Tom also possesses an Advanced Law Enforcement Certificate from the North Carolina Justice Academy.

Katherine Scheimreif

Katherine retired as a sergeant from the Charlotte-Mecklenburg Police Department (CMPD) in 2018. During her thirty years of service, Katherine worked in several highly specialized areas, including in an undercover capacity as a detective in the Vice and Narcotics Unit for approximately ten years, before being promoted to sergeant. As a sergeant, Katherine was assigned to the Office of the Chief of Police, where she worked as an Internal Affairs investigator. In addition, Katherine served as a supervisor for Violent Crime Task Force, focusing on violent and repeat offenders for federal prosecution. Before retirement, Katherine served as the supervisor for CMPD's Crime Scene Investigations Unit, overseeing forensic investigations, including homicides, sexual assaults, and officer-involved shootings. Katherine graduated from East Carolina University with a BSP in Criminal Justice and is a licensed private investigator in both North and South Carolina.

Table of Contents

Executive Summary	14
Town of Harrisburg: Police Feasibility Study	14
Introduction	14
Methodology	14
Limitations of the Study	15
Organizational Structure of the Proposed Harrisburg Police Department	15
Total Cost Projections for Harrisburg to Provide Police Services	17
Police Feasibility Study:	18
Delivery of Police Services to the Residents of the Town of Harrisburg	18
Introduction	18
Background	18
Goals and Objectives of the Study	19
Methodology	19
Limitations of the Study	20
Staffing Considerations for the Harrisburg Police Department	20
Introduction	20
Response Times	21
Proactive Time	21
Policing Style or Philosophy	22
Recommendation	24
Organizational Structure	24
Executive Levels of the Agency	26
Police Attorney	26
Internal Affairs/Office of Professional Standards	27
Operations Bureau	28
Patrol Division	28
Patrol Response Zones	31
Current Response Zones: Cabarrus County Sheriff's Office Harrisburg Division	31
Criminal Investigation Division	34
Administration Support Services Bureau	36
Patrol Staffing Models	39
Introduction	39
Workload Based	39

Geographical Area	39
Population	40
Similar Departments	40
Minimum Staffing Levels.....	41
Determining Patrol Staffing	41
Differential Police Response (DPR).....	42
Staffing Levels Projected Based Upon Workload Data.....	42
Citizen Initiated Calls for Service.....	42
Calls for Service Total Incidents for Events	44
Distribution of Calls for Service	47
Distribution by Month and Year	48
Distribution of Calls for Service by Day and Time	49
Calendar Year 2017	49
Calendar Year 2018	49
Calendar Year 2019	50
Service Time (Hours)	50
Response Times	52
Response Time Objectives	53
Shift Relief Factors	54
Performance Objectives.....	54
Patrol Officers Based on Workload Analysis.....	56
Geographical Area	56
Using Population to Estimate Town of Harrisburg Patrol Staffing	57
Population Projections for Harrisburg	57
Future Growth.....	58
Population Methodology and Data Source.....	59
Using Population to Determine Staffing Levels	60
Summary of Determining Staffing by Population	61
Using Municipal Agencies Similar to Harrisburg to Determine Patrol Staffing	61
Patrol Staffing Recommendations Summary	65
Traffic Enforcement.....	67
Bicycle Patrol	67
Animal Care and Control (ACC).....	68
Operations Bureau Supervision and Command Staff.....	69
First Line Supervision.....	69

Command Staff	69
Supervision	70
Additional Units or Functions Assigned to the Operations Bureau	71
K-9 Officers/Dogs	71
Bomb Squad	73
Special Weapons and Tactical Teams (SWAT)	73
Operations Bureau – Criminal Investigation Division (CID).....	74
Methodology	75
Percentages or Ratios of Detectives to Patrol Officers.....	75
Clearance Rates for Criminal Investigations	76
Determining Staffing for the Criminal Investigation Division.....	77
Assigning Cases for Follow-Up Investigations	83
Juvenile Investigations.....	87
Drug and Alcohol Enforcement.....	89
Asset Forfeiture	90
Joint Task Forces	90
Crime Scene Search (CSS)	91
Staffing and Required Resources for Crime Scene Search.....	91
Shared Responsibilities with Patrol Officers	92
Major Crime Scenes and Evidence Processing.....	92
Equipment and Staffing Summary	93
Crime Laboratory.....	94
Court Liaison	95
Staffing Recommendations for the Criminal Investigation Division	96
Supervision for the Criminal Investigation Division	96
Comparative Analysis: Criminal Investigations within Similar Municipalities.....	97
Criminal Investigation Division (CID) Organizational Structure	98
Operations Support Services Division.....	100
Summary: Staffing the Operations Bureau.....	100
Staffing Projections	100
Operations Bureau Organizational.....	102
Administration Support Services Bureau	104
Introduction	104
Business Support Services Division	104
Organizational Structure for the Business Support Services Division	105

Communications and Dispatch.....	105
The Cabarrus County Sheriff’s Office.....	106
The City of Concord Emergency Communications.....	108
Recording Equipment.....	111
Harrisburg Self-Contained – Public Safety Answering Point Communications Center	111
Records Management	112
Records Management System (RMS).....	114
Property Control and Evidence Management (PC & EM).....	116
Property Inventory and Management System.....	117
Training	118
Other Considerations	118
Information Technology	119
Fleet Management and Maintenance	119
Vehicle Maintenance and Fuel Expenses	120
Assigned Take Home Vehicles for the Patrol Division.....	121
Agency Benefits	121
Officer Benefits	122
Community Benefits.....	122
Facilities Management.....	123
Human Resources Division	123
Existing Town Human Resources Department.....	123
Recruitment and Hiring	124
Recruitment	126
Recruiting Strategies.....	127
Hiring New Staff.....	128
Outsourcing Pre-Employment Background Investigations	129
Required State Certification Forms	130
The Criminal Justice Education & Training Standards Commission Certification.....	132
Hiring Tracks.....	132
Hiring Track 1: Hiring North Carolina BLET – Certified Officers.....	132
Hiring Track 2: Hiring Out-of-State-certified Officers	133
Hiring Track 3: Hiring Non-Certified Officers.....	133
Hiring Track 4: Hiring Staff for Investigative and Specialized Assignments	134
Patrol Command and Supervisors	134
Patrol Corporal	134

Investigations.....	135
School Resource (SRO).....	135
Crime Scene Search (CSS)	135
Telecommunicators.....	135
Property Control and Evidence Management.....	135
Records Management	136
Recruitment Staffing.....	136
Required Training and TimeLine	137
Hiring and Training and TimeLine	137
Training Curriculum for Sworn Positions	140
Specialized Training	140
Field Training Program.....	140
Police Patrol Officer Training Program (PTO)	141
In-Service (Annual) Training	143
Recruiting, Hiring, and Training Summary.....	144
Projected Start-Up Training Costs	145
Fiscal Affairs and Planning Division.....	146
Fiscal Affairs (Budgeting)	146
Research, Planning & Analysis (RP&A).....	146
Policy Development and Strategic Planning	147
Policies, Procedures, and General Orders.....	147
Options and Costs	148
Additional Resources Required	148
Asset Forfeiture	149
Community Support Services Division.....	149
Community Problem Oriented Policing	149
Crime Prevention.....	149
School Resource Officers (SRO).....	151
Police Reserve Officer Program (Sworn)	153
Civilian Volunteer Program.....	154
Cabarrus Area Crime Stoppers	154
Special Event Planning	155
Building and Facilities – Housing the Harrisburg Police Department	156
Patrol Operations Bureau Building and Facilities (Train Depot)	157
Police Headquarters: Administration Services Support Bureau Building and Facilities.....	161

Technology and Radio Services	166
Miscellaneous Considerations and Costs	169
Website Modifications.....	169
General Liability Insurance	170
Contingency Funds	170
Other Expenses and Costs	171
Summary of Staffing and Projected Costs	171
Recommendations Summary	171
Operations Bureau.....	173
Patrol Division.....	173
Animal Care and Control.....	173
Criminal Investigation Division	173
Crime Scene Search (CSS), Court Liaison, and Crime Lab	173
Operations Support Services Division.....	174
Administration Support Services Bureau	175
Business Services Division.....	176
E-911 Communications & Dispatch Services	176
Records Management Section (RMS)	177
Property Control and Evidence Section (PC&EM)	177
Information Technology Support, Fleet Management, and Facilities Management.....	177
Human Resources, Recruiting and Training Division	178
Fiscal Affairs and Planning Division.....	178
Community Support Services Division	178
Community Problem-Oriented Policing.....	179
Crime Prevention.....	179
School Resource Officers	179
Reserved Police Officer Program	179
Civilian Volunteer Program.....	180
Cabarrus Area Crime Stoppers	180
Special Events.....	180
Miscellaneous Expenses	183
Projected Costs for the Harrisburg Police Department	183
Other Expense Considerations	184
Additional Issues for Consideration.....	184
Originating Routing Identifiers (ORI).....	184

Grant and Support Opportunities for Newly Formed Police Organizations	185
Summary and Recommendations.....	189
Making the Decision	189
Is There a Cost-Effective Reason for Harrisburg to Have Its Own Police Department?.....	189
Is There Adequate Citizen Support?.....	191
When Should Harrisburg Start Its Own Police Department?	191
Required Time and Resources.....	192
First Steps in Starting the Police Department.....	195
Community Involvement	195
Hiring the Police Chief	195
Hiring Command Staff and Supervisory Personnel.....	196
Preparing the Preliminary Budget	196
Drafting a Mission Statement and Strategic Plan	196
Mission Statement	196
Strategic Plan.....	197
Transitioning to the Harrisburg Police Department	197
Conclusion	198
Appendix.....	199
Appendices	199
Maps.....	199
Tables	199
Charts	201

Executive Summary

Town of Harrisburg: Police Feasibility Study

Introduction

Currently, the Cabarrus County Sheriff's Office (CCSO) is the primary law enforcement agency for Cabarrus County. Harrisburg contracts with the Sheriff's Office to provide police services for the Town and residents. In addition, the CCSO provides full police services to the towns of Midland, Mount Pleasant, and the unincorporated areas within Cabarrus County.



This study does not examine the level, or quality of police services delivered at present by the Sheriff's Office to the Town of Harrisburg. Using pragmatic approaches and the best available data, this study defines service policies, staffing needs, equipment, facilities, and other resources that Harrisburg needs to operate its own police department to provide these services. Under the best of circumstances, this is a complex task, involving multiple issues, but the emphasis of this plan is on the following points.

- Identify the benefits and challenges associated with the Town starting its own police department to provide the full array of police services to the Town and its residents.
- Prepare a plan that details the organizational changes and additions necessary for the Town to provide the full range of law enforcement services to its citizens.
- Develop an organizational structure for the department, including positions and functions.
- Define workload and provide estimates for staffing, equipment, physical facilities, and other resources needed to provide full police services.
- Develop recruiting strategies for hiring the required staffing to provide these services.
- Identify training gaps and needs when employing experienced staff.
- Prepare a timeline or schedule for the project.
- Provide estimated costs for the project, identify both startup costs and operating costs, as well as a proposed implementation plan.

The Executive Summary presents the major findings of this study with more detailed descriptions of the methodologies, analyses, and findings presented in the main sections of the report, including supporting documents, attached as addendums, at the end of the report.

Methodology

ISS reviewed several sources of information and data to determine the appropriate staffing levels and resources for the Town of Harrisburg to consider in providing full police services to the community. ISS reviewed several approaches using workload data, including the number of calls for service and service hours for the previous three-year period before this study, the geographical area, population, police departments like the projected Harrisburg Police Department, and

minimum staffing levels. In addition, this study reviewed staffing and operational issues outside the patrol and investigative functions to include administration and support functions akin to communications and record management, property control and evidence management, information technology, recruiting and training, fiscal affairs and budgeting, crime analysis, policies and procedures, asset forfeiture, community policing, crime prevention, sworn reserve police officers, volunteers, Crime Stoppers, and special event planning. Other costs, such as utilities and some contractual agreements, were not considered.

As this study addresses staffing, required resources, costs, and operational issues, ISS offers specific recommendations when fitting and supported by adequate information and data. However, when suitable information or data was not available, or when questions are beyond the scope of this study, as with several topics, it is understood that these issues must be addressed later. For example, ISS did not draft employee pay scales, but instead, used the average salary from the Cabarrus County Sheriff's Office pay scale for each allocation, plus five percent for the recommended salary for the same position with the Harrisburg Police Department. During the planning and implementation phase of this project, Harrisburg will need to develop a pay scale, using as the midpoint, the salary used in this study for each allocation.

Limitations of the Study

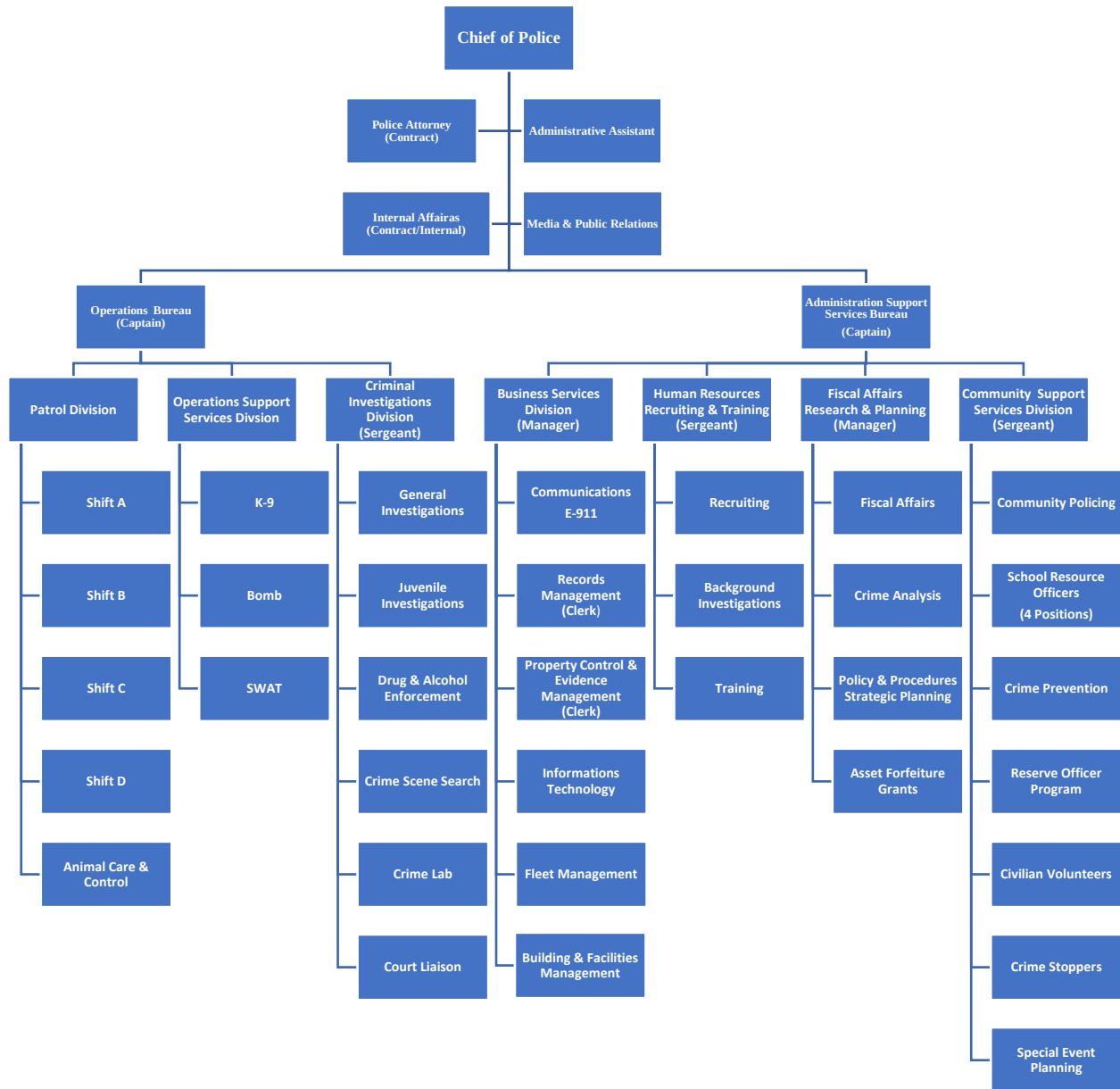
It should be noted that this study, and its conclusions, are to some extent, limited. ISS used the calls for service data provided by the Cabarrus County Sheriff's Office for the three-year period from 2017 through 2019. First, any data set is a snapshot of the circumstances at the time the data was collected, and data can be edited or modified, as time evolves. Sometimes data values might be missing or are incomplete. As with this study, the data did not separate citizen generated calls for service from those initiated by patrol deputies; however, those calls with zero response times were eliminated from the data set. Additionally, not all data is coded the same under similar circumstances, such as distinguishing those calls or incidents involving juveniles. Establishing business rules for data entry and process flow, while utilizing exception reporting to catch errors, can help minimize errors and/or anomalies, while ensuring accurate and precise performance measures and statistical reporting.

Secondly, ISS made every effort to project the staffing and resources required for Harrisburg to staff adequately a new police department. At best, it is probably five years before Harrisburg begins converting from the Cabarrus County Sheriff's Office to providing police services itself. Over a five-year period, costs will increase, population is projected to rise, and adjustments should be made before implementation of these recommendations. It is understood; therefore, limitations exist, which will operationally affect a new police agency. Some strategic issues will also need to be addressed later and refinements made.

Organizational Structure of the Proposed Harrisburg Police Department

The proposed organizational structure for the Harrisburg Police Department is presented in the following chart, **Chart 01**.

Chart 01: Organizational Structure of the Proposed Harrisburg Police Department



ISS arranged the study, based upon the recommended organizational structure of the Harrisburg Police Department. Each report section corresponds in chronological order to the proposed organizational structure of the department, with a summary of recommendations and costs included as the last section of the report.

Total Cost Projections for Harrisburg to Provide Police Services

The total cost projections for the first year of Harrisburg providing police and support services, including those functions contracted to other agencies, and capital investment or startup expenses of **\$2,995,522.50**, is **\$6,833,980.56**. Thereafter, the total annual operating cost is projected at **\$3,838,458.06**. The daily operational costs for such items, as office supplies and utilities, must also be considered and are not included in the cost estimates. A contingency is built into the total cost projection to cover incidental expenses and cost increases since, at earliest, it will be three years before Harrisburg begins the first phase of implementing this plan.

The format for this study is menu driven, which enables the Town to select essential police services to provide the first year, and then phase in the remaining services over a timeline the Town elects. One option is to continue using the Cabarrus County Sheriff's Office for the first year, while phasing in and training the Harrisburg officers, and then phasing out the CCSO deputies as the Harrisburg officers become proficient, as discussed in further detail in this report.

Projected Costs to Provide Police Services Full-Service Implementation

Table 01

Total Projected Expenses (First year)	Startup or Capital Investment Expenditures	Annual Operating Expenses
\$6,833,980.56	\$2,995,522.50	\$3,838,458.06

In determining the projected costs for Harrisburg to establish and operate its own police agency, ISS developed two spreadsheets included in the **Appendices** of this report. The first spreadsheet, **Appendix 06: Cost Projections for the Harrisburg Police Department** presents how ISS calculated the total expenses line by line. The second spreadsheet, **Appendix 07: Personnel Expenses by Allocation** shows the costs, line by line, for each position or allocation recommended for the new police department. The tables presented in this study indicate a summary of the costs and not all steps taken to determine the total expenses, as **Appendix 04** and **Appendix 06** illustrate.

These costs do not include the expenses required to complete all tasks necessary to become operational or the costs for the Sheriff's Office to provide police services while Harrisburg completes all work and steps necessary to become operational (see **Table 59**).

Police Feasibility Study:

Delivery of Police Services to the Residents of the Town of Harrisburg

Introduction

The Town of Harrisburg retained the US ISS Agency, LLC (ISS) to determine the operational costs and resources required for the Town of Harrisburg to provide full law enforcement services to the community and its residents. Accordingly, this study describes the staffing, budget, and operational sources necessary to achieve this objective; it provides an estimate of the time required for the transition, as well as summarizing the issues involved in implementing the recommendations.

The study does not examine the level or quality of police services currently delivered by the Cabarrus County Sheriff's Office (CCSO) to Harrisburg, nor does it consider the impact on CCSO operations, in the event the Town assumes responsibility for providing these services.

Background

Since Harrisburg's incorporation as a town, on March 28, 1973, Harrisburg has contracted with the Cabarrus County Sheriff's Office to provide law enforcement services to its residents. Currently, the Sheriff's Office has fifteen (15) officers, including two officer positions paid for by Cabarrus County, two (2) supervisors and one (1) lieutenant for a total of eighteen (18) police personnel assigned to the Town, responding to calls for service, enforcing laws and ordinances, investigating traffic accidents, and providing community policing services. Twelve (12) of these officers are assigned to patrol, two (2) are assigned to investigations, with two (2) patrol supervisors (sergeants) and one (1) lieutenant, who oversees the division.



In addition, the Sheriff's Office provides dispatch services for fire, police, animal control, and the Fire Marshals' office, through the County's Emergency Communications Center. The CCSO provides additional services as needed, like responses to Special Weapons and Tactics (SWAT) incidents, bomb threats, hostage crisis situations, animal care and care control, civil processes, and administrative services in support of the Harrisburg Division of the Sheriff's Office. Outside of contracted services, the CCSO provides school resource officers, currently at the three schools in Harrisburg, with a fourth school opening in the fall of 2020.

Harrisburg, being a suburb of Charlotte, with an estimated 2020 population of nearly 17,000 residents and covering over 11.6 square miles, is a propitious place to live in North Carolina. Harrisburg offers residents a calming, country sense with ample parks and a cohesive community atmosphere. With the Town's proximity to Charlotte's amenities, Harrisburg is situated for

exponential growth. Furthermore, the railroad continues to play a pivotal role in molding the town with the North Carolina Department of Transportation's (NC DOT) Piedmont Improvement Project, as well as other investments in rail and road improvements in the region. Harrisburg's proximity to Charlotte and major interstate corridors, like I-485 and I-85, make Harrisburg a desirable place to live and work. Town leaders are challenged in managing the demand for residential and commercial growth, through sustainable and strategic planning.

At present, Harrisburg contracts with the Cabarrus County Sheriff's Office to provide full police services on a contractual basis; however, the Town is interested in researching the option of providing full police services, or a hybrid of both, itself. Accordingly, the Town of Harrisburg contracted with ISS to conduct a feasibility and cost study plan for Harrisburg to assume providing police services. This plan embodies police services for all Harrisburg.

Goals and Objectives of the Study

Once more, the objectives for this study focused on staffing, budget, and operational issues required to provide these services, including:

- Identify the benefits and challenges associated with the Town starting its own police department to provide the full array of police services to the Town and its residents.
- Prepare a plan that details the organizational changes and additions necessary for the Town to provide the full range of law enforcement services to its citizens.
- Develop an organizational structure for the department, including positions and functions.
- Define workload and provide estimates for staffing, equipment, physical facilities, and other resources needed to provide full police services.
- Develop recruiting strategies for hiring required staffing to provide these services.
- Identify training gaps and needs when employing experienced staff
- Prepare a timeline or schedule for the project.
- Provide estimated costs for the project; identify both startup costs and operating costs, as well as a proposed implementation plan.

Methodology

Police staffing models in the United States, generally employ one or more methodologies or approaches. Police agencies typically use one, and sometimes, a combination of several common strategies, including workload-based, population or per-capita, minimum staffing levels, and comparing similar agencies in size, staffing, crime, as well as other variables.

ISS reviewed multiple sources of information and data in determining appropriate staffing levels and resources required for Harrisburg to provide full police services to the community. Additionally, ISS reviewed various approaches using workload data, including the number of calls for service and service hours for the previous three years, the geographical area, population, police departments like the planned Harrisburg Police Department, along with minimum staffing levels. In addition, this study reviewed staffing and operational issues outside the patrol and investigative functions to include administrative and support functions like communications and record management, property control and evidence management, information technology, recruiting and training, fiscal affairs and budgeting, crime analysis, policies and procedures, asset forfeiture,

community policing, crime prevention, sworn reserve police officers, volunteers, Crime Stoppers, and special event planning. Other costs, such as utilities and some contractual agreements, were not considered.

As this study addresses staffing, required resources, costs, and operational issues, ISS offers specific recommendations when befitting, and is supported by appropriate information and data. However, when suitable information or data was not available, or when questions are beyond the scope of this study, it is understood these issues must be addressed later.

Limitations of the Study

It should be noted that this study and its conclusions, are to some extent, limited. ISS used the calls for service data provided by the Cabarrus County Sheriff's Office for the three-year period from 2017 through 2019. First, any data set is a snapshot of the circumstances at the time the data was collected, and data can be edited or modified, as time evolves. Sometimes data values might be missing or are not complete. As with this study, the data did not separate citizen-generated calls for service, from those initiated by patrol deputies; however, those calls with zero response times were eliminated from the data set. Additionally, not all data is coded the same under similar circumstances, such as distinguishing those calls or incidents, involving juveniles. Establishing business rules for data entry and process flow, while utilizing exception reporting to catch errors, can help minimize errors and/or anomalies, while ensuring accurate and precise performance measures and statistical reporting.

Secondly, ISS made every effort to project the staffing and resources required for Harrisburg to staff adequately a new police department. At best, it is probably five years before Harrisburg begins converting from the Cabarrus County Sheriff's Office to providing police services itself. Over a five-year period, costs will increase, population is projected to rise, and adjustments should be made before implementation of these recommendations. It is understood; therefore, limitations exist, which will operationally affect a new police agency. Some strategic issues will also need to be addressed later and refinements made.

Staffing Considerations for the Harrisburg Police Department

Introduction

Overall, there is no firm standard or guideline available to determine how many patrol officers are needed to staff the new Harrisburg Police Department in providing full police services to the Town. Multiple factors impact staffing, both patrol and support functions. Key factors for consideration embrace the type or philosophy of policing to be applied (e.g., traditional, community policing, service-oriented policing, etc...), crime rates, the numbers and types of calls, the ratio of officers to population, mandatory minimum staffing, shift distribution, job definitions, supervisory levels, command staff needs, desired response times, organizational capability, public pressure, geographical jurisdiction, the operational and personnel policies of the agency, and community expectations.

Some communities mandate that emergency calls for service have response times of five to seven minutes or less, while others accept average emergency response times of ten minutes or longer.

(Note: The resources needed to make up the difference can be substantial). Some communities want 40 percent of each officer’s patrol time spent on problem-solving or proactive activities, while others expect little or no proactive activity by their officers. Depending on neighborhood problems, some jurisdictions require extensive traffic enforcement, while others want maximum patrol visibility in commercial or residential areas. Most jurisdictions want resource levels that always allow one or two patrol units to remain free for emergencies. Backup protocols and the number of units routinely assigned to certain types of calls, will also affect staffing levels. These issues and others are all incorporated into the definition of service requirements and all must be addressed in deciding how many patrol officers are needed.

Several strategic staffing factors the Town should consider are discussed in the following sections. Accurate estimates for required staffing levels to meet recommended response time objectives is feasible, since the workload and other data are available for the various analyses required for this study. Sometimes the data changes over time and these projections can be corroborated later and/or adjusted accordingly.

Response Times

Response times for first responder emergency services is defined usually as the length of time from when the department receives a call for service, usually through 911 emergency communications, until an officer arrives at an incident scene. The Cabarrus County Sheriff’s Office’s average non-emergency response time for March 2020 was six (6) minutes and 25 seconds.

The CCSO has two classifications for responding to citizen generated calls for service. The first category, “**Emergency**,” is defined, as where loss of life or physical harm is possible, when a crime is in progress, or when major public disruptions or harm might result.

The second response classification is “**Non-Emergency**.” Non-Emergency calls are presumed to be one when some delay in police arrival will not affect public safety or the outcome of the investigation. In considering staffing, most agencies factor in sufficient staffing levels for patrol, so at least one officer always remains free, in each response zone, to ensure emergency response capability.

Proactive Time

Patrol staffing studies often examine policing functions, according to whether the work performed is predominantly reactive, regulatory, or proactive in nature. **Reactive** policing is demand-driven, typically by responding to citizen calls for

FACTORS INFLUENCING STAFFING

- ❖ Policing Philosophy
- ❖ Community Expectations
- ❖ Crime Rates
- ❖ Calls for service
- ❖ Types of Calls for Service
- ❖ Response Time Objectives
- ❖ Population
- ❖ Shift Distributions
- ❖ Minimum Staffing Levels
- ❖ Supervision

services, and expectations that usually evolve through citizens requesting police services directly, or by responding to community expectations, like investigating crimes reported to the department. The second category, **Regulatory**, often provides oversight for businesses licensed by the county, city, or state that without monitoring and inspection, might trend toward criminal activity. For example, some police agencies share oversight with the local ABC Boards or state alcohol law enforcement agencies for administrative inspections, for businesses engaged in alcohol sales.

Police allocation models should include strategies that embrace unobligated time for patrol officers to perform **Proactive** activities intended to nurture public safety, while concurrently preventing criminal activity. In comparison, proactive policing identifies and addresses specific problems that result in crime, quality of life issues, disorder, or other concerns that impact community wellbeing. Proactive policing focuses on precise crime and safety priorities established by the department, government leaders, or the community that reactive policing cannot address.

The foundation for proactive policing is from a putative understanding that the police and community must work together to identify and address crime problems, as a means of improving the quality of life, overall, for the public. In addition to factoring proactive or problem-solving time in patrol staffing, other examples of proactive policing include vice and narcotics units, sections that focus on repeat or violent offenders, or officers who target the source of vehicle accidents to reduce them and improve the flow of traffic.

The role of officers in community policing is to reduce crime, fear, and antisocial behavior in the community. Officers practicing community policing want to provide a visible and reassuring presence in the neighborhood. To provide patrol officers proactive time, ISS recommends that forty (40) percent of the shift be allocated to this, to problem solve and create officer-initiated activities. This allows time for such activities as:

- Participation in Neighborhood Action Teams (NAT) ¹ and similar projects.
- crime prevention initiatives.
- participation in community meetings and events, follow up investigations.
- addressing repeat calls for service locations, suspicious activity, high accident locations.
- working on crime and quality of life issues, such as loitering, prostitution, gambling, drug sales and possession, ABC violations, and problems at bars.
- participation in town-wide, problem-solving initiatives, such as larceny from vehicle reduction strategies, reducing neighborhood crime, or addressing quality of life issue; and addressing truancy issues and the nexus to property crimes near schools.

Policing Style or Philosophy

The policing style or philosophy espoused by an agency has direct impact on all staffing levels. Staffing models typically allocate time available for patrol activity among the time to respond to and handle calls for service, proactive activities like problem-solving, crime prevention, services

¹ Neighborhood Action Teams (NAT) typically are problem-solving teams comprised of police and community stakeholders to address specific crime or quality of life problems affecting a community or geographical area.

important to the department, and administrative time. In jurisdictions practicing community policing, the time allocated for proactive activity is usually much greater.

Traditional policing is the oldest and best-known model, with some of its key attributes found in other policing styles. It's most noted characteristic and greatest limitation is that it is reactive. Traditional policing focuses on routine or random patrol, with officers receiving and responding to calls, patrolling their communities, and looking for crimes that have occurred or that are occurring. Traditional policing dismisses proactive measures, as well as interaction with the community. Officers respond to a variety of situations as they develop, spending the shift addressing challenges, or issues, as they emerge.

Community-Oriented Policing (COP) or Community Problem-Oriented Policing (CPOP) evolved from traditional policing. Community policing is a philosophy, rather than an add-on program, like crime prevention. COP promotes full service and personalized policing, using organizational strategies that support the systematic use of partnerships and problem-solving skills to address proactively, immediate conditions that serve as a catalyst to issues such as crime, social disorder, and fear of crime². Under this model, the police and community have closer relationships, while developing problem-solving partnerships to identify and address underlying causes of crime and quality of life issues, with a tailor-made approach to address them. The police and the community focus on strategies to build ties and close working relationships. Community policing requires more personnel and resources, as well as significant community partnerships and extensive training to succeed.

Service-Oriented Policing is a third model of policing that focuses on developing close and service-based relationships with the community. It uses both formal and informal ways to interact

COMMUNITY PROBLEM-ORIENTED POLICING



² *Community Policing Defined* COPS (Community-Oriented Policing Services) US Department of Justice Office of Community-Oriented Policing Services, 145 N Street NE, Washington, DC 20530. [2014]

with and assist the public. It stresses both law enforcement and service through frequent contacts with citizens, and normally employs some of the principles of the COP and CPOP models. Crime prevention is a significant component, and service-oriented policing works best in jurisdictions where property crimes are the major challenge. This model also builds on traditional policing, and if done correctly, assumes a proactive orientation. Citizens in these communities often expect personal assistance and individual treatment from their officers. The agency would, therefore, stress service-type functions of police work, over law enforcement duties.

Recommendation

ISS recommends Harrisburg consider implementing community problem-oriented policing, rather than moving towards traditional or service-oriented policing styles. Community policing brings the police and citizens together to prevent crime and solve neighborhood problems. It focuses on the principal issue for police, that is, to build a working, trusting relationship with the community. Community policing places the emphasis on stopping crime before it happens, not responding after the crime occurs. Most communities no longer tolerate the police being only reactive, by receiving and responding to calls. Without community trust, no police agency, or its officers, will be effective in reducing crime, or the fear of crime. Law enforcement must invest time in their communities to build relationships and gain community confidence.

Similarly, a key advantage to community policing is it also reduces the fear of crime in the community. Often, the fear of crime paralyzes a community much worse than being actual crime victims. With increased police presence in neighborhoods, residents feel more secure, which in return, helps the police establish trust and open communication with the community. Furthermore, many members of the community believe true community policing results in more favorable views of the police, especially being able to place a name and face together.

One major challenge with community problem-oriented policing is community interaction. How do the police get the community to engage with them? The only way for community policing to work, is community involvement. An established partnership between the police and the community must be present. Without the trust and involvement of the community, any attempts at community policing will ultimately fail.

The role of the patrol officer differs radically in agencies committed to community inclusive forms of policing, like community problem-oriented policing. A patrol officer's role must be defined fully to incorporate adequate time into calculating staffing levels, as community-oriented policing trends towards being more labor-intensive for patrol than traditional policing models.

Organizational Structure

Determining the most effective and efficient organizational structure for Harrisburg is critical to providing effective direct police services to the community. The model, or style, of policing significantly influences organizational structure and the services delivered. Identifying and defining the required functional components, assigning names and titles, defining the relationships of these components with each other, integration of these mechanisms into the existing structure

of the Town of Harrisburg, and defining administrative and decision-making responsibilities through the chain of command, are all critical to ultimate success.

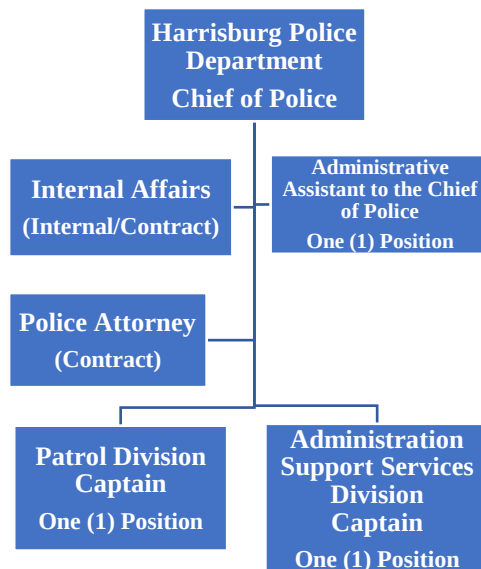
Core Police Functions

- ❖ Emergency Response
- ❖ Enforcing Laws While Addressing Quality of Life Issues
- ❖ Preventing Crimes
- ❖ Investigating Crimes

The most effective organizational structure derives from a clear understanding of the job to be done. It maximizes the use of available resources, while maintaining a balance between effectiveness and efficiency. Furthermore, it sets aside room for public involvement, attention to quality of life, and the need to collaborate with both community and agency stakeholders, all, to manage the nexus between crime and social decay.

Most law enforcement agencies focus on four core functions, including (1) responding to emergencies, (2) enforcing laws and addressing quality of life issues, (3) preventing crime, and (4) investigating crimes to bring offenders to justice. Each division, section, or unit, within a police organization, accordingly, will have both a direct and indirect responsibility to concentrate on these four underlying doctrines. While each division and unit will have specific responsibilities, it is understood that all of them share and participate in the overlapping obligation of providing police services to Harrisburg. Based on the staffing projections from this study, the proposed organizational structure for Harrisburg's new police department begins with the following model. **Chart 02** shows the initial organizational structure for the executive staff level. Following is a brief overview of the organizational structure that ISS recommends, which is discussed in more detail in the subsequent sections of this study.

Chart 02: Harrisburg Police Department Executive Level



Executive Levels of the Agency

ISS recommends that a chief of police head the Harrisburg Police Department. This person would report to the Town Manager. The police chief is a key executive hire, requiring both a broad scope and an in-depth working knowledge of all aspects of contemporary municipal policing. These include patrol operations and procedures, internal affairs, investigations, operating and capital budgets, grants, purchasing processes, policy development, the ability to evaluate and make operational changes, as required, monitor and report crime trends, develop policies for difficult or unusual emergency situations, coordinate with the public and other law enforcement agencies, and demonstrate extensive experience in law enforcement administration, crime prevention, and support services.

In addition, the police chief should have a robust working knowledge of law enforcement principles, practices, methods, and equipment. The chief should also possess a solid working knowledge of community problem-oriented policing principles, including problem-solving strategies with demonstrated skills in community engagement, relationship building, and collaboration. Additionally, he, or she needs a clear understanding of state and federal laws, local ordinances, and policies of the department. The chief requires a thorough working knowledge of the physical, economic, and social characteristics of the Town of Harrisburg, along with modern and effective management principles and practices, including motivation, communication, leadership, conflict resolution, performance coaching and evaluation. Furthermore, the chief should have a solid grasp of town personnel and be experienced in computer and information technology.

Furthermore, a solid chief is skilled in the use of firearms and other police equipment and in the application of self-defense tactics. He, or she, is accomplished in collaborative conflict management with the ability to provide vision, clarify mission, and to lead and inspire confidence among subordinate employees. He, or she, should be skilled in team building, counseling, coaching, motivation, communication, and performance evaluation with subordinates. Because the chief is critical to the creation, staffing, and management of the department, this position should be filled as soon as possible once the decision is made to move forward with this overall project. He, or she, should serve as the team leader for the transition and can fine tune and update this proposal for the agency.

Police Attorney

ISS recommends the department contract with a local attorney who has a solid, working knowledge of police laws, practices, and procedures. The right police attorney is critical to the department's success, by providing the chief legal advice on administrative and operational issues, as well as serving as general counsel for civil proceedings filed against the department and its employees. The police attorney not only needs to be available to the command staff, but to all officers and employees at most times, especially when an officer needs guidance; for example, when having a question during an arrest or drafting a search warrant.

Often, police attorneys respond to and provide legal counsel for high profile investigations like homicides, officer-involved shootings, and in custody deaths, involving department employees.

He, or she, typically conducts legal research to provide guidance and answer officers' questions for specific incidents or legal issues. Other tasks might include providing advice for forfeiture litigation issues, involving cash, vehicles, and other property used in, or are proceeds from, narcotics trafficking.

A key area for police attorneys is advising staff on personnel issues related to hiring, promotion, transfer, demotion, and termination, and to ensure there are no due process or administrative issues. Police attorneys are usually the first step to recommend course(s) of action when the department faces lawsuits filed against the department or employees. They provide guidance and advice for the internal disciplinary review process, and drafting, updating, and reviewing department policies or general orders. As quick as the law changes today, with daily court decisions creating new case law, police attorneys have a critical role in training and keeping officers current by publishing articles and summaries of legislative enactments and relevant court cases, as they occur.

The cost range to contract with a law firm to provide legal advice and guidance for the employees of the Harrisburg Police Department can be by the hour or annual retainer. Typically, the hourly costs range from \$250.00 to \$500.00 per hour. Annual retainers for these services are usually determined by the number of employees in the department. An estimated cost for an annual retainer is \$15,000 to \$20,000.

Internal Affairs/Office of Professional Standards

Every police department, regardless of size, will have to investigate complaints about an officer, or an employee's conduct, or behavior, at some point. Every chief must possess a healthy understanding about the internal affairs function and process of investigating both internal, and external citizen complaints, involving employees, and take the allegations seriously, if he or she wants to earn the respect of their governing body, the community, and those who work for them.



The internal affairs function relates to a division, or sometimes just one person in a law enforcement agency, which investigates professional misconduct attributed to all employees on the department. It is a mechanism of limited self-governance, often referred to as “the police who police the police.” Due to the

sensitive and confidential nature associated with internal investigations, in most departments, the internal affairs function usually reports directly to the police chief, or his designee.

Larger agencies have the resources to have separate units for internal affairs, but smaller agencies, like the Harrisburg PD, will not have that option. Nearly 90 percent of police departments in the United States employ 25 or fewer sworn officers.³ Smaller agencies, without ample resources, might have an executive officer, the accused's immediate supervisor, or an outside agency or company, investigate these complaints. In North Carolina, the State Bureau of Investigation (SBI)

³ Courtney, K. M. (1996). "Internal affairs in the Small Agency." FBI Law Enforcement Bulletin (9 ed.). 65: 12.

assists local police agencies with criminal investigations, but not with allegations of internal misconduct or rules violations that are not criminal in nature.

For a police department the projected size of the proposed Harrisburg PD, the number of expected complaints that an internal affairs section would handle, would not support a separate internal affairs section, or even one officer dedicated to the function. ISS recommends three options for consideration. First, outsource the complaints for investigation to a neutral, third party, such as a consulting or investigative group that specializes in these types of investigations. A second option is to assign these internal investigations to the employee's immediate supervisor. If the complaint is of a serious nature, then the allegations should be assigned to a member of the command staff. A third option is using a combination of having a consulting, or investigations group, handle the serious allegations, while the employee's immediate supervisor investigates lower level allegations. Each option requires various levels of resources, including training for supervisors and command staff, in investigating internal allegations, or an estimated or proposed budget to outsource internal investigations. The details of each option should be incorporated into the department's general order or policy regulating the internal affairs.

To begin, ISS recommends the Harrisburg PD investigate non-criminal allegations of employee misconduct internally, and therefore, no funding is included in this proposal for outsourcing internal investigations. If a situation arises, requiring significant investigative resources and skill level, then the chief can address it through the contingency funding, included with this study.

ISS recommends the Harrisburg Police Department have two main bureaus, the Operations Bureau, and the Administration Support Services Bureau. Each will be headed by a captain who reports to the chief of police. Each will be discussed in detail, further in this report.

Operations Bureau

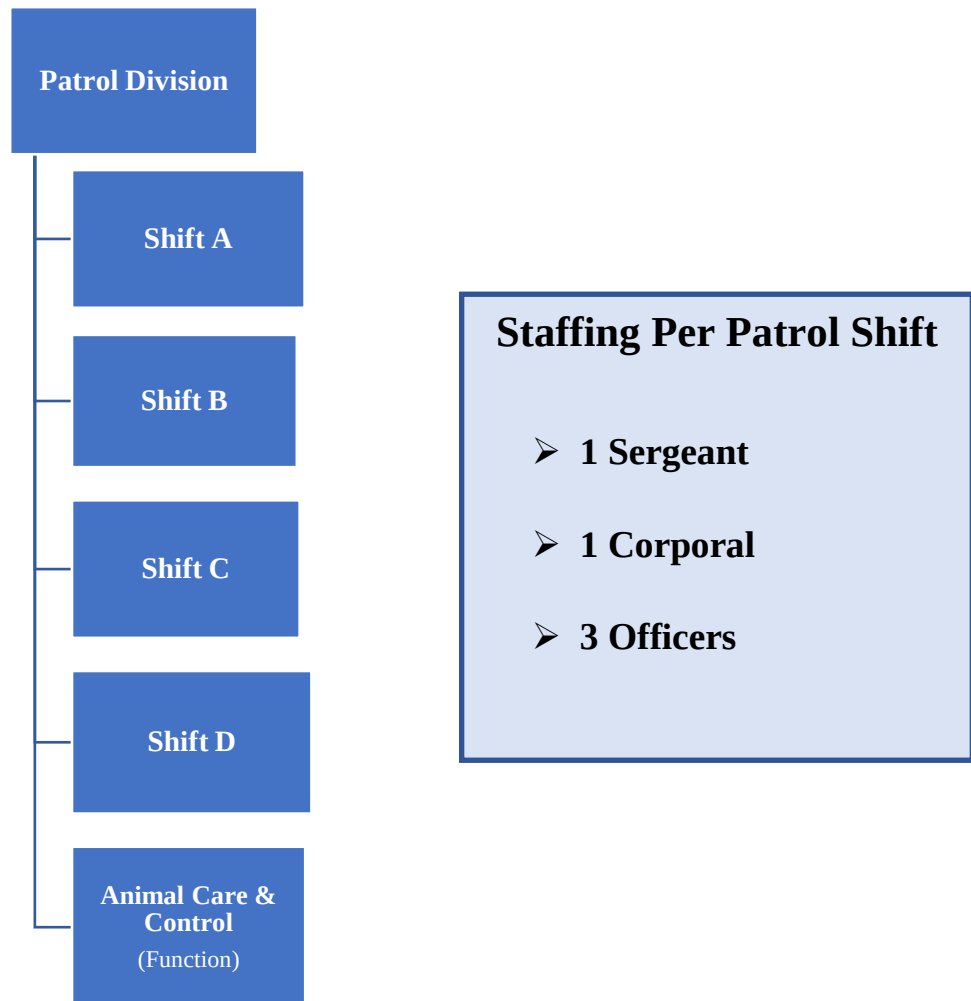
Patrol Division

When a citizen calls the police for assistance, the initial responding officer is usually assigned to the Patrol Division. The Patrol Division is often viewed as the backbone of a police department because the largest percentage of police personnel are assigned to patrol, as these officers are responsible for standard patrol operations. Patrol officers are assigned to geographical areas, known as response areas or zones. Officers patrol the zones looking for any signs of problems. Patrol officers have the most interaction with the public and often are the first to arrive on the scene of any incident. What the first responding officer does, or fails to do, often determines the outcome of any subsequent investigation. Patrol officers, who are in the neighborhoods daily, are often those closest to crime and quality of life issues and develop relationships in the community, who can provide valuable information and help with preventing and solving criminal activity.

When patrol officers respond to citizen calls for service, they meet with the citizen, interview witnesses and suspects, collect evidence, render first aid, effect arrests, or they might conduct traffic accident investigations. If an incident or criminal investigation is complex, patrol officers can request assistance from specialized units for additional investigative resources.

In addition to the captain, recommended to manage the Patrol Division, ISS recommends the Division have four squads, each staffed by one sergeant, one corporal, who also serves as a field or patrol training officer (FTO/PTO), and three officers, for a total of 20 officers and supervisors assigned to the Patrol Division. The Patrol Division is also responsible for coordinating with the Cabarrus County Sheriff's Office who will provide animal control services for the Town at no cost. **Chart 03** represents the proposed organizational chart for the Patrol Division of the Harrisburg Police Department.

Chart: 03: Patrol Division Harrisburg Police Department



Patrol Shift Schedules

Industry standards, for law enforcement patrol shifts, range from the standard 8-hour shift to 10 or 12-hour shifts, as well. Nationwide, most agencies are experiencing staffing shortages, along with added responsibilities, compelling departments to search for alternative strategies to meet these demands. For smaller agencies, some find 12-hour shifts require less officers, while covering more area. Many of these agencies find that 12-hour shifts help with officer shortages, as well as they are easier to manage administratively. Furthermore, officers tend to favor 12-hour shifts because of the additional time off from work they offer, leading to longer rest and recovery times. Managerially, if officers work 12-hour shifts, overtime is decreased, creating cost savings for the town. Additional benefits, with 12-hour work schedules, include serving as effective recruitment and retention tools.

Although officers seem to prefer 12-hour shifts, academic and scientific research has held that the length of longer shifts lead to more fatigue and sometimes impaired judgement, particularly during the last few hours of the shift. A study on sleep deprivation and fatigue, as it relates to police officer performance, Washington State University expressed concern, stating, “From an officer safety perspective, there are profound consequences of fatigue.” For example, one issue might be impaired performance while driving late at night.

Researchers also found that inadequate sleep might heighten pre-existing, implicit biases, due to fatigue. This is a critical issue for law enforcement officers, as they are routinely tasked with making split second decisions and are required to use extensive de-escalation techniques in dangerous situations.

Other considerations include officers often working past their shifts. For example, an officer might work his or her twelve-hour shift, ending at 6:00 a.m., but then must be in court at 9:00 am, or attend training outside their shift hours, or attend a community meeting. After completing these secondary assignments, then he or she might still have to work the next shift with limited sleep.

These additional job responsibilities, coupled with longer shift hours, lower an officer’s alertness and response time because of increased fatigue or sleep deprivation.

PROS & CONS TWELVE HOUR SHIFTS

PROS

- ❖ Less Staffing for Smaller Departments
- ❖ Reduces Overtime
- ❖ Easier to Manage
- ❖ Officer Preference
- ❖ Additional Consecutive Days Off
- ❖ Often Used as a Recruitment and Retention Tool

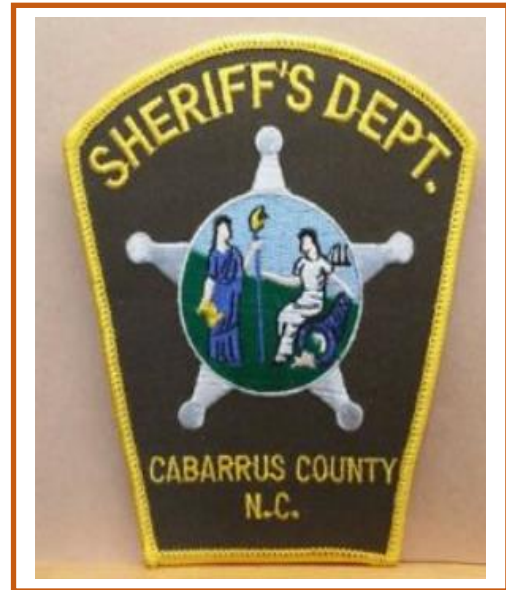
CONS

- ❖ Increased Fatigue
- ❖ Sleep Deprivation
- ❖ Decreases in Job Performance
- ❖ More Difficult in Covering Unexpected Shift Absences
- ❖ Difficulties in Balancing Work and Family Life

Notwithstanding the challenges of 12-hour shifts, ISS proposes that the Harrisburg PD consider 12-hour shifts, as the Cabarrus County Sheriff's Office uses that shift configuration now. Most agencies in Cabarrus County use 12-hour shift cycles, as well as the Sheriff's Office telecommunicators. If Harrisburg elects for the CCSO to provide communication services, then patrol officers can probably sync with the patrol and telecommunicator shifts with the Sheriff's Office, so both groups can work together, providing increased teamwork in emergency situations (see examples of 12-hour shift configurations and sequencing, attached as **APPENDIX #01**).

Patrol Response Zones

A patrol response zone design is a principal factor affecting patrol performances, such as response times and workload variations. Deciding response zones depends on several factors, such as the workload and service times, the size of the area to be patrolled, natural barriers, like hills or rivers, the locations of crime hot spots, neighborhood or community boundaries, business versus residential areas, as well as other factors. ISS recommends the Town of Harrisburg be divided into two, but no more than three, response zones. These response zones should balance the workload, while taking into consideration these factors, and would best be decided upon implementation of the new department. The best approach to determine the most efficient balance in workloads, when drawing response zones boundaries, is using programs like Geographical Information Systems (GIS), in conjunction with current call for service data.



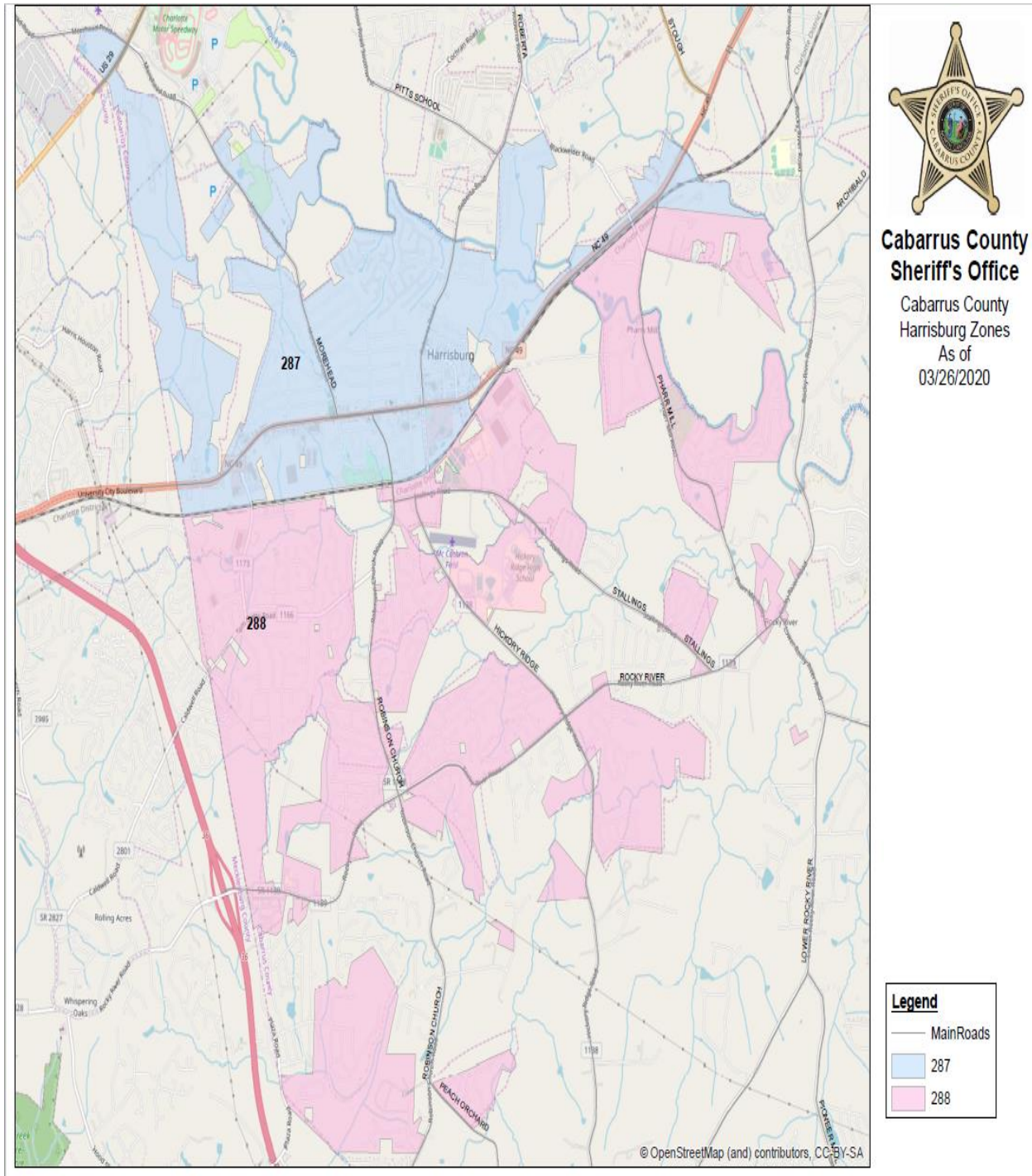
Current Response Zones: Cabarrus County Sheriff's Office Harrisburg Division

Included in this study are maps of Cabarrus County and Harrisburg, illustrating the patrol response areas, or zones, the Cabarrus County Sheriff's Office uses in providing police services. The CCSO divided Harrisburg into two response zones to manage and maximize patrol resources. It enables officers to become more familiar with the people who live and work there, patterns of crime and suspect behaviors, and community resources that might be used to focus on crime and quality of life issues. By using response zones, police agencies can concentrate on smaller areas, while learning more about those neighborhoods, and decrease officer response times.

In addition, using response zones enables an agency to encapsulate time spent on patrol activities, crime prevention, and other activities in each response zone. The zone model allows a police department to supplement resources to those areas experiencing increases in crime, traffic-related problems, or to address other concerns the community has. In short, patrol zones abet police agencies to provide better service and accountability for events or incidents that occur within the surrounding area.

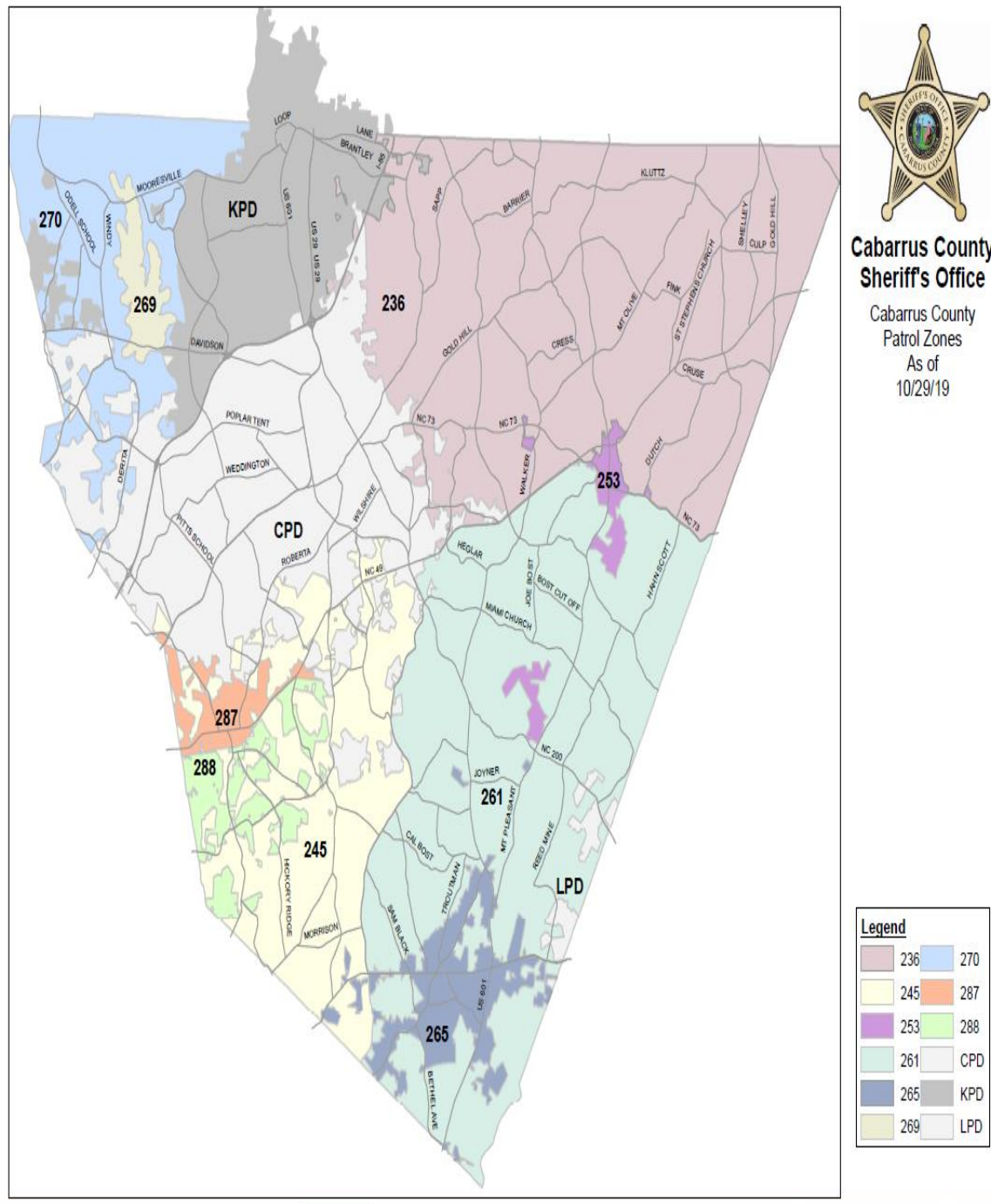
Map 01

Cabarrus County Sheriff's Office, Harrisburg Patrol Zones [March 26, 2020]



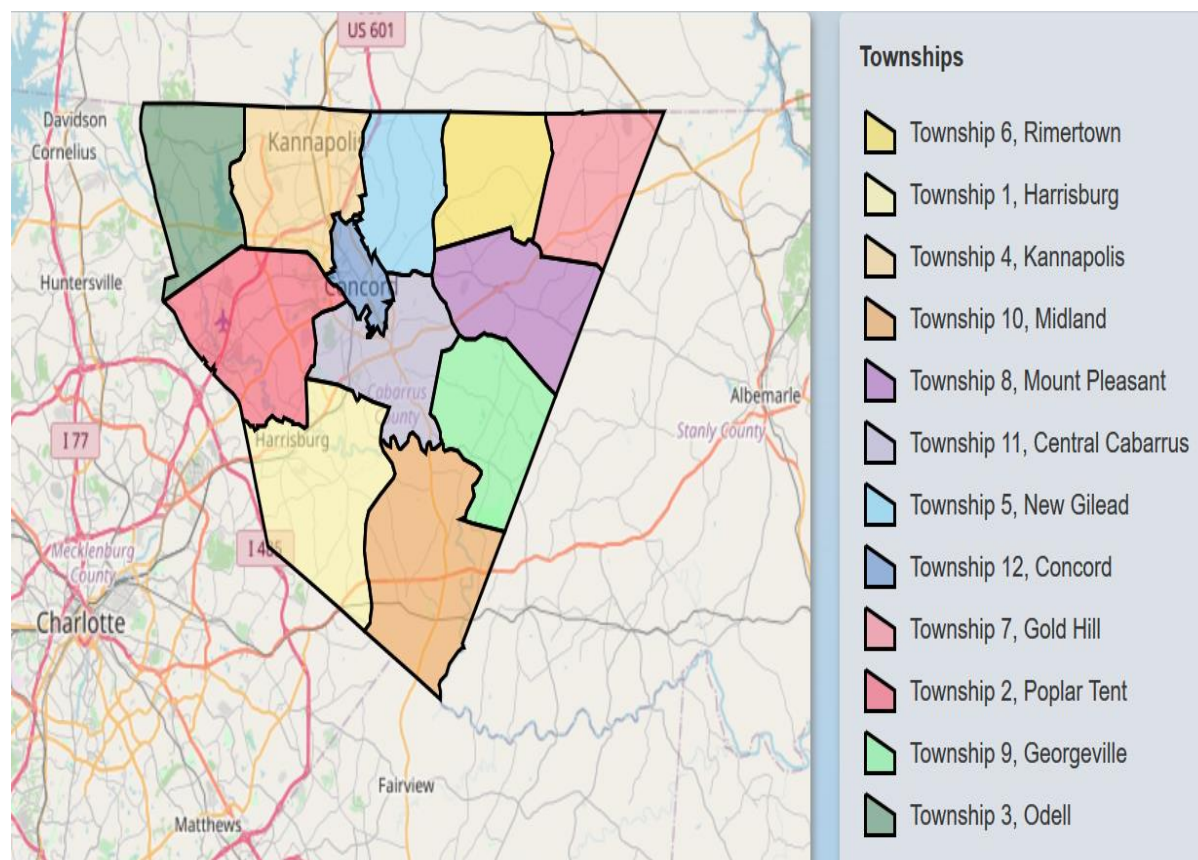
Map 02

Cabarrus County Sheriff's Office, County Patrol Zones [October 29, 2019]



Map 03

Townships within Cabarrus County

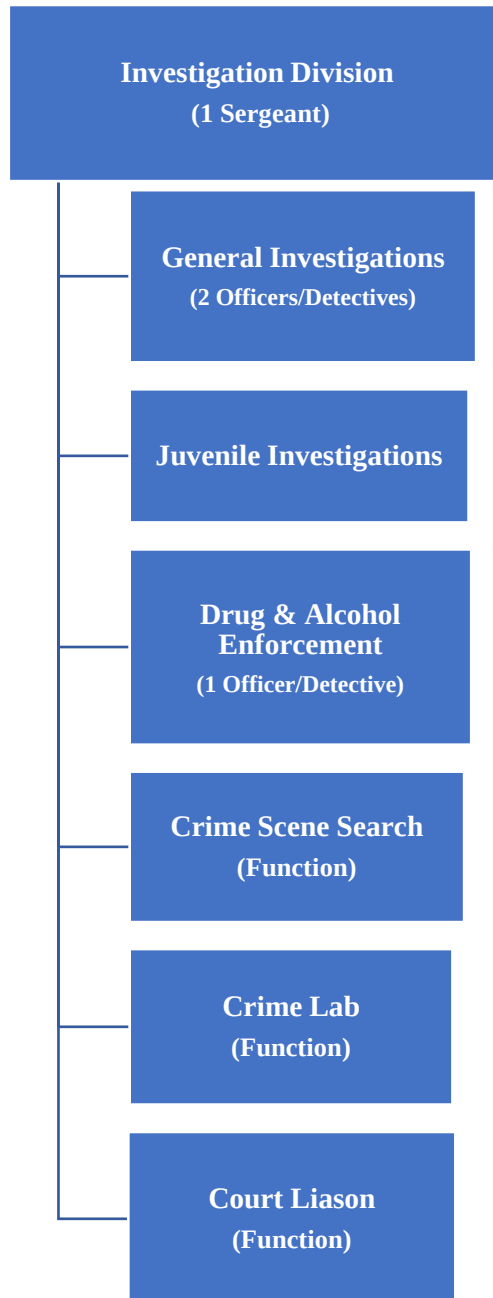


Determining new response area boundaries is beyond the scope of this study. When beginning the implementation phase for the new police department, response areas or zones should be determined by factors like the size of the geographical area, types of crimes, crime statistics, natural barriers like major roads or highways, railroad crossings, neighborhood boundaries, and business versus residential composition, besides other variables. ISS recommends two response zones, no more than three, with a balanced workload, based on calls for service data.

Criminal Investigation Division

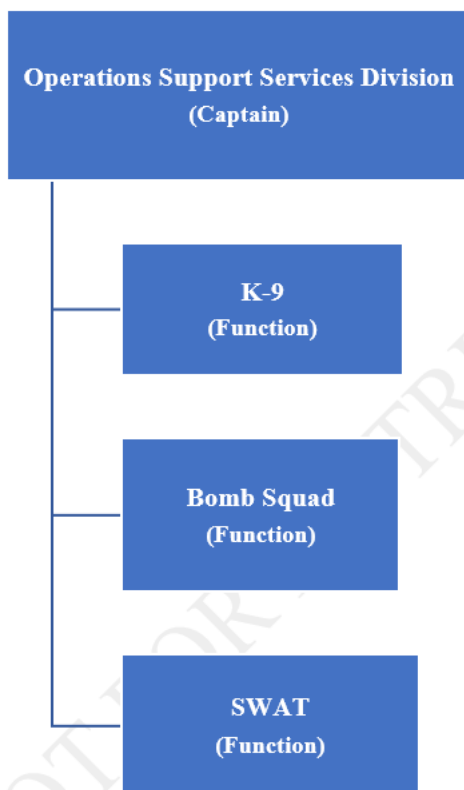
In addition to housing the Patrol Division, ISS recommends the Operations Bureau also include the Criminal Investigation Division (CID), supervised by a sergeant. Two (2) officer positions are recommended to handle incidents assigned for CID to investigate crimes against persons, crimes against property, and juvenile investigations. Additionally, ISS recommends one (1) officer for Drug and Alcohol Enforcement to coordinate with other agencies in Cabarrus County, in addressing narcotic and alcohol issues. The sergeant over CID will also oversee the crime scene search function, court liaison, and coordinate with the North Carolina State Crime Lab. **Chart 04** represents the Criminal Investigation Division organizational structure.

**Chart 04: Criminal Investigation Division
Harrisburg Police Department**



ISS recommends the Operations Bureau captain serve as the liaison with the Cabarrus County Sheriff's Office for K-9, bomb, and SWAT services. The CCSO will provide these services to Harrisburg at no cost to the Town, as the Sheriff's Office provides these services to the other towns in Cabarrus County at no cost to them. **Chart 05** represents the Operations Support Services Division.

**Chart 05: Operations Support Services Division
Harrisburg Police Department**



Administration Support Services Bureau

The Administration Support Services Bureau manages those functions and operations that are necessary to the core mission of the agency, but which are not by definition, components of the major operational units, sections, or divisions. Administration Support Services provides necessary support in the agency (i.e. emergency communications, records management, property control and evidence management, information technology, fleet and building management, recruiting, training, budgeting, crime analysis and reporting, policies and procedures, asset forfeiture processes, school resource officers, crime prevention, civilian transfers, Crime Stoppers, and special event planning), while providing a necessary and valuable interface with the public.

Typically, those functions assigned to the Administration Support Services Bureau is a policy decision by management. For the purposes of this study, ISS recommends considering, as a starting point, those functions discussed as primary support functions. Some of these functions, or tasks, can be provided in-house, while some might be more cost effective to contract with the Cabarrus County Sheriff's Office, or with the City of Concord.

ISS recommends four divisions under the Administration Support Services Bureau. The first division, Business Support Services Division, should be managed by a nonsworn manager who oversees Communications, which is recommended to be contracted with either the Cabarrus County Sheriff's Office, or the City of Concord Emergency Communications. In addition, the manager will supervise Records, Property Control and Evidence Management, and serve as a liaison for Information Technology, Fleet Management, and Building and Facilities. The Business Services Division requires one (1) full-time, nonsworn clerk, whose time is divided between the Records section and Property Control and Evidence Management.



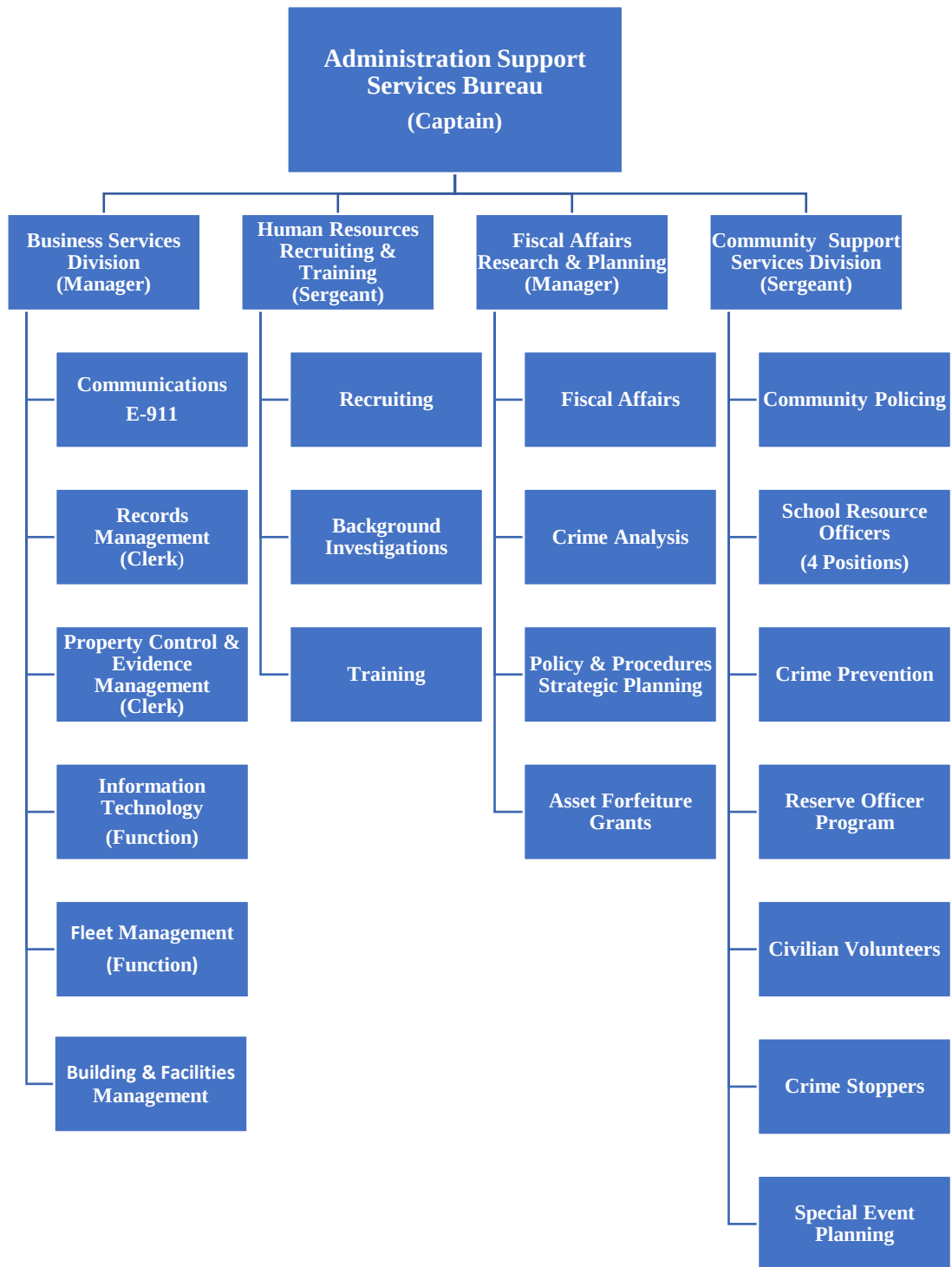
The second division, Human Resources, Recruiting and Training, is recommended to be managed by a sergeant, who will oversee daily operations for recruiting, hiring, background investigations, and both in-service, and new employee training. This position will serve as the liaison with the Town's Human Resource Department. The third division, Fiscal Affairs and Planning, is recommended to be handled by a nonsworn manager who will oversee budget processes, serve as the department's crime analyst, and manage policies, procedures, and asset forfeiture processes.



The last division under the Administration Support Services Bureau is the Community Support Division. ISS suggests a sergeant oversee this division, which includes liaising for community policing, crime prevention, and Crime Stoppers. This sergeant will supervise four school resource officers, one for each public school within Harrisburg town limits, superintend the reserve officer and volunteer program, and manage planning for all special events held in the town.

Chart 06 illustrates the Administration Services Bureau with the four divisions, as discussed in the preceding paragraph.

**Chart 06: Administration Support Services Bureau
Harrisburg Police Department**



Following is a discussion on the methodology used to determine the department's organizational structure and proposed staffing.

Patrol Staffing Models

Introduction

There are various approaches to defining and allocating patrol resources. Each method has its own assumptions, methodology, strengths and weaknesses, validity, and proficiency requirements. As noted, elsewhere in this report, the best approach is to base projections on comprehensive workload data. ISS used workload data provided by the Cabarrus County Sheriff's Office, supplemented by additional modified methods, to determine patrol and support staffing levels for the Harrisburg Police Department. Although each method has limitations, together they yield an accurate estimate of staffing needs, which can be verified or modified, as necessary, as data is updated.

Workload Based

The more comprehensive method in determining appropriate workforce levels is based on actual workload data. This approach uses systematic analyses of actual workload demands to determine the required staff and other resources, and it can be configured to accommodate other agency priorities like policing philosophy and desired levels of community interaction. Such approaches estimate future staffing needs by modeling current levels of activity. Availability of historical data facilitates identification of trends, which makes it easier to anticipate changes in workloads. The distribution of work around the clock, and by day of week, provides a basis for allocating resources by shifts, defining supervisory levels, and what equipment and physical facilities are needed. In addition, understanding the geographical distribution of workload is also essential in defining response areas. Likewise, reported crime totals, along with the types of crimes, are necessary to determine the type and number of investigators, and other specialized allocations, required to support patrol.

Although workload assessments represent a more sophisticated approach to patrol resource allocations than the other methods discussed, the method's primary limitation is that it concentrates on calls for service only and the number of patrol officers needed to handle that demand. What is not included is the array of other tasks and performance objectives assigned to the Patrol Division, including response time goals, maintaining visibility in the community, always keeping officers available to respond immediately, as emergencies arise, and performing proactive policing activities. Some suggest that workload assessments look at only one piece of a puzzle in making patrol resource allocation decisions. However, if the workload approach uses detailed calls for service information, broken down into types of calls, time, dates, and locations of calls, and other germane information to determine staffing levels, the allocations should balance service demands.

Geographical Area

Some agencies allocate resources by geographical areas, assigning one officer per response zone, 24 hours a day, seven days a week, with little or no consideration to call volume, population, crime patterns, or other pertinent data. Staffing is deployed equally across response zones. An agency with five response zones will simply have one officer assigned to each response zone for a total of

five (5) officers. Geographical considerations are included in this study to supplement the number of officers determined through workload analysis and the other methods used.

In addition to the actual workload data, ISS utilized a modified or hybrid approach to determine staffing levels for the Patrol Division, the Criminal Investigation Division, and the four divisions in the Administration Support Services Bureau, based upon population rates per 1,000 and 10,000 residents. ISS also considered modified calls for service, service time approaches, minimum staffing, and looking at police departments like the planned Harrisburg PD. All were utilized to help project staffing numbers. Similarly, ISS took into consideration the geographical size of the town. This methodology is explained more in detail in the appropriate sections of this report.



Population

Resident population and ratios of population to police resources can be used as a staffing indicator, usually to determine the number of officers per each 1,000 or 10,000 residents. Limitations to using population solely, hold that there are no standards or recommended numbers of officers per thousand residents. An agency typically compares its ratio to that of other nearby agencies, or to similar agencies in other areas of the region, and with established benchmarks. Benefits of using population this way are that the methodology is simple, both methodology and results are easily understood, and it has some face validity. Population data is readily available, but often dated. In addition, population-based methods allow jurisdictions to easily compare themselves with each other, while keeping in mind there are other significant differences among the departments reviewed.

Disadvantages of population-based methodology include its failure to incorporate actual workload data. Results are not as precise as they might be, and there is no way to distinguish between areas which might have similar populations, but different rates of crime, or calls for police service. Population estimates fail to account for the intensity or unique nature of workload, crime trends over time and variations, which might impact such concerns, as policing styles, and response times. Using population alone ignores the geographical size of service areas, as well.

Similar Departments

Comparable to using population data, ISS researched similar police agencies in North Carolina to the planned Harrisburg Police Department to abet proposed staffing levels for the new department. ISS' survey used such variables, as population, closet major city, town in square miles, most recent budget, UCR crime reports, calls for service per 1,000/10,000 residents, total full-time employees, total sworn officers and per capita, total civilian employees, total officers assigned to patrol, total

officers assigned to investigations and ratio, or percentage of sworn officers assigned to investigations.

First, ISS obtained this publicly available data from these twelve (12) municipal police agencies and then supplemented that data by contacting these agencies for any data that ISS could not obtain publicly to complete the survey. ISS determined the measures of central tendency, the mean and median, as well as the range for the data set, to compare these values to Harrisburg, based on the data provided by the Cabarrus County Sheriff's Office, the Town of Harrisburg, or by what ISS obtained through public records.

As with using population for staffing decisions, applying data from similar departments has disadvantages, including its failure also to incorporate actual workload data. The results are not as precise, but are more general in nature, as there is no way to distinguish between areas which might have similar populations, staffing levels, or service calls per capita. Again, these estimates fail to account for the intensity or unique nature of workload, crime trends over time, and variations in like population, which might impact such concerns, as policing styles, and response times. Using these alone, ignores the geographical size of service areas too.

Minimum Staffing Levels

Some law enforcement agencies decide staffing allocations, based on minimum levels, or at least incorporate this notion into their calculations. The minimum staffing approach requires police decision makers to estimate enough patrol officers to deploy at any one time. Benefits include consistent and uniform staffing for areas by times of the day, simplicity, and the assurance that the number of officers on duty never falls below a predetermined number. This approach, however, uses no objective standards for setting these staffing levels. This may result in deploying too few officers when the workload is high and too many when it is low. Other potential drawbacks include costly overtime that can be generated, and this approach relies heavily on management input. ISS considered minimum staffing levels for this study to ensure full, continuous police coverage. Harrisburg's objective for staffing is always to have three (3) to five (5) officers working each shift.

In summary, staffing decisions, particularly in the Patrol Division, are best based upon actual workload data. Once an analysis of this data is made, then the agency can decide how many staffing hours to dedicate to discretionary patrol time it wants, consistent with the community's willingness to fund what is often referred to as proactive, or problem-solving time. The workload data provided by the Cabarrus County Sheriff's Office for the previous three years (2017, 2018, and 2019) does not support an adequate number of patrol officers to cover the geographical area within the town limits of Harrisburg, when providing full-time police services. Following in this study, these limitations and issues are discussed more in detail.

Determining Patrol Staffing

Not all calls for police services require immediate attention. Police response times are important in emergency situations, but sometimes, near meaningless under other circumstances. One

approach to this situation is **differential police response** (DPR), or classifying calls for service, based on the responses determined by policy.

Differential Police Response (DPR)

As a preface to determining patrol staffing levels, most police agencies screen calls for service before dispatching a patrol unit. DPR is one management tool that makes more efficient use of resources and expands the range of options for responding to citizen requests for police services. It is a way for police agencies to allocate better their resources, as not to be overwhelmed by less serious calls. Under DPR, the objective is to identify those calls that do not require an officer's response and then manage them in an alternative way. Common examples are delaying patrol response until enough patrol units are free, taking reports of some crimes by telephone, and allowing the public to make and access reports, via the department's website. The time saved or restructured through a DPR is a resource that can be used elsewhere, or it can simply go toward cost savings. DPR also helps improve effectiveness and rarely affects citizen satisfaction levels.

ISS, normally, would recommend some form of DPR for a more efficient use of patrol resources; however, based on the calls for service data provided by the Cabarrus County Sheriff's Office, the projected staffing levels supports dispatching an officer to all calls for service. Furthermore, the Harrisburg Division of the Sheriff's Office, currently, does not use alternatives, but instead, still dispatches a deputy to all calls for service.

Therefore, ISS recommends dispatching all calls for service, as the numbers are low, and the costs of staffing an expeditor or non-emergency position overshadows any cost savings or benefits. Additionally, dispatching these calls is consistent with the community problem-oriented policing philosophy Harrisburg is implementing. A "telephone unit" is not needed early on, but such an approach might be more attractive later, as call volumes increase.

Staffing Levels Projected Based Upon Workload Data

The preferred methodology for defining police staffing levels is an in-depth and thorough analyses of actual workload data (i.e. calls for service broken down by the types of calls, distribution over 24 hours, and the days of the week, times, and locations of the calls, service times, and response times) in context of the agency's policing philosophy and its operational policies. The seriousness or priority assigned to calls, the number of calls, the time needed to process defined workloads, and the number of patrol units required, are all factors that must be included in the calculation. What separates this approach from those based on population, is the systematic and longitudinal analyses of data.

Citizen Initiated Calls for Service

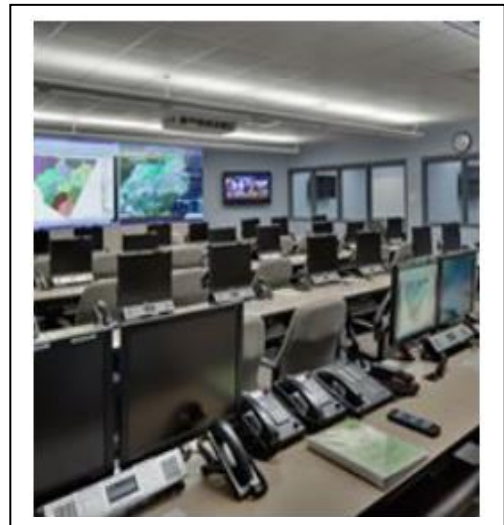
Citizen-generated calls for service normally represents the most important data set used by police agencies when determining staffing levels for patrol and how to deploy these resources. Calls for service models examine the distribution of calls by the hour of the day, the day of the week, as well as other parameters, and the calls are categorized by priority and location. Adequate data for calls for service analysis should include all calls over an extended time, ideally three years, and since call volumes are never distributed equally over time, averaging is used with limitations.

Using calls for service approaches have limitations too, by relying on averages to determine estimations. It does not differentiate among job functions or how different agencies define calls for service, as there is a wide variation of what a call might entail. In some agencies, traffic stops are considered a call for service, while in others, they are not. Some patrol generated calls, such as zone checks, or assisting a stranded motorist, are counted as calls for service. If using calls for service for staffing, caution should be given when comparing calls from one agency to another for these reasons. Using calls for service, without proper analyses, could overstate the number of citizen-generated calls, although most call data is generated from Computer Assisted Dispatch (CAD) systems, which identifies records by the source of the call.

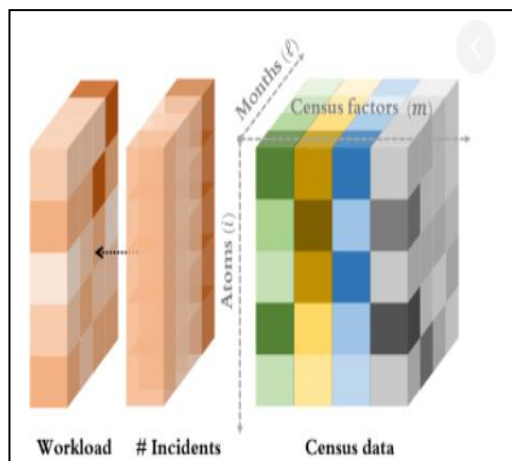


The Cabarrus County Sheriff's Office provided ISS the calls for service data for three years, 2017, 2018, and 2019. The data set included the following classifications:

- event or incident number assigned.
- date and time of the call;
- the hour or time of the call;
- the day of week for the call;
- the nature or incident type (i.e. traffic, burglary, dispute, loud noise, drugs, etc....);
- call source (i.e. telephone, transfer);
- priority (non-emergency or emergency);
- disposition, or how the responding officer cleared the call;
- response zone;
- the unit answering the call, either a Harrisburg unit or non-Harrisburg unit;⁴
- time stamp for dispatching the call;
- time stamp for arriving on scene;
- time stamp for clearing the call;
- time lapsed from dispatching the call until arriving on scene;
- time lapsed from arriving on scene until the clearing the scene; and
- time lapsed from dispatching the call until clearing the call (response time).



⁴ Only the Cabarrus County Sheriff's Office responds to calls for service in Harrisburg. The CCSO has deputies assigned to Harrisburg by contract to provide police services. Occasionally, deputies not assigned to the Harrisburg Division of the Sheriff's Office, answer calls in Harrisburg and they are noted as "Non-Harrisburg Unit" in the data.



For the purposes of this study, ISS considered and reviewed the workload data for the three year period, broken down by the total number of calls for service, incident types for each call for service, Uniform Crime Reporting (UCR) for Part I offenses, for both violent and property crimes, distribution of calls for service by month and year, distribution of calls for service by day of the week and time, the average length of a call for service, and response times.

Calls for Service Total Incidents for Events

The total calls for service for the three-year period, beginning January 1, 2017, and ending December 31, 2019, are represented in **Table 02**. The range for the distribution is only 109, meaning the difference between the lowest year for calls for service in 2017, with 4,426, and the highest volume in 2019 with 4,535 calls, is only 109, and only three more calls for service between 2018 and 2019. For the three-year range, the total calls for service by year are consistent with no significant variation.

Calls for Service – Total Events Harrisburg

Table 02

Calls for Service By Year	(2017)	(2018)	(2019)	Totals Event	Total Event Three (3)-year Average
Events (n =)	4,426	4,532	4,535	13,493	4,497.67

Source: Cabarrus County Sheriff's Office

The following table, **Table 02A**, describes the calls for service for the three-year study period, beginning January 1, 2017, and ending December 31, 2019, broken down by incident description, with the average per call type for the three years. The average calls for service for the three years is 4,498, with a total of 13, 493 calls for service for the period. The call volume is comparatively low for a town the size of Harrisburg, with most of the calls involving relatively less serious offenses like property crimes, rather than violent crime. The range for the three years is only 109 calls for service, without much variation in the number and types of incidents the Sheriff's Office handles for the Town each year.

Calls for Service by Incident Type: Harrisburg

Table 02A

Incident Description	Year	2017	2018	2019	Average
50 B or C		5	2	5	4.00
911 Hang Up		94	81	65	80.00
911 Welfare Check		13	16	5	11.33
Animal Control		202	223	209	211.33
Assault		16	17	20	17.67
Assist another Agency or Department		69	58	64	63.67
Attempt to Locate		52	65	57	58.00
Bank Alarm		10	16	15	13.67
Bank Robbery		0	1	0	.33
Barking Dog		17	34	17	22.67
Bomb		0	1	1	.67
Breaking & Entering		56	55	50	53.67
Breaking & Entering – Vehicle		71	92	75	79.33
Burglar Alarm		834	827	856	839.00
C2C Transfer for Law Enforcement		0	1	0	.33
Careless & Reckless Driving		107	98	100	101.67
Chase		0	3	2	1.67
Civil Process		0	0	1	.33
Commitment Papers		28	50	47	41.67
Communicating Threats		15	16	20	17.00
Criminal Summons Served		1	0	3	1.33
Death Investigations		14	6	10	10.00
Direct Traffic		10	8	10	9.33
Discharge Firearm		39	33	27	33.00
Dispute (Anyone)		251	239	236	242.00
Domestic Assistance		9	11	6	8.67
Domestic Disturbance		54	67	69	60.00
DOT Notifications		7	7	12	8.67
Drug Investigations		18	30	33	27.00
Escort		10	19	19	16.00
Fight		16	12	14	14.00
Fireworks		13	17	12	14.00
Flooding Notification		1	0	0	.33
Follow-Up Investigation		44	75	69	62.67
Fraud or Forgery		58	79	71	69.33
Gunshot Wound		4	3	2	3.00
Harassing Phone Calls		9	4	4	5.67
Identify Theft		6	10	8	8.00
Improperly Parked Vehicle		110	66	114	96.67
Indecent Exposure		0	2	0	.67
Information		33	71	63	55.67
Internet Crime		1	1	0	.67
Intoxicated Driver (DWI)		26	19	19	21.33
Investigation		2	4	3	3.00

Incident Description	Year	2017	2018	2019	Average
Continued: Table 02A					
Larceny		138	168	166	157.33
Livestock		3	8	5	5.33
Loud (All described in narrative)		58	63	75	65.33
Medical		1	0	1	.67
Meet Other		3	1	0	1.33
Mental Transfer		6	3	3	4.00
Missing Person		37	33	33	34.33
Notifications (Death or Other)		2	0	0	.67
Open Door		9	16	14	13.00
Overdose / Poisoning		12	20	20	17.33
Property Damage		75	68	73	72.00
Prowler		11	15	14	13.33
Recovered Property		14	26	20	20.00
Repossession		43	42	45	43.33
Road Hazzard		70	57	55	60.67
Robbery		3	10	7	6.67
Search Warrant		0	3	1	1.33
Security Check		16	5	12	11.00
Service Fire Call		1	2	2	1.67
Service Call Law		179	189	179	182.33
Sex Crime		11	3	2	5.33
School Resource Officer Investigation		0	0	6	2.00
Stolen Vehicle		11	15	17	14.33
Stranded Motorist		58	64	51	57.67
Structure Fire		22	16	17	18.33
Suicide or Psychiatric		11	5	6	7.33
Suicide Threat		21	24	17	20.67
Suspicious Activity		524	464	479	489.00
Traffic Accident		572	629	631	610.67
Traffic Stop		13	11	17	13.67
Trash Dumping		11	5	6	7.33
Trespassing		40	22	32	31.33
Vehicle Fire		4	3	8	5.00
Warrant		23	20	19	20.67
Welfare Check		99	83	99	93.67
Totals by Year		4,535	4,532	4,426	4,498
Total for 2017 - 2019					13,493

Source: Cabarrus County Sheriff's Office

Table 02B (Uniform Crime Reporting) below shows the same incidents presented in **Table 02A** (above) that resulted in a crime reported on the UCR. Of the 13,493 total calls for service, 31 resulted in violent offenses, as presented in **Table 02B** and 680 property crimes reported, as shown

in **Table 02C**, for a total of 711 crimes per UCR. The average crimes reported per UCR for the three-year study period is 237, including both violent and property crimes, or about 20 per month.

Violent Crimes Reported by Year: Harrisburg Response Zones 287 & 288⁵

Table 02B (UCR)

Violent Crime 2017 – 2019	Events 2017	Events 2018	Events 2019	Total	Average per Year
Murder	0	1	0	1	0.33
Aggravated Assault	1	3	4	8	2.67
Rape (Sexual Assault)	2	2	0	4	1.34
Robbery	5	8	5	18	6.00
Total	8	14	9	31	10.34

Source: Cabarrus County Sheriff's Office

Property Crimes Reported by Year: Harrisburg Response Zones 287 & 288⁶

Table 02C (UCR)

Incident	Crimes 2017	Crimes 2018	Crimes 2019	Total	Average per Year
Arson	0	2	1	3	1.00
Burglary/B&E	39	47	37	123	41.00
Larceny (theft)	160	184	183	527	175.67
Motor Vehicle Theft	10	7	10	27	9.00
Total	209	240	231	680	226.67

Source: Cabarrus County Sheriff's Office

Distribution of Calls for Service

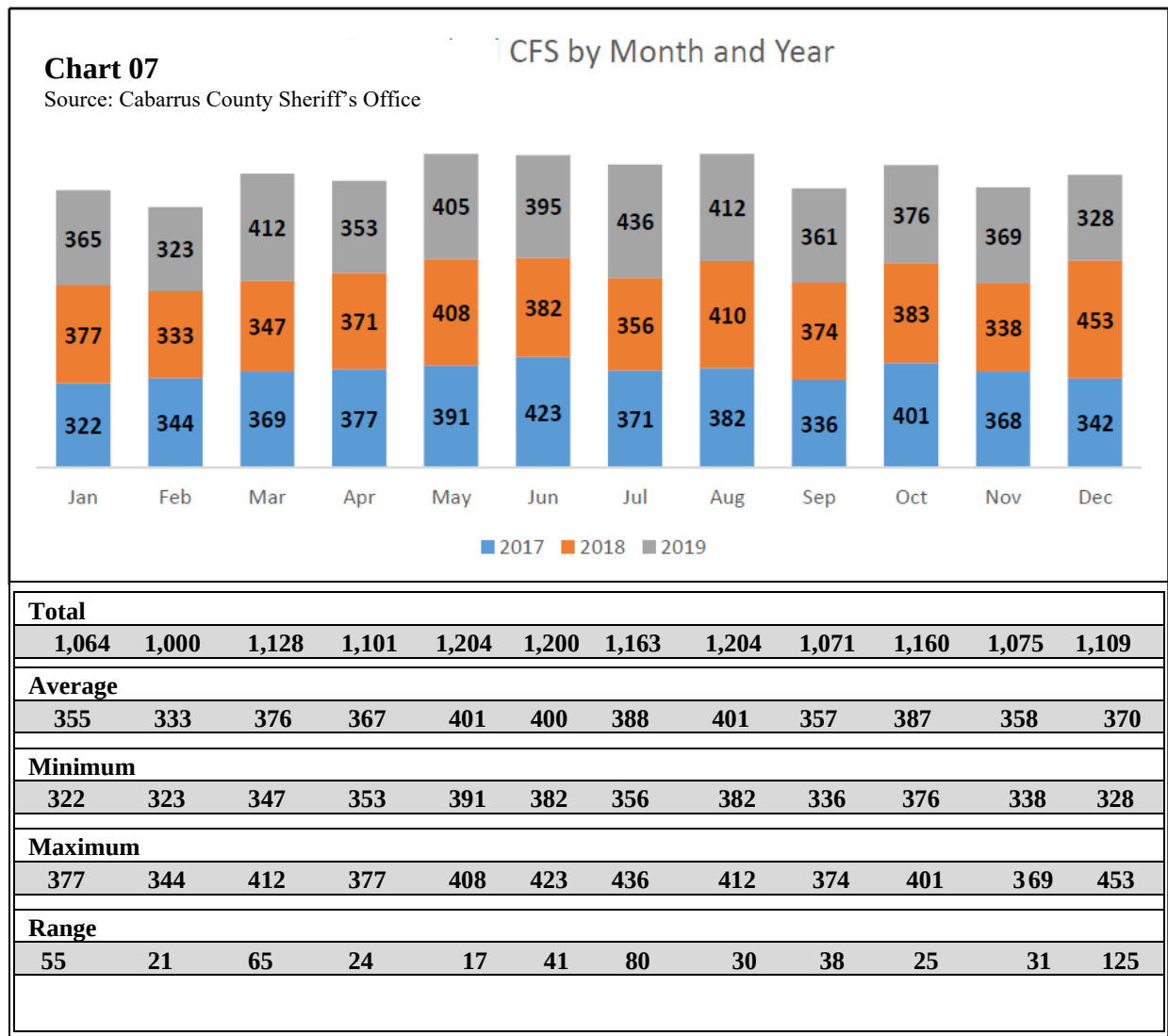
In examining the calls for service data, it is important to look at the distribution of all calls by month, day, and time, to ensure staffing is adequate at peak work times and not overstaffed during low call volumes. ISS examined the call data by year, month, day of the week, and time of day.

⁵ Cabarrus County Sheriff's Office response zones

⁶ Ibid

Distribution by Month and Year

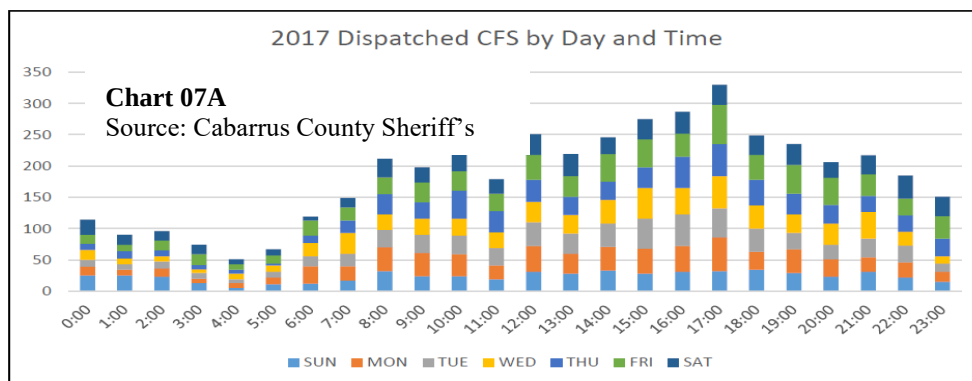
Chart 07 below shows the total calls for service for the three-year study period, by the month and year. The calls for service are consistent over the three years, with the highest monthly volume being in May and the lowest being in February, as well as the average volume for May is the highest at 401 calls and the lowest monthly average is in February at 333 calls. The minimum number of calls for service are in January with a total of 322 and the highest (minimum) is in May at 391. Both the monthly and yearly distributions are consistent over the 36 months, with one outlier being an increase in calls in December 2018 with 453, compared to 328 in December 2019 and 342 in December 2017. The variance for this period is 125 calls in December 2018. One explanation for the increase in call activity, for the months of May and June, is the national races held at the Charlotte Motor Speedway in Concord, which borders Harrisburg. Nonetheless, the range is not statistically significant in determining staffing, when spread over a month.



Distribution of Calls for Service by Day and Time

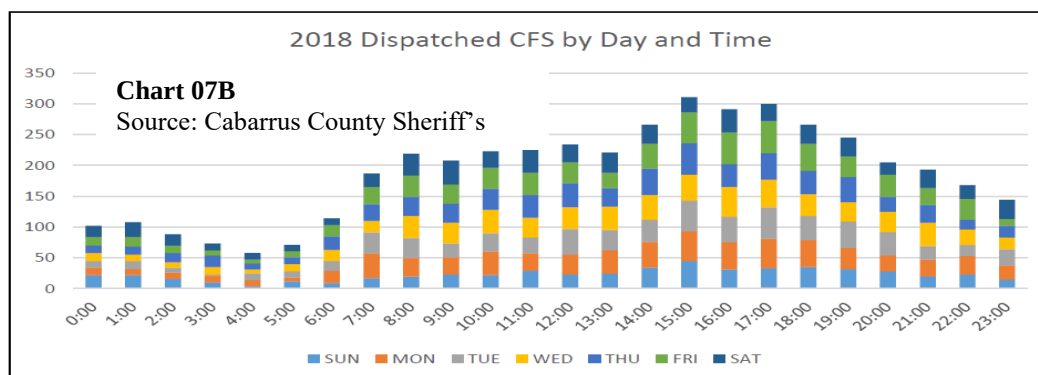
Calendar Year 2017

Chart 07A, shows the distribution of all calls for service by the day and time for 2017, **Chart 07B** shows the same data categories for 2018, and **Chart 07C** for 2019. Calls for service begin to increase at 5:00 a.m., with approximately 70 calls and continue rising with some peaks and valleys until 5:00 p.m., averaging 325 calls. The days of the week remain consistent with call volumes. Calls for service begin declining at 6:00 p.m. and continuing until 5:00 a.m. the next morning, when calls begin to increase again. The 2017 key workload times for the CCSO is the fourteen-hour period from 5:00 a.m. until 7:00 p.m., as illustrated in **Chart 07A**.



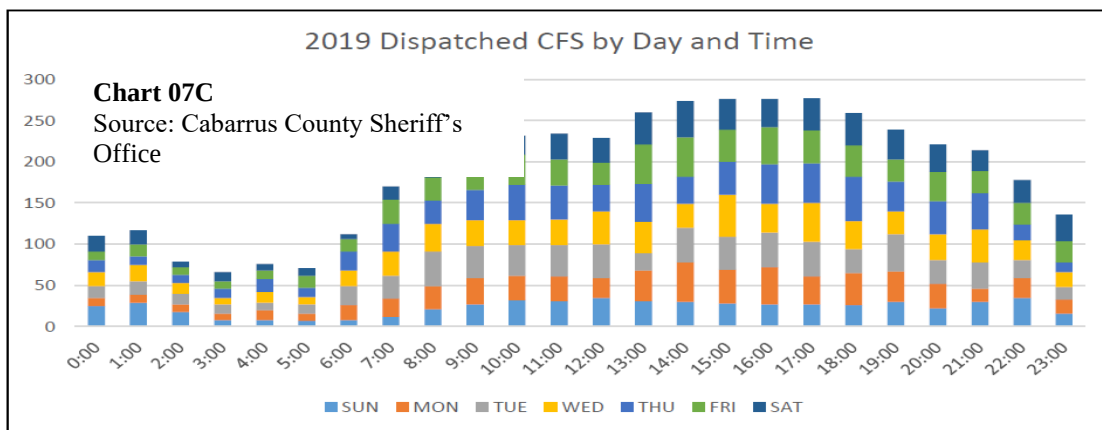
Calendar Year 2018

As with the data for 2017, **Chart 07B** combines all days of the week by the hour, while still showing daily call volumes. Calls for service begin to increase at 5:00 a.m., with approximately 75 calls and continue to increase until peaking at 3:00 p.m. with about 320 calls, consistent when public schools dismiss for the day. There is a small decline in calls at 4:00 p.m. with approximately 280, and then increasing again at 5:00 p.m. with nearly 300 calls for service. Once more, calls for service begin decreasing steadily at 6:00 p.m., until the next morning at 5:00 a.m. when the calls begin increasing. Again, the key call for service times in 2018 is the twelve-hour period from 6:00 a.m. until 6:00 p.m., like the pattern established in 2017. Additionally, the call volumes for the days of the week remain consistent, as in 2017.



Calendar Year 2019

As in years 2017 and 2018, **Chart 07C** combines all days of the week by the hour, while illustrating the daily call volumes for the year. Calls for service begin to increase at 6:00 a.m. with approximately 120 calls and continue increasing to approximately 170 calls, rounding off between 9:00 a.m. until 12:00 p.m., averaging about 210 calls. Then, the call volume increases, peaking at 2:00 p.m. and holds steady at approximately 275 calls, until starting a slight decline beginning at 6:00 p.m., with slightly over 250 calls. The calls for service continue declining until 6:00 a.m. the following morning. Once more, the 2019 peak volume is the twelve-hour period from 6:00 a.m. until 6:00 p.m., consistent with the patterns established in 2017, continuing in 2018, and into through 2019. The call volumes for the days of the week remain consistent, as in 2017 and 2018.



The next area for consideration is service time, which represents the number of officer minutes or hours required to handle the average calls for service.

Service Time (Hours)

Service time, or the time required to handle a call for police service, is measured from the time an officer is dispatched to the time he, or she, clears from the call. Depending on agency priorities, service times may or may not include response times, which is the time between dispatch and arrival. It will, however, include such functions as preparing reports, conducting interviews, managing evidence, making arrests, transporting prisoners, and administrative tasks that must be completed before returning to service. Understanding, measuring, and managing service times is usually critical to determining how many officers are required to staff a patrol shift.

Several variables are also included in service times:

- communications/dispatcher response time (depending on agency definitions);
- response times (depending on agency definitions);
- types of calls for service;
- total time spent on the call (averaged by types of calls);
- number of officers required or used per call of service;
- shift relief factors;
- patrol performance objectives;
- support functions needed (i.e. crime scene technicians); and

- supervisory involvement and supervisory availability.

Table 03 represents the total service hours the CCSO expended when responding and investigating all calls for service in Harrisburg for the three-year study period. The total service hours utilized by patrol deputies was 6,792 hours with a three-year average of 2,264 hours. The range in hours in the data was less than 150 hours with 2,327 hours in 2019, less than a four percent increase from 2017 with 2,190 service hours. Service hours have remained consistent over these three years.

Citizen-Initiated Calls for Service Requiring a Patrol Response
Total Service Hours
(Dispatch Time Until All Officer(s) Clear the Call)

Table 03

Service Hours	(2017)	(2018)	(2019)	Total for Service Hours	Three (3)-year Average
Hours	2,190	2,275	2,327	6,792	2,264.00

Source: Cabarrus County Sheriff's Office

Table 04 represents the average time in hours (minutes) used by the CCSO when responding to and investigating all calls for service within Harrisburg for the three-year period of 2017 through 2019. In addition, **Table 04** shows both the number of emergency calls and non-emergency calls during the study period. The average service time for an average of 186 emergency calls for the three-year period is 48 minutes and the total service time average for 12,937 non-emergency calls is 36 minutes. Over three years, the number of calls and service time remained consistent.

Average Time per Call: Harrisburg

Table 04

Priority (in minutes)	2017	2018	2019	Total	Average
Emergency: Time Per Average Call for Service	44:16	54:51	45:29		48:12
Number of Emergency Calls for Service	180	190	187	557	185.67
Non-Emergency: Time Per Average Call for Service	35:09	36:00	36:22		35:50
Number of Non-Emergency Calls for Service	4,246	4,343	4,348	12,937	4,312.33
Total Calls for Service	4,426	4,533	4,535	13,494	

Source: Cabarrus County Sheriff's Office

Response times fluctuate from one police department to another, grounded in variables like population, police funding, and other available resources. When it comes to emergency calls, the highest priority emergencies that include life-threatening emergencies, or crimes in progress, the difference between five-minute and ten-minute response times can make the difference between life and death. The average emergency response time by police agencies, usually ranges between five and ten minutes.

Response Times

Response time is a critical indicator of patrol performance because of the importance it has for crime victims or for anyone who calls the police. People judge police performance by how promptly they arrive, and law enforcement agencies typically adjust patrol resource levels to provide good response time. Shorter response times require more patrol personnel, as well as the efficient deployment and management of those officers. Most police agencies understand all calls are not equal and employ some form of call prioritization that distinguishes between true emergencies, those that are not emergencies, but still need prompt response, and those that can wait for some time. All agencies should develop clear performance objectives, based on response times, which then becomes a critical measure of patrol performance. The Cabarrus County Sheriff's Office prioritizes calls for service by two categories, emergency, and non-emergency. The data provided for this study by the CCSO uses those two categories for prioritizing response times. The Town of Harrisburg proposes to establish response time objectives consistent with the CCSO, using these two priority levels for calls for service – emergency and non-emergency.⁷

The data categorizes deputies in two groups, who respond to calls for service within Harrisburg. **Table 05** represents the response time averages for 2017 through 2019 for deputies responding to calls in Harrisburg who are *not* assigned to the Harrisburg Division of the Sheriff's Office. This group includes those deputies not assigned to the Harrisburg Division of the Cabarrus County Sheriff's Office, who sometimes answer calls in Harrisburg, when Harrisburg deputies are not available. The second group are those deputies assigned to the Harrisburg Division of the Cabarrus County Sheriff's Office who are assigned to answering these calls for service.

Response Times for Units *Not* Assigned to Harrisburg

Table 05

Source: Cabarrus County Sheriff's Office

Priority (in minutes)	2017	2018	2019	Average
Emergency	5:04	5:07	4:54	5:03
Non-Emergency	6:45	8:15	8:22	7:47

⁷ The Cabarrus County Sheriff's Office currently provides communications and dispatch services per contract with Harrisburg. The CCSO prioritizes calls for service by two categories, emergency, and non-emergency. Depending upon which option Harrisburg chooses to provide, dispatching services for the Town, response time priorities might need to be modified to correspond to that agency's Computer Aided Dispatch (CAD) protocols.

Table 06 shows the response times for those deputies who *are* assigned to the Harrisburg Division of the Cabarrus County Sheriff's Office. The average response time for these deputies is 4:59 minutes for emergency calls and 7:53 minutes for non-emergency calls. Response times for both categories are well within the national response time averages, with no significant differences between the two groups.

Response Times for Units Assigned to the Harrisburg Division

Table 06

Priority (in minutes)	2017	2018	2019	Average
Emergency	4:56	5:02	5:01	4:59
Non-Emergency	6:53	8:30	8:16	7:53

Source: Cabarrus County Sheriff's Office

One critical component of correctly staffing the patrol division is establishing response time objectives consistent with community and agency expectations. Having the correct number of officers working at peak times to ensure timely responses, while at the same time, not being over staffed during less demanding times, is key to providing efficient police services.

Response Time Objectives

The Cabarrus County Sheriff's Office response times for Harrisburg are measured from the time Communications answers the telephone from a citizen calling for police services, until the time the first officer arrives on the scene. It has two components, which are measured separately. The first is dispatch response time, which is measured from the time the phone is answered in the Communications Center, until the officer acknowledges receipt of the call. The second is patrol response time, which is measured from the time the officer acknowledges receipt of the call, until he, or she arrives at the scene.

As previously discussed, the Cabarrus County Sheriff's Office uses two call priority categories, "Emergency and Non-emergency." Emergency calls include those calls requiring immediate police assistance. Examples are serious crimes in progress like shootings, armed robberies, and other violent offenses. Non-emergency calls do not require an emergency response and usually pertain to non-life-threatening situations. For example, non-emergency calls include non-violent disputes between neighbors, property damage, vehicle accidents not causing a hazard to the flow of traffic or personal injury, noise complaints, leash law violations, and help resolving disagreements involving no crime or violence. **Table 07** defines the response time objectives for the Harrisburg Police Department measured from the time Communications receives the call for service, until the first officer arrives on the scene.

Harrisburg Response Time Objectives

Table 07

Priority	Definition	Objective
Emergency	Potentially life-threatening situations requiring immediate police assistance (<i>Such as shootings, armed robbery, and violent crimes</i>)	6 minutes
Non-Emergency	Potentially non-life-threatening situations that do not require an emergency response and usually pertain to non-life-threatening situations (<i>Such as injury, accidents, arguments, and alarms</i>)	15 minutes

It should be noted that additional work remains to define what is and is not an actual call for police services. Such activities, as officer-initiated activity, administrative times, and multiple-officer responses, should be sorted out.

Shift Relief Factors

The shift relief factor attempts to answer the question: "How many full-time officers must an agency have in the budget to provide continuous coverage for a relieved officer, using a specific shift configuration or the length of shift?" The shift-relief factor shows the relationship between the maximum number of days that an officer can work and the number of days an officer works. The relief factor is used to account for vacation, sick leave, training, regular days off, personal time off, time off due to injuries, and other absences from work. Knowing the relief factor is necessary in estimating the number of officers that should be assigned to a shift to ensure that the appropriate number of officers are working each day. Relief factors can be calculated specific to the Town of Harrisburg, based on data provided by the Cabarrus County Sheriff's Office, but ISS used a standard relief factor of 2.6 for 12-hour shifts. Although the shift-relief factor for 12-hour shifts, at 2.6 is high, the agency only staffs two shifts. A department using 12-hour shifts, with a relief factor of 2.6, must have at least 5.2 officers to ensure at least one position is staffed for each shift.

Performance Objectives

Performance objectives based upon the Town of Harrisburg's priorities and values should be defined and incorporated into the activities of all patrol officers. Response times, as discussed, are critical, but other objectives are defined by the share of patrol time spent on calls for service and other activities. That is, what fraction of an officer's shift should be devoted to calls for service and what percentage to other activities. While there is no accepted standard for this allocation for workload-based models, the International Association of Chiefs of Police (IACP) suggests that officers should devote one-third of their time to calls for service and call management, one-third

to proactive or problem-solving time, and one-third to management of other patrol-related activities, including administrative tasks.

For the Harrisburg PD, ISS recommends 40 percent of an officer's time be spent on proactive or problem-solving activities, consistent with community or problem-oriented policing and that performance objectives be defined for this activity, as well as for call responses. While superior to the per capita method for estimating staffing needs, this approach is still simplistic. In fact, our experience suggests that for most agencies a careful analysis of calls for service would find officers spending far less than one-third of their time on calls for service.

The average response time for a 911 call is 10 minutes, per American Police Beat. The urgency of these calls varies, based on the type of emergency.

ISS used a modified, or a hybrid, approach to determine patrol staffing requirements, based on the total service hours provided by the Cabarrus County Sheriff's Office. As provided, in **Table 08**, the total service hours for the Town of Harrisburg totaled nearly 6,800 hours for the three-year study period, 2017 – 2019.

Citizen-Initiated Calls for Service Requiring a Patrol Response Total Service Hours

Table 08

Service Hours	2017	2018	2019	Totals for Service Hours	Three (3)-year Average
Hours	2,190.00	2,275.00	2,327.00	6,792.00	2,264.00

Source: Cabarrus County Sheriff's Office

The CCSO did not handle any calls for service by alternative responses – only by dispatching a patrol car. The three-year service-hours average, as shown in **Table 08**, is 2,264 hours.

To project the number of patrol officers needed, ISS used the number of service hours to estimate the number of patrol officers required to staff and manage the workload for the Patrol Division. The total service hours, 2,264, was divided by 2236⁸ hours; the number of hours a patrol deputy works per year, which equals 1.013 officers. That number, 1.013, was then multiplied by 1.40 to ensure proactive time for the patrol officers to address community issues, which equals 1.42

⁸ On average, most patrol deputies work a total of 2,236 hours per duty year, based on twelve-hour shifts, instead of a standard 2,080 work year.

officers. This number, 1.42 was then multiplied by the standard relief factor for 12-hour shifts, 2.6, which equals 3.69 patrol officers. To ensure that at least one (1) officer is always free on each shift to handle emergency calls, one officer per shift (4) was added for a total of four (4) officers. Therefore, eight (8) patrol officers are required to staff the new Patrol Division, based on workload data, while taking into consideration the department's community problem-oriented policing philosophy. Eight officers are enough to handle the calls for service volume, but not to adequately staff all shifts.

As with using population ratios to determine patrol staffing, workload-based approaches do not consider the geographical area of Harrisburg, approximately 11.6 square miles, the minimum number of officers required to provide adequate police coverage, or to ensure response time objectives are met. Equally, geography and minimum staffing are key considerations when determining adequate patrol staffing. These factors include variables, approximating the square miles to be covered, the road networks, natural barriers, major highways, residential development versus businesses, population, and other factors.

Patrol Officers Based on Workload Analysis

Usually, the more comprehensive approach to patrol staffing is the analysis of workload data, built around calls for service records. **Table 09** shows the variables used to calculate the number of patrol officers in staffing patrol by using service hours. Understandably, eight (8) officers is insufficient to provide adequate police coverage and service to Harrisburg. Given this result, ISS considered additional factors to determine the final number of officers for patrol.

Projected Patrol Officers Based on Service Times

Table 09

Projected Staffing by Service Times	Service Hours	Proactive Time	Relief Factor	One Officer Free All Times	Total Officers to Staff Patrol
Hours	2,264	40%	2.6	4	8
Total					12

Geographical Area

In addition to the other methodologies used to determine patrol staffing, ISS considered the geographical layout and size of Harrisburg. Some agencies allocate resources equally by geographical areas (i.e. one officer per response zone, 24 hours per day, seven days per week) with no consideration of such variables as call volume, crime patterns, or average service times. In such scenarios, it is assumed that proper care was exercised in drawing the response zones or patrol response areas to provide some semblance of balanced workloads.

The scope of this study did not include defining patrol response areas or response zones. Nonetheless, geographic considerations, including the size of the town in square miles, satellite annexations that require additional travel time when responding to calls, future growth, the physical layout of the town, areas including the infrastructure like road types and miles, natural barriers, such as bridges, bodies of water, neighborhood boundaries, business versus neighborhood developments, all affect staffing levels and service delivery. Response times are affected by geography and terrain.

Using Population to Estimate Town of Harrisburg Patrol Staffing

Overall, patrol staffing models, using ratios of officers' per-thousand population, are less accurate than those using workload data. The police to population ratio are the number of police officers that serve that community, proportionate to the community size. If there is one citizen and one officer, the ratio is 1:1. The per-capita approach requires determining the optimum number of officers per person, then calculating the number of officers needed for the total population.

As population is just one factor when determining police staffing, other key variables include population density, crime frequency, and size of the jurisdiction. For example, a 25,000 population is the same in a rural area, as in a densely populated inner city, however, the calls for service should be different. In less populated jurisdictions, the call volume is spread over a larger geographical area, while in densely populated areas, the geographical area is often a smaller percentage of the size of the other.

Other considerations include the nature of the jurisdiction, meaning the daytime population, as opposed to the nighttime populations, at times, differ significantly. During business hours, corporations or businesses might employ a high number of employees or attract large daytime populations who live elsewhere. Criminal activity is another factor with some towns or cities having violent crime problems, while other jurisdictions might be predisposed to property crimes, rather than violent crimes. Other shortcomings include the uncertainty of how officers spend their time, the quality of their efforts, and community conditions, needs, and expectations.

As suggested, patrol staffing and deployment is a complex task, requiring not only the analysis of current and reliable workload data, but that also requires police managers to consider the other variables discussed elsewhere in this report. Even with the limitations with using population values for officers per capita, population is still a viable option that provides, to some extent, useful results in verifying and/or corroborating other methodologies for staffing, especially with Harrisburg, since the workload analysis does not support acceptable staffing levels for patrol.

Population Projections for Harrisburg

Table 10 summarizes the population by census and population projections for Harrisburg for 2020 through 2022. The 2020 population of Harrisburg is estimated at 16,889 residents, based on the most recent projections by the US Census. The Census Bureau estimates the 2018 population at 16,075, with the last official US Census in 2010, recording the population at 11,526 residents.

Harrisburg will not provide police services earlier than 2023, as creating a full-service police agency, at best, is a two plus year project to implement. The average population growth rate for years 2017 – 2020 is approximately 2.48 percent.⁹ Since the 2010 Census, Harrisburg has grown 46.53 percent from 11,526 to nearly 17,000 residents. The projected population for Harrisburg is 17,737 residents in 2022 and 18,176 residents in 2023.

Population Projections for Harrisburg

Table 10

Year	2020	2021	2022	2023
Average previous four-year growth rate: 2.48% per year	16,889	17,308	17,737	18,176

Source: <https://worldpopulationreview.com/>



An additional consideration is the daytime population. Daytime populations can significantly differ from the permanent population. During business hours, corporations, businesses, schools, and other organizations might employ a high number of employees, or attract large daytime populations who live elsewhere, but frequent Harrisburg during the day. The present estimated daytime population of those working, shopping, eating, or having other business in Harrisburg, is estimated at 33,350 people.

Future Growth

Harrisburg has experienced exponential growth since 2010 and continues to develop with several major planned communities like Farmington, scheduled to begin a phased-in opening in late 2020 or early 2021. Farmington is a master planned community with a 180-acre project, split between northeast Mecklenburg County and Harrisburg. Farmington will become the gateway of the Rocky River Road corridor into Harrisburg, providing retail and entertainment to the growing community outside of Charlotte, including 191,000 square feet of office and retail, a movie theater, medical and other offices, a 120-room hotel, and hundreds of residential units for rental or sale.

Farmington will create new jobs, new opportunities, and an increased quality of life for residents. Farmington will appeal to a broad range of service providers and employers who are looking to capture the underserved Harrisburg market, which has grown substantially in the past ten years,

⁹ Estimated population projections: worldpopulationreview.com/.

and is expected to increase by 63% in the next ten years. Farmington will also increase the daytime population for Harrisburg.

While these predictions are uncertain, staffing projections, based on population, should be enough, at least through 2023, that Harrisburg will have additional workload data to make any adjustments in resource allocations, if required.

Population Methodology and Data Source

Departments across the country, view officer-to-population ratios as a straightforward method to determine appropriate police staffing. Although the International Association of Chiefs of Police (IACP) does not recommend this method, the IACP, nonetheless, published a directorate for this topic. A recent IACP “Perspectives” article presents dated Bureau of Justice Statistics’ data on local police department officer-to-population ratios. The source is a 2003 BJS study that reports the average ratio of full-time officers per 1,000 residents. Departments are categorized by size of population served, ranging from 250,000 or more, to communities of 1,000 to 2,499 residents. According to the article, the ratio of full-time officers per 1,000 residents ranges from 1.8 to 2.6 per 1,000, with an average ratio of 2.5 full-time officers per 1,000 residents. Other more recent studies support these numbers. Many communities rely on this model to make staffing decisions. As simple as it is to comprehend and apply, this model is equally inefficient and unreliable, as it fails to take into consideration a host of variables already discussed.



ISS used the FBI Crime in the United States data sources from the Crime Criminal Justice Information Services Division, as one source to determine patrol staffing among North Carolina municipal police agencies. ISS supplemented this data with telephone surveys of police agencies in North Carolina comparable to the proposed Harrisburg Police Department. In addition, ISS researched the data, as presented in **Table 10A, Summary**

Descriptive Statistics (2018) North Carolina Municipal Police Departments Similar in Population to Harrisburg, from several sources including:¹⁰

- FBI 2018 Crime in the United States Police Employee Data;
- FBI Uniform Crime Reporting (UCR) Criminal Justice Information Services Division;
- most current, publicly available, annual reports from each department surveyed;
- publicly posted data for budgets for each department; and
- contacting these agencies by telephone.

¹⁰ Not all data used in this study was publicly available or contained in any one source, therefore, the data compiled in **Table 10A** is from multiple sources, including FBI statistics for 2018 and telephone surveys by ISS.

Using Population to Determine Staffing Levels

The data analyzed for the North Carolina municipal police agencies, similar in population to Harrisburg, is presented in **Table 10A**.

Summary Descriptive Statistics: Municipal Police Agencies in North Carolina Similar in Population to Harrisburg

Table 10A

2018 City (Jurisdiction)	Population	Total Full-time Employees	Total Sworn Officers	Total Civilian Employees	Total Sworn Officers Assigned to Patrol	Total Patrol Officers Per 1,000 Residents	Total Patrol Officers Per 10,000 Residents
Asheboro	25,922	80	73	7	41	1.58	15.82
Boone	19,524	48	36	12	25	1.28	12.80
Clayton	22,258	47	44	3	28	1.26	12.58
Davidson	12,954	22	20	2	20	1.54	15.44
Eden	14,952	50	46	4	30	2.01	20.06
Hendersonville	14,018	57	42	15	45	3.20	31.96
Leland	21,008	34	32	2	25	1.19	11.90
Lexington	18,754	65	55	10	50	2.67	26.66
Mint Hill	27,375	35	30	3	24	0.88	8.77
Pinehurst	16,213	30	25	5	16	0.99	9.87
Pineville	8,939	50	39	11	30	3.36	33.56
Southern Pines	14,271	49	41	8	25	1.75	17.52
Count	12	12	12	12	12	12	12
Median	17,483	48.50	40.00	6.00	29.00	1.56	15.63
Mean	18,020.92	47.00	40.17	6.83	30.42	1.83	18.26
Maximum	27,375.00	80.00	73.00	15.00	50.00	3.36	33.56
Minimum	8,939.00	22.00	20.00	2.00	16.00	.99	9.87
Range	18,436.00	58.00	53.00	13.00	34.00	2.37	23.69

Source: FBI data for 2018 and telephone interviews by ISS staff.

The largest agency, Asheboro, has 73 sworn officers with a population of 25,922, while the maximum population served is 27,375 residents in Mint Hill. In comparison, the smallest agency, Davidson, has only 20 sworn officers, serving a population of 12,954 residents. The mean population for this group is 18,021 with an average of 40 sworn officers and 30.50 officers assigned to patrol or calls for service. There is a mean of 1.83 sworn officers assigned to patrol per 1,000 residents and 18.26 per 10,000 residents. Even though differences exist among these 12 municipalities, the findings provide some staffing guidance when used in conjunction with the workload, geographical, and similar department analyses ISS completed for this study.

Nationwide, in 2018, the rate of sworn officers was 2.4 per 1,000 residents, with 1.9 sworn officers per 1,000 residents in towns with populations from 10,000 to 25,000 residents. The comparison study ISS completed, using 12 North Carolina municipal police agencies, shows the average number of sworn officers per 1,000 residents is 2.2. In addition, FBI statistics for 2018 shows the average number of law enforcement employees, both civilian and sworn, for police agencies in the southern region of the country, range from 2.9 to 3.1 per 1,000 residents.¹¹

Summary of Determining Staffing by Population

When comparing staffing among the agencies from the study, one factor is the nexus between police staffing and population. Based on an analysis of the data in **Table 11**, the mean range for *Total CFS Officers* per 1,000 residents is 1.83 and 18.26 per 10,000 residents.

Applying Comparison Analyses of Similar Agencies to Staffing the Harrisburg Police Department

Table 11

SUMMARY OF AGENCIES SIMILAR IN POPULATION TO HARRISBURG	Number of Agencies Count	Population Mean	Total Sworn Officers Assigned to Patrol Mean	Total Patrol Officers Per 1,000 Residents Mean	Total Patrol Officers Per 10,000 Residents Mean	Projected Staffing Officers Assigned to Calls for Service Population: 16,889 ¹²
	12	18,020.92	30.42	1.83	18.26	30

ISS then used the mean scores for officers assigned as patrol, or call for service officers, which is 1.83 patrol officers per 1,000 residents or 18.26 patrol officers per 10,000 residents to determine the ratio of patrol officers to residents for Harrisburg. This translates into 30 patrol officers for the Harrisburg Patrol Division, using only population as the measure, based on mean scores.

Using Municipal Agencies Similar to Harrisburg to Determine Patrol Staffing

In addition to using mean averages to shape staffing levels for Harrisburg, ISS researched selected attributes of towns and cities, as well as for municipal law enforcement agencies in North Carolina, comparable to the proposed Harrisburg Police Department. These agencies, and the related data, are displayed in **Table 11(A)** and continued in **Table 11(B)**. The compiled data is presented in **Appendix 02**.

¹¹ FBI 2018 Crime in the United States Police Employee Data

¹² Population projections: worldpopulationreview.com/.

Summary Descriptive Statistics Municipal Police Agencies in North Carolina Comparable to Harrisburg

Table 11A

2018 Town or City (Jurisdiction)	Nearest Major City	Population	Town Square Miles	Most Recent Budget	UCR Part I Offenses Property Crimes	UCR Part I Violent Crimes	Total Calls for Service	Total Calls for Service Per 1,000 residents	Total Calls for Service Per 10,000 residents
Asheboro	Greensboro	25,922	14.40	\$3.90M	1,527	127	25,467	992	9,924
Boone	Hickory	19,524	6.13	\$4.45M	382	25	26,000	1,332	13,317
Clayton	Raleigh	22,258	13.61	\$5.92M	367	23	29,032	1,304	13,043
Davidson	Charlotte	12,954	6.00	\$2.73M	157	4	22,285	1,720	17,203
Eden	Greensboro	14,952	15.20	\$4.92M	572	91	23,940	1,601	16,011
Hendersonville	Asheville	14,018	6.90	\$5.46M	691	47	53,428	3,794	37,943
Leland	Wilmington	21,008	19.90	\$3.71M	349	17	13,063	622	6,218
Lexington	Greensboro	18,754	18.00	\$6.56M	489	119	48,000	2,559	25,595
Mint Hill	Charlotte	27,375	21.30	\$5.05M	467	43	2,295	839	8,385
Pinehurst	Raleigh	16,213	17.20	\$3.50M	111	15	18,000	1,110	11,102
Pineville	Charlotte	8,939	6.62	\$5.27M	1,236	50	19,941	2,231	22,308
Southern Pines	Raleigh	14,271	15.50	\$5.15M	312	33	28,978	2,031	20,306
Count	12	12	12	12	12	12	12	12	12
Median	N/A	17,483.50	15.30	\$5.00M	424.50	38.00	24,703.50	1,466.41	14,664.09
Mean	N/A	18,020.92	13.48	\$4.64M	555.00	49.50	27,590.75	1,667.13	16,771.35
Maximum	N/A	27,375.00	21.30	\$6.57M	1,527.00	127.00	53,428.00	3,794.33	37,943.33
Minimum	N/A	8,939.00	6.00	\$2.73M	111.00	4.00	13,063.00	621.81	6,218.11
Range	N/A	18,436.00	15.30	\$3.83M	1,416.00	123.00	40,365.00	3,172.52	31,725.22

ISS used this data to support staffing level projections for the Patrol Division. The data analyzed included population, size of the town in square miles, budgets, UCR crime data, total calls for service, calls for service per capita, the number of full-time sworn officers, the number of officers assigned to patrol or calls for service, the number of total sworn officers, and officers assigned to patrol per capita.

One measure used in selecting these towns for the study is bordering, or the proximity to one or more major towns like Harrisburg, is to Charlotte and Concord. The US Census Bureau estimates Charlotte's 2020 population at 885,708, making the city the 15th most populous in the United States. Mecklenburg County's population is 1.1 million residents with the Charlotte-Mecklenburg Police Department staffing over 2,500 total civilian and sworn personnel. A decade-long growth rate of nearly 60 percent has formally made Charlotte one of the fastest growing cities in the country.¹³

¹³ United States Census Bureau

Concord also borders Harrisburg and both Concord and Harrisburg are in Cabarrus County. The US Census Bureau approximates Concord's 2020 population at 98,842 and the Concord City Police have nearly 228 total employees with 188 sworn personnel. Major cities bordering these smaller towns affect them in both a positive way, while sometimes, with unintended consequences.



Other cities used in the study, for example, include Clayton, which is in Johnston County and is a suburb of Raleigh. As of 2010, Clayton's population was 16,116, up from 6,973 at the 2000 census. By 2018, the town's estimated population was 22,850; much of that growth is attributed to the town's proximity to the Research Triangle area, near Raleigh, and access to major highways, such as I-40 and US 70. Its police department has 47 personnel and a current budget of \$5.9M.

Leland is in Brunswick County with the current population at approximately 24,170, based on projections from the latest US Census estimates. The US Census estimates the 2018 population at 22,070.

The last official US Census in 2010, recorded the population at 13,527. Leland is a fast growth suburb of Wilmington, with a police department of 34 total personnel and a budget of \$3.7M.

Larger, prosperous, and growing cities push development outward, towards neighboring counties and towns. As with Charlotte's explosive growth, the surrounding counties and towns have also flourished, absorbing both benefits of Charlotte's growth, as well as unintended consequences like crime, crossing over county lines or city limits, controlling smart growth and development, and additional strains on resources akin to schools and roads, in addition to water and sewer systems. **Table 11B** summarizes the summary descriptive statistics for municipal police agencies in North Carolina comparable to Harrisburg.



Assumptions from this study, in comparing similar municipalities and police agencies, present the mean population as 18,020 residents and 13.48 square miles in land size for all cities. Harrisburg's estimated population for 2020 is nearly 17,000 residents and the town is 11.60 square miles. Harrisburg's reported UCR Part I offenses for property crimes is less than half of the mean UCR reported crime for all cities. The mean for reported UCR property crimes is 555 incidents, while Harrisburg's reported property crimes is 227 incidents. The mean for Part I violent crimes is nearly

50 incidents for all cities, while Harrisburg’s violent crime average for the three-year study period is 80 percent less, with an average of 10 violent crimes per year.¹⁴

**Summary Descriptive Statistics
Municipal Police Agencies in North Carolina
Comparable to Harrisburg
(Continued)**

Table 11B

2018								
Town or City (Jurisdiction)	Total Full- time Employees	Total Sworn Officers	Total Sworn Officers Per 1,000 Residents	Total Sworn Officers Per 10,000 Residents	Total Civilian Employees	Total Sworn Officers Assigned to Patrol	Total Sworn Officers Assigned to Patrol Per 1,000 Residents	Total Sworn Officers Assigned to Patrol Per 10, 000 Residents
Asheboro	80	73	2.82	28.16	7	41	1.58	15.82
Boone	48	36	1.84	18.44	12	25	1.28	12.80
Clayton	47	44	1.98	19.77	3	28	1.26	12.58
Davidson	22	20	1.54	15.44	2	20	1.55	15.44
Eden	50	46	3.08	30.77	4	30	2.01	20.06
Hendersonville	57	42	2.98	29.83	15	45	3.20	31.96
Leland	34	32	1.52	15.23	2	25	1.19	11.90
Lexington	65	55	2.93	29.33	10	50	2.67	26.66
Mint Hill	32	29	1.06	10.59	3	30	1.96	10.96
Pinehurst	30	25	1.54	15.42	5	16	0.98	9.87
Pineville	50	39	4.36	43.63	11	30	3.56	33.56
Southern Pines	49	41	2.87	28.73	8	25	1.75	17.52
Count	12	12	12	12	12	12	12	12
Median	48.50	40.00	2.40	23.96	6.00	29.00	1.56	15.63
Mean	47.00	40.17	2.38	23.78	6.83	30.42	1.83	18.26
Maximum	80.00	73.00	4.36	43.63	15.00	50.00	3.36	33.56
Minimum	22.00	20.00	1.06	10.59	2.00	16.00	.99	9.87
Range	58.00	53.00	3.30	33.04	13.00	34.00	2.37	23.89

Assumptions from this study, in comparing similar municipalities and police agencies, present the mean population as 18,020 residents and 13.48 square miles in land size for all cities. Harrisburg’s estimated population for 2020 is nearly 17,000 residents and the town is 11.60 square miles. Harrisburg’s reported UCR Part I offenses for property crimes is less than half of the mean UCR

¹⁴ The data used for comparison for Harrisburg is from the Cabarrus County Sheriff’s Office for a three-year average, using calendar years 2017, 2018, and 2019.

reported crime for all cities. The mean for reported UCR property crimes is 555 incidents, while Harrisburg's reported property crimes is 227 incidents. The mean for Part I violent crimes is nearly 50 incidents for all cities, while Harrisburg's violent crime average for the three-year study period is 80 percent less, with an average of 10 violent crimes per year.¹⁵

This study shows the mean for all calls for service, per year, is 27,590 for all cities, with the mean for Harrisburg, for the three-year study period, at 4,500 calls for service, per year. Harrisburg's total calls for service is nearly five times less than the average for calls for service for all cities. The mean for the total calls for service for all cities is 1,667 calls per 1,000 residents and 16,771 per 10,000 residents. Harrisburg's three-year average calls per 1,000 residents is 260 and per 10,000, it is 2,601.

As well, the mean for the average total sworn officers for all cities is 40 with 2.38 per 1,000 residents and 23.78 per 10,000 residents. The mean for the total number of sworn officers for all cities assigned to patrol, or calls for service, is 30.42 with 1.83 sworn officers per 1,000 residents and 18.26 per 10,000 residents.

Currently, the patrol staffing level provided by the CCSO to Harrisburg is 15 patrol deputies, two supervisors, and one lieutenant. That translates into about one patrol deputy (0.98) per 1,000 residents or 9.80 per 10,000 residents. This study used independent police agencies that provide full police services to their communities, while the Town of Harrisburg contracts police services from the CCSO. The staffing numbers are low in comparison to the other jurisdictions; however, the CCSO provides support for Harrisburg for any other services that might be needed, in addition to providing the services by contract.

Patrol Staffing Recommendations Summary

In summary, patrol staffing levels, based upon workload analyses, supports only eight (8) sworn officers for patrol, including shift relief factors and proactive or problem-solving time. This number does not include supervisors or command staff. Staffing with only eight (8) officers is clearly insufficient to provide coverage, while delivering full police services for a town the size of Harrisburg. Even though workload analysis is the preferred and best approach to police staffing at times, the staffing numbers projected do not meet adequate staffing requirements because of the geographical size of the town or other factors discussed in this study. At times, using workload projections with only one, maybe two, officers working a shift, places the Town at risk, leaving the Town with no police coverage, if the officer is on an extended call, processing an arrestee at the jail, or does not work the shift because of sickness, vacation, or other benefit time.

The data provided by the CCSO shows an annual three-year average of nearly 2,300 total workload service hours that the sheriff's office used to provide full police services to Harrisburg. Even though eight (8) officers is adequate to manage the actual workload, it is insufficient to provide full coverage for the Town, both safely and efficiently. This presents the question of how many patrol officers Harrisburg requires to provide full police services, 24-hours a day, 365 days per

¹⁵ The data used for comparison for Harrisburg is from the Cabarrus County Sheriff's Office for a three-year average, using calendar years 2017, 2018, and 2019.

year, or what the minimum number of patrol officers should be to cover the town, while providing full police services with acceptable response times.

As discussed in this report, ISS looked at population to support staffing recommendations for the number of patrol officers. Once more, limitations to using population solely, include no standards or recommended numbers of officers per thousand. An agency typically compares its ratio to that of other nearby agencies, or to similar agencies in other areas of the region, establishing benchmarks. Population-based approaches do not incorporate workload data and fails to account for the intensity or unique nature of workload, crime trends over time and variations, and using population alone ignores the geographical size of service areas as well.

Staffing, based upon using only population, shows that Harrisburg needs 30 officers to staff patrol. Thirty officers is clearly too many, when in comparison to the number of officers required to meet actual workload demands. These numbers do not include supervisors or command staff. Therefore, ISS used a modified or hybrid approach, taking into consideration all data and information available to estimate patrol staffing levels, while using a combination of approaches, including workload analysis, population, geographical size of the town, and comparing Harrisburg to similar towns and municipal police agencies, to determine the minimum staffing for patrol officers. ISS recommends 16 officers assigned to patrol, of which four are corporals, who also serve as call for service officers, training officers, and provide supervision when the shift sergeant is absent, as presented in **Table 12**.

Recommended Officer Staffing Levels Harrisburg Police Patrol Division

Table 12

Positions	Number of Positions
Patrol Officers	12
Corporals	4
Total Patrol Sworn Positions	16

Additional support for these recommendations, includes comparing the three-year average for Harrisburg's annual calls for service data, to those of the similar towns used in this study. Harrisburg's three-year average of calls for service is approximately 4,500, significantly below the mean for all cities at 27,590, with the maximum number of calls for service at 53,428 in Hendersonville and the minimum calls for service in Leland at 13,063 per year. The annual calls for service for Harrisburg are almost three times less than in Leland. Additionally, Harrisburg's reported crime is, to some degree, like that of Leland. In 2018, Leland reported 349 Part I property offenses, while Harrisburg reported, for a three-year average, 227 property incidents. Furthermore,

Leland reported 17 Part I violent offenses, while Harrisburg reported 10 violent offenses for a three-year average, from 2017 to 2019. Mint Hill, which also borders Charlotte, in Mecklenburg County, is comparable to Harrisburg in other ways. It is almost twice the land size of Harrisburg, at 21.30 square miles, versus 11.60 square miles in Harrisburg. In 2018, Mint Hill reported 22,955 calls for service and currently has about 25 patrol officers.

Overall, in contrast, Harrisburg's reported crime and calls for service are lower than those in the cities in the comparison study. The comparison data has limitations, as some jurisdictions include supervisors in the staffing numbers for sworn officers assigned to their Patrol Divisions. In these studies, it is not always comparing apples to apples, but instead, serves as a benchmark for making staffing recommendations. As well, ISS took into consideration the estimated daytime population of those working, shopping, eating, or who have other business in Harrisburg, which is estimated at 33,350 people.

In summary, the total sworn positions for Harrisburg's new patrol division, includes twelve (12) officers, four (4) corporals, and four (4) sergeants. After taking into consideration all available information and the variables in the staffing equation, ISS recommends these staffing levels for Patrol, which should meet future growth over the next couple years and can be adjusted accordingly as new data comes available.

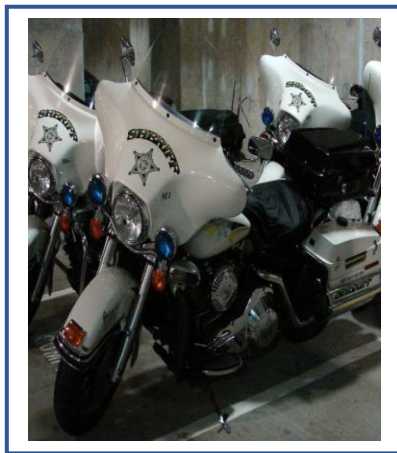
Traffic Enforcement

The most efficient way for Harrisburg PD to provide traffic enforcement is to incorporate these services into patrol officer job responsibilities. This is preferable to creating and paying for a specialized traffic unit. Regardless, at least one officer per shift should be trained in accident reconstruction to investigate serious or fatal traffic accidents. The North Carolina State Highway Patrol (NCSHP) should be a partner to assist in providing traffic services to the state highways like NC 49 that runs through Harrisburg.



Harrisburg should consider additional training, beyond Basic Law Enforcement Training (BLET), for Driving While Impaired (DWI) enforcement,

intoxilyzers, and speed enforcement. Speed detection devices, like radar units, are included in the total cost for a new patrol car. Currently, Harrisburg has radar units in all patrol cars owned by the Town. Harrisburg also owns three speed detection radar trailers used for speed analysis and detection.



Bicycle Patrol

Unlike traditional patrol cars, bicycle patrols provide opportunities to develop new community perceptions of the police. Most negative mindsets associated with traditional patrol officers, including blue lights and sirens, as well as delays when arriving

on scene and dealing with problems, are not linked with bicycle officers. Accordingly, citizens who encounter bike officers are often more cooperative and willing to listen.



Bicycle patrols are more common in urban areas, as opposed to less populated rural communities. Using bicycles instead of cars often makes officers more approachable, especially in low-crime areas. The maneuverability of bicycles on crowded sidewalks, with the capability to navigate narrow, crowded areas, offers benefits over cars, although one key disadvantage is the speed of bicycles is much slower.

Bicycles are often used with foot patrols to enhance mobility and range. Additionally, bicycles are valuable crime-fighting tools when used in more populated areas.

Bikes are silent in operation and many criminals do not realize that the person approaching them is a police officer. Also, if the offender tries to flee on foot, the bike police officer has the benefit of speed, while being able to dismount swiftly, if needed, and continue by foot pursuit.

A standalone bicycle unit would not be an efficient use of resources for Harrisburg, but instead, officers trained in bike patrols, would benefit patrol operations on a supplemental, or as needed basis, to address crime hotspots or specific community concerns or issues. ISS recommends delaying any consideration for bicycle officers until the Harrisburg PD is online and running smoothly. If the department considers adding bicycle patrols later, one officer per shift should be trained as a bike officer. Such training may possibly include basic skills, riding, and safety techniques, as well as mounting and dismounting, emergency stops, slow maneuvering, and curb hopping.

Many departments receive funding for police bicycles through the community, as well as businesses donating bicycles to their local police departments, leaving the department only the costs for training bike officers. Harrisburg should consider bike patrols after the police department is up and running, and possibly partnering with the community to provide the bicycles.

Animal Care and Control (ACC)

Cabarrus County, through the Cabarrus County Sheriff's Office, provides animal care and control services to all areas and jurisdictions in Cabarrus County. The Animal Control Division is responsible for investigating animal cruelty, enforcing animal control laws, investigating animal bites, enforcing rabies tag violations, and managing stray animals. In addition to enforcement, the Animal Control Division partners with the Cabarrus County Humane Society to operate the Cabarrus County Animal Shelter, which provides safe, temporary shelter for animals without permanent homes. In addition to adoptions, the animal shelter provides a variety of services. The Animal Control Division does not respond to wild animal calls.

ISS recommends Harrisburg consider training patrol officers with basic animal control procedures for responses to minor calls for service, involving domestic animals. Any enforcement action or transmitting an animal must still be done by an Animal Control officer from the Sheriff's Office.



Harrisburg has two options for animal control assistance. First, the Cabarrus County Sheriff's Office can provide animal care and control services to Harrisburg at no cost, as the Sheriff's Office provides these services for all of Cabarrus County now, with the County covering all costs. The CCSO would prioritize animal control calls for service in Harrisburg, along with those throughout the county, and respond accordingly.

The second option is for Harrisburg to contract with the Sheriff's Office to provide a response within a specified time, but the Sheriff's Office would charge for those services per a contractual arrangement. ISS recommends Harrisburg selecting the first option, as that is current practice, and it is working well throughout the county. It also requires no additional resources. In addition, ISS suggests that the Operations Bureau captain serve as the liaison or contact with the Sheriff's Office for animal control services.

Operations Bureau Supervision and Command Staff

First Line Supervision

First-line supervision is management's key resource to ensure that the agency's stated goals and objectives are met. The Commission on Accreditation of Law Enforcement Agencies (CALEA) recommends a supervisor be responsible for no more than 12 subordinates. This standard is useful but requires adaptation to any agency's specific context. Before determining the required number of supervisors, it helps to consider a thorough list of issues, which together, determine the role of a supervisor within that agency. This list includes, but is not limited to entry level selection standards, the quality and experience of patrol personnel, the process used to select supervisors, the quality of supervisory training, time available to supervisors for coaching and orientation of subordinates, management's support and any other available resources, the agency's preferred supervisory style, and the nature of the job itself. Fewer supervisors are required when an agency has experienced personnel above and below each level. More are needed when an agency has a young, inexperienced patrol division. Well trained officers require less supervision than modestly or poorly trained officers. The recommended span of control for first line supervisors is six to no more than eight subordinates per supervisor. Determining the staffing for the command staff is less complex.

Command Staff

One captain is recommended to head the Operations Bureau who oversees the Patrol and Criminal Investigation Divisions and should report to the chief of police. This captain will supervise four patrol sergeants, one per shift or squad, (A Shift, B Shift, C Shift, and D Shift) and manage all

aspects of the daily operations for the Patrol Division. In addition, he, or she will supervise one sergeant assigned to the Criminal Investigations Division.

Lastly, the Operations Support Services Division does not require staffing, but instead, canine, bomb and SWAT are functions and would also be under the Operations Bureau commander. He, or she, would serve as the contact person or liaison with the Cabarrus County Sheriff's Office, who is providing these services to Harrisburg. In summary, the Harrisburg Patrol Division requires one command staff position, the Operations Bureau captain, who will manage Patrol, CID, and Operations Support Services.

Given the critical nature of this position, the Town should select this person early, when starting this project, to assist the chief with preparing and bringing the new department online.



Supervision

In general, agency policy determines the ratio of first-line supervisors to subordinates. The span of control, or supervisory ratio, refers to the number of subordinates managed directly by a supervisor, and is one method of determining the number of supervisors needed. In law enforcement, the typical span of control is from five to ten subordinates per supervisor, or sergeant. The difference between five and ten will depend on such things as the complexity of the assignment and the closeness of subordinate to supervisor, as they work. If defined correctly, span of control can be an effective measure for management.



There are several factors to consider when deciding the number of patrol supervisors. These include job complexity and similarity, crime trends, the geographical distribution of officers, distance and the physical size of the area supervised, employee skills and abilities, and the level of empowerment that exists within the agency. Additionally, the abilities and skill levels of management are important when considering supervision ratios.

Sergeants, with spans of control that are too broad, spend a disproportionate amount of time running from one issue to another, preventing them from spending quality time supervising and getting to know the strengths and weaknesses of subordinates. Closer supervision reduces problems and dysfunctions and allows growing problems to be discovered early and then eliminated. Close supervision (smaller spans of control) is encouraged, since Harrisburg is starting a new service with all staff new to the Town, and with varying experience levels and skillsets.

As discussed, patrol officers will be assigned to one of four shifts, working a 12-hour schedule. These shifts can either rotate, or be permanent assignments, to be decided by the chief. In addition to the sergeant, ISS recommends one position be assigned as a corporal, who in addition to answering calls, supplements shift supervision in the absence of the shift sergeant and serves as a field training officer. This translates into four sergeants, one per shift, supervising four subordinates. In addition, one corporal per shift requires a total of four corporals. This is an

acceptable and conservative supervisory span of control. **Table 13** represents the recommended staffing for the Patrol Division, including supervisors.

Recommended Staffing - Officers & Supervisors Harrisburg Police Patrol Division

Table 13

Positions	Number of Allocations
Patrol Officers	12
Corporals	4
Sergeants	4
Total	20

Additional Units or Functions Assigned to the Operations Bureau

K-9 Officers/Dogs

At present, the Cabarrus County Sheriff's Office provides K-9 services to Harrisburg at no added cost to the contractual agreement between the Town and the Sheriff's Office. Additionally, the CCSO provides these services to the other towns in Cabarrus County, such as Mount Pleasant and Midland, at no cost to these towns. The Sheriff's Office has extended K-9 services to the Harrisburg Police Department at no cost to the Town. **Table 14** represents the K-9 activity in Harrisburg for three years, beginning 2017 and ending 2019.

Table 14 shows the frequency of K-9 calls for service over the three-year study period. The CCSO responded to 78 requests for K-9 service, averaging about 26 calls per year, or slightly more than two (2) calls per month. **Table 15** indicates K-9 activity by code or incident type.

Harrisburg K-9 Activity 2017 - 2019

Table 14

Frequency	Year	2017	2018	2019	Total	Three Year Average
Call Out		0	1	0	1	.34
On Duty		11	23	43	77	25.67
Total		11	23	43	78	26.00

Source: Cabarrus County Sheriff's Office

Table 15 shows the K-9 activity by incident for the Harrisburg Division of the Cabarrus County Sheriff's Office.

K-9 Activity by Incident for Harrisburg 2017 -2019

Table 15

Year	2017	2018	2019	Total	Three Year Average
Apprehend Suspect [No Bite]	2	0	1	3	1.00
Apprehend Suspect [With Bite]	1	1	0	2	0.67
Article Search	1	1	1	3	1.00
Assist another Agency	1	0	0	1	0.34
Drug Search	0	1	3	4	1.34
Search Building [Explosives]	0	1	2	3	1.00
Search Building [Suspects]	0	2	3	5	1.67
Search Vehicle	3	8	16	27	9.00
Self-Initiated	0	1	4	5	1.67
Suspect Search	1	1	4	6	2.00
Tactical Deployment	0	0	1	1	0.34
Tracking	2	8	8	18	6.00
Total	11	24	43	78	26

Source: Cabarrus County Sheriff's Office

The Sheriff's Office will provide these services at no cost to Harrisburg, based upon availability and/or priority, as with animal control services. If the K-9 officer is on a call, then Harrisburg's request would be prioritized and answered, based upon the priority, or in order the CCSO receives the request. If Harrisburg opts for an immediate, or specified response time for these services, then the CCSO would provide these services by contract, at the agreed upon costs and service times.

The Concord Police Department works with other law enforcement agencies in Cabarrus County, through mutual aid agreements, to assist each other when an agency's resource like K-9, is not available. Chief Gary Gacek is open to drafting mutual aid agreements with Harrisburg, to assist or fill gaps when Harrisburg's resources are not available, such as K-9, based upon Concord's availability.

In short, ISS recommends Harrisburg accepting the offer by the Sheriff's Office to provide K-9 services, based upon priority or availability. With less than three (3) K-9 calls per month, this



option is more viable, especially with the Concord Police Department offering to fill service gaps, through mutual aid, based upon their availability.

Bomb Squad

The primary function of police bomb squads is to detect, diagnose, and make safe, any suspected bombs, or improvised explosive devices, military ordnances, commercial explosives, or illegal fireworks. Sometimes, bomb squads assist other units in the department. For instance, a bomb technician may support the Special Weapons and Tactical (SWAT) team with a warrant service, by looking for and working around booby-traps, when entering a building. Furthermore, bomb squads assist with hazardous materials and suspected clandestine drug labs, since making drugs or explosives are all based on the same chemistry processes. Officers trained in bombs and explosives also conduct outreach, teaching the community how to identify and avoid bombs. Lastly, officers trained in bombs require extensive and costly training to retain these skillsets and are usually part-time positions, even in large law enforcement agencies.

As with the Cabarrus County Sheriff's Office's offer to provide K-9 services to Harrisburg, Sheriff Shaw also extended the same option for Harrisburg when investigating bomb threats or responding to bomb calls. The CCSO's bomb squad would support Harrisburg when responding to these calls for service. The Sheriff's Office provides these services to the other towns in Cabarrus County at no cost.

These services, like K-9, would be based upon availability and/or priority. If the bomb squad is on a call for service, then Harrisburg's request would be prioritized and answered based upon the priority, or in order the CCSO received the request. The likelihood of this occurring is remote, as the Sheriff's Office responded to only two bomb calls during the three years used for this study. If Harrisburg opts for an immediate, or specified response time for these services, then the CCSO would provide these services by contract, at the agreed upon costs and service times.

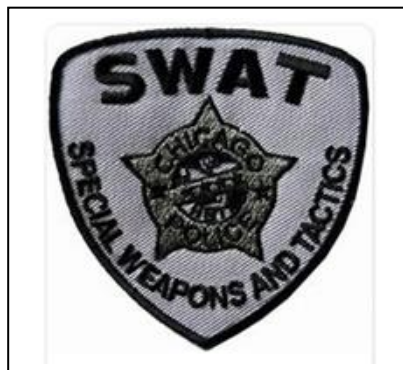
In summary, ISS recommends Harrisburg accepting Sheriff Shaw's offer to provide bomb services, based upon priority or availability. With only two bomb calls for service during 2017 to 2019, this option is the clear option, especially with the Concord police offering to fill service gaps, based upon their availability through mutual aid agreements.

Special Weapons and Tactical Teams (SWAT)

No community is immune from domestic terrorism, barricaded subjects, or hostage situations. Most police agencies either have specialized teams, often referred to as SWAT teams, to address these emergency situations, or work with other departments under these circumstances. SWAT is an acronym that refers to Special Weapons and Tactics (SWAT). These teams are a group of highly trained police officers, who contend with these dangerous situations. SWAT officers carry higher caliber weapons than most officers, such as automatic weapons, shotguns, or sniper rifles. Most SWAT teams have specialized equipment, like rappelling ropes, night vision goggles, thermal vision goggles, a tactical shield, flashbang and smoke grenades, and cameras that fit under doors and into small holes, among others. Some departments have specialized vehicles, such as an unarmored SUV, or truck, used to transport equipment and/or officers, or that can be used as a

command post. More specialized vehicles might include armored personnel carriers that allow officers to be in situations safely, where armed confrontation is expected.

In large cities, SWAT teams are usually dedicated, 24/7 units, with as many as 60 officers. Costs for equipment, training and personnel can run to seven figures. Smaller cities can get by with a ten-person team, who are full-time police officers, but respond to SWAT situations, as the need arises. Even small SWAT teams are resource intensive, expensive to equip and train, and are a high liability for towns and cities. From January 1, 2017, to May 15, 2020, there have been no SWAT calls for service in Harrisburg.



Based on the resources required to staff, equip, and train a SWAT team, ISS recommends using the Cabarrus County Sheriff's Office SWAT team, if a situation occurs requiring a SWAT response. The CCSO responds to SWAT situations in Cabarrus County in the unincorporated areas and provides these services to Mount Pleasant and Midland, as well as supporting other agencies when requested, at no cost. SWAT is a team effort among Cabarrus County law enforcement, as in most jurisdictions, with the Concord Police supporting the Sheriff's Office and conversely, the CCSO supporting Concord. The CCSO has offered this option for Harrisburg when facing a SWAT situation.

In summary, the Cabarrus County Sheriff's Office has offered to provide K-9, bomb, and SWAT services to the Harrisburg Police Department at no costs, requiring no additional personnel. ISS recommends that these functions fall under the department's Operations Support Service Division, managed by the Operations Bureau captain, and coordinated with the Sheriff's Office.

Operations Bureau – Criminal Investigation Division (CID)

While staffing and resources necessary for a full-service police agency is often based on workload indicators, the number of officers assigned to follow-up investigations is sometimes more of a policy decision, based on guidelines ultimately adopted for processing of the workload from patrol. Analyzing crime rates, workload data, case flow, and investigative practices in comparable jurisdictions, reveals little consistency and provides nominal assistance in deciding how to allocate investigative resources for Harrisburg. Likewise, within investigations, questions remain whether to specialize by crime categories and how much the crime warrants specialization. While empirical analysis helps with these decisions, no overall standard exists for either the percentage of officers assigned to an investigative unit, or the deployment and organization of resources within investigations. Generally, less specialization works best for smaller agencies, allowing more efficient use of resources.

The most practical approach for staffing investigations uses historical data to develop workload indicators specific to the agency in question. This would include an analysis of incident reports to understand how many and which types require investigative follow-up, the volume of such reports, and the time required to manage them. Staffing decisions depend on several variables and

procedural issues, but the basis for the calculation is to define and understand the workload involved, and then carefully determine the staff and other resources required to manage it.

The Cabarrus County Sheriff's Office provided data for investigations from 2017 to 2019 for this study. The data included the type of crimes committed, the date, location, and the investigating deputy. The data does not contain the time spent investigating assigned offenses, as most police agencies do not capture this information. Once the new Harrisburg Criminal Investigation Division (CID) is operational, Harrisburg can quickly begin to collect and analyze these numbers and adjust staffing appropriately, if needed.

Methodology

Percentages or Ratios of Detectives to Patrol Officers

The type of crime in Harrisburg is primarily crimes against property (i.e. residential and commercial burglary, vehicle break-ins, thefts, and fraud). **Table 16** shows reported crime for Harrisburg, categorized by crimes against property and crimes against persons. Approximately 95 percent of all crime in Harrisburg is property-related, with less than five percent involving crimes against persons. The three-year average is 10.33 crimes against persons per year and 226.66 crimes against property per year, for a total of 237 crimes per year.

Crime Statistics for Harrisburg Crimes Against Persons versus Property Crimes

Table 16

Quantity	2017	2018	2019	Total	Average per Year Period	Percent
Crimes Against Persons	8	14	9	31	10.33	4.36%
Crimes Against Property	209	240	231	680	226.67	95.64%
Total Crimes Report	217	254	240	711	237.00	100.00%

Source: Cabarrus County Sheriff's Office

Some staffing models suggest the number of investigators, or detectives should equal 17 percent of patrol staffing, while others call for a ratio of five patrol officers to one detective or 20 percent of patrol staffing. There is no set standard among law enforcement agencies.

In 2017, ISS conducted a study of the number of criminal investigators, or detectives, assigned in North Carolina Sheriff's offices, based on the percent of total sworn deputies assigned to investigations. The range fell from a low of seven (7) percent to a high of twenty-three (23) percent, or a ratio of approximately one to seven patrol deputies assigned to investigations. Based

on this study, on average, 12 percent of sworn deputies were assigned to criminal investigations, with a typical ratio of five patrol deputies to one detective.

Clearance Rates for Criminal Investigations

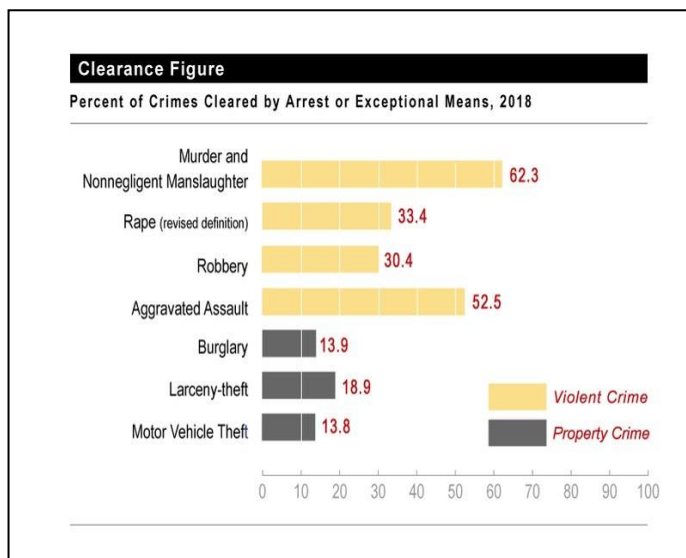
Clearance rates are more than just statistics for police agencies and the process can be complex. Quite often, clearance rates mirror the effectiveness of an agency's investigative process and represents the closure and justice for crime victims and their families. Clearance rates are also a key factor when staffing investigations.

In the FBI's Uniform Crime Reporting (UCR), law enforcement agencies can clear, or "close," offenses in one of two ways: by arrest, or by exceptional means. Although an agency may administratively close a case that does not necessarily mean that the agency can clear the offense for UCR purposes. To clear an offense within the UCR program's guidelines, the reporting agency must adhere to certain criteria, as described in the following text. (Note: The UCR Program does not distinguish between offenses cleared by arrest and those cleared by exceptional means, in collecting or publishing data via the traditional Summary Reporting System).¹⁶ An offense is cleared by arrest, or solved for crime reporting purposes, when at least one person has been arrested, or charged with the commission of the offense.

In certain situations, circumstances, beyond law enforcement's control, prevent the agency from arresting and formally charging the offender. When this occurs, the agency can clear the offense exceptionally. Law enforcement agencies must identify the offender, gather enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution to meet exceptionally clear standards.

As clearance rates are somewhat complicated, improving them requires, among other issues, the right allocation

of human resources, as well as prosecutorial support, community collaboration, technological improvements, motivated investigators and patrol officers, and prioritized evidence testing and analysis processes. For Harrisburg to maintain acceptable clearance rates, the department must have the proper number of investigators, with reasonable caseloads, which allow detectives ample time to thoroughly investigate crimes. Excessive caseloads are often a sign of understaffing, ineffective crime control strategies, or both. Good clearance rates are more than a number. It



¹⁶ Source: <https://ucr.fbi.gov/crime-in-the-u.s/2018/crime-in-the-u.s.-2018/topic-pages/clearances>

directly reflects a process that is either working, or that is not effective, while directly impacting community satisfaction and support for police.

Overall, the national clearance rate for all law enforcement agencies is 45.5 percent of violent crimes and 17.6 percent of property crimes. They were cleared by arrest, or exceptional means. When considering clearances of violent crimes, law enforcement cleared 62.3 percent of murder offenses, 52.5 percent of aggravated assault offenses, 33.4 percent of rape offenses, and 30.4 percent of robbery offenses. Among property crimes, law enforcement cleared 18.9 percent of larceny (theft) offenses, 13.9 percent of burglary offenses, and 13.8 percent of motor vehicle theft offenses. In 2018, 22.4 percent of arson offenses were cleared by arrest or exceptional means.¹⁷

Determining Staffing for the Criminal Investigation Division

The Cabarrus County Sheriff's Office provided data for criminal offenses that occurred within the town limits of Harrisburg, which resulted in an investigation by either the detective for the Harrisburg Division of the Sheriff's Office, or a deputy assigned to the Community Policing unit. In addition, the Criminal Investigations Division handled the more serious incidents, usually felony offenses. In some cases, the patrol deputy, who took the original report, conducted the follow up investigation.

According to the FY 2021 proposed budget, presented to the Town of Harrisburg, the detective(s), assigned to Harrisburg during the three years for this study (2017–2019), investigated 674 of 972 incidents that resulted in follow up investigations. The community policing officers assigned to Harrisburg assisted, or the patrol deputy who took the initial report helped with the remaining investigations. In analyzing this data, a total of 1,243 criminal offenses occurred within Harrisburg's town limits that initiated follow up investigation, as presented in **Table 17**. The average is 414 cases, or investigations per year.

Incidents Assigned for Investigation Harrisburg: 2017 – 2019

Table 17

Incidents: Assigned for Investigations	2017	2018	2019	Three Year Total	Three Year Average
Harrisburg	155	200	304	659	219.67
Community Policing	119	118	76	313	104.33
Criminal Investigation Division	88	88	95	271	90.33
	362	406	475		
Total				1,243	414.33

Source: Cabarrus County Sheriff's Office

¹⁷ Source: <https://ucr.fbi.gov/crime-in-the-u.s/2018/crime-in-the-u.s.-2018/topic-pages/clearances>

ISS then separated the total number of investigations for the three year study period by (1) crimes against persons, (2) crimes against property, (3) crimes involving juveniles, and (4) miscellaneous, or crimes against society, often referred to as victimless crimes. **Table 18** represents the total number of crimes against persons that occurred in Harrisburg assigned for follow up investigation.

**Incidents Assigned for Investigation: Crimes Against Person
Harrisburg: 2017 – 2019**

Table 18

Crimes Against Person Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Death Investigations		38.00		12.67
Other	35.00		11.67	
Homicide	1.00		0.33	
Suicide/Attempt	1.00		0.33	
Drug Overdose	1.00		0.33	
Total Death & Related		38.00		12.67
Sex Offenses (all)		20.00		6.67
Sexual Assault/Rape	6.00		2.00	
Other	14.00		4.67	
Total Sex Offenses		20.00		6.67
Kidnapping	1.00	1.00	0.33	.33
Extortion	1.00	1.00	0.33	.33
Robbery		18.00		6.00
with a Weapon	11.00		3.67	
no Weapon	7.00		2.33	
Total Category		20.00		6.67
Assault		38.00		12.67
with a Deadly Weapon (no injury)	1.00		0.33	
with a Deadly Weapon (with injury)	4.00		1.33	
Domestic Related	10.00		3.33	
on a Female	4.00		1.33	
Simple	11.00		3.66	
On a Government Official	3.00		1.00	
Communicating Threats	2.00		0.67	
Discharged Firearm/Occupied Property	3.00		1.00	
Total Assault		38.00		12.67
Missing Person (all)	28.00	28.00	9.33	9.33
Total Category		28.00		9.33
Total Incidents Assigned for Investigation	144.00	144.00	48.00	48.00

Source: Cabarrus County Sheriff's Office

As noted, less than five (5) percent of total crimes that occur in Harrisburg involve persons, with most of the crimes involving only property. For the three-year study period, 144 incidents, involving crimes against persons, were assigned for investigations, with an average of 48 per year, or about four (4) per month. The majority involved some level of assault. Thirty-five (35) death investigations occurred with one being a homicide. Next, ISS reviewed the total number of crimes involving property that occurred in Harrisburg that lead to a follow up investigation, as presented in **Table 19**. Crimes against property included 979 total investigations for the study period, with an average of 326 per year being assigned for investigation.

**Incidents Assigned for Investigation
Crimes Against Property
Harrisburg: 2017 – 2019**

Table 19

Crimes Against Property Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Arson	3.00	3.00	1.00	1.00
Bomb Threat	2.00	2.00	0.66	0.67
Total Category		5.00		1.67
Burglary		117.00		39.00
Residential	59.00		19.67	
First Degree	2.00		0.67	
Business	38.00		12.67	
Other	15.00		5.00	
Misdemeanor	3.00		1.00	
Total Burglary		117.00		39.00
Larceny		445.00		148.33
Felony	87		29.00	
Misdemeanor	87		29.00	
from Auto	191		63.67	
of Auto Parts	3		1.00	
from Coin Operated Machines	3		1.00	
of Car Registration Plates	16		5.33	
Shoplifting	56		18.66	
Other	2		.66	
Total Larceny		445.00		148.33
Larceny of Motor Vehicles		33.00		11.00
Motor Vehicle	22.00		7.33	
Utility Trailers	11.00		3.67	
Other	0.00		0.00	
Total Larceny of Motor Vehicle		33.00		11.00

Crimes Against Property Incidents Assigned for Investigation Continued: Table 19	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Stolen Property		6.00		2.00
Property	4.00		1.33	
Motor Vehicle	2.00		.66	
Total Stolen Property		6.00		2.00
Fraud & Related Offenses		198.00		66.00
Fraud	90.00		30.00	
Counterfeit	17.00		5.67	
Credit Cards	33.00		11.00	
Identity Theft	29.00		9.66	
False Pretense	3.00		1.00	
Forgery	19.00		6.33	
Computer Fraud	5.00		1.66	
Worthless Checks (felony)	2.00		.66	
Total for Fraud & Related Offenses		198.00		66.00
Embezzlement	1.00	1.00	0.33	.33
Total Category		1.00		.33
Damage to Property		78.00		26.00
Personal Property	69.00		23.00	
Real Property	9.00		3.00	
Total Damage to Property		78.00		26.00
Stalking		11.00		3.67
Stalking	2		.67	
Cyber Stalking	4		1.33	
Peeping Tom	1		0.33	
Indecent Exposure	4		1.33	
Total for Stalking		11.00		3.67
Other		85.00		28.33
Trespass	5		1.66	
Trash Dumping	1		0.33	
Altered Serial Number	1		0.33	
City/County Ordinance	1		0.33	
Resist, Obstruct, Delay an Officer	5		1.66	
Information Only ¹⁸	72		24.00	
Total Other		85.00		28.33
Total Incidents Assigned for Investigation	979	979	326.33	326.33

¹⁸ *Information Only* incidents, or investigations, are defined as those incidents that did not rise to the level that a criminal offense occurred, but the reporting officer documented the incident for future reference.

Larceny accounted for nearly 50 percent of all reported property crimes, with 445 incidents, or an average of 148.33 offenses per year. In further breaking down larcenies, larceny from automobiles explains 43 percent of the total reported larcenies. Eighty-seven (87) larcenies are classified as felonies with another 87 categorized as misdemeanors, which is usually thefts less than \$1,000.00. Fraud-related crimes, including counterfeiting, credit card theft and withholding, identity theft, false pretense, computer fraud, and worthless checks (over \$2,000.00), account for 198 reported offenses assigned for investigations. Between all reported larcenies, classified as felonies and all reported frauds, both total approximately 567 and nearly 60 percent of all reported property crimes.

It is worth noting that sometimes fraud, false pretense, and identity theft investigations are more complex and time consuming than homicides. A sizable portion of the crime in Harrisburg is fraud-related offenses, and to investigate fully these types of offenses, it often requires disproportionate resources in comparison to crimes against persons.

The third area for analysis, incidents involving juveniles, shows a total of 45 incidents for the three-year study period, or an average of 15.00, as presented in the following table, **Table 20**.

Incidents Assigned for Investigation - Juveniles Harrisburg: 2017 – 2019

Table 20

Juvenile Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Juvenile Investigations		45.00		15.00
Missing Juvenile	0.00		0.00	
Runaway	10.00		3.34	
Sexual Assault of a Minor	1.00		0.33	
Child Abuse/Neglect	33.00		11.00	
Indecent Liberties with a Minor Child	1.00		0.33	
Total Juvenile		45.00		15.00
Total Incidents Assigned for Investigation	45.00	45.00	15.00	15.00

Source: Cabarrus County Sheriff's Office

These numbers, for juvenile incidents or offenses, seem somewhat under reported and possibly disproportionate in comparison to other departments. Many police agencies track crime involving juveniles, by crimes committed by juveniles and those crimes committed against juveniles. Juvenile investigations are complex, due to the legal and investigative protocols required when

working with at-risk youth, or juvenile offenders. Juvenile services are often labor intense and include programs directed at prevention, intervention, investigation, and suppression activities. Again, the number of juvenile officers depends on the job description and services offered, both of which are policy decisions. The data the CCSO provided ISS for this study does not appear to capture all incidents involving juveniles.

The last category of crime data ISS examined, included those incidents, or crimes that many departments refer to as crimes against society, or victimless crimes. They are categorized as “all others,” or “miscellaneous crimes,” and are frequently investigated at the patrol level. These numbers are reported below in **Table 21**.

**Incidents Assigned for Investigation
Crimes Against Society & Others
Harrisburg: 2017 – 2019**

Table 21

Crimes Against Society & Others Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Drugs		39.00		13.00
Fraudulent Presentation	10.00		3.33	
Investigations	29.00		9.67	
Total Drug Offenses		39.00		13.00
Traffic		27.00		9.00
Driving While Impaired	21.00		7.00	
Hit & Run	1.00		0.33	
Elude Arrest (felony)	1.00		0.33	
Driving with Revoked/Suspended License	1.00		0.33	
Other	3.00		1.00	
Total Traffic		27.00		9.00
All other Offenses		10.00		3.33
Carry Concealed Weapon	2.00		0.66	
Drunk & Disruptive	4.00		1.33	
Pornography	3.00		1.00	
Order for Arrest	1.00		0.33	
Total All Other		10.00		3.33
Total Incidents Assigned for Investigation	76	76	25.33	25.33

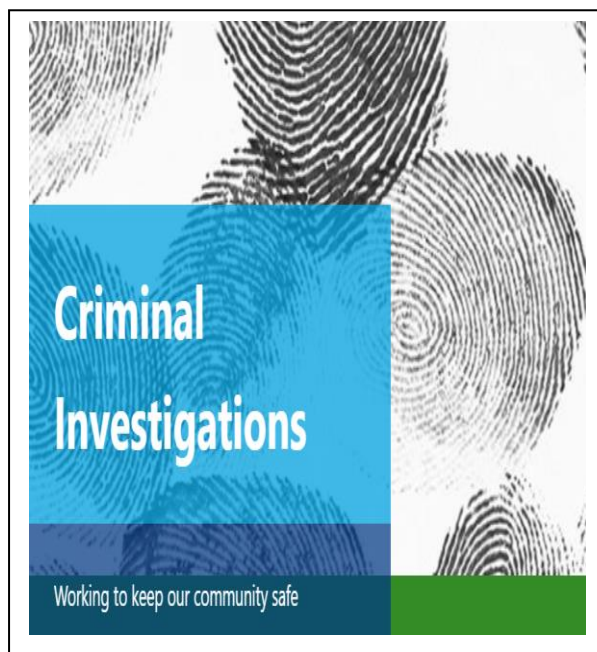
Source: Cabarrus County Sheriff's Office

The total number of incidents or offenses that fall into this category are 76 for the three-year study period or 25.33 per year. The initial line officer usually handles this level of offenses and resolves many at the time of arrest, or with minimal follow up investigation. Most departments have some form of vice investigations that handles drug complaints, including prescription fraud, alcohol problems, and prostitution, besides other vice complaints.

Drug investigations can be either reactive, or proactive, based on community complaints or the magnitude of nexus between drugs and crime in the community. Most police agencies face the dilemma of how to reduce crime, by the most reasonable and cost-effective means possible. Since most drug offenders also engage in a disproportionate amount of non-drug crime, then many departments turn toward drug enforcement as an acceptable crime control approach. Police departments can be as proactive as they choose, giving rise to making as many drug arrests as the resources the department has available allows, or as few as the agency chooses.

Assigning Cases for Follow-Up Investigations

Agency policy should prescribe the criteria for case assignments. Most agencies share follow-up responsibilities between the Patrol Division and the Criminal Investigation Division, depending on the type and level of the offense involved. Most agencies also use a records management system (RMS), which includes management tools that categorize and assign cases, based on several variables, including solvability factors. For ultimate customer service, all criminal incident reports should receive some level of attention or follow-up.



One factor, in calculating how many detectives an agency needs, involves the number of cases assigned to the detective division, as opposed to those handled at the line level or by another area of the department. The objective for case review is to apply the available resources to those offenses that are likely to reach a successful investigative conclusion. Most police agencies strive to investigate crimes diligently, and to arrest and prosecute those responsible. Today, law enforcement resources are strained, forcing police departments to manage its resources in a

more judicious and proficient manner. For that reason, supervisors must review and evaluate all incoming investigations, based on established criteria, usually solvability factors, to determine if the case merits further investigation by a detective, patrol officer, or by another section of the department.

Most police departments have case assignment guidelines, premised upon the likelihood that further investigation, beyond the initial report, will result in a clearance, either by arrest,

exceptional means, or unfounded. These solvability factors help resolve which cases should be assigned to detectives, as opposed to someone else. These factors usually include evidence about the crime that leads to the offender and that the assigned officer has completed all proper investigative steps.



These case assignment factors should include the severity of the crime, including any violence committed during the crime, if there is a named suspect, or if a witness can describe, or identify the suspect. Other factors include the presence, or lack, of physical evidence, any traceable evidence, video footage of the offense, any known vehicles associated with the crime, and the modus operandi. Furthermore, solvability factors might also include the victim or witness'

willingness, or reluctance, to cooperate with the investigation, or to appear in court. Another consideration is the public's interest in providing leads through the media, or Crime Stoppers, for high profile incidents.

Assigning cases to patrol officers provides experience in handling less serious investigations and prepares them, to some extent, for eventual assignments outside patrol. Sharing follow-up responsibility also affects the number of detectives needed and provides overall higher quality service. While some law enforcement agencies only conduct follow-up investigations for felonies or serious misdemeanors, Harrisburg should consider some level of investigative follow-up, or citizen contact, for all reported crimes, by developing case assignment protocols.

In summary, those incidents meeting the department's case assignment guidelines are assigned to a detective. Those cases not meeting these standards, are then usually assigned to the initial reporting officer, to an investigative assistant, or to another area of the agency for follow up.

Table 22 shows the total crimes against person incidents, based on the data from the three-year study period that probably should be assigned at the detective level, based upon seriousness of the offense.

The data ISS reviewed did not have solvability factors, nor did ISS develop a case assignment policy. ISS used the seriousness of the offense, usually being a felony, to determine which cases should likely go to a detective for investigation, as opposed to a separate section of the department. A total of 124 incidents, classified as crimes against persons, occurred during the three-year study period, or an average of 41 incidents per year.

**CRIMES AGAINST
SOCIETY**
=====

**SUCH AS ALCOHOL,
DRUGS, AND ANIMAL
ABUSE, ARE CRIMES
THAT NEGATIVELY
AFFECT SOCIETY,
RATHER THAN PEOPLE,
OR PROPERTY.**

Crimes Against Persons
Projected Total Incidents Meeting Detective Level
Investigation Criteria
Harrisburg: 2017 – 2019

Table 22

Crimes Against Person Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Death Investigations		38.00		12.67
Other	35		11.67	
Homicide	1.00		0.33	
Suicide/Attempt	1.00		0.33	
Drug Overdose	1.00		0.33	
Total Death & Related		38.00		12.67
Sex Offenses (all)				
Sexual Assault/Rape	6.00		2.00	
Other	14.00		4.67	
Total Sex Offenses		20.00		6.67
Kidnapping	1.00	1.00	0.33	.33
Extortion	1.00	1.00	0.33	.33
Robbery		18.00		6.00
with a Weapon	11.00		3.67	
no Weapon	7.00		2.33	
Total Category		20.00		6.67
Assault		18.00		6.00
with a Deadly Weapon (no injury)	1.00		0.33	
with a Deadly Weapon (with injury)	4.00		1.33	
Domestic Related	10.00		3.33	
Discharged Firearm/Occupied Property	3.00		1.00	
Total Assault		18.00		6.00
Missing Person (all)	28.00	28.00	9.33	9.33
Total Category		28.00		9.33
Total Incidents Assigned for Investigation	124.00	124.00	41.33	41.33

Source: Cabarrus County Sheriff's Office

Table 23 shows the total projected crimes against property incidents, based on the three-year study period that ISS would recommend assigning at the detective level, also based upon the case assignment criteria discussed. Again, ISS did not develop a specific case assignment policy, but

used those criteria considered in determining which cases should go to a detective for follow up investigations, as opposed to the line level or another section of the Harrisburg Police Department.

Crimes Against Property
Projected Total Incidents Meeting Detective Level
Investigation Criteria
Harrisburg: 2017 – 2019¹⁹

Table 23

Crimes Against Property Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Arson	3.00	3.00	1.00	1.00
Bomb Threat	2.00	2.00	0.66	0.66
Total Category		5.00		1.66
Burglary		99.00		33.00
Residential	59.00		19.67	
First Degree	2.00		0.67	
Business	38.00		12.67	
Total Burglary		99.00		33.00
Larceny		90.00		30.00
Felony	87		29.00	
from Coin Operated Machines	3		1.00	
Total Larceny		90.00		30.00
Larceny of Motor Vehicles		33.00		11.00
Motor Vehicle	22.00		7.33	
Utility Trailers	11.00		3.67	
Total Larceny of Motor Vehicle		33.00		11.00
Stolen Property		6.00		2.00
Property	4.00		1.33	
Motor Vehicle	2.00		.66	
Total Stolen Property		6.00		2.00
Fraud & Related Offenses		198.00		66.00
Fraud	90.00		30.00	
Counterfeit	17.00		5.67	
Credit Cards	33.00		11.00	
Identity Theft	29.00		9.66	
False Pretense	3.00		1.00	
Forgery	19.00		6.33	

¹⁹ Crimes Against Property incidents assigned for investigation include drug offenses.

Crimes Against Property Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Continued: Table 23				
Computer Fraud	5.00		1.66	
Worthless Checks (felony)	2.00		.66	
Total for Fraud & Related Offenses		198.00		66.00
Embezzlement	1.00		0.33	
Total Category		1.00		.33
Drug Offenses		39.00		13.00
Fraudulent Presentations	10.00		3.33	
Investigations	29.00		9.66	
Total for Drug Offenses		39.00		13.00
Total Incidents Assigned for Investigation	471.00	471.00	157.00	157.00

Source: Cabarrus County Sheriff's Office

A total of 471 incidents classified as crimes against persons, occurred during the three-year study period, or an average of 157 incidents per year.

Juvenile Investigations

Juvenile investigations are usually complex, due to the legal and investigative protocols required in working with at-risk youth and juvenile offenders. Services provided, typically include prevention, intervention, investigation, and suppression activities. The number of juvenile officers depends on the job description and services offered, both of which are largely policy decisions. The data for this feasibility study did not capture all juvenile-related investigations. To begin, however, ISS recommends one detective have a strong background in juvenile investigations to concentrate on crimes committed by juveniles and against juveniles (i.e. those with juvenile victims). Based on the anticipated case load, the detective assigned to juvenile investigations can assist with investigating other crimes, until workload data supports additional allocations in staffing the section.

Even though North Carolina does not require juvenile detectives to have a special certification, or receive special training, common sense, and good management mandate they should. Juvenile investigations require specific knowledge, skills, and abilities, not included in most basic police training. Juvenile law is complicated and errors or omissions in handling cases, where either the suspect, or the victim, (or both) are juveniles, can have severe consequences.

The North Carolina General Assembly ended prosecuting teens as adults for many crimes, by enacting the Juvenile Justice Reinvestment Act as part of the 2017 state budget, which raised the



age of criminal responsibility to 18. As a result, the State now prosecutes many crimes, previously handled in adult court, committed by 16 and 17 year old juveniles, in juvenile court that began December 1, 2019. The Juvenile Reinvestment Act applies to 16 and 17 year old juveniles accused of misdemeanors and low-level felonies like larcenies, break-ins, and other non-violent crimes. This law will have significant impact on police policies, procedures, and resources, related to law enforcement's relationship with juveniles in North Carolina; therefore, all officers should receive this training.

Table 24 shows the total projected incidents for juveniles, based on the three-year study period that would be assigned at the detective level, also based upon the case assignment criteria discussed in this study. Once more, ISS did not develop a specific case assignment policy, but used those criteria considered to determine which cases should go to a detective for follow up investigation, as opposed to the line level or another section of the Harrisburg Police Department.

**Juvenile Investigations
Projected Incidents Meeting Detective Level
Investigation Criteria
Harrisburg: 2017 – 2019**

Table 24

Juvenile Projected Incidents Assigned for Investigation	Three Year Total (Incidents)	Three Year Total (Category)	Three Year Average (Incidents)	Three Year Average (Category)
Juvenile Investigations		45.00		15.00
Missing Juvenile	0.00		0.00	
Runaway	10.00		3.34	
Sexual Assault of a Minor	1.00		0.33	
Child Abuse/Neglect	33.00		11.00	
Indecent Liberties with a Minor Child	1.00		0.33	
Total Juvenile		45.00		15.00
Total Incidents Assigned for Investigation	45.00	45.00	15.00	15.00

Source: Cabarrus County Sheriff's Office

A total of 45 incidents classified as involving juveniles, occurred during the three-year study period, or an average of 15 incidents per year.

Table 25 shows the total projected incidents during the three-year study period that would be assigned at the detective level, based upon the case assignment criteria discussed in this study. A total of 640 incidents for three years, or an average of 213 per year, should be assigned to a detective while 604, or about 201 per year, would go to the line level, or another section of the department for follow up investigation. ISS recommends about 51 percent of the 1244 incidents that led to some level of investigation, should be assigned to a detective, with about 49 percent going to the non-detective level for some level of follow up investigation.

**Total Projected Incidents Meeting Detective Level
Investigation Criteria
Harrisburg: 2017 – 2019**

Table 25

Total Incidents Assigned to Investigations	Three Year Total (Incidents)	Three Year Average (Incidents)
Crimes Against Person	124.00	41.33
Juvenile	45.00	14.99
Crimes Against Property & Society	471.00	157.00
Total Assigned at the Detective Level	640	213.32
Total Assigned to Non-Patrol Officers	604.00	201.33
Total for Detective and Non-Patrol Officers	1244.00	

Source: Cabarrus County Sheriff's Office

Once more, ISS did not develop a specific case assignment policy, but used the criteria considered and discussed in this study to classify which cases should go to a detective, as opposed to the line level or another section of the Harrisburg Police Department for follow ups. By using established case assignment criteria, the Criminal Investigation Division shares the investigative caseload, reducing the number of detectives required, while using non-committed patrol time to handle nearly 50 percent of follow up investigations. This not only allows patrol officers the opportunity to expand their knowledge, skills, and abilities, while developing investigative and communication skills, but also provides a personal touch for all crime victims by someone from the Harrisburg Police Department contacting them, at least once, showing the department cares about addressing their problem.

Drug and Alcohol Enforcement

The Cabarrus County Sheriff's Office currently provides vice and narcotics enforcement for most of the county, but Harrisburg will inherit some fraction of this workload. With the nexus between

drugs and crime, especially property crimes, ISS recommends dedicating one position to address drug and alcohol issues and represent the department on task forces to collaborate with the Cabarrus County Sheriff's Office, the Concord Police Department, and the Kannapolis Police Department. This work also includes specialized enforcement of laws, related to the use of alcohol by underage persons and the prevention of crime, related to alcohol and drug use.

The position is best placed under the Criminal Investigation Division. One officer alone cannot safely work vice, narcotics, or alcohol assignments, but can partner with the other Cabarrus County law enforcement agencies to address these issues. This represents a starting point, and resources allocated to this function can be adjusted later, as resources become available.

Asset Forfeiture

One advantage of having a sworn position dedicated to investigating vice, narcotics, and alcohol related crimes is sharing the criminal proceeds seized during these investigations. Asset forfeiture is an effective means used by law enforcement against criminals and their organizations to deprive them of their illicit gains through seizure of these assets. Asset forfeiture often applies to the proceeds, or instruments from crime, and can be cash, personal or real, guns, or other tangible assets associated with criminal activity. The goal of asset forfeiture is to disrupt criminal activity by confiscating assets or proceeds from criminal activity that would have benefited the offender or the criminal organization.

Law enforcement also views asset forfeiture as one mechanism to generate revenue for police agencies. Over the last several decades, many police departments have faced shrinking budgets, forcing police administrators to develop creative budgeting strategies and retrenchment management approaches, such as seeking federal and state grants, and connecting with community foundations. Though it is an enforcement tool, asset forfeiture can assist with fiscal issues, by helping to offset the costs associated with fighting crime. Asset forfeiture monies usually cannot supplant regular budget line items, but instead, supplement budgets for equipment, or other items to address crime problems.

Doing what it takes to undermine the illicit drug trade is expensive and time-consuming. Asset forfeiture funds assist agencies in focusing on these difficult problems, sometimes without the need to seek additional outside resources to offset their costs. Nonetheless, police administrators must have in place strict policies, guidelines, and procedures to prevent any abuse by officers when targeting criminals and their proceeds for forfeiture.

The asset forfeiture process is a natural extension of the vice, narcotics, and alcohol role. For that reason, ISS recommends the detective assigned to Drug and Alcohol Enforcement be responsible for any asset forfeiture opportunities and work in conjunction with the Fiscal Affairs and Planning Division manager to handle it, requiring no additional personnel.

Joint Task Forces

Cabarrus County law enforcement has several multi-agency task forces that might benefit the Harrisburg PD. For example, the FBI oversees the Joint Terrorism Task Force (JTTF), which is a multi-agency group that investigates terrorists, organized crime, and other related activity. The

members of the JTTF includes officers and agents from other federal agencies, state, and local police. Usually, the FBI provides funding and resources for the departments who participate in the JTTF. ISS has not included a dedicated position for any task force, but suggests that the detective position, earmarked for drug and alcohol enforcement, liaison with those task force(s) active in Cabarrus County.

Crime Scene Search (CSS)

Crime scene search (CSS) and the forensic crime laboratory are related closely, and in many agencies, the two functions are organizationally combined under the authority of the crime laboratory. Another option, almost as common, is to make CSS part of the Criminal Investigation Division. ISS recommends a modified CSS and crime lab approach, organizationally reporting to the Criminal Investigation Division supervisor.

Large police agencies necessitate a unit of trained evidence technicians, who are available each shift every day. Most departments employ nonsworn personnel, as evidence, or crime scene technicians. These technicians work with patrol officers and detectives to manage and document crime scenes and collect evidence. ISS reviewed several options, including sharing the responsibility between the CCS unit and patrol officers. ISS recommends this approach, which requires no additional personnel, with the Cabarrus County Sheriff's Office, providing CCS services for major crimes, while patrol officers and detectives handle minor crime scenes. The only additional costs for Harrisburg are equipment, supplies, and training, all of which are critical, in meeting the legal thresholds for rules of evidence, so evidence is admissible in court proceedings.

Staffing and Required Resources for Crime Scene Search

Based on the workload data from the previous three years (2017 – 2019), the Cabarrus County Sheriff's Office (CCSO) responded to 23 calls for service in Harrisburg that required a crime scene search response. **Table 26** represents the calls for search call volume.

Crime Scene Search (CSS) Calls for Service

Table 26

Year	2017	2018	2019	Total	Average
CCS Calls for Service	5	7	11	23	7.67

Source: Cabarrus County Sheriff's Office

To staff the crime scene search function full-time, it requires one technician, per patrol shift, for a subtotal of four technicians, with one additional relief technician, for a total of five full-time crime scene search technicians. Other options might include staffing two positions, primarily working

day shift hours, with a modified evening shift, or staggering days off, as the calls for service workload is heavier from 6:00 a.m. to about 8:00 p.m., than overnight. Then, for those times a technician is not working, the department must rely upon calling a technician back to work. Staffing one position, including personnel costs, a crime scene search van, training, and the essential forensic tools, equipment, and supplies, would cost more than \$125,000.00 for the first year, with annual recurring costs of approximately \$85,000.00. Furthermore, the workload, based on an average of less than eight (8) crime scene search calls per year, does not support a separate crime scene unit.

A more cost effective approach, rather than staffing a full-time crime scene search unit, is sharing the crime scene search responsibility with the responding patrol officers, in conjunction with the CCSO providing these services for major crimes like homicide, sexual assault, robbery, and major residential or commercial break-ins. Additionally, the State Bureau of Investigation (SBI) typically provides crime scene search assistance when a department calls for investigative help with major offenses like homicide, serious assaults, and officer-involved shootings.

Shared Responsibilities with Patrol Officers

Patrol officers play a vital role in crime scene responses since law enforcement officers are usually the first to arrive and must preserve the scene and any evidence in it. Plus, they oversee the investigation until relieved, and they must direct the activities of any support personnel, including crime scene search technicians. With proper training and equipment, it is viable for patrol officers to perform minor crime scene processing, perhaps at routine, or misdemeanor, calls and less serious felonies. They can complete tasks like photography, collecting latent fingerprints, and gathering some types of physical evidence. More serious crimes, or complex crime scenes would still be handled by the better trained and equipped crime scene search technicians from the CCSO.



In addition to training patrol officers in crime scene processing and evidence collection procedures, the department will need to consider the additional crime scene processing tools, equipment, and resources required for patrol officers to process crime scenes. Each patrol officer should maintain, in his, or her patrol car, a crime scene processing kit.

Major Crime Scenes and Evidence Processing

As with the Cabarrus County Sheriff's Office's (CCSO) proposal to provide K-9, SWAT, and bomb services to Harrisburg, the Sheriff's Office has also extended the same option for Harrisburg, with the CCSO responding to major crime scene search calls at no costs to Harrisburg, as they have in the past and for other towns in the county.

These services would be based upon availability and/or priority. If the Sheriff's Office's CCS unit is on a call, then Harrisburg's request would be prioritized and answered, based upon the priority, or in order the CCSO received the call, like any other CCS calls for service. The likelihood of a

significant overlap occurring is remote, as the Sheriff's Office, on average, responds to less than eight major crime scene search calls per year in Harrisburg, based upon the data provided for this study. If Harrisburg opts for an immediate, or specified response time for these services, then the CCSO would provide these services by contract at agreed upon costs and service times.

In summary, ISS recommends Harrisburg accept the offer from the Sheriff's Office to provide crime scene search services, based upon priority, or availability. With an average of eight CCS calls during 2017 through 2019, this option is the distinct route, in conjunction with training patrol officers and detectives, to process minor crime scenes. For this option to work, Harrisburg must draft a policy that defines the crime scene search responsibilities, handled by the Patrol Division, the Criminal Investigation Division, and those handled by the CCSO, based on quantified criteria and then provide the necessary training and equipment for officers for crime scene processing.

Equipment and Staffing Summary

An equipment and supply list is included in this report, as **Table 27** that summarizes the equipment and supplies required to staff the crime scene search function, using the Crime Scene Search model with patrol officers and detectives processing minor crime scenes and the Cabarrus County Sheriff's Office processing major scenes. Harrisburg would not need additional personnel, but only equipment, forensic supplies, and training for officers handling these crime scenes.

Table 27 **Crime Scene Search Equipment List**
For Patrol Officers and Detectives

Item Equipment & Supplies	Size	Quantity	Cost Each	Extended Costs
Plastic Toolbox (medium size)	Medium	1	\$ 19.00	\$ 19.00
Magnetic Powder Applicator		1	\$ 19.00	\$ 19.00
Fiber Powder Brush		1	\$ 8.00	\$ 8.00
Magnetic Powder	16 Ounce	1	\$ 43.75	\$ 43.75
Regular Powder	16 Ounce	1	\$ 31.50	\$ 31.50
Frosted Tape	2 inch	1	\$ 6.40	\$ 6.40
Frosted Tape	4 inch	1	\$ 10.40	\$ 10.40
Fingerprint Cards	3 X 5 10 pack	1	\$ 8.75	\$ 8.75
Palm Cards	5.5 X 8.5 10 pack	1	\$ 16.75	\$ 16.75
Evidence Envelope	6 X 9 100 pack	1	\$ 24.50	\$ 24.50
Evidence Envelope	9 X 12 100 pack	1	\$ 35.00	\$ 35.00
Evidence Bag	12 X 17 100 pack	1	\$ 29.80	\$ 29.80
Packing Tape	Case	1	\$ 12.00	\$ 12.00
Permanent Marker (black)		4	\$ 5.00	\$ 20.00
Swabs	100 pack	1	\$ 21.95	\$ 21.95
Coin Envelopes	100 pack	1	\$ 18.00	\$ 18.00
Scale (measuring)		1	\$ 10.25	\$ 10.25
Crime Scene Tape (roll)		1	\$ 14.95	\$ 14.95
Gun Box (pistol) 25 pack		1	\$ 39.90	\$ 39.90
Long Gun Box 25 pack		1	\$ 68.50	\$ 68.50
Evidence Markers/tents		1	\$ 58.35	\$ 58.35
Biohazard Stickers 250	250	1	\$ 9.25	\$ 9.25
Gloves	Box	1	\$ 16.30	\$ 16.30
Camera (Sony Digital)		1	\$ 98.00	\$ 98.00
SD Card		1	\$ 10.00	\$ 10.00
Totals			\$635.30	\$650.30

The projected costs for crime scene search equipment, tools, and supplies, per officer and detective, is \$650.30. Combining twenty (20) patrol officer allocations, four (4) CID allocations, and one (1) extra kit, the total cost is estimated at \$16,257.50 to begin the program, with a cost of \$2,000.00 annually to replenish used supplies.

Summary: Crime Scene Search Equipment For Patrol Officers & Detectives

Table 27A

Positions	Number of Positions	Total Cost per Position	Total Projected Costs
Patrol Officers	20	\$650.30	\$13,006.00
Detectives	4	\$650.30	\$2,601.20
Spare & Replacements	1	\$650.30	\$650.30
Totals	25		\$16,257.50

Source: Cabarrus County Sheriff's Office

Crime Laboratory

The practical option for crime laboratory services for the Harrisburg Police Department is the North Carolina Department of Justice State Crime Laboratory, with the central location housed in Raleigh, or one of the two regional labs in Greensboro or Swannanoa. All three labs are available to all law enforcement agencies in the State at no costs.



According to the North Carolina Department of Justice's website, the Raleigh Laboratory is the main laboratory and provides criminal justice agencies with forensic analysis, including digital evidence, latent (fingerprint analysis), DNA, drug chemistry, firearms, trace evidence, and toxicology. The Raleigh laboratory is also home to the DNA Database section.

In addition, the Raleigh site also houses the Graphics Unit, which uses specialized crime scene reconstruction software to support all law enforcement agencies, other state agencies, and District Attorneys throughout North Carolina. Graphics services include crime scene reconstruction sketches, court exhibits, diagrams, charts, displays, name tags, brochures, pamphlets, books, and law enforcement bulletins, as well as the creation of logos, certificates, organizational charts, and diplomas, plus special projects.

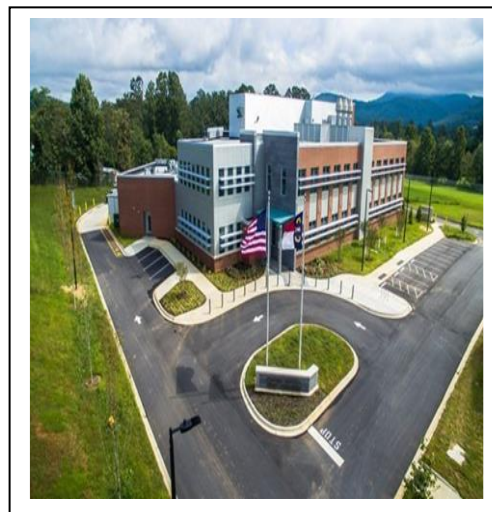
The second lab location is centrally located in Greensboro. The Triad Regional Crime Laboratory is the second laboratory in the state system. The Triad Regional Crime Laboratory provides

criminal justice agencies with forensic analysis, including latent (fingerprint analysis), drug chemistry, and toxicology. The Triad Crime Laboratory primarily serves law enforcement in the 12 Triad counties: Alamance, Caswell, Davidson, Davie, Forsyth, Guilford, Montgomery, Randolph, Rockingham, Stokes, Surry, and Yadkin.

The third lab is in the western region of North Carolina in a suburb of Asheville, Edneyville, on the campus of the Larry T. Justus Western Justice Academy. The facility consists of 36,031 square feet of laboratory space, staffed by over forty forensic scientists and support personnel.

The Western Regional Crime Lab currently provides criminal justice agencies with forensic analysis, including latent or fingerprint analysis, drug chemistry, firearms, toxicology, and DNA analysis. The Western Regional Crime Laboratory serves local state, tribal, and federal law enforcement, generally west of Interstate 77.

As the implementation of this project is, at best, three plus years from the date of this study, a second option for crime lab services is to consider the feasibility of contracting with the Charlotte-Mecklenburg Police Department (CMPD)'s Crime Lab. CMPD has a state-of-the art crime lab, independent of other agencies, and can provide in-house, most forensic services. A third option, obviously, would be a combination of the two, whereby routine cases (which will be most of the lab workload) can be sent to Raleigh, while more critical, or time-sensitive work can be sent to the CMPD laboratory in the neighboring county. Generally, there is no cost to local law enforcement for using the State's crime lab, but the Charlotte-Mecklenburg Police Department charges for those services and a service level contract would be required, if the CMPD would consider Harrisburg.



Equally important, Harrisburg will need to develop evidence management protocols to ensure chain of custody and evidence integrity, and all these procedures must interface with property management and the records functions. Policies, procedures, and guidelines, all establishing safeguards for evidence handling, must meet local, state, and federal requirements for evidence to ensure admissibility in court proceedings.

Court Liaison

ISS recommends the supervisor for the Criminal Investigation Division serve as the court liaison officer for the Harrisburg Police Department. Court liaison officers serve as the link between the courts and district attorney's office, and the police department. The primary task is ensuring officers receive subpoenas and attend court. The function requires minimal time and the CID sergeant should have adequate time to handle this task, requiring no additional personnel costs.

Staffing Recommendations for the Criminal Investigation Division

In determining the staffing levels for the Harrisburg Criminal Investigation Division (CID), ISS recommends a minimum of two full-time detectives, based on the total projected caseload from the 2017 – 2019 data analyzed. On average, the projected annual investigations for the Harrisburg's CID is 41 crimes against person, 157 property crimes, and 15 juvenile investigations (not including missing persons), for a total of 213 cases per year for detectives to handle.

These detectives need a broad range of experience, including investigating crimes against property and persons, as well as an in-depth understanding of juvenile procedures and investigations. The projected size of the Harrisburg CID is too small for specialization, like homicide, robbery, or burglary units, but instead, the division should take a generalist approach, with each detective having the skillset and working knowledge to handle all types of criminal cases, including crimes committed by juveniles and crimes committed against juveniles.

In addition to the two detectives, ISS recommends one sergeant oversee the detective unit. In addition to his, or her, supervisor duties, the CID sergeant will also be a “working sergeant,” meaning that he, or she, will also investigate cases assigned to the unit, creating one half-time position dedicated to case investigation.

Supervision for the Criminal Investigation Division

Normally, policy determines the span of control for first line supervisors, for both patrol and investigations, as previously discussed. Harrisburg should also consider several other factors when determining the ratio of detectives to supervisors. These include the organization and division of workload, the complexity of the work performed, the critical nature of the work, and the consequences of errors, the need for review of subordinate performance, and the experience, training, and skillsets of the detectives. **Table 28** represents the proposed detective and supervisor staffing levels for the Criminal Investigation Division.

Recommended Staffing Levels
Harrisburg Police Department: Criminal Investigation Division

Table 28

Position Description	Number of Positions
Detective (General & Juvenile)	2.00
Detective (Drug, Alcohol)/Task Force	1.50
Sergeant ²⁰	0.50
Total Detectives	4.00

²⁰ ISS recommends the sergeant's position in CID be a “working supervisor,” meaning he, or she, will also carry an investigative case load, along with their supervisory responsibilities, which translates into 3.50 detective allocations, plus the remaining fifty percent of the sergeant's time, totaling four allocations for CID.

Based on the projection of two detectives for crimes against persons, crimes against property, and juvenile investigations, one supervisor is appropriate. This sergeant should also have time to supervise one detective allocation for drug and alcohol enforcement and supplement investigations.

Comparative Analysis: Criminal Investigations within Similar Municipalities

In determining the staffing for the Criminal Investigation Division, ISS did not review service times for criminal investigations in Harrisburg. Rarely do police agencies capture this data, but instead, use those calls or incidents that result in a case assigned to a detective, based upon policy guidelines established by the department. To serve as a guide, as well as a system of check and balances in staffing recommendations, ISS conducted an independent analysis of 12 municipal police agencies, similar in size to the proposed Harrisburg Police Department. **Appendix 02**, attached to the end of this study, shows those departments represented in the study.

Harrisburg's projected 2020 population is approximately 17,000 residents, with sixteen (16) patrol officers proposed for the new Patrol Division, along with four (4) supervisors. Likewise, with three (3) detective positions and the supervisor dedicating 50 percent of his, or her, time to case assignments, which approximates 3.50 detective positions, a ratio of 1.00 detective to 5.70 patrol officers, or 17.5 % of patrol officers assigned to investigations.



Based on the study, overall, the projected workload for the Harrisburg Police Department is less than the average from those departments in the study, as depicted in **Table 29**. The mean population is slightly over 18,000 residents, a difference from Harrisburg of about 1,000 residents, based on Harrisburg's 2020 population. The mean for the total officers assigned to patrol or calls for service is 30, while the proposed number of patrol officers for Harrisburg is 16, including four (4) corporals, plus an additional four (4) sergeants, for a total of 20 sworn officers.

The average for annual calls for service for Harrisburg is 4,500 with the next closest, Leland, with 13, 063 calls for service per year. The mean percent of sworn officers assigned to patrol from the study is 21 percent, while Harrisburg is at 17.50, less than a four percent difference. The average ratio of patrol officers to detectives for Leland, is 1 to 3.50, while Harrisburg is at 1 to 5.70.

While the recommended staffing for Harrisburg is lower than the averages in the study, Harrisburg's projected work and caseload is also less. The total annual detective level investigations are estimated at 213 with 2.00 detective positions, equating to approximately 107 cases per detective annually, or less than ten (10) per month. If the CID supervisor dedicates 50 percent of his, or her, time to case work, then the annual cases per detective drops to 85, which should be sufficient to investigate all cases assigned to CID fully and adequately, with the flexibility of proactive initiatives consistent with community policing philosophies. In addition,

these staffing numbers should be able to absorb any increases investigations created by the Town providing police services.

Comparative Study Municipal Criminal Investigation Divisions Compared to the Harrisburg Police Department

Table 29

Comparison	Harrisburg Residents	Total of Harrisburg Officers Assigned to Patrol	Proposed Officers for Investigations ²¹	Percent of Sworn Patrol Officers Assigned to Investigation	Ratio of Patrol Officers assigned to Investigations (Percent)
Harrisburg Police Department	17,000	16 ²²	3.50	17.50%	1 to 5.70
Descriptive Statistics²³	Population	Total Officers Assigned to Patrol	Sworn Officers Assigned to Investigations	Percent of Sworn Officers Assigned to Investigation	Ratio of Patrol Officers assigned to Investigations (Percent)
Count	12	12	12	12	12
Median	17,843.50	26.50	8.00	20%	1 to 3.30
Mean	18,020.92	30.00	8.50	21%	1 to 3.50
Maximum	27,375.00	50.00	17.00	34%	1 to 3.00
Minimum	8,939.00	16.00	2.00	10%	1 to 8.00
Range	18,436.00	34.00	15.00	24%	1 to 2.25

Criminal Investigation Division (CID) Organizational Structure

The Criminal Investigation Division's organizational structure includes two investigators, supervised by one sergeant. Based on the number of investigations, with approximately 95 percent being crimes against property, ISS recommends the detectives be generalists, rather than specializing by crime, with one-half position dedicated to juvenile crimes. These numbers can be adjusted to match crime trends, as they evolve.

²¹ The Criminal Investigation Division of the Harrisburg Police Department includes one supervisor, a sergeant's position, who, in addition to providing supervision for daily investigative operations, will also supplement criminal investigations, as needed, creating one half full-time position.

²² The total sworn officers assigned to patrol does not include the four sergeants assigned to patrol.

²³ See Appendix 02 for full descriptive statistics.

Vice and narcotics/alcohol enforcement should report to the CID supervisor. Again, Harrisburg should consider dedicating one detective position for Vice and Narcotics/Alcohol Enforcement and participating in tasks forces in Cabarrus County, like the FBI's Joint Terrorism Task Force.

To summarize, ISS recommends a total of three detectives and one sergeant to staff initially the Criminal Investigation Division including vice and narcotic investigations. These recommendations, as well as job descriptions and/or responsibilities, may evolve over time as Harrisburg develops its own crime data to support staffing adjustments. Specific job descriptions, protocols for case assignment and management, equipment, training, and similar issues are policy decisions for the chief and his, or her command staff to decide (see **Chart 08** for the organizational structure of the Criminal Investigation Division).

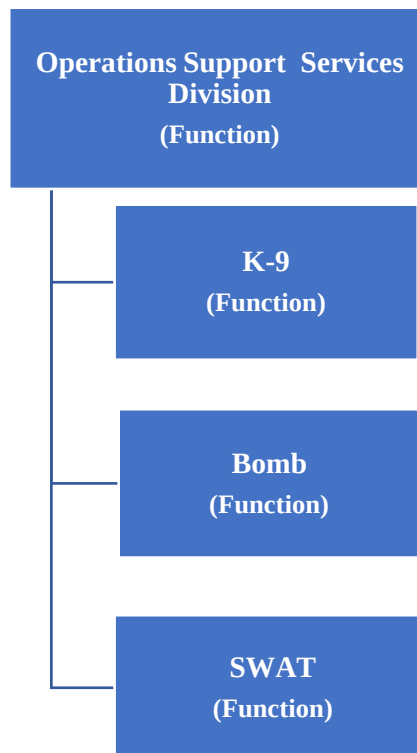
Chart 08: Criminal Investigation Division



Operations Support Services Division

The Operations Support Services Division falls under the Operations Bureau commander and is not staffed by any personnel. These are functions, or services provided by the Cabarrus County Sheriff's Office, including canine, bomb, and SWAT, at no expense to Harrisburg. ISS recommends the Operations Bureau commander serve as the coordinator, or liaison between Harrisburg and the Sheriff's Office. **Chart 09** shows the organizational structure for the division.

Chart: 09: Operations Support Services Division



Summary: Staffing the Operations Bureau

Staffing Projections

Based on the analyses, discussions, and recommendations from each section of this study, pertaining to the Operations Bureau, ISS recommends 25 sworn positions, as presented in **Table 30**. Total staffing for the Patrol Division is 21 sworn allocations and the Criminal Investigation Division requires four (4) sworn positions. Animal Care and Control, Crime Scene Search, the Crime Lab, and Court Liaison, all require no additional personnel expenses. Either the Cabarrus County Sheriff's Office, or other positions in the Harrisburg PD will provide, or absorb these functions at no further cost to Harrisburg.

**Proposed Staffing for the Operations Bureau
(Positions or Allocations)**

Table 30

Operations Bureau by Division or Function	Sworn Officers	Sworn Supervisors	Command Executive	Non Sworn	Non Sworn Supervisors	Totals
Bureau Captain			1			1
Patrol Division						
Sergeant		4				4
Corporal	4					4
Officer		12				12
Animal Care & Control	Provided by CCSO					0
Subtotal: Patrol Division	4	16	1			21
Criminal Investigation Division						
Sergeant		1				.50
Officer/Detective: General & Juvenile	2					2
Officer/Detective: Drugs & Alcohol	1					1.50
Crime Scene Search	Provided by CCSO					0
Crime Lab	Provided by State					0
Court Liaison: (Function)						0
Subtotal: Criminal Investigation Division	3	1				4
Operations Support Services Division						
K-9	Provided by CCSO					0
Bomb	Provided by CCSO					0
SWAT	Provided by CCSO					0
Subtotal: Operations Support Services Division						0
Total Positions	7	17	1			25

Source: Cabarrus County Sheriff's Office

All total, the staffing recommendation includes five (5) sergeants, with four (4) assigned as patrol supervisors overseeing one shift each and one (1) sergeant for the CID. In addition, ISS suggests twelve (12) patrol officers and four (4) patrol corporals. The corporals will supplement shift supervision when the sergeant is absent, serve as field training officers, and answer calls for service. ISS proposes twelve (12) patrol officers, four (4) assigned to each shift. All total, 16 officers/corporals are assigned to patrol, answering calls, and assisting with other assignments. Lastly, ISS submits that Harrisburg consider three (3) detectives to handle the investigative caseload, including property crimes, personal crimes, juvenile investigations, drug and alcohol complaints, and liaison with law enforcement task forces in Cabarrus County.



The Operations Support Services Division is the responsibility of the Operations Bureau commander and does not require any staffing. The Cabarrus County Sheriff's Office has offered to handle those functions under the Operations Services Division, canine, bomb, and SWAT at no cost to Harrisburg.

Operations Bureau Organizational

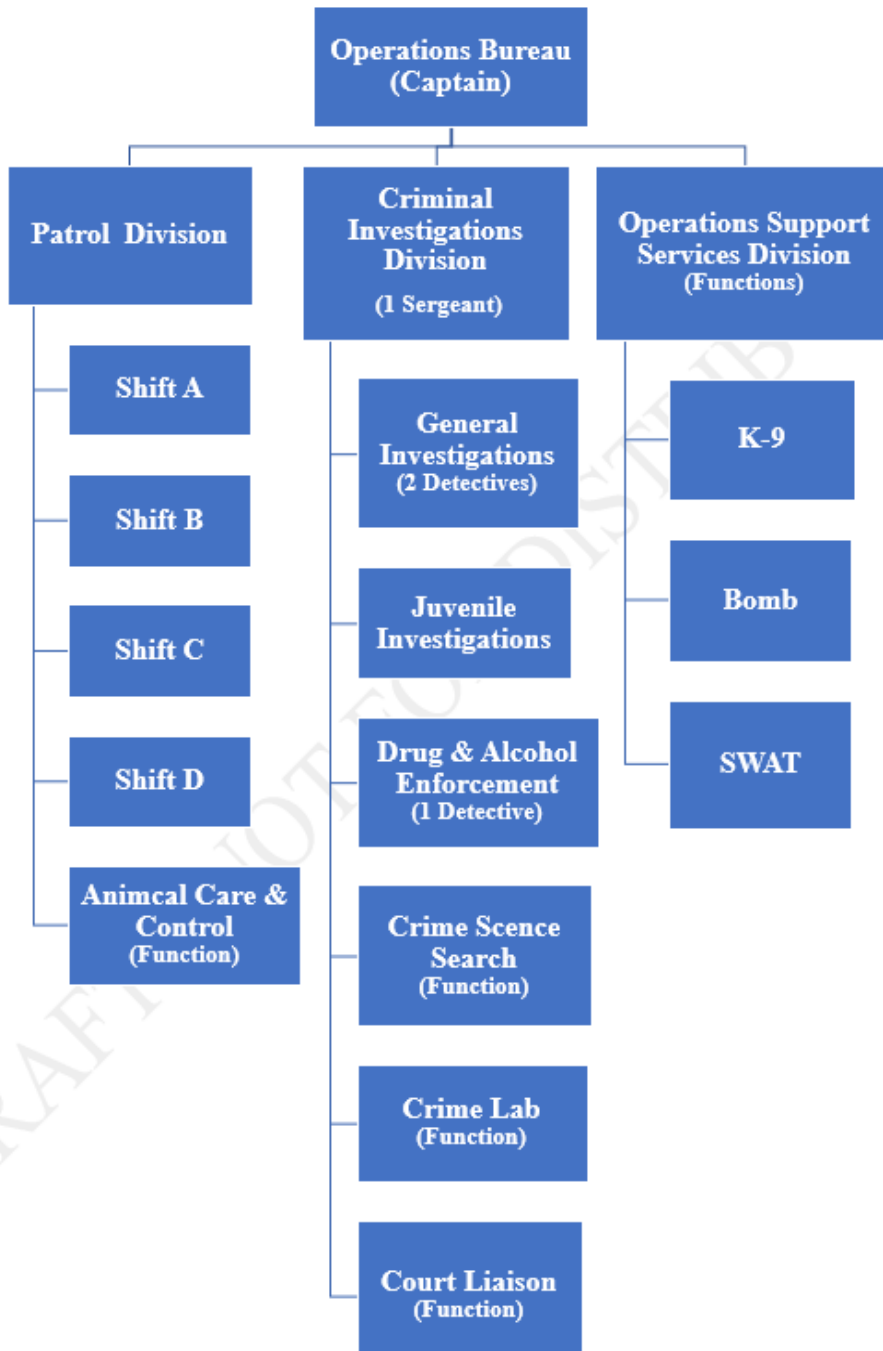
Chart 10 shows the recommended organizational structure for the Operations Bureau of the Harrisburg Police Department, including the Patrol Division, the Criminal Investigation Division, and the Operations Support Division. The Operations Support Division requires no additional



staffing and only represents specific functions that the Cabarrus County Sheriff's Office agreed to provide Harrisburg at no additional expense. These functions include essential, but less used services such as K-9, bomb detection, and SWAT situations.

In addition, the scope of this study extends beyond the patrol operations to include the staffing and resource requirements for the Administration Support Services Bureau and other functions contracted to other agencies, as well as smaller operational units. This study focused those essential resources to open the Harrisburg Police Department, as a full-service police agency.

Chart 10: Organizational Structure Operations Bureau



Administration Support Services Bureau

Introduction

The Administration Support Services Bureau usually includes those functions, or operations that are necessary to the core mission of the agency, but which are not by definition, components of the major operational units. The Administration Support Services Bureau provides necessary maintenance and support within the agency (i.e. Communications, records management, property control and evidence management, support for information technology, fleet maintenance and facilities management, human resources, recruiting, background investigations, training, budgeting and fiscal affairs, crime analysis, policy and procedures, strategic planning, asset forfeiture, community policing, school resource, crime prevention, reserve officers, civilian volunteers, Crime Stoppers, special event planning, and others). Some provide a necessary and valuable interface with the public. The definition of the functions falling under the Administration Support Services Bureau is ordinarily a policy decision by management.

ISS recommends one captain's position manage the Administration Support Services Bureau and report to the chief of police. To balance the workload and retain accountability, ISS proposes dividing the Bureau into four divisions: (1) **Business Services Division**, (2) **Human Resources, Recruiting and Training Division**, (3) **Fiscal Affairs and Planning Division**, and (4) **Community Support Division**. The following sections describe the methodology ISS used to determine the organizational structure and staffing requirements for the Administration Support Services Bureau.

Business Support Services Division

ISS recommends the Business Support Services Division be supervised by a non-sworn manager and report to the Bureau captain. In addition, one non-sworn clerk, shared between the Records Management Section and Property Control and Evidence Management section, is needed to support the workload, by assisting both the public, and internally, the officers, with records and evidence issues. **Table 31** shows the staffing recommendations for the Business Support Services Division.

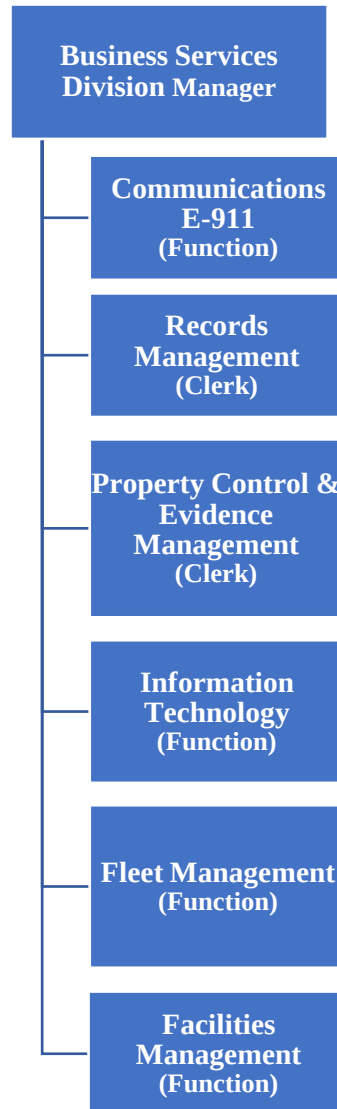
Staffing Recommendations Business Support Services

Table 31

Position	Number of Positions
Non-sworn manager	1
Full-time clerk, shared between Property Control and Evidence Management	1
Total Positions	2

Source: Cabarrus County Sheriff's Office

Chart 11: Organizational Structure: Business Services Division



Communications and Dispatch

The Communications Call Center will be the nerve center and lifeline for the Harrisburg Police Department that links the agency to the community and other law enforcement agencies in Cabarrus County, as well as regionally. It is crucial to the overall mission of the agency. The Communications Center will answer all emergency and non-emergency calls for Harrisburg. This is currently handled by the Cabarrus County Sheriff's Office Communications Center. At present, the Sheriff's Office provides these services for the Harrisburg Division of the Sheriff's Office. Several issues are key in providing these services.

In North Carolina, calls from the public to a public safety agency (police, fire, and medic) are first received through a Public Safety Answering Point, or PSAP. A primary PSAP must be capable of receiving and processing enhanced calls from all voice communications service providers. A secondary PSAP receives voice and data of Enhanced 911 calls transferred from a primary PSAP, and completes the 911 process by dispatching law enforcement, ambulances, firefighters, or other first responders.

The Town of Harrisburg must consider several issues. First, the Town probably cannot receive a PSAP license from the State. In fact, it is possible that no more PSAP licenses will be issued in North Carolina, at least not soon. The North Carolina 911 Board's position is that while a stand-alone PSAP is not impossible, most all current, and new PSAP licenses will go toward the creation of consolidated or multi-agency PSAPs. Additionally, the State is moving towards a statewide 911 system. The most viable option, therefore, is for Harrisburg to contract with an agency that already provides these services. This arrangement has associated costs, but funding might be available to offset some of the expenses. In Cabarrus County, the Cabarrus County Sheriff's Office provides PSAP services for all first responder agencies in the county. Harrisburg would have to contract with an agency who has a PSAP. The best option for the Town is continuing PSAP services on a contractual basis with the Sheriff's Office or the City of Concord, who is a secondary PSAP.

The second issue is that when an emergency call is received from the PSAP, Harrisburg must still dispatch the call. The Town can do this through its own communications center, or by contracting with another agency that already has adequate communications and dispatching resources. If the Town elects to provide its own dispatching, it will need building space to house a communications center, a CAD system, a Records Management System (RMS), appropriate 24/7 staffing and supervision, and other equipment. Purchasing and installing a CAD system, establishing a dispatch center, installing equipment, and hiring and training telecommunicators are all time-consuming tasks with significant associated costs. In addition, a secondary or back-up communications location is still required in case the central or main dispatch center becomes unavailable for whatever reason.

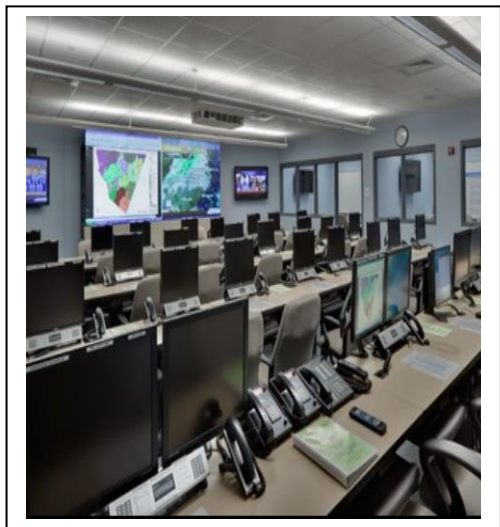
If Harrisburg contracts with another public safety agency to provide dispatching services, the costs would be much less than developing this capacity on their own, and the time required would be significantly less. With contract services in place, Harrisburg can still develop their own communications center later, if the Town chooses to do so. There are two short and/or long-term options for the Town to provide public safety communications services for its police department.

The Cabarrus County Sheriff's Office

One option for consideration for emergency communication services is contracting with the Cabarrus County Sheriff's Office to provide PSAP and dispatch services. The CCSO operates its own independent radio system, which is separate from all other local public safety agencies in the Cabarrus County area. Currently, the CCSO provides PSAP services to all emergency service agencies in Cabarrus County and dispatches for the police, fire, county fire marshal, and

emergency medical service calls for the county, Harrisburg, Mount Pleasant, and Midland. The Sheriff's Office has an excellent performance record, providing communication services for Cabarrus County, with 24 full-time telecommunicators.

When the Cabarrus County Communications Center receives a telephone call from either a landline or VOIP (voice over internet provider), the system recognizes the ESN through GIS (Geographical Information System) data and identifies in which jurisdiction the number resides. The ESN (emergency service number) is a code assigned to each line of the MSAG (master street address guide). The MSAG describes the exact spelling of streets, street number ranges, and other address essentials. It tells the dispatcher which fire protection, law enforcement, and emergency medical service to send to any given address in the county. Then, the system automatically switches the number to ring at the corresponding jurisdiction's emergency communication center. Since all cell phones hit signal towers with no definitive address assigned, all these calls go to the County Emergency Communications Center. County telecommunicators answer the phone, and if the emergency services are needed outside the Sheriff's Office coverage area, like Concord or Kannapolis, they transfer the call.



There are no significant issues or shortcomings requiring attention if the Sheriff's Office provides PSAP and dispatch services for the Harrisburg Police Department. Harrisburg owns the eighteen (18) police cars the Harrisburg Division of the Cabarrus County Sheriff's Office uses now, equipped with the same radios and other emergency equipment as the Sheriff's Office. All law enforcement in Cabarrus County can communicate with each other now, through CAD to CAD solutions. Harrisburg will need its own records management system (RMS), compatible with the system and software the Sheriff's Office uses. The CCSO uses Central Square, formerly OSSI by SunGard, for its RMS system, as Concord and most police agencies do in the Cabarrus County area.

The Sheriff's Office is offering Harrisburg, in effect, a package price with only personnel expenses for providing communication services. The CCSO will need four telecommunicator positions to staff for these services, one telecommunicator assigned to one of four shifts that the CCSO operates now. The CCSO would dispatch Harrisburg from the main radio talk group along with Sheriff's Office Patrol Division.

All other expenses, including any licenses, equipment, and phone lines, are already in place at no added expense to Harrisburg. Besides, the CCSO receives funds from the State of North Carolina emergency 911 revenues that will cover any other expenses in providing these services.

The CCSO projects the personnel costs for one telecommunicator position, including salary, federal taxes, retirement, health and life insurances, and workers' compensation and liability insurance at **\$68,531.09**, with four positions costing **\$274,124.37**, with **no one time capital or startup expenses**. By the Sheriff's Office providing these services, it is by far, a less expensive option, when weighed against Harrisburg standing up its own communications system and still having to contract PSAP services. Costs associated with the CCSO providing communications services are shown in **Table 32**.

**Communications: Start Up Costs
Cabarrus County Sheriff's Office Providing
Communication Services**

Table 32

Position	Annual Cost per Position	Startup Expenses	Number of Positions	Extended Costs
Telecommunicator	\$68,531.09	\$0.00	4	\$274,124.37
Total Costs				\$274,124.37

Source: Proposal by the Cabarrus County Sheriff's Office

The City of Concord Emergency Communications

A second option is contracting for these services through the City of Concord's Emergency Communications Department. The City of Concord, Cabarrus County, and City of Kannapolis share a telephone and a radio system, but the CAD (computer aided dispatch) systems are separate and are all connected via a network, which allows each agency to send calls to the other. Emergency 911 calls are programmed for overflow and can be re-routed. Additionally, Concord can use its Mobile Command Unit or consoles at the Cabarrus County Sheriff's Department for continuity of operations.

The Concord Emergency Communications Center dispatches calls for the Concord Police Department, as well as for the other Concord city departments, using radio communications. As of this report, the Harrisburg Fire Department is considering contracting with Concord to provide telecommunication services.



Bethany Ledwell is the Communications Director for the City of Concord. Concord's communications department includes the Emergency Communications Center and the Radio Shop. The Emergency Communications Center is Concord's 911 Public Safety Answering Point (PSAP) and dispatches police, fire, and other city departments around the clock. Concord has 22 full-time telecommunicators and supplements them with four (4) part-time telecommunicators, who cover for the full-time staff when they are in training, on vacation, or out sick. The part-time telecommunicators do not work a set number of hours.

Concord Communications receives Emergency 911 and non-emergency calls. Concord currently has six incoming 911 trunks and eleven non-emergency lines (four police non-emergency, three fire non-emergency lines, and two city lines) and several ring down lines from the department and airport. In addition, Concord Communications handles after-hours utility callouts for city utilities (electric, water, sewer, transportation, signals, etc.).

There are several issues to consider if Concord provides PSAP and dispatch services for the Town of Harrisburg. First, obviously, the more consistency between the Concord and Harrisburg Police Departments, the better. The more the two agencies mirror each other, the better; however, there will be some responses that might be different, especially based on staffing. Both agencies should use the same 10-codes. Ten-codes, officially known as ten signals, are brevity codes used to represent common phrases in voice communication, particularly by law enforcement. While some departments are beginning to favor plain English over 10 codes, it is still a key form of communication. In addition, Concord, Kannapolis, and Cabarrus share the multi-county public trunked radio system, which is part of a larger UASI (Urban Areas Security Initiative) Radio System maintained by the City of Charlotte Radio. Concord, Kannapolis, and Cabarrus County share the annual maintenance cost for their share of the radio system.

For Concord to provide these services for Harrisburg, Concord proposes adding four (4) full-time telecommunicator positions and using an independent talk group or communications channel. These allocations will be dedicated to receiving the additional incoming phone calls and dispatching Harrisburg police the calls for service. These employees would be City of Concord employees with Harrisburg paying the full cost for these positions. In addition, Harrisburg would be expected to fund any additional equipment and service-related costs. At some point, Concord might enhance its radio systems and Harrisburg would be expected to share in a percentage of these costs.

As with the Cabarrus County Sheriff's Office providing emergency communication services, Harrisburg would also need its own records management system (RMS) to integrate with Concord's current CAD system. Concord, as most police agencies in the Cabarrus County area, uses Central Square Technologies, formerly OSSI by SunGard, for the software system. The cost for the RMS system depends on the service types and modules Harrisburg chooses to implement.

There are no significant issues requiring discussion for Concord to provide emergency communications services for Harrisburg, other than running criminal histories and hosting DCIN (Division of Criminal Information Network), or the National Criminal Information Center (NCIC) files and records. DCIN is the computer system maintained by the North Carolina State Bureau of Investigation to provide the collection, storage, and dissemination of information that will assist criminal justice and law enforcement agencies in the performance of their duties. NCIC is an electronic clearinghouse of crime data that can be tapped into by nearly every criminal justice agency nationwide, 24 hours a day, 365 days a year. It helps criminal justice professionals apprehend fugitives, locate missing persons, recover stolen property, and identify terrorists. It also assists law enforcement officers in performing their duties more safely and providing information necessary to protect the public.

The Concord Police Department, a separate city department from the Emergency Communications Center, runs criminal histories and hosts DCIN/NCIC files. The Concord Police Department employs expeditors to staff the department's front desk 24/7 and these expeditors maintain the hot files and criminal histories. Harrisburg will need to address this issue with Concord, as how to manage DCIN and NCIC files. Harrisburg will also need to add two non-emergency police and fire administrative lines to ring into the Concord Emergency Communications Center. These lines will have a monthly charge of approximately \$80.00 per line, for a total annual and recurring expense of \$1,920.00.

Harrisburg owns the 18 police cars the Harrisburg Division of the Cabarrus County Sheriff's Office uses now, equipped with the same radios and other emergency equipment as the Concord Police and Cabarrus County Sheriff's Office uses. All law enforcement in Cabarrus County use the same radios systems, both handheld and mobile, and can communicate with each other now, through CAD to CAD solutions; however, Harrisburg will need its own records management system (RMS), compatible with the system and software Concord uses. Central Square Technologies provides all police agencies in Cabarrus County their RMS systems. Furthermore, most police agencies in the Cabarrus County region use Central Square Technologies software, except the Charlotte-Mecklenburg Police Department. CMPD uses its own proprietary software program, KBCOPS (Knowledge Based Community Oriented Policing System), which the department developed itself. Lastly, Concord Communications does not receive any funding from the 911 Board. All county 911 funding is paid to Cabarrus County.



Communications: Expenses and Costs City of Concord – Communications

Table 33

Position / Item	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Telecommunicator Position (salary & benefits)	4	\$53,629.00		\$214,516.00	
Mobile Computer Terminal Fee ²⁴	36	\$1,800.00	\$64,800.00		
Mobile Computer Terminal Renewal Fee	36	\$500.00		\$18,000.00	
Wireless Cards	36	\$40.00		\$1,440.00	
UASI maintenance Cost Per Radio	36	\$225.00		\$8,100.00	
Non-Emergency Phone Lines	2	\$960.00		\$1,920.00	
Sub Total			\$64,800.00	\$243,976.00	
Total Expense & Cost					\$308,776.00

Source: Proposal by the City of Concord Emergency Communications Center

Concord, like the Sheriff's Office, is offering Harrisburg a package price. Costs associated with Concord providing communications services are shown in **Table 33**. ISS estimates the startup costs at approximately \$64,800.00, with annual or recurring costs being about \$243,976.00. The total expenditure is \$308,776.00. By Concord providing these police services, it is by far a less expensive option, when weighed against Harrisburg standing up its own communications system and still having to contract PSAP services.

Recording Equipment

With both the City of Concord and the Cabarrus County Sheriff's Office providing emergency communications service, there are no issues or additional costs associated with any necessary recording equipment. Both have enough recording and storage capacity.

Harrisburg Self-Contained – Public Safety Answering Point Communications Center

For Harrisburg to stand up its own self-contained communications and dispatch center, the Town faces significant obstacles and costs. First, the possibility of the State of North Carolina issuing a stand-alone PSAP license is unlikely, and therefore, Harrisburg would still need to contract for PSAP or 911 services. Secondly, communications centers require buildings that meet specific specifications, as set forth by NFPA 1221 code, and the requirements of 09 NCAC 06C.02010 –

²⁴The Mobile Terminal license fee is associated with the in-car computer access to Concord's CAD system and not the radios.

Public Safety Answering Point Facilities. Furthermore, should a PSAP be created by the Town of Harrisburg, a secondary or back-up PSAP must also be established. Some agencies, through mutual agreements, use other agency's PSAPs as their secondary. Significant costs are also associated with establishing a remote or secondary PSAP site.

Thirdly, finding or constructing a suitable building and bringing it to these specifications and standards would be costly. The communications software, licenses, hardware, consoles, and other equipment would cost likely more than \$4 million. Lastly, personnel costs for telecommunicators and other reoccurring costs for the communications center, annual licensing, and maintenance is also expensive. For Harrisburg to have its own full-service communications center, the cost would easily exceed \$6 to \$8 million and is beyond the scope of this study. The best option for Harrisburg is to contract these services with either the City of Concord, or the Cabarrus County Sheriff's Office.

Records Management

Records management provides critical support to patrol operations and investigations, by serving as a repository for all records and documents; by organizing and controlling all the agency's records; and by regulating the ultimate disposition of these records. A Records Management System (RMS) integrates directly with the agency's CAD. Its efficient operation has fiscal, administrative, and legal implications, and its activities are governed by federal, state, and local law, as well as by administrative policies. And it is, finally, a primary point of contact between the agency and the public, the media, and the business community.

Several issues must be addressed when establishing a records management section. First, proper records management requires an RMS, which is an agency-wide system that provides for the storage, retrieval, retention, archiving, and viewing of information, records, documents, or files, pertaining to the agency's operations. (The only broad category of records not maintained in the RMS is management or administrative files, including Human Resources and Internal Affairs). The system covers the entire life span of records development, from the initial generation to completion. Ideally, an effective RMS should allow for single entry of data, while supporting multiple reporting mechanisms and locations.

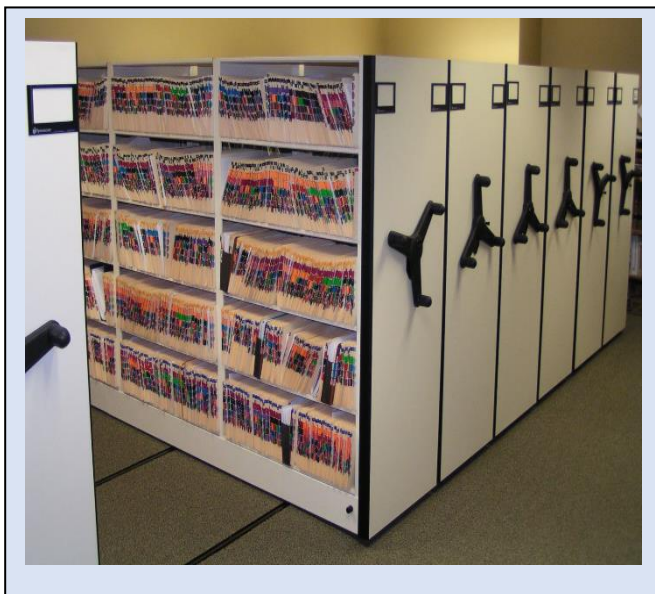
Secondly, staffing the Records Management Section with the right employee(s) is vital to the integrity of not only the records maintained, but ultimately to the integrity of the agency overall. These are technical, specialized positions, requiring an extensive knowledge of federal, state, and local laws and regulations. Because they have access to restricted and confidential information, in-depth and comprehensive backgrounds are necessary, using the same standards that apply to sworn personnel.

Thirdly, a centralized location is needed to physically house the Records Management Section to facilitate an interface with the CAD system and in a place that permits both public and in-house access by all personnel. These sections tend to work in concert with shared responsibilities, with the same or interconnected data management systems. Most records units are also responsible for compiling and distributing any number of periodic reports, including quarterly and annual crime

statistics and Uniform Crime Reports (UCR). ISS recommends housing the Records Management Section in the Administration Support Services Bureau in the headquarters building at Town Hall.

Lastly, to manage agency risk and reduce liability, all personnel assigned to the Records Management Section should complete an appropriate course of training, which includes, in addition to the department's policies and procedures, the use of the records management system and preparation for state and federal certifications (i.e. North Carolina's Division of Criminal Information and the FBI's National Crime Information Center). The manager of the Records Management Section should be a specialized, mid-management position with the proper records management certification(s). Suggested training might include:

- The Certified Information Privacy Professional (CIPP)
- Information Governance Professional (IGP)
- Certified E-Discovery Specialist (CEDS)



To ensure Records Management employees remain abreast of best practices and current laws, managers and supervisors should take continuing education and training classes through organizations which offer these certifications. Records managers and supervisors should network with regional and county agencies (e.g., local law enforcement agencies, district attorneys, courts, attorneys, and local government officials) to facilitate communication through consistent inter-agency policies and procedures. This networking supplements the legal basis and a framework for managing the records function in law enforcement agencies.

The chief of police and his, or her, command staff are responsible for all records maintained in their agencies and must make decisions to standardize processes, ensure legal compliance, and minimize risk. Comprehensive written policies, standardized practices, and heightened security can fortify an agency's position if it ever becomes necessary to defend its records management function.

Staffing recommendations for the Records Management Section is one clerk to be shared with the Property Control and Evidence Management section, as presented in **Table 34**. Due to the size of the Harrisburg Police Department and limited staffing, management should determine hours for the public to have access to records and adjust the work schedules accordingly. The initial schedule should be centered on business hours, Monday through Friday. Staffing on weekends is

not critical, but this might change, as other internal needs become apparent. The public should have access to police, accident, and other reports, at minimum, during business hours.

Staffing Recommendations Records Management Section

Table 34

Position	Number of Positions
Full-time clerk, shared with Property Control and Evidence Management	.50
Total Positions	.50

In addition to personnel costs, **Table 35** denotes the equipment and projected costs for the Records Management section. Most police departments charge a small fee for police and other reports to recover some of the copier and printing costs. Harrisburg might consider this as an option.

Equipment for the Records Management Records Section

Table 35

Item / Equipment	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expense
Three Drawer Compression File Cabinet	2	\$4,100.00	\$8,200.00		\$8,200.00
File Cabinet – HD with Lock	4	\$350.00	\$1,400.00		\$1,400.00
Leased Ikon Copier	1	\$6,000.00		\$6,000.00	\$6,000.00
Total Expense			\$9,600.00	\$6,000.00	\$15,600.00

Records Management System (RMS)

Proper records management requires a records management system (RMS), which is an agency-wide system that provides for the creation and input of all types of incident reports, which documents, or develops from an officer's response to a call for service. It replaces the old handwritten incident reports by creating automated incident reports through the RMS. In addition to simple incident reports, standard records also include arrests, citations, warrants, field contacts, and a case management function, which documents all criminal investigations from the original

call through the court disposition. Besides, most RMS systems have analytical modules for crime analysis too.

As previously stated, the Town of Harrisburg must purchase an RMS system that is compatible with the CAD system used by the agency, either the City of Concord or the Cabarrus County Sheriff's Office. At present, most law enforcement agencies in Cabarrus County and the surrounding areas use Central Square Technologies, formerly OSSI by SunGard, except the Charlotte-Mecklenburg Police Department (CMPD). The CMPD has its own proprietary software, developed by the department (KBCOPS – Knowledge Based Community Oriented Policing System). The International Association of Chiefs of Police (IACP)²⁵ suggests several key considerations when purchasing an RMS system. These include:

- Will the system interface with the computer aided dispatch functions?
- Will the system report crime statistics in NIBRS²⁶ format?
- Does the vendor provide 24-hour system support?
- Does the system regularly perform an automatic backup of the database?
- Will the agency be able to utilize any of its existing computer and network hardware (in use by either the Cabarrus County Sheriff's Office or City of Concord)?
- Will the vendor allow other software to run on the same computer?
- What are the costs of warranty and long-term support and updates?
- Is the hardware upgradeable?
- Is training included?
- Will the vendor provide data conversion, if replacing an existing system?
- If data conversion is not feasible, can the systems run simultaneously?

RMS systems provide police agencies one resource and the ability to exchange critical information across jurisdictions, as opposed to relying on just their data alone. Criminals are mobile and usually do not pay attention to county lines or city limits. Information sharing, among local police agencies, provides the greatest opportunity to fight crime and put the culprits in jail.

Again, the clear option is Central Square Technologies, the RMS system used by the law enforcement agencies in Cabarrus County, including Concord, Kannapolis, and the Cabarrus County Sheriff's Office. Central Square is designed to share information across public safety agencies and is an integrated, multi-jurisdictional system for police, sheriff's offices, fire, rescue, and EMS departments. Central Square collects, stores, and retrieves information, including arrests, case management, citations and summons, employee demographics, secondary employment tracking, field contacts, incident and offense reports, miscellaneous cash receipts, state specific

²⁵ IACP/COPS Technology Technical Assistance Program/
<http://www.theiacp.org/portals/0/pdfs/RecordsManagementSystems.pdf>

²⁶ The National Incident Based Reporting System (NIBRS) is an incident-based reporting system for crimes known to the police. For each crime incident, a variety of data is collected about the incident, including the nature and types of specific offenses in the incident, characteristics of the victim(s) and offender(s), types and value of property stolen and recovered, and characteristics of persons arrested in connection with a crime incident.

UCR reporting, property and evidence management, and warrants. Central Square also provides crime analysis and mapping and integrating with multi-jurisdictional CAD and RMS systems. Central Square meets the criteria listed, suggested by the IACP, and it will provide the functionality needed by the Harrisburg Police Department.

Since RMS systems are agency and purpose specific, with several variables in costing the software, a firm cost is unavailable at this point. However, an estimated price for an RMS system, like Central Square, is approximately \$350,000 to \$400,000, to include all components the Harrisburg PD will need, as shown in **Table 36**. Most RMS systems require an annual maintenance and license contract that usually runs about 18 to 20 percent of the system cost.

Records Management System

Table 36

Item / Equipment	Unit	Startup Expense Unit Cost	Startup Expense Extended [one time]	Annual Expense [ongoing]	Total Expense
Records Management System	1	\$400,000.00	\$400,000.00	\$72,000.00	\$472,000.00
Total Expense			\$400,000.00	\$72,000.00	\$472,000.00

Property Control and Evidence Management (PC & EM)

The Property Control and Evidence Management (PC&EM) section is responsible for receiving and preserving of all property and evidence that comes into the possession and control of a police department. This includes evidence, found property, probate items, and items surrendered or recovered. Physical security, policies, procedures, and vetting of employees are all critical, since this section has the responsibility for highly sensitive materials, like narcotics, firearms, and money.

Nearly all law enforcement agencies have areas where evidence is booked into and stored in a secured, locked room. Smaller departments, without 24-hour property control sections, often have lockers for officers to store evidence during afterhours. Typically, officers complete the evidence, or property forms (usually a component of the RMS), which itemizes and describes the evidence, and then places the evidence and form into a locker. Once the locker was closed, it cannot be opened by anyone, except the evidence custodian. The following shift the property clerk works, he, or she, removes the evidence from the lockers, enters the information into the property control system and notes where the property is stored in a bin, drawer, or other appropriate area. The evidence, or property remains in custody until signed out for lab analysis, taken to court for trial, or until the disposition is determined.

For evidence to be introduced into trial, there must be a documented chain of evidence, meaning the officer must show where the evidence has been from the time he, or she seized it, until that minute in court when the evidence is introduced at trial. The result is the witness must demonstrate the evidence is the same, as when initially seized and substantively in the same condition.

When the criminal case associated with the evidence concludes, the agency holding the evidence disposes of it by returning it to the lawful owner, by destroying it, as with illegal drugs, or sometimes by auctioning the property. If the owner is unknown, then the auction proceeds, in North Carolina, as required by statute, goes to the local school board.

The Town of Harrisburg will need to establish a property control and evidence section in the main police headquarters building that meets all guidelines and statutory requirements to ensure chain of custody or evidence. Based on best practices, ISS does not recommend contracting with another agency to provide storage and impound space for the evidence and property Harrisburg officers seize. Mixing property and evidence between two impounding agencies can create chain of custody and other legal issues that might affect the admissibility of critical evidence into court proceedings.

Staffing recommendations for the Property Control and Evidence Management section is one clerk to be shared with the Records Management section as presented in **Table 37**.

Staffing Recommendations Property Control & Evidence Management

Table 37

Position	Number of Positions
Full-time clerk, shared with Records Management section	.50
Total Positions	.50

Property Inventory and Management System

The Central Square Technology records management system should also be suitable to meet property control and evidence management requirements, as the software has a property control component. The cost is included in the estimate provided in the Records Management System section of this report.

ISS recommends installing evidence lockers in PC&EM, at a projected cost of \$28,940.00, with an annual, ongoing expense of \$1,000.00 for supplies, and sharing a clerk on a part-time basis, approximately 20 hours per week, with Records Management. In addition, the Town will need a refrigerator to store evidence requiring refrigeration, like blood. A standard kitchen refrigerator

will meet these needs. **Table 38** illustrates the resources required for a property control and evidence room that will meet “chain of evidence” legal and other mandates.

**Resource Required
Property Control & Evidence Management
Storage System**

Table 38

Item	Unit	Startup Expense Unit Cost	Startup Expense Extended [one time]	Annual Expense [ongoing]	Total Expenses
Supply Shelves (ULINE)	1	\$165.00	\$165.00		\$165.00
Officer Processing Counter (ULINE)	1	\$725.00	\$725.00		\$725.00
Interior Shelving (96”X24”X48”)	2	\$300.00	\$600.00		\$600.00
Drug Storage Room Shelving (ULINE 96”X24”X48”) ²⁷	1	\$300.00	\$300.00		\$300.00
Refrigerator (evidence)	1	\$700.00	\$700.00		\$700.00
Freezer (evidence)	1	\$280.00	\$280.00		\$280.00
Evidence Cart (ULINE)	1	\$170.00	\$170.00		\$170.00
Evidence Drying Locker (2.50 cubic feet Safe Keeper)	1	\$4,000.00	\$4,000.00		\$4,000.00
Safe (water and fireproof)	1	\$1,000.00	\$1,000.00		\$1,000.00
Fetch Evidence Lockers (18 slots)	1	\$19,000.00	\$19,000.00		\$19,000.00
Evidence envelopes, tape, supplies	1	\$1000.00		\$1,000.00	\$1,000.00
Browning Ultra 49 Gun Safe	1	\$2,000.00	\$2,000.00		\$2,000.00
Total Expenses			\$28,940.00	\$1,000.00	\$29,940.00

Training

Training employees in evidence handling, protocols for managing perishable evidence and hazardous materials, chain of custody, and property and evidence disposition, is critical. Without proper evidence handling protocols, the chain of evidence will be breached, resulting in the inadmissibility of evidence into criminal trials and subjecting the department to significant liability potential litigation. The ideal manager and clerk should already have experience in this area, including any training and certifications required.

Other Considerations

ISS recommends the Property Control and Evidence Management section assume the department’s quartermaster function by maintaining and issuing equipment to employees. Most agencies

²⁷ The drug storage room should have a separate ventilation system, directly leading to the exterior of the building.

combine these two functions, managing impounded evidence and the quartermaster role. Disbursement of large, or high-volume items, like uniforms, is best handled by a vendor, but office supplies and related items, can be handled by Property Control and Evidence Management. These are all policy decisions for the Town to decide.

Information Technology

ISS recommends the manager for the Business Services Division serve as the liaison, or point of contact, with the Town's Information Technology (IT) section. It is not feasible for the Harrisburg PD to have a separate IT section, due to its size, but instead, the Town's existing IT department should handle all IT needs for the police department. Many of these tasks, like radio and computer services are often outsourced to a vendor.

Fleet Management and Maintenance

Increasing the vehicle fleet size and maintaining take-home cars, requires weighing the initial vehicle cost, useful life of vehicles, specialized equipment, vehicle use policies, and maintenance.



With increasing the vehicle fleet for the Harrisburg PD, the town's resources that manage the vehicle fleet, will need to be expanded to absorb the additional amount of work created.

Currently, the Town of Harrisburg purchases and owns the patrol cars the Cabarrus County Sheriff's Office uses to provide police services to the Town. As of this report, Harrisburg owns 18 cars, and in

most years, the Town replaces one or more of the older cars, as they age, or mileage out. The Town has a schedule projecting the replacement of cars through FY 2030.

In addition to marked patrol cars, the police department will need unmarked cars for the chief and detectives. ISS cost projections do not include cars for non-sworn positions, but the Town needs to consider if they want to provide the two non-sworn managers with take-home cars, since both have job responsibilities that require limited "callbacks" to work. **Table 39** projects the number of vehicles and costs, including marked and unmarked, while taking into consideration the current vehicles Harrisburg already owns.



These cost projections do not distinguish whether a car is marked or not and assumes that Harrisburg will maintain the current level of vehicles by replacing any cars removed from service. ISS estimated the costs for fully equipped police vehicles, based on the present cost the Town pays for police vehicles, which are Ford Explorers.

Vehicles Required for the Harrisburg Police Department

Table 39

Assignment	Type of Vehicle	Unit	Unit Cost	Startup Extended Costs
Chief of Police	Unmarked	1	\$57,326.00	\$57,326.00
Captain	Marked	2	\$57,326.00	\$114,652.00
Patrol Sergeant	Marked	4	\$57,326.00	\$229,304.00
CID Sergeant	Unmarked	1	\$57,326.00	\$57,326.00
Patrol Corporal	Marked	4	\$57,326.00	\$229,304.00
Patrol Officer	Marked	12	\$57,326.00	\$687,912.00
Officer/Detective	Unmarked	3	\$57,326.00	\$171,978.00
HR/Training Sergeant	Marked	1	\$57,326.00	\$57,326.00
Community Support Sergeant	Marked	1	\$57,326.00	\$57,326.00
School Resource Officer	Marked	4	\$57,326.00	\$229,304.00
Spare	Marked	3	\$57,326.00	\$171,978.00
Subtotal		36	\$57,326.00	\$2,063,736.00
Less Current Vehicle Inventory	Marked	(18)	\$57,326.00	(\$1,031,868.00)
Total (Additional Vehicle Costs)		18		\$1,031,868.00²⁸

In summary, Harrisburg owns 18 marked patrol cars with a total of 36 cars required for the new police department, leaving an additional 18 vehicles to purchase. These numbers include all positions on the department that requires a vehicle, plus three spare cars. The cost for a new vehicle, for a new position, in the Town's FY 2021 budget is \$57,326.00, including all equipment (i.e. computer, radio, paint theme, decals, emergency equipment like blue lights and sirens, etc...). In addition, Harrisburg has in place a *Capital Improvement Plan* for FY 2021 through FY 2030, with a schedule to replace aging vehicles in its fleet (see **APPENDIX 03**). The added cost for each sworn officer to have a "take home" car is \$1,031,868.00.

Vehicle Maintenance and Fuel Expenses

Currently, Dodge performs the maintenance for Harrisburg's police cars the Town owns, while the Cabarrus County garage services the cars the Sheriff's Office owns. Occasionally, the Cabarrus County garage assists the Town with minor immediate repairs, as needed. In addition, Harrisburg will need to bid, or modify the Town's current maintenance contract to cover the additional cars added to the fleet. The projected cost for vehicle maintenance to include routine services like oil changes and tires is \$132,584.00, based on FY 2021 vehicle maintenance costs for the Town's projected 36 police vehicles, including a 30 percent increase.

²⁸ Vehicle costs include a fully equipped car with standard equipment including radios, computers, and other equipment.

The Town has its own municipal gas pumps for its vehicles. The cost of fuel is estimated at \$133,380.00, based upon current budget levels for fuel, plus a 30 percent increase as gas prices have increased over the past year. Insurance is estimated at \$650.00 per vehicle for a total of \$23,400.00. Vehicle expenses are presented in **Table 40**. The estimated annual expenses for vehicle maintenance, fuel, and insurance per vehicle is \$7,612.95 for a total of \$274,066.20.

Vehicle Operating Expenses

Table 40

Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Insurance	36	\$650.00		\$23,400.00	\$23,400.00
Fuel	36	\$3,705.00		\$133,380.00	\$133,380.00
Maintenance	36	\$3,257.95		\$117,286.20	\$117,286.20
Total				\$274,066.20	\$274,066.20
Per Vehicle					\$7,612.95

Source: Town of Harrisburg Police Budget

Assigned Take Home Vehicles for the Patrol Division

The Town of Harrisburg is considering designated, take-home vehicles for sworn officers, supervisors, command staff, and possibly civilian managers. In addition, take-home vehicles (some probably unmarked) will also be assigned to the detectives and supervisors in the Criminal Investigation Division.

Assigning take-home cars is a routine practice with many municipal, county, and state law enforcement agencies. While the expenses associated with the initial purchase are high, much of this cost is recuperated by longer service life, and the intangible benefits to the officers helps offset the costs associated with such programs. These programs have benefits for the agency, the officer, and the community.

Agency Benefits

Take-home cars serve as a recruiting tool in a competitive market. In today's climate, law enforcement agencies are competing for officers to fill significant vacancy rates. Take home cars can help fill this gap. Take-home car programs provide an increase in coverage for the agency, without adding personnel, while having an increase in visibility for the agency and officer. It gives a sense of Omni-presence, meaning more officers seem to be in the community, providing a larger police presence and higher police visibility. The cars serve to decrease opportunities for criminal

activity, by creating an impression of a heightened police presence. Several police vehicles on the road may be off-duty officers simply using their vehicle for personal activities.



Officers driving take-home vehicles, off-duty, often observe criminal activity or are nearby and are duty-bound to respond. These cars simply increase the number of trained observers on the road. Additionally, off-duty officers using their patrol cars increase the potential for backing up on-duty officers. Colleagues in their police cruisers are more likely to check the welfare of a co-worker, if he or she passes another vehicle taking enforcement action.

Response times are critical to an agency's success and meeting community expectations. Rapid response to emergency calls and call outs decrease, since a patrol car might already be in the area, or since the officer does not have to go to police headquarters to get a vehicle before

responding to a call out incident.

Take-home cars increase the longevity of the vehicles, as agencies without take-home cars tend to replace their vehicles every two to three years. Agencies often use ratios, like three officers per car, when staffing and purchasing vehicles. This translates into one car usually running all shifts for extended days, even weeks, reducing the life cycle to between two to three years. Many take-home car programs extend the life of a car to as much as ten years, with increased resale value. Cars assigned on a one-on-one basis tend to have preventative maintenance performed at appropriate times and, overall, are better taken care of than pool cars.

Officer Benefits

With take-home cars, employees tend to have a more positive attitude of the job and organization. It creates a sense of "ownership." As well, officers save money on buying personal cars and commuting expenses. Officers can keep their equipment in one place and not have to move it from car to car, saving time when beginning and ending their shifts. Many agencies have the on-coming shift respond to work from home, without going to the division office to pick up a car, which allows more efficient use of their time. Also, many businesses employ off-duty officers for security, and police cars, at secondary employment sites, increase police visibility, while adding a sense of security.

Community Benefits

Not only the agency and officer benefit from take-home car programs, but it gives the perception of increased police presence when the cruiser is parked at an officer's home. The officer's neighborhood benefits from vehicle presence, or while the cruiser is in personal use. Having an

officer's vehicle present in neighborhoods gives communities a sense of feeling safe. The business community also benefits, as officers routinely park their vehicles in front of businesses they frequent.

Facilities Management

ISS recommends the manager for the Business Services Division serve as the liaison or point of contact with the Town's Operations Department for building maintenance. Like IT, it is not feasible for the Harrisburg PD to have a separate unit or person to handle building maintenance, due to its size, but instead, the Town's existing department should handle all building and facility maintenance issues for the police department.

Human Resources Division

Human resource managers contend with most aspects of an employee life cycle for the organization. It is that function in an organization, including law enforcement agencies, that typically manages most areas of employment like hiring, retention of employees, training and development, compensation matters, administration of employee benefits, wellness, and safety, as well as employee relations, compliance with legal matters, including labor law and employment standards, maintaining records, and strategic management.



In addition to managing people, the human resource role includes recruiting, hiring, background investigations, training, and all the management functions that support these processes. Staffing a new department will challenge them all. Early priorities will involve developing job descriptions for all positions, recruiting for these positions, and hiring and training 37 new sworn and civilian employees. This is a lengthy, complex, and expensive process, and it will be a major challenge for Harrisburg. ISS evaluated options for meeting these needs, including expansion and modification of the Town's existing Human Resources Division, recruiting practices, the hiring process, and meeting all training and certification requirements for new law enforcement positions.

In addition, ISS looked at the relationship between the current town human resources department and the human resource function within the Harrisburg Police Department. Law enforcement agencies require further work from human resources, like the state certification process that can be arduous and time consuming, which is normally not required in the private sector.

Existing Town Human Resources Department

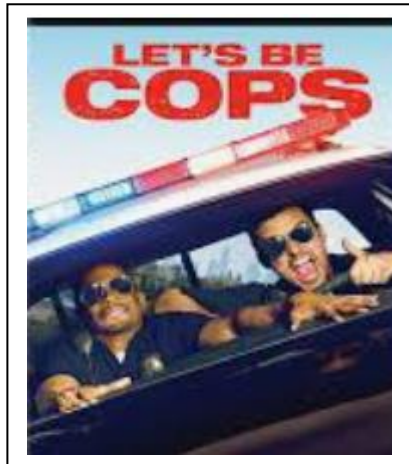
The primary mission of the Harrisburg Human Resources Department is to recruit and retain employees by partnering with management, to create best practices, consistent policies, and standards, and a safe and welcoming, working environment. The Town's current Human Resources department primarily oversees recruiting and retention, employee relations, training

programs, benefits, wellness and safety, communication, maintaining records, and strategic management.

Bringing onboard a police department increases the current workload, while adding new tasks, roles, and responsibilities for the Town, like the certification and training requirements specific to police officers, established by the State of North Carolina and must be met through the Criminal Justice Education & Training Standards Commission. The Criminal Justice Education & Training Standards Commission regulates the hiring, training, certification, and discipline of police officers in North Carolina. The Commission is responsible for the certification of all police officers employed in North Carolina. This process can be tedious and time consuming. Evaluating additional staffing for the Town's HR department is beyond the scope of this study, but the Town should consider the impact upon its existing HR capacity before beginning this project.

Recruitment and Hiring

Recruitment and hiring for sworn law enforcement positions involves working through several factors, but the most critical ones, in this case, all involve expenditure of substantial resources and more importantly, they take time. These include, obviously, the time and resources needed for recruitment and hiring, the time and resources needed for training and certification of new personnel, and the need to maintain professional standards, while ensuring that all employees have the necessary experience, skills, and qualifications to do the job.



The problems associated with recruitment, hiring, and retention of law enforcement officers across the country today, are well documented, and no part of the country is exempt. Many agencies face critical staffing shortages, but the pool of qualified candidates continues to shrink in context of both an improving economy, negative public attitudes surrounding law enforcement, and the difficulties many candidates have meeting

hiring standards. Multiple agencies compete for the same qualified candidates and there is increasingly more demand, than supply.

A 2018 study by the Police Executive Research Forum (PERF) shows, nationwide, the interest of becoming a police officer is down significantly. In Nashville, job applications dropped from 4,700 in 2010 to 1,900 in 2018. In Seattle, applications have declined by nearly 50 percent in a department where the starting salary is \$79,000. Even the FBI had a sharp drop recently, from 21,000 applications per year to 13,000 in 2017.²⁹

Retaining officers, once they have joined, is getting harder too. In a Police Executive Research Forum (PERF) survey of nearly 400 police departments, 29 percent of those who left their police

²⁹ <https://www.washingtonpost.com/crime-law/2018/12/04/who-wants-be-police-officer-job-applications-plummet-most-us-departments/> Jackman, Tom; December 4, 2018 Washington Post

job voluntarily, had been on the force less than a year, and an additional 40 percent had been on the job less than five years. Many police chiefs and commanders from across the country attribute the declining numbers to a diminished perception of police, in the years after the shooting and unrest in Ferguson, Missouri in 2014. There has also been an increase in public and media scrutiny of police, made possible by technology and social media.³⁰ This has been exacerbated by the recent civil unrests related to police actions in Minneapolis that led to a man's death, and demands for police reform and even defunding police agencies.

The trend toward fewer police officers per capita has been steady for 20 years, according to findings from the Bureau of Justice Statistics. Although the U.S. population has risen from 267 million in 1997 to 323 million in 2016, the number of full-time sworn officers, per 1,000 U.S. residents, has dropped from 2.42 in 1997 to 2.17 officers per 1,000 residents in 2016. The raw number of sworn officers peaked at nearly 725,000 in 2013 and is now down to just more than 701,000.³¹

Recruiting 37 new employees for the new Harrisburg Police Department will be a significant challenge, requiring original and innovative approaches. It will be necessary to both increase the pool of applicants through aggressive and targeted recruitment strategies and somehow increase the percentage of applicants who are offered jobs. Given these constraints, there are three broad approaches to the problem, which can be implemented individually, or in combination.

- Implement an enhanced and aggressive effort to recruit new officers from the community. This option requires building a recruitment program like programs used by other departments. It would probably have the longest timeline and be the most expensive of these options.
- Attempt to hire experienced and certified personnel from other law enforcement agencies, local and out of state. This option would shorten training requirements, while increasing the experience level. But an aggressive lateral-entry program would put the Town of Harrisburg in direct competition with other agencies, in terms of salaries, benefits, and other inducements, and care would be needed to ensure that Harrisburg did not accept problem-employees from other agencies.
- A third option is hiring new recruits from Basic Law Enforcement Training Programs (BLET), offered through community colleges. BLET curriculum prepares entry-level individuals with the cognitive and physical skills needed to become certified law enforcement officers in North Carolina. The curriculum includes 36 blocks of instruction that involves topics, such as driver training, motor vehicle laws and arrests, search and seizure, and constitutional law. In addition, the BLET curriculum uses practical exercises and an extensive ethics section, throughout training. The Commission-mandated 640-hour course takes approximately 16 weeks to complete and concludes with a comprehensive written exam and skills testing. After completion of BLET, the recruits have one year to gain employment through a local North Carolina police department.

³⁰ Ibid

³¹ Ibid

Hiring certified police officers is the timeliest and least costly option, since these officers will already be certified as law enforcement officers in North Carolina, with some practical experience, and only requiring training specific to the Harrisburg Police Department. A less practical option is hiring recruits straight from BLET, which will require a second phase of training, a Field Training Officer (FTO) program. FTO or Patrol Officer Training (PTO) programs prepare new officers, so that each officer is ready to function as a solo beat officer at the conclusion of his or her training cycle. The field training cycle usually consists of 16-20 weeks of intensive on-the-job training and periodic performance evaluations by senior officers, specifically trained as training officers.

Any strategy or combination of strategies in this area will have to manage at least two substantial impediments. First, and most obvious, is the cost. This includes both the salaries and benefits of the new hires and the variety of costs associated with recruiting, vetting, and hiring this many new employees. The second concern is the time required. Even with no specific deadline, it would be a challenge to process this number of new hires within any reasonable time frame and hire them. The critical path includes recruitment, background reviews, testing, and other entry-level processing (much of which is mandated by state law), entry-level training, and training specific to Harrisburg.

Recruitment

Recruitment is a comprehensive collection of strategies designed to locate and attract qualified candidates, who can meet both the agency and the community's standards for law enforcement officers. The definition of the "right employee" is relatively narrow and considers issues like medical and physical standards, educational attainment, race and ethnicity, gender, previous employment history, character and criminal background, drug use, and even credit history. Most of these standards are agency decisions, but the State imposes some firm requirements and there are less formal community standards that cannot be ignored. It entails management of a complex process, where each step can be critical, and it normally involves coordinating the work by multiple people.

For Harrisburg, there are no statistics as to the percentage of employees hired, in relationship to the total applications received for a position. Comparing police agencies to other municipal employee hiring processes, is not comparing apples to apples. This cost includes marketing, interviews, screening procedures, background investigations, psychological testing, and physical and medical screening. Hiring the right employees is an expensive and time-consuming process; a process, which must be considerably expanded and streamlined to meet the increased demand. The new Harrisburg Police Department will have to develop its own recruiting section, policies, and strategies.



One issue worth noting is recruiters unavoidably expend most of their time working through large numbers of applications to identify the few that qualify for the job. All applicants must be considered qualified until they are either eliminated or hired.

Recruiting Strategies

Recruitment and hiring is more difficult without written job descriptions. The chief and town manager should finalize the key roles, responsibilities, expectations, and minimum qualifications for each position in the department.

Recruiting strategies should begin with a detailed and accurate job description, which defines the essential knowledge, skills, and abilities for each position. If these do not exist, they should be developed, and any existing job descriptions should be updated to reflect the new make-up and responsibilities of the Town of Harrisburg. The mission of the organization, and the values of the agency and the community, are all considerations.

The recruitment and hiring process will be more efficient, and easily managed, if Harrisburg can develop a checklist of the steps in the process that can serve as a guide for recruiters and a ready reference for the status of each candidate. Those steps or indicators that would most likely identify which applicants will be disqualified, should be placed early in the process, and the more costly or time-consuming steps can come later. A “success profile” can be defined for each position to match the job description with experiences and qualifications.

An effective recruitment program must be proactive and carefully targeted. A small number of qualified candidates will simply walk in the front door asking about a job, but most of them must be sought out and identified. It is a marketing job. Recruitment teams with appropriate resources and training will be needed. Where and how they operate will be determined by needs and opportunities, but experience indicates that some venues will be more successful than others.

Some sources are obvious.

- Job fairs, which are routinely sponsored by several organizations.
- College campuses, all of which have placement offices specifically interested in finding jobs for their graduates.
- Military facilities, particularly those which handle the out-processing of service personnel.
- Advertisements in law enforcement journals, and probably, more importantly, advertisements in non-law-enforcement-related journals, which are not used by every other agency looking for recruits. Local newspapers should not be overlooked.
- Law enforcement organizations (i.e. the Fraternal Order of Police and the Police Benevolent Associations for non-management personnel and the North Carolina Police Chief’s Association, the International Association of Chiefs of Police and the National Sheriff’s Association, for both management and non-management positions).
- Other law enforcement agencies.

In addition to a list of places from where to recruit, there are some tactics and programs that will prove helpful.

- Develop a diversity employment program with an accompanying recruitment strategy.
- Develop “canned” presentations with key talking points, which can be used by any member of the Town of Harrisburg to promote recruitment.
- Develop an Employee Referral Program, with incentives, by which every employee of the Town of Harrisburg can become a potential recruiter.
- Offer a lateral entry or lateral transfer program, whereby currently serving officers in other agencies would meet the same standards as other applicants, but could start at a higher pay grade, due to their training and experience. This could apply to both in-state and out-of-state personnel.
- Develop a program to coordinate with churches and other faith-based organizations, particularly within the minority community.
- Define “zones,” within which to focus recruitment efforts. This might be as simple as drawing concentric circles around Cabarrus County, but it will provide focus.

Recruiters should concentrate first on resources which have the potential to produce the largest number of qualified candidates. Resources within Cabarrus County, and within adjacent counties, should be developed first since it helps prospects if a candidate does not have to relocate. Beyond these recommendations, recruitment and marketing efforts can expand, as needed.

The above lists can be expanded, based on need, experience, and simply what works. It should be emphasized, however, that before these programs are initiated, the Town of Harrisburg should be prepared to manage the volume of applicants that will result. Job applicants, particularly those who are well-qualified, will want to move quickly and they will have multiple opportunities. Unless the agency is prepared to process them, they will not get the full benefit from these programs, and job applicants will go elsewhere, usually taking the first offer of who puts them on the payroll.

ISS recommends including \$10,000.00 in the budget for recruiting expenses for travel, brochures, and other materials to help recruit the new employees. This is a one-time expense since future recruiting expenses should be minor once the department is online and would fall within the annual budget.

Hiring New Staff

In hiring for the police department, ISS recommends employing a balance of established and high-performing employees, with some less experienced officers, all of whom have the knowledge, skills, and the abilities to do the job. Using this approach has more advantages, than limitations. Hopefully, lateral transfers will help retain and bring with them positive institutional knowledge and culture, and this will in turn, help assimilate less experienced officers into the Harrisburg Police Department.

Once the applications start arriving to streamline hiring, Harrisburg should consider outsourcing certain tasks in the recruiting, screening, and background investigations to a qualified vendor, or contemplate teaming with the vendor to serve as a temporary force multiplier for the current recruiting staff. Such tasks, or processes, might include screening applications, completing

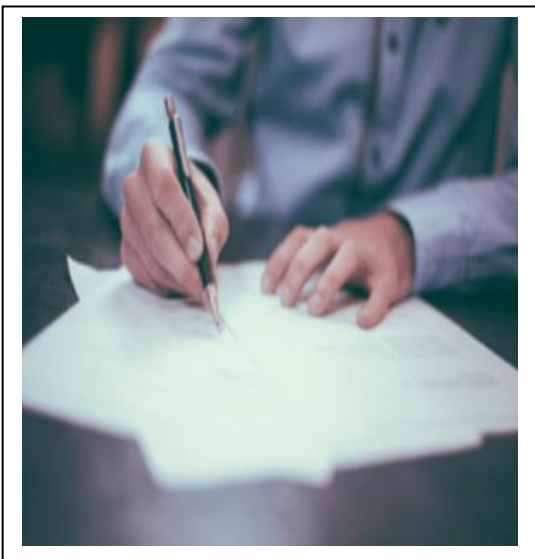
thorough and full background investigations, and polygraph services. Often, this workload comes in waves. The recruiting staff might be overwhelmed, but it would not be cost-effective to hire additional, permanent town personnel.

Collaborating with an outside vendor to review and screen applications and resumes, and to identify the experience, education, and skill level the Town is seeking, can quickly distinguish qualified from unqualified candidates and streamline the entire process. The initial interviews might be done by telephone, or online video, reducing the numbers, and making time available to do the more important face-to-face interviews later.

Once the candidate has met the initial standards and passes the preliminary review, he, or she, can move forward to the main part of the process, which includes the personal history statement, the reading comprehension test, physical and medical assessment, the psychological evaluation, the formal interview with Harrisburg police representatives, the polygraph examination and the final in-depth background investigation and vetting process. Some components of this process can be completed online through the Town's current application process. The less expensive and quicker steps should be done early, while the more expensive steps and those that take longer, or require more personnel work, should come later.

Outsourcing Pre-Employment Background Investigations

Given time constraints and the volume of applications anticipated, it is recommended that the Town consider outsourcing the F-3 and F-8 background process, required by the Criminal Justice Education & Training Standards Commission, in certifying sworn officers. The F-3 is the



Personal History Statement and the F-8 is the *Background Investigation Summary*, required of all police applicants for police certification in North Carolina. Outsourcing the applicant's background investigation will significantly decrease turnaround times. Harrisburg decision-makers will be presented with completed files to accept or reject, and the status of all applicants (including reasons for acceptance, or rejection) will be documented. In addition to outsourcing these background investigations, Harrisburg should consider a combination of using an outside agency and supplement those background investigations with early hires to Harrisburg to help with these investigations and processing the new applicants.

After the initial recruiting, hiring, and processing of

37 new employees, the supervisor over the Human Resources & Training Division should be able to handle the recruiting and background process for attrition. **Table 41** shows the projected costs for pre-employment background investigations and related costs for the new hires.

Projected Hiring and Background Expenses

Table 41

Item / Expense	Unit	Startup Expense Unit Cost	Startup Expense Extended [one time]	Annual Expense [ongoing]	Total Expenses
Applicant Screening	150	\$40.00	\$6,000.00		\$6,000.00
Sworn Background F-3	40	\$1,250.00	\$50,000.00		\$50,000.00
Sworn Background F-8	40	\$600.00	\$24,000.00		\$24,000.00
Background Non-sworn	5	\$1250.00	\$6,250.00		\$6,250.00
Physicals, Psychological, and Drug Screenings	45	\$700.00	\$31,500.00		\$31,500.00
Police Chief Selection Process	1	\$18,500.00	\$18,500.00		\$18,500.00
Total			\$136,250.00		\$136,250.00

Required State Certification Forms

The North Carolina Criminal Justice Education and Training Standards Commission establishes minimum employment, training, and retention standards for the State's criminal justice officers. The Commission plans for the effective implementation of innovations in the State's system of criminal justice employment, training, and education. Normally, when an applicant has applied and been accepted, as a viable applicant for employment, he, or she, are required to pass a comprehensive test, physical examination, psychological evaluation, and an in-depth background investigation, by the hiring department. It is imperative that applicants be of a good moral character and must have no serious criminal history, which would prevent the applicant from obtaining certification as a police officer from the North Carolina Criminal Justice Education and Training Standards Commission, as well as meeting the standards of the police department, which is completing the hiring process. Employment will then be contingent upon a successful completion of several weeks (normally ten weeks) of training, to include classroom instructions and daily physical activities (i.e. running, pushups, sit ups, heavy lifting, etc....).

The North Carolina Criminal Justice Education and Training Standards Commission requires that the following documents be collected and/or completed before a new officer can be certified: (Please note, the following requirements are for new applicants. Although similar, the Commission has a separate set of standards for lateral transfers and out of state transfers).

- *An Authorization of Release Form*, signed by the applicant.
- Copy of the applicant's birth certificate
- Proof of high school graduation, (many police departments now require college verification, as well)

- Proof of Basic Law Enforcement Training graduation
- Submission of two fingerprint cards directly to the State Bureau of Investigation (SBI). The SBI will forward one fingerprint card to the FBI and the FBI will reply with the criminal history results to the SBI. The results must enter the Commission's database and be returned to the employing agency. The Commission must receive all fingerprint responses within the new officer's probationary year to receive a *General Certification*.
- Drug screen results
- Psychological screening examination results
- If applicable, true/certified copies of documentation for all criminal charges, regardless of the dates, or if dismissed, not prosecuted, or not guilty, etc.

In addition, the Commission will require the following forms to be successfully completed:

- F-1 (LE) Form: *Medical History Statement*
- F-2 (LE) Form: *Medical Examination Report*
- F-3 (LE) Form: *Personal History Statement*
- The answers to the questions in the F-3 form are necessary to evaluate fully and accurately, applicants for law enforcement and criminal justice certification. These questions are designed to ascertain whether the applicant meets the minimum standards for certification. This form will capture the applicant's personal history, educational history, family history, residence history, dating to when the applicant was 16 years old, debts, work history for the past ten years, military service, use of alcohol and drugs, criminal offense record, career objectives, and character references.
- F-4 (LE) Form: *Qualifications Appraisal Interview* (or agency alternative form)
- F-5 (LE) Form: *Report of Appointment for Certification*
- Once a report of appointment for certification has been received and approved by the Commission, a *General Certification* is mailed to the employing enforcement agency. All certifications must be returned to the Criminal Justice Standards Division within ten days from the date the officer is administered the oath of office. The original form with signatures should be mailed back to the Standards Division and a copy should be maintained in the department's personnel files.
- F-8 (LE) Form: *Mandated Background Investigation*
- The Commission requires that the information in this document is necessary to evaluate fully and accurately, applicants for law enforcement and criminal certification. This investigation is required to ascertain whether the applicant meets the minimum standards for certification. The investigator conducting the background investigation is required to conduct a series of database checks (criminal, driving, credit history, etc....). and complete a number of interviews with the provided state-mandated questions of the applicant, spouse or significant other, neighbors, instructors, employment supervisors, going back ten years of employment, five character references, investigator's comments, regarding the applicant's suitability to be a criminal justice officer, etc. (It is imperative that the background investigator have experience with interviewing, and a clear understanding of each state-mandated form and its requirements).
- F-9 (LE) Form: *Firearms Qualification*

Once an applicant has met all requirements set forth by the North Carolina Criminal Justice Education and Training Standards Commission, and the standards of the hiring police department, the following is a list of who may administer the Oath of Office.

- Judge, justice, magistrate, clerk, assistant clerk, or deputy clerk of the General Court of Justice, a retired justice or judge of the General Court of Justice, or any member of the federal judiciary
- The Secretary of State
- A notary public
- A register of deeds
- A mayor of any city, town, or incorporate village
- The chairman of a committee of the House or Senate of the General Assembly, or either of the co-chairman of a joint committee.
- The clerk of any city, town, or incorporated village.

The Criminal Justice Education & Training Standards Commission Certification

The Town of Harrisburg will need to ensure that any new hires requiring North Carolina sworn law enforcement certifications will have their pre-employment backgrounds, state forms, and training completed in time to allow the Commission to review and issue a certificate before beginning work as a police officer. In addition, agency transfer documentation will need to be filed with the Commission for any North Carolina certified officers hired.

Hiring Tracks

Following are recommended hiring tracks related to each specific pool of candidates. Using these multiple tracks will allow the Town of Harrisburg to have the best mix of staff in each assignment.

Hiring Track 1: Hiring North Carolina BLET – Certified Officers

Staffing the department, by hiring North Carolina BLET certified officers, provides a faster and more economical route to staff patrol operations. These hires will need to have the appropriate experience, particularly in call-for-service response, criminal investigations, traffic enforcement, and accident investigation. Hiring North Carolina certified officers will eliminate the need for the lengthy BLET training period. These hires will require training specific to the Town of Harrisburg and their field training would be a process of familiarization with their assignment and responsibilities. BLET certified officers could be ready to perform their duties in the span of ninety days from hiring.

Obstacles to these types of hires include finding BLET certified officers willing to leave their current positions. They will have to be hired from other agencies in the State, which means actively recruiting from other sheriff's offices and police departments. There may be reluctance on the part of experienced officers, unless they are assured, they will be assigned to the positions sought. Proper pre-employment screening will be required to ensure that Harrisburg does not hire other agencies' problem employees.

Another benefit derived from hiring state-certified police officers, is that these officers have already gone through a rigorous background investigation that met the standards set by the North Carolina Criminal Justice Education & Training Standards Commission. This applicant pool for

filling sworn positions should be much less than recruiting from the general population that has not gone through any screening or background investigative processes for law enforcement officers. Reducing the number of applications, in return, lowers overall hiring costs.

Hiring Track 2: Hiring Out-of-State-certified Officers

Hiring of out-of-state officers and officers who are certified in their current states, provides another avenue to getting experienced officers who are ready to begin work. Again, the focus should be on candidates with the appropriate experience. Each out-of-state candidate must have a minimum of two years, full-time law enforcement experience, and will need to show proof of certification in his, or her, home state. Out-of-state candidates cannot have a break in service exceeding three years before employment by Harrisburg. The North Carolina Criminal Justice Standards and Training Commission will evaluate each out-of-state candidate's prior training and determine what North Carolina training will be required. At a minimum, out-of-state candidates will be required to complete the North Carolina legal block of instruction. Out-of-state candidates have 12 months to complete any such training, during which time they can obtain a probationary North Carolina certification and work as an officer. An advantage to these types of hires is that the Town of Harrisburg will have an experienced officer who can start work. These hires will also require training specific to the Town of Harrisburg, and their field training would be a process of familiarization with their areas and responsibilities.

Obstacles to this type of hiring will be the risks associated with putting a probationary officer in the field before completion of BLET training. Should Harrisburg require out-of-state candidates to be North Carolina BLET certified, before field deployment, the training will require about 15 weeks to complete, and scheduling will need to be coordinated with the local community colleges. Should these hires be given 12 months to complete BLET training, officers will require time away from patrol duties to attend training. In addition, the community college tuition for these classes may be charged at the out-of-state tuition rate, as these officers will not have lived in North Carolina for the prescribed 12 months. Experienced, out-of-state officers may be reluctant to attend BLET training after having done so for their present agencies. As with in-state hiring, care should be taken to ensure that Harrisburg does not hire officers with problems at their current agency. It is recommended that out-of-state hires complete North Carolina BLET training requirements before beginning their duties. This training is generally offered by local community colleges in the spring and fall semesters. This will require out-of-state candidates to coordinate BLET training with the community colleges, fall and spring semester schedules.

Hiring Track 3: Hiring Non-Certified Officers

Hiring new recruits from Basic Law Enforcement Training Programs (BLET), offered through community colleges, without police experience, can be the costliest in money and time. BLET curriculum prepares entry-level individuals, with no law enforcement experience, with the skills needed to become certified law enforcement officers in North Carolina. After successfully completing the State-mandated, 640-hour BLET course, over approximately 16 weeks, then the recruit must complete a field training program that the Harrisburg Police must provide. Field Officer Training (FTO) programs prepare new officers, so that each officer is ready to function as a solo beat officer at the conclusion of his, or her, training cycle. The field training cycle usually

consists of 16 to 20 weeks of intensive, on-the-job training, and periodic performance evaluations by senior officers who are specifically trained as training officers. The FTO training phase must be completed before an officer is able to function on his, or her, own, and therefore, adds substantial time until the officer can work independently.

Hiring Track 4: Hiring Staff for Investigative and Specialized Assignments



Investigative and specialized units will require the hiring of personnel who are experienced in the specific assignments and trained accordingly. This experience and training will need to be beyond that for patrol officers or other assignments. The North Carolina Criminal Justice Academy offers training for most of these assignments and must be scheduled in accordance with their training

calendar. The Academy has two locations, with the main campus in Salemburg and the second location is in Edneyville. The Academy does not charge a registration, tuition, or room fees. Costs are generally limited to transportation and food for those officers attending.

Patrol Command and Supervisors

Experienced supervisors and command personnel are needed, so the best option is lateral hires. At



a minimum, hiring should focus on candidates who have experience and supervisory training. Consideration should also be given to candidates who hold certificates from supervisory, or management training courses, such as the Administrative Officers Management Program at North Carolina State University (North Carolina), the Senior Management Institute for Police (Police Executive Research Forum), or the Administrative Officers Course at the Southern Police Institute, through the University of Louisville (Kentucky). It is recommended that priority be given to the hiring of the captains and sergeants, and that they are brought on-board as soon as possible. They can then serve as a resource, assisting with bringing the new police department online.

Patrol Corporal

These officers will serve as field training officers (FTO) to train new officers assigned to Patrol, following the completion of BLET. Harrisburg should recruit officers for these positions who have not only patrol experience, but also training, or FTO experience. It is likely that most, if not all, of these positions will be filled by lateral hires. These officers will need to receive training on the field-training program, in addition to other required training. The North Carolina Justice Academy offers a five-day field training officer course and a 20-hour field training supervisor (trainer) course.



Investigations

Officers and supervisors assigned to the Criminal Investigation Division (CID) will require experience and training in general investigations, as well as in any assigned specialty, such as juvenile, homicide, and drug investigations. Preference should be given to recruiting officers who hold a North Carolina Criminal Investigation Certification Program (CICP) certificate, offered by the North Carolina Justice Academy, or equivalent training. This certificate requires the completion of 500 hours of investigative training over a five-year period and prepares an officer for most investigative assignments.

School Resource (SRO)

The Town of Harrisburg will need to hire four officers with patrol experience to serve as school resource officers at the high school, middle school, and elementary schools in Harrisburg. SROs will require a one-week specialized SRO training course, offered by the North Carolina Justice Academy, or the equivalent. Many departments like the Charlotte-Mecklenburg Police (CMPD) Department, offer its own SRO training. One option is to partner with another agency to provide SRO training. These officers will likely come from lateral hires also. As noted, the State of North Carolina funds these positions through each county.



Crime Scene Search (CSS)

In lieu of creating a Crime Scene Search Unit, ISS recommends that Harrisburg accept Sheriff Van Shaw's offer to provide crime scene processing services to Harrisburg at no cost to the town. These services would include crime scenes, involving serious felonies, like homicide, sexual assault, robbery, and the more complex residential, or commercial break-ins. Less serious crimes, such as most misdemeanors and lower-end felonies, like larcenies and car break-ins, should be handled by patrol officers and detectives. Crime scene search training is available through the North Carolina Criminal Justice, or community colleges, for line officers and detectives. If this option is selected, Harrisburg would need to provide these officers the necessary equipment, tools, and supplies to perform these tasks. Priority should be given to those applicants who already have this training and experience.

Telecommunicators

ISS recommends for Harrisburg to contract Emergency Communication Services through either the Cabarrus County Sheriff's Office, or the City of Concord, requiring no additional staff or equipment. Both agencies propose offering "annual package pricing" for providing these services to Harrisburg.

Property Control and Evidence Management

Harrisburg will need to recruit and train one employee, as a clerk for Property Control and Evidence Management. This position should be a civilian employee, and not sworn. The best option is to consider someone with experience in handling evidence and property coming into

police departments. The North Carolina Justice Academy offers a training course for these employees (*Evidence Room Administration and Supervision*). This position should be shared with Records Management. The employee will need to be trained in the use of the evidence and property management system, and legal issues related to evidence and property management.

Records Management

ISS recommends Records Management share one clerk's position with Property Control and Evidence Management. The clerk will spend his, or her, time between the two sections, assisting with processing incoming property and evidence, and helping with record requests and assisting officers, and the public, in both sections of the department.

Training for the records clerk should include the use of the records management system (RMS), the Division of Criminal Information (DCI) certification, National Crime Information Center (NCIC) and customer service.

Recruitment Staffing

ISS recommends the police department share the additional workload, created by the new department, with the Town's Human Resources department. Staffing the police human resources position with a sergeant who would be a liaison between the police and Town's human resources department would bridge the gap. In addition, this sergeant's position would be responsible for recruiting, background investigations that meet state standards, and both new employee training, as well as the state-mandated, annual in-service training. He, or she, should also be a firearms instructor who meets state training standards.

At times, the workload for the human resources sergeant will be overwhelming, especially when preparing for, and in the first operational year of, the new police department. Recruiting, conducting background investigations, and completing all required training for the new police employees and officers will be a monumental task for Harrisburg to have a solid foundation to begin operations. To meet these initial workload mandates, there are two key options for consideration.

First, the Town should hire key staff, such as the chief of police, the command staff, and then the supervisors. Each of these key hires should have a broad level of experience, beyond patrol that include some investigative experience. The broader the scope of experience each key hire has, the more added resources for the police department to assist in launching the new department. Among other tasks, supervisors can supplement recruiting and background investigations.

A second option is to partner with a law enforcement consulting firm that specializes in recruiting and background investigations. The consulting firm would not replace police employees, but instead, serve as a force multiplier to meet peaks and valleys in workload demands. This would be an effective way to efficiently screen applicants and process the background investigations required to meet state requirements, for those selected for hire, particularly during the initial hiring phases for the new department.

Required Training and TimeLine

Providing training for the new department will be challenging, time-consuming, and critically important, for both sworn and civilian personnel. Separate training programs are required, even if an effort is made to recruit personnel who have experience in the areas needed. In addition to basic law enforcement training for sworn personnel, other considerations include specialized and technical training for civilian positions, firearms practice and training, training for command and supervisory positions, training for new specialized positions, like investigations, and finally a program of on-going, in-service training for all personnel. New training requirements should be assimilated into the Town of Harrisburg's existing training program, which would serve as a valuable starting point.

Some employees will come to the department already trained in a specialty, but it is doubtful there will be enough to cover all specialized positions. Detectives, juvenile officers, officers with crime scene search experiences, school resource officers, and other positions, will require training beyond Basic Law Enforcement Training (BLET). Supervisors and management personnel will also require job specific training. The police department's Human Resources, Recruiting, and Training Division will oversee most of this activity, but additional resources include the North Carolina Justice Academy, and for supervisory and management personnel, available programs include the FBI National Academy, North Carolina State University Administrative Officers program, the Southern Police Institute, Senior Management Institute for Police, sponsored by the Police Executive Research Forum (PERF), and the FBI National Academy. Supervisor, command, and executive training is not initially mandatory and can follow the opening of the new police department; however, each of these positions should have some supervisor and command-level experience and training.



**POLICE EXECUTIVE
RESEARCH FORUM**

Hiring and Training and TimeLine

The staffing and training of a new police department will require considerable time and planning to be able to roll out an effective operational organization. It is recommended that a phased approach be implemented, in which key hires are made, followed by organizational development and planning, hiring and then training of staff. A rollout of services should occur in cooperation with the existing Cabarrus County Sheriff's Office services, until such time as the Harrisburg Police Department is fully operational. This would spread the development process over two fiscal years with the Harrisburg PD being fully operational at the beginning of the third fiscal year. Funding can be ramped up over time, to a point where the Harrisburg PD is fully funded by fiscal year three.

Fiscal Year 1

The key tasks to be accomplished during the first six months of the first fiscal year will be the hiring of a police chief and the captains. This process could be enhanced by having the chief employed by the start of FY1. The chief and captains will be critical in the planning and operationalizing the new Department. Once they are hired, planning can begin for recruitment, hiring and training. Recruitment of staff should begin in the second half of FY1. It can take three to six months to recruit and hire new employees. The recruitment and hiring of sergeants,

corporals, and key investigative staff will need to occur in the latter half of FY1. These employees can then assist with the completion of tasks required for the rollout of services. The goal will be to have staff employed and prepared for training in FY2. Training for staff employed in FY1 can begin in the last half of FY1 and continue into FY2.

Fiscal Year 2

Recruitment will continue until all positions are filled during FY2. Positions, not yet filled by experienced and certified officers, will then be filled with recruits who are in, or have completed BLEET. Each of these will have to complete the full field training program with a field training officer (corporal).



Cabarrus County Sheriff's deputies will continue to provide police services in Harrisburg until the beginning of FY3, when the HPD will be fully operational. During FY2, the previously certified officers, hired by HPD, will begin riding with deputies to familiarize them with Harrisburg and their responsibilities. HPD corporals will conduct field training for new recruits from BLEET.

School resource officers will be hired and trained in FY2 and prepared to begin service in the schools, in the Fall of FY3.

Fiscal Year 3

HPD will become fully operational at the beginning of FY3. CCSO deputies will no longer be assigned to Harrisburg. Any unfilled positions will be recruited, filled, and trained in FY3.

Table 42 shows a recommended hiring and training timeline for new hires. The number of training hours, and employees to be trained, will significantly strain the new department, not only in presenting training, but also in scheduling employees for both on-site and off-site training. Complicating matters will be coordinating with the NC Justice Academy, or community college training calendar, for certain training. The department will have to determine the training needs for each lateral hire, based upon his or her prior training and experience.

Following, in **Table 42**, ISS proposes a hiring and training timeline for the new chief to consider when establishing the police department. This timeline illustrates a three-year organizational cycle to complete all work necessary before the Harrisburg Police Department goes operational at the beginning of the fourth fiscal year. ISS did not “cost out” this three-year cycle, but in **Table 57**, ISS presents a second option for a two-year planning and deployment timeline to go operational the beginning of the third fiscal year. In **Table 58**, ISS projects the costs associated with the two-year cycle, by prorating the estimated number of months each employee will work, as the chief hires the command staff, supervisors, and remaining employees. The projected costs for the first fiscal year is approximately \$700,000.00 and the second year is about \$3.4M.

In addition to these costs, Harrisburg will still need to contract with the Cabarrus County Sheriff's Office to provide police services for the Town, until the beginning of the third fiscal year.

Harrisburg currently pays the county \$2.1M for these services. For the two-year period, the projected costs are approximately \$8.3M.

Harrisburg Police Department Hiring and Training Timeline

Table 42

	FY 1		FY 2		FY 3	
	July Dec	Jan June	July Dec	Jan June	July Dec	Jan June
Recruitment and Hiring						
Chief of Police						
Captains						
Recruitment Planning						
Track 1: In-State BLET Certified Officers						
Track 2: Out-of-State BLET Certified Officers						
Track 3: BLET Recruits						
Track 4: Investigations & Specialized Positions						
Supervisors						
Patrol Corporals						
Investigations						
School Resource Officers						
Crime Scene Search (CCSO)						
Telecommunicators (Contract)						
Evidence and Property Management						
Animal Care and Control (CCSO)						
Training						
Chief of Police						
Captains						
Track 1: In-State BLET Certified Officers						
Track 2: Out-of-State BLET Certified Officers						
Track 3: BLET Recruits						
Track 4: Investigation and Specialized Positions						
Supervisors						
Patrol Corporals						
Investigations						
School Resource Officers						
Crime Scene Search (CCSO)						
Telecommunicators (Contract)						
Evidence and Property Management						
Animal Care and Control (CCSO)						
Field Training Program						
Program Development						
Train the Trainers						

Training Curriculum for Sworn Positions

All hires will need to be evaluated to determine the training that each will have to complete, and it may vary from employee to employee. ISS recommends that minimally, officers should receive the following training when being assigned to Patrol (assuming the officer is already certified as a police officer in North Carolina):

- Policy and procedures training for the Town and Police Department, conducted by the Town of Harrisburg and Police Department training staff.
- Within the first year of employment, all Patrol officers should complete training in DWI enforcement, Intoxilyzer certification and Radar certification. Officers who have this training would be exempted.

The training courses outlined above will meet the North Education and Training Commission standards set forth by the North Carolina Justice Academy. The training costs and resources required for the provision of direct police services, reflect only the initial startup cost and not the on-going, mandatory annual training required.

Specialized Training

Officers assigned to investigations, or other specialized assignments, as well as non-sworn staff assigned to positions, such as property and evidence management, will require training specific to their assignments. The prior experience and training of each of these employees will need to be evaluated to determine what additional training is needed. The Justice Academy offers much of this training, contingent on their training calendar, and typically are one-day to two-week courses. Where possible, candidates should be recruited for these positions who have the prerequisite training for the position hired.

Field Training Program

New hires will need to complete a field training program designed to familiarize the new officers in the field with patrol operations, the areas they will patrol, and to ensure their competence in patrol tasks. This training program will need to be developed, with instructors being trained, and



with field training staff (corporals) hired and trained before its implementation. For most experienced officers, this field training may be shortened and will serve primarily to acquaint them with Harrisburg. For officers with no experience, the field training will need to be a structured program, involving a specific training regimen with measurable results. There are several options for beginning a field training program, without creating such a program. Many police departments in this region use the Patrol Officer Training (PTO) program, or a version of it, that is established with a software program to manage it. In addition,

several departments that are neighboring Cabarrus County, provide instruction for training officers and supervisors, using the program.

Police Patrol Officer Training Program (PTO)

Patrol Officer Training programs are post-academy training, created from an educational approach, using problem-based and adult learning. The United States Department of Justice, Office of Community Oriented Policing Services (COPS), developed the program to train police recruits once they graduate from the police academy, or basic law enforcement training. It replaced the Field Training Officer (FTO) program that uses a series of goals, or objectives with check off boxes. Research supports that the old FTO programs became incompatible with community-based policing and problem-solving. With assistance from the Police Executive Research Forum (PERF) and the COPS Office, the Charlotte-Mecklenburg Police Department served as one of the pilot projects to field test the program, before implementing nationwide. The Police Society for Problem Based Learning (PSPBL), developed and employed this model in hundreds of departments in the United States and Canada. PSPBL is a nonprofit organization, created by law enforcement professionals, for the purpose of improving the quality of police training. PSPBL's goal is to promote the use of problem-based learning to support the Police Training Officer (PTO) program, as an option to field training officer's post-academy training program, used by most police agencies.

In summary, PTO programs are divided into phases, usually four or five. The first phase is three weeks, with each recruit being assigned to the department's police training coordinator (field training). During this orientation phase, the officer-in-training covers topics, such as employee benefits, critical department directives and town personnel policies and procedures, use of force, including firearms, expandable baton, OC spray and Taser, community policing and problem-solving, and the mobile data computer and departmental technology. Additionally, the trainee observes Communications, the Criminal Investigation Division, Records, school resource officers, traffic safety and other critical areas of the department. Then, he, or she, tours town facilities, other criminal justice agencies, hospitals, and other appropriate resources.



During the orientation phase, the officer-in-training is introduced to the PTO application software that accounts for a trainee's relevant daily training activities and learning progress through daily progress journals. Topics for journals include performance strengths and areas for improvement, debriefings on calls for service, and dialogue on selected exercises.

The recruit enters calls for service with a summary of the incident. The recruit then completes a section, describing his, or her, thoughts on the areas in which he, or she, did well each day, as well as in what areas the officer-in-training feels improvement is needed. The PTO also adds his, or her, comments for each section, following the comments the officer-in-training made regarding actions they feel they performed well and then areas in which the trainee thinks he, or she, needs improvement. The recruit has access to the PTO application program and these journal entries to review for feedback.

The first phase focuses on non-emergency incidents and calls for service and is for four weeks, typically. The trainee deals with incident responses to non-emergency calls for service and police vehicle operations. He, or she, is primarily an observer, with the PTO providing an orientation for such areas as conflict resolution, use of force, local procedures, policies, laws, organizational



philosophies, report writing, leadership, problem-solving skills, cultural diversity and special needs groups, laws, individual rights, officer safety, communication skills, ethics, and lifestyle stressors and self-awareness.

The second phase lasts approximately four weeks and concentrates on emergency incident response. The officer-in-training becomes more “hands on,” by becoming more involved in incidents and calls for service. The core competencies remain the same as in the first phase, but the trainees begin to handle the calls for services and

incidents themselves and progresses toward becoming self-functioning. At the end of the second phase, the trainee is assigned for approximately one week with a Police Training Evaluator (PTE), who completes a midterm evaluation of the officer-in-training’s performance.

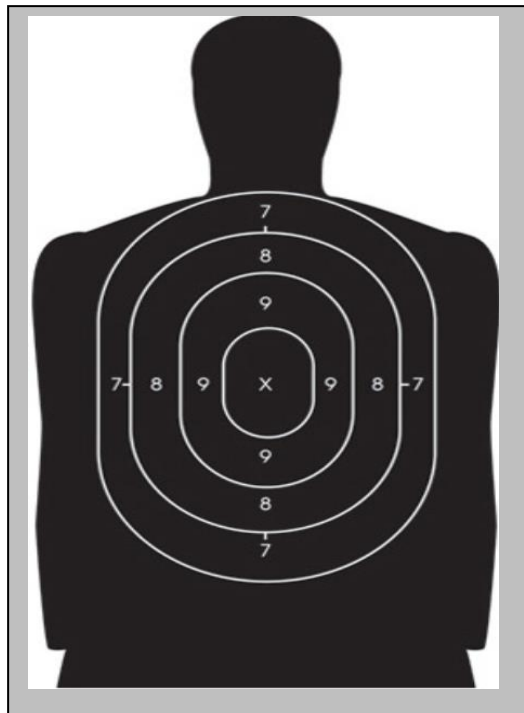
Upon successful completion of the first two phases and the midterm evaluation, the officer-in-training moves to the third phase for about four weeks, which focuses on patrol activities. Again, the same core competencies are the focus in the third phase. The recruit continues to progress in becoming an independent police officer, as the PTO handles less calls for service, and the trainee moves towards handling the calls for service, or police incidents, as a solo unit.

The last training phase concentrates on criminal investigations and evaluating the officer-in-training, to determine whether he, or she, is ready to be released from training. The recruit is reassigned to his, or her, first PTO for evaluation. The PTO observes the trainee’s progress, since the beginning of the training, to the last phase. The core competencies, or training focus areas, remain the same. Usually in the last phase, the roles are reversed. The PTO stands in the shadow of the trainee, with the recruit handling the calls for service, or police incidents, as a self-functioning, solo police officer. At the end of the last phase, the officer-in-training is assigned to another PTO who conducts a final evaluation for a maximum period of one week.

During the PTO program, the officer-in-training works on problem-solving projects, addressing a crime, or neighborhood problem, using a multi-step process of identifying the problem, by conducting an in-depth analysis of the issue(s) to learn what is driving it, and then developing a tailor-made response, with a goal of eliminating the problem, or reducing it. The last step is evaluating the response and making any necessary adjustments to the response, if needed. Usually, the trainee presents his, or her, problem-solving exercise (NPE) to an evaluation board, who will

make the final determination on releasing the recruit from the PTO program to function as solo police officer.

The standard length of the Police Training Officer program is usually fourteen (14) weeks, not including the orientation phase and evaluation weeks, in accordance with established police training guidelines for officers with no experience, who successfully complete BLET. These programs are flexible and easily adaptable to an agency. In cases of experienced officers, or lateral transfers, the scope of the program can be tailored to an experienced officer and adjusted accordingly, so he, or she, only completes those areas of the training that meet the training gaps the experienced officer might have, specific to Harrisburg.



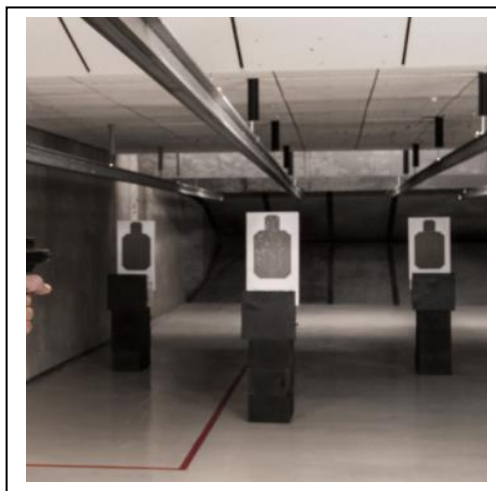
In-Service (Annual) Training

All sworn, as well as nearly all non-sworn, positions, will require annual in-service training. The North Carolina Education and Standards Commission requires each sworn officer receive a minimum of 24 credits (hours) of annual training in courses such as firearms, legal updates, and others selected yearly, by the Commission. The Justice Academy provides much of this training online. Most law enforcement agencies provide 40 hours of in-service training every year.

Additionally, there will be subjects specific to the Town of Harrisburg that will require training. Telecommunicators are required to complete a minimum of 16 credits (hours) of annual training in subjects mandated by the Commission. Staff assigned to specialized

units, such as investigations, will require advanced training on a regular basis.

Annual firearms training is a mandate for all sworn personnel. The training for sworn officers should include handgun, shotgun, and patrol rifle training, if Harrisburg elects to issue rifles, and day and night training and qualification with each weapon. The total annual firearms training costs, for sworn officers, will be approximately \$7,825, including targets. Included are only handgun and shotgun training and qualification, not rifle. This estimate assumes the use of the Cabarrus County Sheriff's Office range, at no cost to Harrisburg. The HPD training and



qualifications will usually require a full day of officer time and these personnel costs are not included.

Table 43 summarizes the estimated costs for the mandated annual in-service training costs for sworn personnel, along with the expenses for civilian employees.

Annual In-Service Mandatory Training Harrisburg Police Department

Table 43

Position	Number of Positions	Mandatory Hours	Total Annual Hours
Officer	16	24	384
Detective	3	24	72
Corporal	4	24	96
Sergeant	7	24	168
Captain	2	24	48
Chief of Police	1	24	24
Sub-Total	33	24	792
Business Services Manager	1	16	16
Fiscal Affairs Manager	1	16	16
Records and Property & Evidence Management Clerk	1	16	16
Sub-Total	3	16	48
Total Training Hours			840

Recruiting, Hiring, and Training Summary

The Harrisburg Police Department will face challenges in filling the positions required to staff the new department and its support functions. Finding qualified applicants and processing their applications within the timelines alone, will strain the Town's resources. Completion of training will necessitate complex scheduling and logistics to be prepared for the department to be operational. A field training program needs to be developed. Much of the training will need to run on concurrent tracks, with both in-house and off-site training. Hiring for sworn positions will need to be completed, for the most part, in a timely manner, to allow time for training and the certification process to be completed. The recruitment, hiring and training of the new hires, will need to begin no later than 18 months before the date for the department to begin police services.

Projected Start-Up Training Costs

The projected start-up training costs for sworn officer positions and civilian personnel, is summarized in **Table 44**, with the number of weeks in training and associated costs (excluding personnel costs). These costs assume a mix of North Carolina certified officers (25), out-of-state officers (5) and BLET recruits (3). The actual mix may vary. Current North Carolina certified officers will require much less training by the Harrisburg PD. Out-of-state officers will be evaluated on a case-by-case basis by the North Carolina Criminal Justice Standards Commission, to determine any additional training needed, including the number of hours and classes they will have to complete. Recruits who have just completed BLET will need to complete the 14-week PTO training with Harrisburg PD. Additionally, officers, or detectives, hired with previous training, or certifications, will not have to take some of the specialized training listed and may have to complete only the brief familiarization training with Harrisburg.

Start-Up Training Costs Sworn Officer Positions

Table 44

Estimated Number of Employees	Training Description	Training Weeks	Per Diem/Student	Total
4	1-week Field Training Officer School at NC Criminal Justice Academy for Corporals serving as FTOs	1	\$300.00	\$1,200.00
9	2-Week Supervisor School at NC Criminal Justice Academy, consisting of Community-Oriented Policing and Supervisor training for all Patrol Captains and Sergeants	2	\$600.00	\$5,400.00
25	3-Week field training in Harrisburg for current North Carolina-certified officers.	3	In-house	In-house
5	BLET training for out-of-state officers at local community college, as required by the NC Criminal Justice Standards Commission (case-by-case evaluation)	5	\$685.00	\$3,425.00
3	14-Weeks Field Training in Harrisburg for NC BLET recruits, with no experience.	6	In-house	In-house
3	Detectives and specialized investigators will receive additional training required for homicide, juvenile, or other specialized investigations.	4	\$300.00	\$900.00
	Total Start Up Costs			\$10,925.00³²

³² Added to these estimated training costs, \$1,100.00 is included in the cost for each new position (in addition to these costs).

Tuition for BLET training at the community colleges is somewhere around \$1,300. If an agency hires a person who needs to complete only specific modules of the training, that agency can sponsor the officer with no cost to the agency, or officer, other than for the books at \$685.00 per student. North Carolina has a modified BLET program for certified officers from outside North Carolina, who transfer to a North Carolina police agency, and a program for former North Carolina-certified officers who have been separated from policing for more than 12 months. These officers must complete the criminal law section of BLET. Regardless, all these candidates must take the full state certification test.

Recent trends with North Carolina Training and Standards is to require more than the criminal law module of BLET for out-of-state lateral transfers. For example, Training and Standards has recently required officers from Florida to take an additional 146 hours of training, officers from South Carolina to take an extra 234 hours of training, officers from Connecticut to take 188 more hours of training, and officers from Pennsylvania to take an additional 228 hours of training, outside the criminal law classes. Even though the community colleges waive the tuition costs, these additional hours create an issue for resource deployment. Harrisburg must accommodate these officers' work schedules for them to attend BLET, which creates potential staffing shortages, especially if the officer is assigned to night shift.

Note that the North Carolina Criminal Justice Academy training schedule is currently limited primarily to online classes, due to the COVID-19 virus. It is likely that course offerings will have reopened and expanded by the time Harrisburg officers will require training.

Fiscal Affairs and Planning Division

The new police department will have major budget and fiscal management implications for both the town and department. ISS recommends one nonsworn management level position to oversee the Fiscal Affairs and Planning Division. This position manages the police budget, crime analysis, strategic planning, policy and procedures, and the asset forfeiture process. One position should be appropriate to meet these demands. The challenge for a new police department will be finding someone with the skillset and experience to manage budgeting, crime analysis, strategic planning, policy development, and the asset forfeiture process. All these functions support each other, and by combining them under one manager, it will strengthen the processes, while saving personnel expenses.

Fiscal Affairs (Budgeting)

The division manager will be responsible for the police department's budget, along with the chief of police and bureau commanders. He, or she, should have experience with budgets, payroll, processing invoices, or accounts payable, to be passed to the Town's Finance Department to finalize and pay. This position will liaison with the Town's Finance Department, which provides fiscal management for the Town.

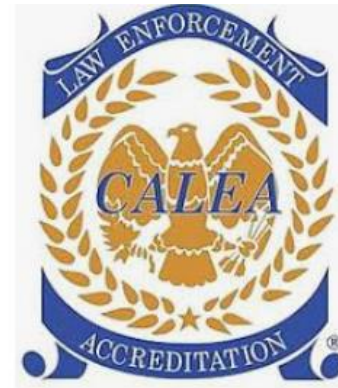
Research, Planning & Analysis (RP&A)

The Research, Planning, and Crime Analysis role analyzes crime trends and patterns to support solving crime and using proactive police strategies. Many agencies are now using "Intelligence-

Led Policing” to direct their limited resources through technological advances, in both data collection and analyses, to engender intelligence that helps the police identify and then target crime hotspots and offenders, rather than using a traditional “shotgun” approach by just placing resources in the community, in chance they run across crime problems. A well-trained and proactive crime analyst is a valuable resource to any law enforcement agency, who enables the department to focus its resources to get the best results.

Policy Development and Strategic Planning

Additional responsibilities of the Fiscal Affairs and Planning division also includes policy development, and research and strategic planning, to support the long and short-term goals of the Department. RP&A (Research, Planning and Analysis) sections analyze staffing needs, prepare grant proposals, research specific areas of interest, develop reports, support policy development, program evaluation, and manage strategic planning. ISS recommends the division manager also handle these tasks.



Before the Harrisburg PD can begin operations, the drafting and approval of all departmental policies, directives, and general orders must be completed to serve as operational guidelines for employees. Once completed, the workload shifts to developing new policies, or procedures, as situations arise or dictate, or reviewing current policies for any necessary changes, amending, and updates. The initial drafting of these policies and directives is a mammoth task that can be accomplished by several options, or a combination of alternatives.

Policies, Procedures, and General Orders

Police policies, procedures, and general orders ensure law enforcement agencies comply with laws, professional standards, and case law, while providing guidance for employees, as to how to do their jobs. Officers cannot comply with departmental standards if they do not know them. Policy and procedure manuals are the foundation for police operations, while fostering police accountability, which in return, helps the police build community trust. Policy manuals confirm standards, values, and expectations for a police department. They exist to maintain professional conduct and are an embodiment of a department’s concerns for ensuring effective, safe, and constitutionally sound law enforcement. With police under increased public scrutiny, any alleged misbehavior can quickly turn into national news.

The Town, and police department, must draft all new policies for the new Harrisburg Police Department, review and approve them, in time, so they are included in the employee orientation and training before the time the Town begins operations. Policy development is time consuming and requires considerable research, preparation, and review, by both management and police attorneys, to ensure they are operationally and legally sound. The Town should also consider providing online policies, as opposed to written manuals, to ease access and reduce costs by printing manuals.

Most departments organize written directives, or general orders into categories, or sections for easy reference, with topics like organization, and administration, general, personnel management, employee programs, equipment and uniforms, arrest, search, seizure and detention, operations, evidence and property management, information and records, and departmental information directives, or operating procedures, specific to a section of the department.

Options and Costs

Harrisburg has several options to consider when developing policies and written directives for the new department. First, some companies that specialize in police products often have generic or model policies, procedures, and rules from “off the shelf” that the agency must then tailor to their department. These generic policies still require close review and scrutiny, to ensure they do not conflict with town policies, and are current, based upon existing law, and are legally meticulous.

The International Association of Chiefs of Police (IACP) provides model policies and guidance on a range of topics designed to help police agencies safeguard that their policies and procedures embody the most comprehensive, leading-edge way of thinking in present-day policing.

A second option for thought is the Town contracting with an outside consultant to research, develop, and draft new policies and directives for the Harrisburg Police Department. Town staff would review, resolve any conflicts with existing town policies, and then forward to the town attorney for legal review before adoption.

The third possibility is for the police department’s early hires, such as supervisors and command staff, to draft the new policies and procedures. In preparing to open the new department for full policing, the Town will need to hire most employees, well before the implementation date for the department to begin policing. ISS recommends the Town phase in the hiring process, bringing on board those officers and employees who can best support the tasks associated with implanting a new police department, including policy development.

The projected cost for policy development and review for the new Harrisburg Police Department is approximately \$62,500.00. Depending on which path, or options the Town decides, Harrisburg might offset some of these additional expenses by using the early hires to assist with key tasks like policy development. With the third option, supplementing staff, by using an outside consultant to assist with policy development, will speed the process, while providing some cost savings.

Additional Resources Required

Additional resources needed for crime analysis include software that is compatible with the CAD and RMS systems the Cabarrus County Sheriff’s Office, or the City of Concord uses. The analyst will also need training in crime analysis and use of the software. One cost effective training option is working with an agency that already has a unit that provides the kind of in-depth crime analysis, like the Cabarrus County Sheriff’s Office.

Software packages like SPSS Statistics, subscription based edition, provides a wide variety of analytics capabilities that access descriptive statistics, linear regression, presentation, quality

graphing, and reporting capabilities. SPSS accesses multiple data formats, including CSV, Excel, and SAS, and more, without any size constraints. Statistical software, such as this, provides police agencies the capability of in-depth analysis of its crime data, to better place its resources where crime problems are. Subscription prices begin at \$1,200.00 per year, depending on the modules chosen.

Asset Forfeiture

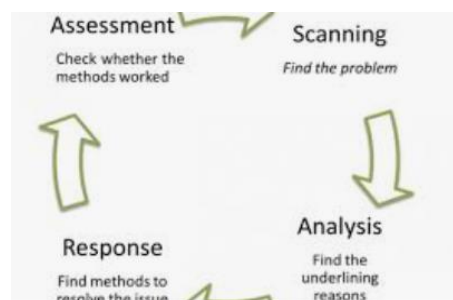
The asset forfeiture process, for both the state and federal levels, will also be handled by the manager for Fiscal Affairs and Planning, in conjunction with the Criminal Investigation Division supervisor and detective working drug and alcohol offenses. The workload is minimal, and even less in the first years of the department.

Community Support Services Division

The Community Support Services Division manages community policing and crime prevention, while representing the department with the county Crime Stopper program, the reserve officer program, and civilian volunteers. It plans for and manages dedicated events like the Town's weeklong Fourth of July celebration. In addition, this Division oversees the School Resource Officer program for the department. ISS recommends this allocation be a sworn police supervisor, or sergeant, as the Division's responsibilities directly interact with, and support, the Operations Bureau, the Patrol and Criminal Investigation Divisions.

Community Problem Oriented Policing

ISS recommends the supervisor for the Community Support Services Division serve as the department's contact, or coordinator for the community policing program. He, or she, should be well-versed in the community policing philosophy and serve as an advisor, as community policing is a philosophy, rather than an add-on program, like crime prevention. For the department to be a true community policing organization, the philosophy must be permeated in all employees, both sworn and civilian. This person stays abreast trends in community policing and has the flexibility to develop this position to best fit the department. The position is not intended to be a supervisory position, but instead, the department's resident expert for community policing.



SARA Model ...

ISS has not recommended allocations for community officers at the onset of the Harrisburg PD, but instead, uses the approach of all officers serving as community officers. In the future, as the department becomes established, the chief might consider community officer positions.

Crime Prevention

Proactive crime prevention and problem-solving are critical to effective policing and community interaction. Accordingly, preventing crime should become a core value of the Harrisburg Police Department and integrate both crime prevention and problem-solving into the overall operation of

the agency's Patrol Division and Criminal Investigation Division. Marketing the brand will be key to the success of the Harrisburg Police Department in assuming patrol and crime prevention responsibilities within the town. Community, problem-oriented, policing should be committed to working with problem-solving partnerships with individuals, community groups, and businesses, to fight crime and improve the quality of life for all people in Harrisburg. By educating the community on crime prevention and getting citizens involved in crime prevention activities, Harrisburg can reduce crime and increase the quality of life for its citizens.

One question involves the balance between crime prevention, as a responsibility of all patrol officers on one hand, and as a role for a specialized unit on the other. ISS recommends training all officers in crime prevention, as opposed to a dedicated position.

To mount a comprehensive and effective crime prevention program, Harrisburg will need to develop and provide structure to it. Accordingly, the National Crime Prevention Council (NCPC), <http://www.ncpc.org/programs>, offers assistance to agencies with specialized programs, addressing specific topics for teens and underserved communities, as well as about any topic concerning prevention of crime, coupled with the National Sheriff's Association (NSA), which offers similar resources. Either, or both, are useful resources, with program plans, or other materials that lend themselves to measurable goals and objectives (see <https://www.sheriffs.org/programs/crime-prevention>).



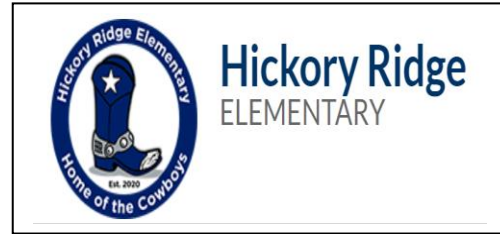
In addition to personnel and structured programs, crime prevention materials, such as community signs, window decals, magnetic car signs, and prepared crime prevention programs, by topic, are needed. Some of these resources are available, without cost through these organizations.

ISS recommends that Crime Prevention fall under the CSSD, with the sergeant managing the program. By engaging all officers, including detectives in crime prevention, the responsibility includes all employees, instead of one officer handling it. The Community Services Division supervisor should have flexibility to develop and then manage the approach program, including ensuring crime prevention materials are available. This position would also assist with scheduling and coordinating programs with community groups like homeowner associations, businesses, or churches. ISS recommends Harrisburg consider including \$5,000.00 in the startup costs, to cover the

initial expenses for crime prevention materials.

School Resource Officers (SRO)

The number and deployment of school resource officers (SRO) depends on the number of schools in the Harrisburg town limits, the types of schools, and the anticipated workload associated with the schools. Current practice in Cabarrus County, for all schools, including high schools, middle schools, and elementary schools, is that each has a dedicated SRO. An alternative that some jurisdictions opt for is assigning an SRO to high schools and middle schools, while either patrol officers and/or the high school and middle school SROs handle the elementary schools, in the feeder area, on a part-time, or as needed, basis. If choosing the second option, consideration should be given to the current service level of providing SROs at all schools. If this option is chosen, it reduces the current level of service provided. **Table 45** shows the Cabarrus County public schools within the town limits of Harrisburg.



School Resource Officer Allocations Harrisburg Police Department

Table 45

School	Address	Grades	Proposed Officer Assigned
Harrisburg Elementary School	3900 Stallings Road Harrisburg, NC 28075	K-5	Yes
Hickory Ridge Elementary School	9464 Hickory Ridge Road Harrisburg, NC 28075	K-5	Yes
Hickory Ridge Middle School	7336 Raging Ridge Road Harrisburg, NC 28075	6-8	Yes
Hickory Ridge High School	7321 Raging Ridge Road Harrisburg, NC 28075	9-12	Yes

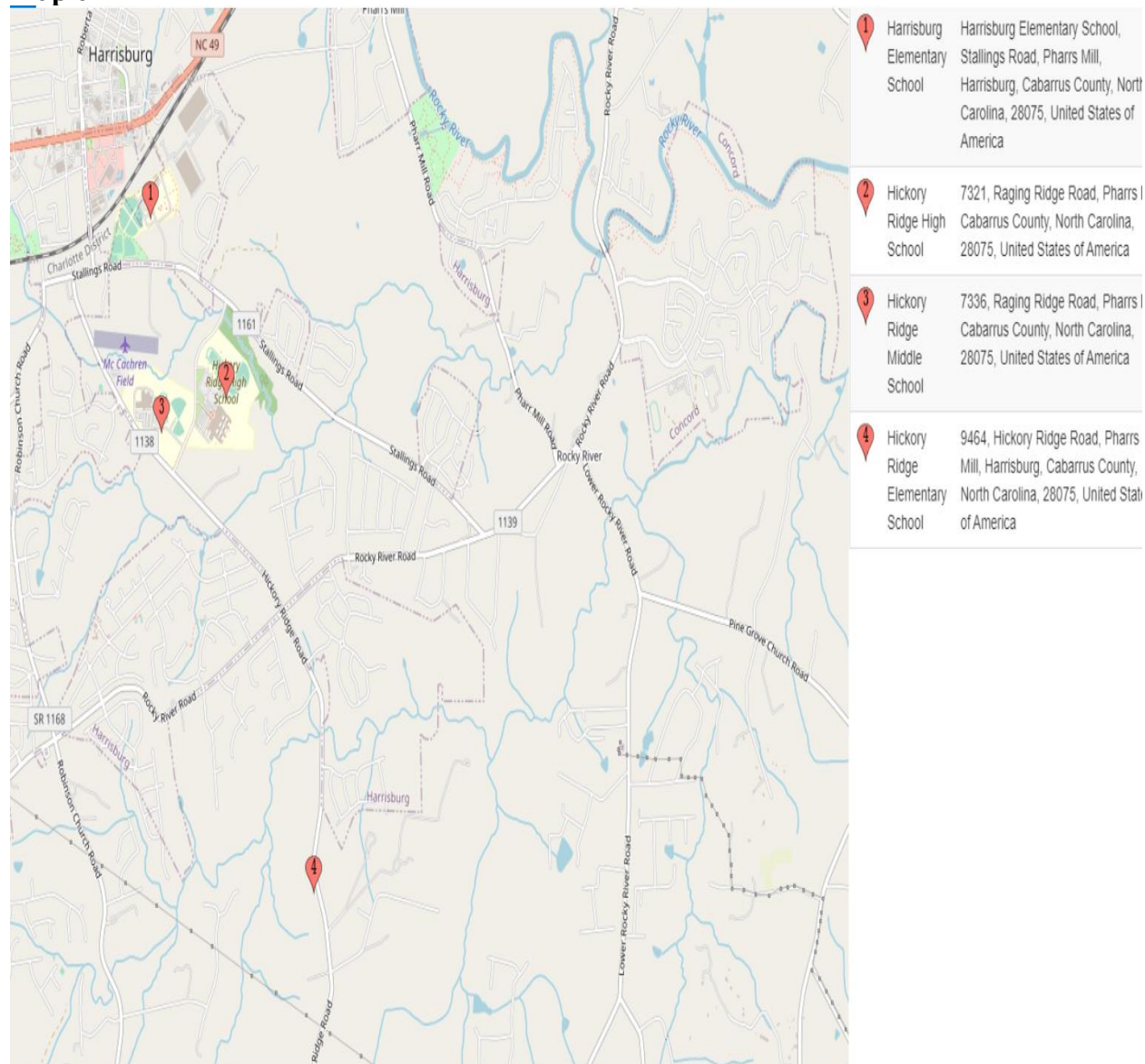
Hickory Ridge Middle School and Hickory Ridge High School share the same campus area on Raging Ridge Road, which connects with Hickory Ridge Road. The new Hickory Ridge Elementary School, opening for school year 2020-2021, is located about two (2) miles from the Hickory Ridge Middle and High School campuses. Harrisburg Elementary School is in the same area at 3900 Stallings Road, about one mile from the Hickory Ridge Middle and High School campuses. All schools are in the same area, within three (3) miles of each other. If Harrisburg chooses the second option, for the high school and middle school SROs to provide SRO services, as needed, then both elementary schools are within two (2) miles of the middle and high schools.



In summary, ISS recommends four SROs, one for each school within Harrisburg, for a total of four SROs. Currently, the Cabarrus County Sheriff’s Office provides SRO services to Harrisburg Elementary, Hickory Ridge Middle and Hickory High School, at no cost to Harrisburg. It is anticipated, the CCSO will also provide an SRO for the new Hickory Ridge Elementary School. The Cabarrus County School Board receives funds from the State to pay for most costs associated with school resource officer positions. It is anticipated this will be the situation with the Harrisburg Police Department, with the School Board paying for most of the SRO allocations, with funds through the State of North Carolina. **Map 04** shows the locations of Harrisburg’s four public schools and the proximity to each other.

Harrisburg Public School Locations

Map 04



The estimated cost for the school resource officer program for the four Cabarrus County schools in Harrisburg is \$349,449.72, including personnel costs, startup, and equipment costs at \$87,362.43 each. The personnel expenses associated with four officer positions is \$293,353.72 or \$73,338.43 each with an estimated reimbursement from the State through the Cabarrus County schools at \$244,451.65, leaving \$48,902.07 in personnel expenses. These estimates are based on a ten-month school year, with Harrisburg paying for the two months school is not in session, and do not include vehicle or equipment costs. These estimates are not guaranteed and should be negotiated at the appropriate time. Additionally, these estimates do not include the cost of a vehicle, fuel, maintenance, or any other expenses, other than personnel and equipment expenses, included in the cost of one officer allocation, as discussed. **Table 46** shows the personnel costs for the four school resource officer allocations and the estimated state reimbursement.

Projected Costs for School Resource Officer Allocations

Table 46

Position	Proposed Officer Annual Salary	Salary & Benefit Cost per Position	Status	Count	Extended Costs
School Resource Officer Program					
School Resource Officer (SRO)	\$52,344.38	\$73,338.43	Sworn	4	\$293,353.72 ³³
Subtotal				4	\$293,353.72
Reimbursement from School Board				4	(\$244,451.65)
Estimated Adjusted Costs					\$48,902.07

Police Reserve Officer Program (Sworn)

Police reserve officer programs entail community members and retired police officers who want to volunteer as reserve police officers. These officers supplement full-time officers in an array of duties throughout the agency. Reserve officers patrol in vehicles, on foot patrols, and assist with resource intense dedicated events like Fourth of July celebrations, or Christmas parades. Most reserve officers work with full-time officers, but others can qualify to patrol on their own. This program is ideal for individuals who have an established career and do not want to transition to a full-time police officer. Reserve officers can enjoy the best of both worlds and maintain their chosen career, while helping their community. The responsibility for developing and managing the Police Reserve Officer program would fall under the Community Support Services Division and be managed by the division sergeant.

Reserve and/or part-time police officers are no different from full-time paid officers. Reserve officers must meet the same certification and training requirements specific to police officers,

³³ These estimated costs do not include the equipment or startup costs, only personnel costs, as personnel costs are the annual, reoccurring costs considered for reimbursement. Onetime expenses are estimated at \$14,024 per position for at total of \$56,096.00.

established by the State of North Carolina, and must be met through the Criminal Justice Education & Training Standards Commission. The Criminal Justice Education & Training Standards Commission regulates the hiring, training, certification, and discipline of all police officers in North Carolina, including reserve officers. Likewise, all reserve officers must complete all state-mandated training, just like full-time officers.

ISS did not include the startup costs for a police reserve program, but typically these costs include the uniforms and equipment a sworn officer must have to perform his or her job. Police reserve programs, if managed correctly, can be a significant resource for any department since the main expense for any law enforcement agency is personnel. If Harrisburg considers starting a police reserve program, ISS recommends the program be delayed until the new department is online and fully operational.

Civilian Volunteer Program



Many organizations, beyond law enforcement, have used civilian volunteers for years, like hospitals and libraries, and most probably could not survive without volunteers. Hospitals use volunteers to staff information desks, answer phones, and transport patients

around the hospital, while libraries use volunteers for undertakings, such as returning books to the shelves, checking out books, or assisting users.

When considering a volunteer program, the same employment standards should apply to volunteers, as it does to full-time employees. Volunteers must be recruited, properly screened, and trained to perform their assigned duties. Volunteers must also have an absolute understanding of the agency's policies, procedures, rules, and regulations. Volunteers should be assigned meaningful work, rather than simply being used in random tasks that do not help full-time staff with their job tasks. Many departments use civilian volunteers like the Charlotte-Mecklenburg Police Department (CMPD). CMPD has had a volunteer program for many years that has saved the department hundreds of thousands of dollars in staff hours. In summary, volunteers are a vital part of a police department, as they help the agency and community, while having the satisfaction of helping others. For Harrisburg, the responsibility for developing the volunteer program should fall under the Community Support Services Division and be managed by the division sergeant, and like the police reserve program, be delayed until the department is operational.

Cabarrus Area Crime Stoppers

Cabarrus Area Crime Stoppers is a nonprofit organization located in Concord to help Cabarrus County law enforcement with obtaining information about crimes or wanted people, while providing those offering the tips anonymity. Crime Stoppers relies on volunteer



directors and tax-deductible contributions from the public to operate and administer the program. Additionally, Crime Stoppers is a community-wide program that does not attach specially to one agency. ISS recommends the Community Support Services Division sergeant represent the Harrisburg Police Department with Crime Stoppers. Usually, agency representatives meet once per month, attend fundraising events, and assist with processing tips for their departments.

Special Event Planning

The Town of Harrisburg sponsors community events, throughout the year, all town approved, requiring significant planning beyond daily duty assignments. These events might also include planned, or spur-of-the-moment assemblies, permitted or unpermitted marches, and/or free speech incidents. All such events mandate significant time dedicated to working with the event holders to develop operational plans, including traffic and crowd management, police and other additional town department staffing requirements, logistical needs, such as temporary fencing, food, and beverages for the employees, and transportation and contingency plans, including other requirements.

Each year, Harrisburg works with event holders for more than 15 events, including Easter egg hunts, 5K/10K Fun Runs and Expos, the Harrisburg Health Expo, Movies in the Park, “Rockin the Burg” concert series, a major Fourth of July weeklong event, including child pageants, a parade, and nightly events in Harrisburg Park, comprising concerts, fireworks, and activities for kids. In addition, Harrisburg sponsors Bags in the Burg, the Art Walk, Trick or Treat in the Park, Christmas tree lighting, and spring, fall and winter youth activities. Each of these events requires significant planning by the Town, including working with the Cabarrus County Sheriff’s Office.

Annually, ISS estimates the Town uses nearly 1,000 police staffing hours, with most included in the budget of the town department, supporting for the event. Presently, the CCSO provides security for these events, including covering the expenses for 34 deputies for the Fourth of July parade.

As noted, the cost for most of these police hours are already included in the Town budget; however, the Town needs to consider staffing these events, as the Harrisburg Police Department will not have enough officers to staff all events. Major events like the Fourth of July celebrations will still need assistance from the CCSO to staff adequately. ISS recommends special event planning fall under the purview of the supervisor assigned to the Community Services Division.



Building and Facilities – Housing the Harrisburg Police Department

The earliest the Town of Harrisburg can launch police services for the community is three to five years from receiving this feasibility study. At present, the Harrisburg Town Hall, located at 4100 Main Street in Harrisburg, houses the YMCA. The YMCA occupies about 2,500 square feet of the building. The YMCA plans to vacate the building within the next year, leaving this space available to accommodate the Harrisburg Police Department. In addition, town council has already approved \$4M dollars for several capital improvement projects, including building out this space for the next tenant, possibly the Harrisburg Police Department.

Besides the future space opening at Town Hall, Harrisburg has agreed with the North Carolina Railroad (NCRR) Company to acquire land for a future passenger rail station, along North Carolina Highway 49. As well, the NCRR has agreed to construct an additional 2,000 to 2,500 square feet of office space, at the town's expense, as part of the train station building, with this space used as the Town wishes. The Town intends to use the additional square footage to house the Cabarrus County Sheriff's Office's Harrisburg Division that now provides police services to Harrisburg. Presently, the Sheriff's Office shares limited administrative office space with the Harrisburg Fire Department for the Harrisburg Division.



Between the former YMCA space at Town Hall and the new space at the train station, Harrisburg has approximately 4,500 to 5,000 square feet for accommodating the police department. While it is not ideal to separate areas or divisions of the department, especially at the onset, these two locations have room to accommodate the new police department. ISS recommends putting the police headquarters at the Town Hall site with the chief of police, administrative assistant, and the Administration Support Services

Bureau. The Town should consider housing the Operations Bureau, which includes the Patrol and Criminal Investigation Divisions, at the new train station.

Questions for thought include the required size, based on the number of employees to be accommodated, desired level of public interface, the range of services to be provided at each site, hours of operation, and available parking space. Specialized requisites, such as evidence and property handling and storage, interview rooms, detention areas, locker rooms, work areas for detectives, workstations for officers, site security, and other stipulations, are covered in this study, as well.

One concern at the Town Hall site is adequate parking for the Patrol Division, without impacting public parking, while using town services. Likewise, there is insufficient space for a secured parking area for all police vehicles, which will be more than 35 vehicles total. Using the building space at the train station depot, allows adequate parking space, including a secured parking area and vehicle impound lot. If the Town elects for officers to have assigned, or take-home cars, parking space requirements are reduced significantly. The town council has already approved the funds for adding this extra building space for the Harrisburg Division of the Cabarrus County Sheriff's Office and has funded that project. The projected date for the Sheriff's Office to occupy the new office space at the train depot is 2021. For that reason, the costs associated with building the space, purchasing furniture, and other associated costs will be in place well before the Harrisburg PD goes online.

The recommendations for the office space are estimated, as the Town has no specifications for offices. Each building location, Town Hall and the train depot, is approximately 2,500 to 3,500 square feet, which needs to include separate work and office areas to align with the organizational structure to meet the needs of each bureau, division, and section of the department. Between both locations, each will require specific furniture and equipment, much of it specialized. In addition to the furniture, both buildings will need IT equipment and networks, security, access control, video and audio monitoring, video and audio equipment for interview rooms (as required by state law for certain criminal investigations), men and women's locker rooms, a command staff office, supervisor work stations, conference and roll call rooms, interview rooms, and restrooms, preferably built into the locker rooms. As well, conference rooms, reception areas, and other public space (including public restrooms), merit consideration. The costs for the buildings are not included in this study, as funds have already been encumbered for such. Nonetheless, ISS included recommendations for furnishing and equipping each location with some cost estimates. These estimates are not all inclusive, but instead, serve as the minimum recommendations, until the floorplan or blueprint is complete for each site.

Patrol Operations Bureau Building and Facilities (Train Depot)

ISS recommends housing the Patrol Operations Bureau at the rail station on North Carolina Highway 49, in the space the North Carolina Railroad has agreed to build for Harrisburg at the new train depot. As stated, the NCRRC has agreed to construct an additional 2,000 to 2,500 square feet of office space, at the town's expense, as part of the new train station. The Town intends to house the Cabarrus County Sheriff's Office's Harrisburg Division. The Town has already funded the project with the anticipation that the Sheriff's Office should be occupying this space in 2021, several years before Harrisburg puts into operation its police department. This funding will include a complete buildout of the building for the Sheriff's Office to use as a sheriff's office.

For the new Harrisburg Police Department, approximately 25 employees will work from this location, most on a rotation schedule. This space will house patrol operations, criminal investigations, and several support services functions, as discussed, like animal control, crime scene search, the crime lab, court liaison, canine, bombs, and SWAT.

Following is a projected list of the applicable offices or workstations to be housed within this facility.

- One patrol captain
- Four sergeants (rotating shifts with only one on duty per shift)
- Four corporals (rotating shifts with only one on duty per shift)
- Twelve patrol officers (rotating shifts with only three on duty per shift)
- One investigative sergeant
- Three detectives
- Rollcall room
- Conference room
- Interview rooms
- Equipment storage area
- Locker room for male and female officers
- Public access or receiving room

ISS recommends the Town secure an adequate security video recording system that will record both the inside and outside of the building. The cameras should be positioned to monitor the parking lot and surrounding areas, all employees, and any secure evidence area. Additionally, ISS proposes installing an access control system for all areas of the building to record who enters the building, with dates and times recorded. ISS recommends for consideration the following office furniture. The prices quoted are current market value, as of the date of this report, from public sources. ISS did not complete a diagram for the office space, as we did not have a schematic of the office area (see **Table 47**).

Operations Bureau Furniture and Equipment Cost Projections

Table 47

Item / Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Patrol Captain					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1,080.00		
					\$3,400.00
Patrol Sergeant (Two sergeants per office)					
Office Desk and Filing Cabinet	2	\$1,400.00	\$2,800.00		
Office Chair	2	\$270.00	\$540.00		
Office Guest Chair	2	\$90.00	\$180.00		
					\$3,520.00

Item / Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Continued: Table 47					
Patrol Sergeant (Two sergeants per office)					
Office Desk and Filing Cabinet	2	\$1,400.00	\$2,800.00		
Office Chair	2	\$270.00	\$540.00		
Office Guest Chair	2	\$90.00	\$180.00		
					\$3,520.00
Patrol Workstations (Corporals and Officers)					
Privacy Station Panel System Partition Desks with 8 workstations	1	\$3,500.00	\$3,500.00		
Office Chairs	8	\$270.00	\$2,160.00		
					\$5,660.00
Investigations Sergeant					
Office Desk and Filing Cabinet	1	\$1,400.00	\$1,400.00		
Office Chair	1	\$270.00	\$270.00		
Office Guest Chair	1	\$90.00	\$90.00		
					\$1760.00
Detective Offices (three detectives)					
L Shaped Cubicle Workstation	3	\$1,500.00	\$4,500.00		
Office Chair	3	\$270.00	\$810.00		
Office Guest Chair	3	\$90.00	\$270.00		
					\$5,580.00
Rollcall Room					
Seminar Table to Seat 15	1	\$2,500.00	\$2,500.00		
Office Chairs	15	\$90.00	\$1,350.00		
Standard Bookcase	2	\$100.00	\$200.00		
Conference Room Monitor Screen 54 inch (training)	1	\$700.00	\$700.00		
Browning Ultra 49 Gun Safe	1	\$2,000.00	\$2,000.00		
					\$6,750.00
Conference Room					
12-Foot Conference Table	1	\$2,000.00	\$2,000.00		
Chairs	10	\$90.00	\$900.00		
54 inch TV	1	\$1,000.00	\$1,000.00		
					\$3,900.00
Interview Rooms (2)					

Item / Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Continued: Table 47					
Office Chairs	6	\$90.00	\$540.00		
Table	2	\$450.00	\$900.00		
Audio & Video Recording System	1	\$26,000.00	\$26,000.00		
					\$27,440.00
Equipment Storage Room					
	1	1,000.00	\$1,000.00		\$1,000.00
Breakroom					
Round Multi-Purpose Table	1	\$300.00	\$300.00		
Chairs	4	\$90.00	\$360.00		
Kitchen Base Cabinet	1	\$1,600.00	\$1,600.00		
Microwave	1	\$100.00	\$100.00		
Refrigerator	1	\$700.00	\$700.00		
Ice Maker	1	\$450.00	\$450.00		
					\$3,510.00
Men's Locker Room					
Lockers 12 ULINE/ 15"X18" 72" (Three lockers wide)	12	\$600.00	\$7,200.00		
Locker room bench (GRAINGER – 72" X 9" X 18")	6	\$250.00	\$1,500.00		
					\$8,700.00
Women's Locker Room					
Lockers 12 ULINE/ 15"X18" 72" (Three lockers wide)	3	\$600.00	\$1,800.00		
Locker room bench (GRAINGER – 72" X 9" X 18")	2	\$250.00	\$500.00		
					\$2,300.00
Miscellaneous					
Pictures, desktop items, lamps, etc.	1	\$1,500.00			
Leased Copier	1	\$6,000.00		\$6,000.00	
Subtotal					\$77,040.00
Total Projected Costs			\$77,540.00	\$6,000.00	\$83,540.00

The interview rooms should also have a locking mechanism to connect leg shackles to a secure U-bolt in the floor. Within proximity of the interview rooms, there should be a bathroom utilized exclusively by prisoners. This will alleviate having to move combative prisoners in the building, which is an officer and staff safety issue. This door should not have any locking mechanisms.

Furthermore, the interview room must be equipped with a video and audio recording system for interview and interrogations. North Carolina state law mandates recording all interviews from incidents, like murder investigations. The projected costs for the audio and video interview recording system is approximately \$26,000.00, depending on several factors.

ISS recommends two interview rooms, both with audio and video recording systems installed. Cost projections for each room is \$3,000.00, or \$6,000.00 for both rooms. Other factors that will increase the cost include whether the camera is hidden in the room, or if there is more than one camera in the rooms to capture interviews from different angles. Additionally, a motion sensor can be added that automatically activates the camera if someone enters the room. In addition, ISS recommends using a separate access card for each interview room to enter the rooms, if the building uses a card access system.

An additional cost factor might be a server for the system, if the building does not have a server already installed. Usually, interview systems like these link to the server for building security. If a server is needed, the cost is around \$20,000.00.

In addition, one area of the office space should be dedicated as an equipment room that will store patrol equipment, like office supplies, as well as a docking station for body and vehicle cameras. This room should have an installed camera system to maintain the integrity of any evidence stored.

Police Headquarters: Administration Services Support Bureau Building and Facilities

ISS recommends placing the department's headquarters building in the space vacated by the YMCA at the Harrisburg Town Hall Municipal Complex. All town government is housed in the Municipal Complex building and by locating the police administration in the same building, it allows the police administration to interact more effectively with the town's administration. Harrisburg has already funded approximately \$4M for capital improvement projects for this space, as well as for other ventures at the Town Hall Municipal Complex.



The allocated money should cover all requirements for the core of the new department's headquarters building, including about 3,500 square feet of office space, with public access and room to expand.

Approximately 12 employees will work from the headquarters building, along with the police chief, the Business Services Division, the Human Resources Division, Fiscal Affairs and Planning, and the Community Support Services Division. ISS recommends critical infrastructure that

supports the department being housed at the headquarters building, like Property Control, Evidence and Records Management, as well as a conference room for community meetings.

Following is a suggested list of offices, or workstations to be housed at the headquarters building.

- Chief of Police and Administrative Assistant to the Chief of Police
- Administration Services Bureau Captain
- Business Services Division Manager
- Records Management (function)
- Property Control and Evidence Management (function)
- Human Resources, Recruiting and Training Division Manager (sergeant)
- Fiscal Affairs and Planning Division Manager
- Crime Analysis
- Community Support Division Manager (sergeant)
- School Resource Officers
- Community Conference Room
- Public Access area for Records, as well as building reception

Police Headquarters Building Building and Facilities Furniture and Equipment Cost Projections

Table 48

Equipment: Item/Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
EXECUTIVE LEVEL					
Chief of Police					
Executive Office Desk/Set with Hutch	1	\$1,340.0000	\$1,340.00		
Executive Office Chair	1	\$270.00	\$270.00		
Filing Cabinet	1	\$300.00	\$300.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1,080.00		
Totals			\$3,840.00		\$3,840.00
Administrative Assistant					
Office Desk and Filing Cabinet	1	\$1,400.00	\$1,400.00		
Office Chair	1	\$270.00	\$270.00		
Office Guest Chair	1	\$90.00	\$90.00		
Totals			\$1,760.00		\$1,760.00
Administration Services Bureau Captain					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1,080.00		
Totals			\$3,400.00		\$3,400.00

Equipment: Item / Expense	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Continued: Table 48					
ADMINISTRATION SERVICES BUREAU					
Business Services Division Manager					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00
Records Division Office/Property Control Clerk					
Office Desk and Filing Cabinet	1	\$700.00	\$700.00		
Office Chair	1	\$270.00	\$270.00		
Guest Chair	1	\$90.00	\$90.00		
Totals			\$1,060.00		\$1,060.00
Records Division					
Three Drawer Compression File Cabinet	2	\$4,100.00	\$8,200.00		
File Cabinet – HD with Lock	4	\$350.00	\$1,400.00		
Leased Ikon Copier	1	\$6,000.00	\$6,000.00		
Records Management System	1	\$400,000.00	\$400,00.00	\$72,000.00	
Totals			\$415,600.00	\$72,000.00	\$487,600.00
Property and Evidence Room					
Supply Shelves (ULINE)	1	\$165.00	\$165.00		
Officer Processing Counter (ULINE)	1	\$725.00	\$725.00		
Interior Shelving (96”X24”X48”)	2	\$300.00	\$600.00		
Drug Storage Shelving (ULINE 96”X24”X48”) ³⁴	1	\$300.00	\$300.00		
Refrigerator (evidence)	1	\$700.00	\$700.00		
Freezer (evidence)	1	\$280.00	\$280.00		
Evidence Cart (ULINE)	1	\$170.00	\$170.00		
Evidence Drying Locker (SafeKeeper)	1	\$4,000.00	\$4,000.00		
Safe (water and fireproof)	1	\$1,000.00	\$1,000.00		
Fetch Evidence Lockers (18 openings)	1	\$19,000.00	\$19,000.00		
Evidence envelopes, tape, supplies, etc.	1	\$1,000.00		\$1,000.00	
Browning Ultra 49 Gun Safe		\$2,000.00	\$2,000.00		
Totals			\$29,940.00	\$1,000.00	\$30,940.00
Human Resources: Recruiting & Training Manager					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00

³⁴ The drug storage room should have a separate ventilation system, directly leading to the exterior of the building.

Equipment: Item / Expense Continued: Table 48	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Fiscal Affairs & Planning Division Manager					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00
Human Resources: Recruiting & Training Manager					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00
Fiscal Affairs & Planning Division Manager					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00
Community Support Division Manager (Sergeant)					
Five Piece Office Desk/Set with Hutch	1	\$1,200.00	\$1,200.00		
Office Chair	1	\$270.00	\$270.00		
Small Oval Conference Table	1	\$850.00	\$850.00		
Conference Chairs	4	\$270.00	\$1080.00		
Totals			\$3,400.00		\$3,400.00
Officer Workstations					
Privacy Station Pany System Partition Desks with four workstations	1	\$2,500.00	\$2,500.00		
Office Chairs	4	\$270.00	\$1080.00		
Totals			\$3,580.00		\$3,580.00
Community Conference Room					
12-Foot Conference Table	1	\$2,000.00	\$2,000.00		
Office Chairs	10	\$270.00	\$2,700.00		
Conference Room Monitor Screen 54 inch (training)	1	\$1,000.00	\$1000.00		
Totals			\$5,700.00		\$5,700.00

Equipment: Item / Expense Continued: Table 48	Unit	Unit Cost	Startup Expense Extended [one time]	Annual Expense Extended [ongoing]	Total Expenses
Public Access and Receiving Area					
Desk	1	\$300.00	\$300.00		
Office Chair	1	\$270.00	\$270.00		
Guest Chair	2	\$90.00	\$180.00		
Coffee Like Table	1	\$300.00	\$300.00		
Totals			\$1,050.00		\$1,050.00
Breakroom					
Round Multi-Purpose Table	1	\$300.00	\$300.00		
Chairs	4	\$90.00	\$360.00		
Kitchen Base Cabinet	1	\$1,600.00	\$1,600.00		
Microwave	1	\$100.00	\$100.00		
Refrigerator	1	\$700.00	\$700.00		
Ice Maker	1	\$450.00	\$450.00		
Totals			\$3,510.00		\$3,510.00
Miscellaneous					
Pictures, desktop items, lamps, etc.	1	1,500.00	\$1,500.00		
Totals			\$1,500.00		
TOTAL			\$484,540.00	\$73,000.00	\$557,540.00
Less Property Control & Evidence Management System					-\$30,940.00
Less Records Management System					-\$472,000.00
Total Optional Furniture & Equipment					\$54,600.00

Evidence locker systems are designed to hold assorted sizes of evidence, ranging from a small envelope to a long gun. They are equipped with a refrigerator unit to house blood samples taken from suspects. The locking system ensures adequate accountability of any evidence chain of custody, which is mandated by both North Carolina and federal law.

Furthermore, the records management system in use, by both the Cabarrus County Sheriff's Office and the City of Concord, Central Square Technologies, has a basic evidence module that will serve as the evidence intake and monitoring system. ISS has recommended that Harrisburg use this system to ensure operability with the computer aided dispatch (CAD) system. This system is designed to receive evidence, as well as track its disposition. This RMS system will properly document this process, which serves as an appropriate audit tool.

The total anticipated expense for the building, including furniture and equipment, is estimated at \$557,540.00 with \$30,940.00 estimated for the Property Control and Evidence Management system, including annual expenses. In addition, ISS projects the records management system

discussed to cost approximately \$400,000, plus an 18 percent, or \$72,000.00 annual licensing and contracting fee, totaling \$472,000.00. Both the property control and records management systems must be purchased for the police department to be operational. The remaining \$54,600.00 for furniture is an optional expense, if furniture is needed at the time.

Technology and Radio Services

In addition to purchasing, and the cost for new handheld and car radios, Harrisburg will need a maintenance contract with a company that services radios. New radios typically come with a



year's warranty, which should reduce the cost for radio maintenance that first year; however, since Harrisburg currently owns 18 cars with radios, the department will need a radio maintenance contract the first year of operation. These contracts cover servicing, repairs, and replacement costs. For a department the size of Harrisburg, these contracts cost approximately **\$30,000.00.**



Personnel and Staffing Cost Projections

Table 49 represents the projected personnel and staffing costs for all levels of employees and allocations for the Harrisburg Police Department, including sworn and civilian positions. To determine the personnel and staffing costs for each position, ISS averaged the 2019 salaries for the Cabarrus County Sheriff's Office for each applicable sworn position (i.e. deputy or officer, sergeant, and captain), and then added five percent to determine the midpoint salary for each allocation or position. ISS then used that number as the basis to determine total employee costs, including benefits, insurance, and equipment each sworn position requires, like handgun, Taser, shotgun, uniforms, computers, training, and handheld radio, which is noted in **Table 49**. Vehicle costs and expenses associated with the department's fleet are not included in these numbers, but instead, are calculated in the designated section of this report.

ISS used comparable jobs and salaries from Harrisburg Town government and the Cabarrus County Sheriff's Office. For example, the administrative assistant allocation for the chief's office is equivalent to the executive assistant position with the Sheriff's Office; and therefore, the chief's administrative assistant's salary and benefit package should be comparable.

Projected Personnel Costs³⁵

Table 49

Allocation	Starting Salary	Salary & Benefits Per Position	Startup Equipment & Other Expenses Per Position	Total Cost Per Position	Number of Positions	Total Extended Cost
SWORN						
Officer	\$52,344.38	\$73,338.43	\$14,024.00	\$87,362.43	19	\$1,659,886.17
Corporal	\$54,961.60	\$73,827.09	\$14,024.00	\$87,851.09	4	\$351,404.36
Sergeant	\$64,662.68	\$88,669.60	\$14,024.00	\$102,693.60	7	\$718,855.20
Captain	\$78,344.36	\$105,726.70	\$14,024.00	\$119,750.70	2	\$239,501.40
Police Chief	\$107,500.00	\$141,125.74	\$24,024.00 ³⁶	\$165,149.74	1	\$165,149.74
NON-SWORN						
Administrative Assistant – Chief	\$64,662.68	\$88,561.93 ³⁷		\$88,561.93	1	\$88,561.93
Division Manager	\$64,662.68	\$88,529.60		\$88,529.60	2	\$177,059.20
Property/Records Clerk	\$39,900.00	\$57,827.68		\$57,827.68	1	\$57,827.68
Totals					37	3,458,245.68

The two division manager positions (Business Services Division and Fiscal Affairs and Planning) share the same level of job responsibilities, as the sergeants assigned as division heads for Human Resources, Recruiting, and Training, and the Community Support Division. ISS recommends similar salary and benefit ranges, minus the 401K mandated, for sworn positions. Therefore, the division managers for the Business Support Services Division and the Fiscal Affairs and Planning Division should be compensated comparable to a sergeant's position, who is overseeing the Human Resources, Recruiting, and Training and the Community Support Services Division. The nonsworn positions do not include costs associated with sworn positions, like handgun, Taser, shotgun, uniforms, computers, police training, and a handheld radio. **Table 50** represents the personnel costs, salary, and benefits, by bureau, division, and section.

³⁵ Table 49 represents only the personnel costs associated with each allocation and does not include any equipment like firearms, vehicles, uniforms, etc.

³⁶ Includes \$10,000 fund for expenses related to hiring the chief, such as travel, moving, etc.

³⁷ ISS used the midpoint salary range for the chief's administrative assistant for a similar position with the Cabarrus County Sheriff's Office. This salary recommendation might need adjusting to fit better within the Town of Harrisburg's pay structure.

Projected Personnel Costs – By Bureaus & Divisions³⁸

Table 50

Position / Allocation	Mid-Point Salary	Total Cost Per Position	Sworn/ Nonsworn	Number of Positions	Total Extended Costs
Executive Level					
Chief of Police	\$107,500.00	\$165,149.74	Sworn	1	\$165,149.74
Administrative Assistant	\$64,662.68	\$88,561.93	Nonsworn	1	\$88,561.93
Section Total				2	\$253,711.67
Operations Bureau					
Captain	\$78,344.36	\$119,750.70	Sworn	1	\$119,750.70
Section Total				1	\$119,750.70
Patrol Division					
Sergeant	\$64,662.68	\$102,693.60	Sworn	4	\$410,774.40
Corporal	\$54,961.60	\$87,851.09	Sworn	4	\$351,404.36
Officer	\$52,344.38	\$87,362.43	Sworn	12	\$1,048,349.16
Section Total				20	\$1,810,527.92
Criminal Investigation Division					
Sergeant	\$64,662.68	\$102,693.60	Sworn	1	\$102,693.60
Officer/Detective	\$52,344.38	\$87,362.43	Sworn	3	\$262,087.29
Section Total				4	\$364,780.89
Administration Support Services Bureau					
Captain	\$78,344.36	\$119,750.70	Sworn	1	\$119,750.70
Section Total				1	\$119,750.70
Business Services Manager	\$64,662.68	\$88,529.60	Nonsworn	1	\$88,529.60
Clerk/Technician	\$39,900.00	\$57,827.68	Nonsworn	1	\$57,827.68
Section Total				2	\$146,357.28
Human Resources: Recruiting & Training					
Sergeant (Division Manager)	\$64,662.68	\$102,693.60	Sworn	1	\$102,693.60
Section Total				1	\$102,693.60
Fiscal Affairs: Research & Planning					
Division Manager	\$64,662.68	\$88,529.60	Nonsworn	1	\$88,529.60
Section Total				1	\$88,529.60

³⁸ Table 50 represents only the personnel costs associated with each allocation and does not include any equipment like firearms, vehicles, uniforms, etc.

Position / Allocation	Mid-Point Salary	Total Cost Per Position	Sworn/ Nonsworn	Number of Positions	Total Extended Costs
Continued: Table 50					
Community Support Division					
Sergeant	\$64,662.68	\$102,693.60	Sworn	1	\$102,693.60
School Resource Officer (SRO)	\$52,344.38	\$87,362.43	Sworn	4	\$349,449.72
Section Total				5	\$452,143.32
Projected Staffing Expense				37	\$3,458,245.68
SRO Reimbursement					-(\$244,451.00)
Total Staffing & Personnel					\$3,213,795.00³⁹

The average 2020 pay for a police officer in the United States is approximately \$56,600.00, but the range usually falls between \$52,500.00 and \$61,000.00. Salary ranges vary, depending on key factors, including education, certifications, skill levels, experience, the geographical area, and agency size. All allocations, or positions for the new Harrisburg Police Department require experienced, well trained officers, supervisors, and command staff members. To hire experienced employees with these skillsets, compels Harrisburg to employ at a higher salary than at beginning pay levels. The salaries ISS used in this study to project staffing costs should be considered at the midpoint in a salary scale. Before hiring new employees, Harrisburg should conduct a salary study, create a pay scale, and adjust these projections accordingly.

Miscellaneous Considerations and Costs

Miscellaneous considerations and costs include, among other things, determining the costs for website modifications, furniture, training, consultant fees, contingency funds to bridge the gap for inflation, any cost overruns, and per chance other issues not considered by this study. The estimated cost for liability insurance is included in the personnel costs for each position, as well as workers' compensation.

Website Modifications

Given the nature of the organizational changes, created by adding an entirely new department to the Town of Harrisburg, with the range of new and additional services offered to the public, the Town's website will need significant edits and modifications. The Town can complete most of this work in-house, with the assistance of the appropriate divisions, or sections of the police department, with little, or no added costs to the Town. These revisions should include, at minimum, the following:

- "About Us," the story of the new Harrisburg Police Department;
- organizational structure with contact information for each member of the department;
- letter from the chief;

³⁹ Rounded to the nearest dollar.

- how to report a crime;
- how to contact the patrol officers and detectives about follow up investigations;
- patrol maps with response zones, showing the staff assigned and how to contact;
- School Resource Officer (SRO) information, including how to contact an SRO;
- crime prevention and community watch;
- how to obtain incident and accident reports (online?);
- crime mapping for community use;
- links to other resources;
- volunteer opportunities;
- police reserves;
- police Ride-A-Long;
- Special Events (i.e. National Night Out);
- Newsletters;
- “How to become a Harrisburg Police Officer;”
- Basic Law Enforcement sponsorships;
- How Do I.....? (Frequently Asked Questions); and
- Domestic Violence Information or domestic violence protective orders.

General Liability Insurance

Harrisburg’s current insurance provider would not provide cost estimates for the added general liability insurance required by adding 37 additional employees to the Town. ISS estimated the cost, based on 0.0175 percent of the base salary for each position from the FY 2021 town budget. The cost for police reserve officers is not included in these cost projections. The cost for all insurance, health, workers’ compensation, life, and general liability, is included in the cost for each position, or allocation.

Contingency Funds

An eight percent contingency fund is built into the total cost projections for employee staffing, necessary equipment, inflation, cost overruns, and any other resources required to launch a full-service police department online. ISS derived the eight percent by adding approximately 1.50 percent per year for five years, for a total of eight percent. To prepare and complete all aspects necessary for a new police department will take at minimum, three years, probably closer to five years, to complete the project. The total for the contingency fund is rounded to \$500,000.00, based on the Town of Harrisburg contracting Communication Services with the Cabarrus County Sheriff’s Office or the City of Concord, rather than equipping and staffing its own communication and dispatch center.



Other Expenses and Costs

This study addressed the key staffing, operational costs, and resources required to bring online a new, full-service Harrisburg Police Department. Other expenses, to be considered, include office supplies, some smaller office equipment and furniture, utilities, facility maintenance, and contractual agreements. The expenses for furniture, for both the Headquarters building and Operations, are not included in the total costs to start the Harrisburg Police Department. Estimated costs for this are included in this study but separated from the total cost.

Summary of Staffing and Projected Costs

At present, the Cabarrus County Sheriff's Office provides full police services to the Town of Harrisburg by contract and has since the Town incorporated in 1973. The FY 2021, projected budget for these services, is \$2.1M and includes 18 full-time sheriff's deputies dedicated to the Harrisburg Division of the Sheriff's Office. The CCSO responds to an average of 4,500 citizen service calls annually, with a 4:59 minute response time for emergency responses and 7:53 minutes for non-emergency calls.

Recommendations Summary

For Harrisburg to staff its own police department and provide full police services to the community, ISS projects that 37 allocations, or positions, are required, including sworn and nonsworn support personnel, to staff the new department adequately and should be organized by bureaus, divisions, and sections or units. These staffing recommendations are minimum recommendations. A chief of police will manage the Harrisburg Police Department and report to the town manager. The chief should have a nonsworn administrative assistant who will report to him, or her. In addition, the chief will serve as the media, or public relations spokesperson for the department, oversee the Internal Affairs function, and handle the contract for police attorney services to advise officers on daily issues that arise from performing their law enforcement duties. ISS proposes the department have the executive level comprised of the police chief and his staff, two bureaus, the Operations Bureau, and the Administration Support Services Bureau, each managed by a captain. Total personnel costs for the Office of the Chief are presented in **Table 51** below and projected at \$537,733.08, including uniforms, equipment, and contractual services. Included in the Office of the Chief are the two bureau level captain allocations for the Operations Bureau and the Administration Services Bureau. Vehicle and related expenses are presented in separate tables in the applicable section of this report. **Table 51** is a summary of projected expenses (see **Appendix 06** for the complete spreadsheet and calculations that are summarized in **Table 52**, used to

TOTAL ALLOCATIONS

CHIEF OF POLICE	1
CAPTAIN	2
SERGEANT	7
CORPORAL	4
OFFICER	19
ADMIN ASSISTANT	1
DIVISION MANAGER	2
CLERK/TECHNICIAN	1
TOTAL	37

determine total project costs). Also, included, as **Appendix 07**, is the spreadsheet with the calculations used to determine personnel costs for this study.

**Total Cost for Position
Executive Level – Office of the Chief
Projected Costs & Expenses**

Table 51

Office of the Chief Expense	Starting Salary [Benefits not Included]	Units	Position Cost (includes, salary, benefits, and equipment)	Annual Expenses [ongoing]	Startup Expenses [one time]	Extended Cost for Total Number of Positions
EXECUTIVE LEVEL						
Personnel Costs						
Chief of Police	\$107,500.00	1	\$180,029.75	\$143,505.75	\$36,524.00	\$180,029.75
Administrative Assistant	\$64,662.68	1	\$93,441.93	\$90,941.93	\$2,500.00	\$93,441.93
Bureau Level Captains	\$78,344.36	2	\$124,630.70	\$216,213.40	\$33,048.00	\$249,261.40
Total Personnel Expenses			\$398,102.38	\$450,661.08	\$72,072.00	\$522,733.08
Non-Personnel Expenses						
Police Attorney Advising Contract		1	\$15,000.00	\$15,000.00		\$15,000.00
Total Non-Personnel Expenses			\$15,000.00	\$15,000.00	\$0.00	\$15,000.00
Total Bureau Expenses			\$413,102.38	\$465,661.08	\$72,072.00	\$537,733.08

Operations Bureau

Patrol Division

The Operations Bureau includes the Patrol Division, the Criminal Investigation Division, and the Operations Support Services Division. The Patrol Division is organized into four shifts, with each shift supervised by a sergeant who reports to the bureau commander. Additionally, each shift is staffed with one corporal, who will provide supervision when the sergeant is absent, serve as a field training officer for officers in training, and answer calls for service. Lastly, each shift will have three officers assigned for a total of five sworn allocations per shift. All total, patrol staffing requires 20 sworn allocations, supporting at minimum, three to five officers per shift.

Animal Care and Control

In addition, the bureau commander will serve as the liaison or contact person with the Cabarrus County Sheriff's Office for animal control services, provided by the Cabarrus County Sheriff's Office, at no cost to the Town. No additional staffing, or expense is needed for Animal Care and Control.

Total personnel costs for the Patrol Division are presented in **Table 52** below and projected at \$1,888,127.82, including uniforms and equipment. Included in the Patrol Division is Animal Care and Control, with no expense to Harrisburg. Vehicle and other expenses are presented in separate tables in the applicable section of this report.

Criminal Investigation Division

The Operations Bureau also houses the Criminal Investigation Division (CID) that includes criminal investigations, juvenile investigations, drug, and alcohol offenses, and three functions, crime scene search, crime lab services, and court liaison. CID is supervised by one sergeant and staffed with two general detectives handling all criminal investigations, including juvenile offenses, and one detective is assigned to alcohol and drug complaints, in addition to working with regional law enforcement task forces.

Total personnel costs for the Criminal Investigations Division are presented in **Table 52** below and projected at \$432,558.39, including uniforms and equipment. Incorporated in the CID expense projections is \$5,000.00 annually for vice funds for drug investigations and \$26,000 for an audio and video camera system and server for two interview rooms, as mandated by the State of North Carolina when conducting certain interviews. Vehicle and other expenses are presented in separate tables in the applicable section of this report.

Crime Scene Search (CSS), Court Liaison, and Crime Lab

The supervisor for CID will also oversee several functions, which are not staffed, including Crime Scene Search, the Crime Lab, and Court Liaison. The CID sergeant will be the department's contact person with the Cabarrus County Sheriff's Office, which will provide crime scene services for major crime scenes, and he, or she, will serve as the department's point person for minor crime scenes handled by the officers and detectives. Included in the expenses for Crime Scene search is \$16,257.00 for crime scene search equipment and supplies, as a startup cost, with \$1,000.00 for annual, ongoing costs for supplies, as discussed in this study.

In addition, the CID supervisor will serve as the Court Liaison, or point of contact with the courts, district attorney's office, and ensure all officers respond to court, as directed by subpoenas. Lastly, this allocation will be the contact person for the State's crime lab. These functions require no additional personnel.

Operations Support Services Division

The third division under Operations is the Operations Support Services Division. The Operations Support Services Division includes three services, all provided by the Cabarrus County Sheriff's Office, at no cost to Harrisburg. These functions include canine, bomb, and SWAT, and require no additional staffing for Harrisburg. The bureau captain will serve as the contact person, or liaison with the Sheriff's Office for these functions.

Total costs for the Operations Bureau are presented in **Table 52**, with a projected expense of \$2,320,686.31. The annual ongoing expense is estimated at **\$1,901,852.81**, with the startup, or one-time expenses totaling **\$418,833.50**. ISS also included in the total cost of the project, as a separate line item, an eight percent contingency for cost overruns, unexpected expenses, and inflation. CID's share of the contingency fund is approximately **\$185,000.00**. **Table 52** is a **summary of projected expenses** (see **Appendix 04** and **Appendix 05** for the complete spreadsheet and calculations that are summarized in **Table 52**).

Operations Bureau – Projected Costs & Expenses

Table 52

Operations Bureau Item / Expense	Starting Salary [Benefits not Included]	Units	Position Cost (includes, salary, benefits, and equipment)	Position Annual Expenses [ongoing]	Position Startup Expenses [one time]	Extended Cost for Total Number of Positions
PATROL DIVISION						
Personnel Costs						
Officer	\$52,344.38	12	\$92,242.43	908,621.16 ⁴⁰	\$178,288.00	\$1,086,909.16
Corporal	\$54,344.60	4	\$92,731.09	\$304,828.36	\$66,096.00	\$370,924.36
Sergeant	\$64,662.68	4	\$107,573.60	364,198.40	\$66,096.00	\$430,294.40
Total Personnel Expenses				\$1,577,647.92	\$310,480.00	\$1,888,127.92
Non-Personnel Expenses				\$0.00	\$0.00	\$0.00
Total Division Expenses				\$1,577,647.92	\$310,480.00	\$1,888,127.92

⁴⁰ Total adjusted to included only 4 computer workstations instead of 12.

Operations Bureau Item / Expense Continued: Table 52	Starting Salary [Benefits not Included]	Units	Position Cost (includes, salary, benefits, and equipment)	Annual Expenses [ongoing]	Startup Expenses [one time]	Extended Cost for Total Number of Positions
CRIMINAL INVESTIGATION DIVISION						
Personnel Costs						
Officer/Detective	\$52,344.38	3	\$92,242.43	\$227,155.29	\$49,572.00	\$276,727.29
Sergeant	\$64,662.68	1	\$107,573.60	\$91,049.60	\$16,524.00	\$107,573.60
Total Personnel Expenses				\$318,204.89	\$66,096.00	\$384,300.89
Non-Personnel Expenses						
Crime Scene Search Supplies		25	\$650.30	\$1,000.00	\$16,257.50	\$17,257.50
Interview Audio System		1	\$26,000.00		\$26,000.00	\$26,000.00
Imprest Funds		1		\$5,000.00		\$5,000.00
Total Non- Personnel Expenses			\$31,650.00	\$324,204.89	\$108,353.50	\$48,257.50
Total Division Expenses			\$241,466.03	\$6,000.00	\$42,257.50	432,558.39
OPERATIONS SUPPORT SERVICES DIVISION						
Personnel Costs			\$0.00	\$0.00	\$0.00	\$0.00
Non-Personnel Costs			\$0.00	\$0.00	\$0.00	\$0.00
Total Division Expenses						\$0.00
Total Division Expenses			\$0.00	\$0.00	\$0.00	\$0.00
Total Bureau Expenses				\$1,901,852.81	\$418,833.50	\$2,320,686.31

Administration Support Services Bureau

A captain manages the Administration Support Services Bureau, and he, or she, should report to the police chief. ISS recommends four divisions under the Administration Support Services Bureau. The first division, Business Support Services comprises E-911 Communications, the

Records Management Section, Property Control and Evidence Management, and serves as a liaison for Information Technology, Fleet Management, and Building and Facilities.

Human Resources, Recruiting and Training is the second division, which oversees all recruiting and training, and works closely with the Town's Human Resources Department. The third division, Fiscal Affairs and Planning, includes budgeting, crime analysis, policies and procedures, grants, and asset forfeiture. The last division, the Community Support Division is responsible for community policing, the school resource officer program, crime prevention, the reserve police officer program, civilian volunteers, Crime Stoppers, and special event operations.

Business Services Division

ISS recommends a nonsworn manager oversee the Business Services Division, with the pay range and benefits comparable to the sergeant level with the same level of job responsibility being compensated equitably. In addition, one nonsworn technician, or clerk allocation, is recommended to supplement the Records Management section and the Property Control and Evidence Management section. All other areas of responsibility that fall under the Business Support Services Division are functions that will be contracted with another agency or serve as a point of contact between the department and the Town, or other agencies.

E-911 Communications & Dispatch Services

The Business Services Support Division is responsible for E-911 Emergency Communications and dispatching. ISS presents Harrisburg three options for providing these services. First, ISS recommends contracting for all E-911 Emergency Communications and dispatching services with either the Cabarrus County Sheriff's Office, or the City of Concord Emergency Center. Both the Sheriff's Office and Concord offer "package pricing" for these services.

The Cabarrus County Sheriff's Office proposes to provide all E-911 Emergency Communication and dispatch services for the cost of four telecommunication positions. All other expenses associated with the Sheriff's Office providing these services will be absorbed by the CCSO through E-911 funds the CCSO receives from the State of North Carolina. The total cost for the CCSO to provide E-911 Emergency Communication Services to Harrisburg is \$274,124.37.

The second option is contracting these services through the City of Concord. Concord also offers a proposal that includes the salary and benefit costs for four telecommunicators, plus licenses and fees, phone lines, and wireless cards. The total cost for Concord to provide these services is \$64,800.00 for startup, or one-time expenditures, and \$243,976.00 for annual or ongoing expenses, with a total projected expense of \$308,776.00. Both proposals require Harrisburg to provide their own radios, both handheld and mobile units for the cars, by either purchasing or leasing them, and have maintenance contracts in place for the radios.

A third option that is not recommended, is the Town establishing its own communications center. If the Town opted for its own, self-contained system, Harrisburg would still need to contract PSAP (Public Safety Answering Point) services. Estimated costs for a stand-alone communications system, including the costs for a building to house the unit, would exceed \$6M to \$8M.

Records Management Section (RMS)

The Town of Harrisburg will need to establish a Records Management section, with a records management system (RMS) that is compatible with the RMS the agency they choose to provide communication services through, uses. Both Concord and the Cabarrus County Sheriff's Office use Central Square Technologies to provide their records management systems. There are several variables in determining the costs for an RMS, including which additional modules the department chooses (i.e. property control and evidence management, crime analysis, etc....). The projected cost range for a compatible RMS system with Concord, or the CCSO, is \$350,000.00 to \$400,000.00, with a 10 to 20 percent annual, recurring cost, estimated at \$72,000.00.

In addition, ISS recommends the Records Management section and the Property Control and Evidence Management section share one nonsworn clerk position. The projected workload for both sections does not support a full-time position each, but instead, the two sections should share one position. This position reports to the division manager who oversees both Records Management and Property Control and Evidence Management. The personnel cost for the clerk's position is \$62,057.68 and the one-time, startup expenses for the Records Section is projected at \$415,600, with \$72,000 annual, ongoing expenses.

Property Control and Evidence Section (PC&EM)

Harrisburg will also need to establish a Property Control and Evidence Management section. The RMS system required for E-911 emergency communications and dispatch has a property control module, and the cost for that component is included in the cost estimates under the previous section, Records Management.

As presented in the previous section, ISS recommends the Records Management and the Property Control and Evidence Management sections share one nonsworn clerk position. The projected workload for both sections does not support a full-time position each, but instead, the two sections would share one position that should balance the workload. This position reports to the division manager, who oversees both Records Management and Property Control and Evidence Management, so work demands should not conflict.

In addition, Property Control and Evidence Management requires an evidence room built to specifications that maintains evidence integrity, accountability, and specifically, the chain of evidence. The evidence room requires organization, including evidence lockers, storage shelves, bins, and cabinets. These cost projections are capital, or one-time expenses, projected at \$28,940.00, with an annual, ongoing expense estimated at \$1,000.00.

Information Technology Support, Fleet Management, and Facilities Management

The manager for the Business Services Division will also oversee several functions, which does not require staffing, including Information Technology, Fleet Management, and Facilities and Building Management. The division manager will be the department's contact person with the appropriate town department. There are no additional costs for these functions.

Human Resources, Recruiting and Training Division

The Human Resources Division includes all responsibilities associated with personnel, including recruiting, hiring, background investigations, payroll, personnel evaluations, and training for both new employees and annual in-service training. ISS recommends a sworn sergeant position manage this division and be a state-certified firearms instructor. This position will work closely and coordinate with the Town's Human Resource Department. The personnel costs associated for this position are \$107,573.60 for the division manager, with startup expenses of \$127,000.00, to include resources for recruiting and processing the number of applications that must meet state requirements and standards for the officers to receive their police certifications. These expenses include applicant screening, drug testing, psychological screening, medical screening, and background investigations. Early hires by the department can supplement outsourced background investigations to help reduce these initial costs.

Training for all employees will vary, based on the skills and experience each brings to Harrisburg. Training will include field training for all sworn officers, field officer training, training for supervisors, BLET training gaps for out-of-state officers, training for detectives, and other specialized positions. Included in the cost for one employee is \$1,100.00 for training new employees. In addition, ISS estimates \$10,925.00 in additional training expenses, which does not include salaries for advanced, specialized training, and supervisor and management training. Approximately \$51,626.00 is included in the project expenses for all aspects of required and advanced training.

Annual firearms training is projected at \$7,825.00 per year, including pistol and shotgun training and qualification sessions, twice per year. Any cost for a firing range is not included and Harrisburg should coordinate with the Cabarrus County Sheriff's Office about using the county's firearms training range.

Fiscal Affairs and Planning Division

ISS recommends the nonsworn manager's position superintend the Fiscal Affairs and Planning Division. This position should report to the bureau commander and be equivalent to a sergeant's position who also manages at the division level. The Fiscal Affairs and Planning manager will handle all budget and money issues for the department and work diligently with the Town's Finance Department. In addition, this position merges several tasks, and therefore, requires a working knowledge of crime analysis, policy development, strategic planning, and asset forfeiture process. The total personnel costs for this position are \$93,549.60 and startup, or one-time expenses are estimated at \$62,500 for policy directives development and an annual subscription to crime analysis software, starting at \$1,200.00. These funds are to either purchase policies and directives, outsource developing departmental policies and directives, or a combination of both. The key to reducing personnel costs, by combining these job responsibilities into one allocation, necessitates an extra effort to find the right employee with these skills and experience.

Community Support Services Division

The Community Support Services Division includes those functions and programs that mainly support the Operations Division and other sections of the department. ISS proposes a sergeant

oversee and manage the Community Support Division. He, or she, will supervise the four school resource officers (SRO), the reserve officer and civilian volunteer program. In addition, this sergeant will serve as the department's expert and contact person for community policing, crime prevention and Crime Stoppers, all requiring no additional personnel expenses.

Community Problem-Oriented Policing

ISS recommends that the department's community problem-oriented policing approach should be a department-wide initiative, without a dedicated section or community officers, but instead, the Community Support Services Division supervisor serve as the department's community problem-oriented policing expert. He, or she, should have extensive training and experience with community policing and problem solving.

Community problem-oriented policing is not an "add on" program, like crime prevention from the 1960s, but instead, a philosophy that should be infused in all employees, sworn, as well as nonsworn. This supervisor will coordinate the department's community policing approach, which requires no additional allocations or expenses, while getting all employees involved.

Crime Prevention

As with community problem-oriented policing, ISS recommends for crime prevention to be a department-wide initiative and not have a dedicated section, but instead, the Community Support Services Division supervisor serve as a decentralized coordinator for the department's crime prevention program. This sergeant will organize, manage, and direct the department's crime prevention platform, with each employee serving as a crime prevention officer. For example, when a neighborhood requests a crime prevention program, then the patrol officer assigned to that zone, handles the presentation. Crime prevention programs for most topics can be purchased or developed by the department and saved in a library for the next time. This approach requires no additional allocations, while getting more officers involved in other areas of the department in which he, or she, is not assigned. ISS recommends Harrisburg consider including \$5,000.00 in the startup, or capital costs, to cover initial expenses for crime prevention materials with \$1,000.00 included in the police budget to cover future crime prevention expenses.

School Resource Officers

Based on Harrisburg having four Cabarrus County public schools within the town's jurisdiction, four sworn school resource officers are required, with personnel costs projected at \$349,449.72, with an estimated reimbursement from the State, through the Cabarrus County schools, at \$291,208.10, leaving \$58,241.62 in personnel expenses. It is likely that some, if not all the personnel expenses for the SROs, are reimbursable by the State of North Carolina through the Cabarrus County School Board.

Reserved Police Officer Program

ISS recommends that Harrisburg consider a police officer reserve program, but not until the department is up and running smoothly. Police officer reserve programs supplement full-time officers in a range of duties throughout the agency and saving the town significant personnel expenses associated with full-time officers.

The responsibility for developing and managing a police reserve officer program would fall under the Community Support Services Division and be managed by the division sergeant. The expenses associated with reserve officer programs include all equipment full-time officers need, as well as meeting the same state-mandated training requirements, as full-time officers. Additional costs would include a background investigation. ISS did not include cost estimates for a police officer reserve program.

Civilian Volunteer Program

ISS recommends that Harrisburg consider a civilian volunteer program like the reserve police officer program, but again, not until the department is fully functional. Volunteer programs supplement full-time employees helping them with many tasks, while saving the Town staff hours.

The responsibility for developing and managing a civilian volunteer program should fall under the Community Support Services Division and be managed by the division sergeant. The expenses associated with volunteer programs are usually limited to background investigations. ISS did not include cost estimates for a volunteer program.

Cabarrus Area Crime Stoppers

The Community Support Division supervisor should serve as the department's contact with Cabarrus County Area Crime Stoppers, requiring no additional personnel, or other expenses to the department. ISS recommends including \$5,000.00 in the initial budget to cover any Crime Stopper expenses.

Special Events

The Community Support Division supervisor should serve as the department's coordinator for special event planning. ISS estimates the Town uses nearly 1,000 police staffing hours, annually, for special events. Presently, the Cabarrus County Sheriff's Office provides security for these events, including absorbing the expenses for 34 deputies for the Fourth of July parade each year.



As noted, the cost for most of these police hours are already included in the Town budget; however, the Town needs to consider staffing these events, as the Harrisburg Police Department will not have enough officers to staff all events. Major events like the Fourth of July celebrations will still need assistance from the Sheriff's Office to staff adequately. ISS recommends special event planning fall under the purview of the supervisor assigned to the Community Services Division, at no additional expense to the department. Additional funds to staff special events are not included in the projected costs for these events.

Administration Services Bureau Projected Costs & Expenses

Table 53

Administration Services Bureau Item / Expense	Starting Salary [Benefits not Included]	Units	Position Cost (includes, salary, benefits, and equipment)	Annual Expenses [ongoing]	Startup Expenses [one time]	Extended Cost for Total Number of Positions
Business Services Division						
Personnel Costs						
Division Manager	\$64,662.68	1	\$93,549.60	\$91,049.60	\$2,500.00	\$93,549.60
Clerk/Technician	\$39,900.00	1	\$62,057.68	\$59,557.68	\$2,500.00	\$62,057.68
Total Personnel Expenses			\$153,107.28	\$150,607.28	\$5,000.00	\$155,607.17
Non-Personnel Expenses						
Communications Contract		1	\$274,124.37	\$274,124.37	\$0.00	\$274,124.37
RMS		1	\$400,000.00	\$72,000.00	\$400,000.00	\$472,000.00
Records Filing System		1	\$15,600.00	\$6,000.00	\$9,600.00	\$15,600.00
Property Control & Evidence Room		1	\$28,940.00	1,000.00	\$28,940.00	29,940.00
Total Non-Personnel Expenses			\$718,664.37	\$353,124.37	\$438,540.00	\$791,664.37
Total Division Expenses			\$871,771.65	\$503,731.65	\$443,540.00	\$947,271.65
HUMAN RESOURCES, RECRUITING & TRAINING DIVISION						
Personnel Costs						
Sergeant (Equivalent to Division Manager)	\$64,662.68	1	\$107,573.60	\$91,049.60	\$16,524.00	\$107,573.60
Total Personnel Expenses			\$107,573.60	\$91,049.60	\$16,524.00	\$107,573.60
Non-Personnel Expenses						
Recruiting Expenses		1	\$10,000.00	\$0.00	\$10,000.00	\$10,000.00
Pre-employment Backgrounds		1	\$117,750.00	\$0.00	\$117,750.00	\$117,750.00
Total Non-Personnel Expenses		1	\$127,750.00	\$0.00	\$127,750.00	\$127,750.00
Total Division Expenses			\$235,323.60	\$91,049.60	\$144,274.00	\$235,323.60

Administration Services Bureau Item / Expense Continued: Table 53	Starting Salary [Benefits not Included]	Unit	Unit Costs Salary [Benefits Included] Or Equipment	Total Annual Expenses [ongoing]	Total Startup Expenses [one time]	Total Expenses & Costs
FISCAL AFFAIRS & PLANNING						
Personnel Costs						
Division Manager	\$64,662.68	1	\$93,549.60	\$91,049.60	\$2,500.00	\$93,549.60
Total Personnel Expenses			\$93,549.60	\$91,049.60	\$2,500.00	\$93,549.60
Non-Personnel Costs						
Crime Analysis Software		1	\$1,200.00	\$1,200.00	\$0.00	\$1,200.00
Policy & Procedure Development		1	\$62,500.00	\$0.00	\$62,500.00	\$62,500.00
Total Non-Personnel Expenses			\$63,700.00	\$1,200.00	\$62,500.00	\$63,700.00
Total Division Expenses			\$157,249.60	\$92,249.60	\$65,000.00	\$157,249.60
COMMUNITY SUPPORT DIVISION						
Personnel Expenses						
Sergeant	\$64,662.68	1	\$107,573.60	\$91,049.60	\$16,524.00	\$107,573.60
Officer	\$52,344.38	4	\$92,242.43	\$302,873.72	\$66,096.00	\$368,969.72
Total Personnel Expenses			\$199,816.03	\$393,923.32	\$82,620.00	\$476,543.32
Non-Personnel Costs						
Crime Prevention Materials		1	\$5,000.00	\$1,000.00	\$5,000.00	\$6,000.00
Crime Stoppers Fund		1	\$5,000.00	\$0.00	\$5,000.00	\$5,000.00
Total Non-Personnel Expenses			\$10,000.00	\$1,000.00	\$10,000.00	\$11,000.00
Total Division Expenses			\$209,816.03	\$394,923.32	\$92,620.00	\$487,543.32
Total Bureau Expenses						\$1,827,388.17

Miscellaneous Expenses

In addition to the major expenses described to this point in the study, there are several miscellaneous expenses associated with bringing a police department online and operating it. These include:

- Consultant costs for assisting the Town with project management, additional planning, and research, in bringing the new police department online, is estimated at \$75,000.00 (approximately 500 hours).
- With all probability, it will be five years before Harrisburg can realistically have a fully operational police department. With inflation and cost overruns, among other unanticipated expenses, ISS projected an 8.00 percent contingency cost, based on 1.5 percent per year for five years, rounded to \$500,000.00.

Total miscellaneous costs are estimated at \$575,000.00, as presented in **Table 54**.

Projected: Miscellaneous Expenses

Table 54

Miscellaneous Expenses Item	Unit	Unit Costs	Startup Extended Expense	Annual Extended Expense	Total Expense
Consultant Implementation	1	\$75,000.00	\$75,000.00		\$75,000.00
Contingency Fund	1	\$500,000.00	\$500,000.00		\$500,000.00
Total			\$575,000.00		\$575,000.00

Projected Costs for the Harrisburg Police Department

The total **first-year cost projection** for the Town of Harrisburg to provide direct police services, using the Cabarrus County Sheriff's Office option to provide E-911 Communications services, is **\$6,833,980.56**, including capital and **startup expenses** of **\$2,995,522.50**. Thereafter, the projected **annual operating costs** are **\$3,838,458.06**. These cost projections include proposals provided by the City of Concord Communications and the current Cabarrus County Sheriff's Office administration and may be subject to change, depending on the administration that is in-office at the time Harrisburg moves forward with starting the police department.

Projected Costs to Provide Police Services Full-Service Implementation

Table 01

Total Projected Expenses	Startup or Capital Investment Expenditures	Annual Operating Costs
\$6,833,980.56	\$2,995,522.50	\$3,838,458.06

Other Expense Considerations

Presently, the Town of Harrisburg has about 104 employees, and with the addition of the projected 37 police employees, which translates into a 35.5 percent increase in overall town staffing. Police staffing projections and costs for the new police department does not include the impact the police department will have on other town departments, like Human Resources and Information Technology.

Human Resources estimates needing one additional Human Resources generalist position at an approximate cost of \$67,600.00, including salary and benefits. In addition, IT anticipates needing one System Adm II support position to assist with the increased workload created by all the technology that the police department uses. This position serves as a liaison between the town IT and the police department with support. The estimated costs for this position, including salary and benefits is \$90,000.00. In addition, the police department will add 18 new police vehicles to the town's fleet, bringing the total to approximately 36 cars. Fleet management falls under the supervision of the Business Services Division manager, and he, or she, should be able to manage the police fleet with minor impact on the Town.

Additional Issues for Consideration

Originating Routing Identifiers (ORI)

Currently, all crime incidents that are occurring in Harrisburg, are reported to the National Crime Information Center (NCIC) by the Cabarrus County Sheriff's Office and not by the Town of Harrisburg. NCIC is a division of the Federal Bureau of Investigation (FBI) that maintains a national law enforcement/criminal justice computer system. Additionally, NCIC or the FBI assigns Originating Routing Identifiers (ORI), which is the unique identifier assigned to every law enforcement and criminal justice agency, nationwide. The ORI tracks crime statistics. At the beginning of implementing this project, Harrisburg should contact NCIC to obtain an ORI, so the department can report crime statistics independent of any other police agency.

Grant and Support Opportunities for Newly Formed Police Organizations

To assist the Town with offsetting the cost in starting a new police agency from the ground floor, ISS researched grant and other support opportunities for newly formed police agencies. Attached, as **Appendix 04** and **Appendix 05**, are spreadsheets in .PDF format that outlines benefactor organizations at the national, state, and local levels. **Appendix 04** summarizes information about the grant type, opportunity recurrences and general deadlines, whether a local match is required and whether grants are competitive, or formula-based, and includes website links. Additionally, included is information about accessing online resource guides that may be helpful in organizing new police departments. **Appendix 05** provides a listing of grant and support opportunities from other sources.

The limitation for these resources is time, and therefore serves as a research point when Harrisburg sets a timeline to begin this project. Each of these grants, or support opportunities, have deadlines for applying. Harrisburg will need to update, or research these, or other resources and opportunities, within the time-frame for starting the new police department. Summarized in **Table 55** are the key points from **Appendix 04** for these grant opportunities, and **Table 56** summarizes other resources that might be beneficial to the Town in starting the police department.

Grant and Support Opportunities Newly Formed Police Organizations

Table 55

Benefactor	Grant Type	Summary Description	Website
COPS Office - USDOJ	Community Policing Development Program	Current description not offered; Usually offers funding to support community-based crime prevention programs and efforts to develop problem-solving partnerships.	https://cops.usdoj.gov/cpd
COPS Office - USDOJ	School Violence Prevention Program	Current description not offered; Usually offers funding to support community-based crime prevention programs and efforts to develop problem-solving partnerships.	https://cops.usdoj.gov/svpp
COPS Office - USDOJ	COPS Hiring Program	Funds as many positions as possible for successful applicants; however, the number of officer positions requested by an agency may be reduced, based on the availability of funding and other programmatic considerations. Requires you to identify a specific crime and disorder problem/focus area and explain how CHP funding will be used to implement community policing approaches to that problem/focus area. 2020 priority areas include violent crime, school-based policing, homeland & border security problems.	https://cops.usdoj.gov/chp

Office of Justice Programs - USDOJ	Body-Worn Camera Policy and Implementation Program to Support Law Enforcement Agencies	Funding to support implementation of a body worn camera program. Supports equipment and requires policy development that promotes use and transparency.	https://bja.ojp.gov/funding/opportunities/bja-2020-17732
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Supporting Small and Rural Law Enforcement Agency Body-Worn Camera Policy and Implementation Program	Funding under this solicitation will support rural law enforcement agencies seeking to establish or expand comprehensive BWC programs and have specified plans to implement this technology in a manner that maximizes the benefits of BWCs.	https://bja.ojp.gov/funding/opportunities/bja-2020-17011
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Edward Byrne Memorial Justice Assistance Grant (JAG) Program State Formula Solicitation	In general, JAG funds awarded to a state under the FY 2020 program may be used to hire additional personnel and/or purchase equipment, supplies, contractual support, training, technical assistance, and information systems for criminal justice. Award amount predicated on the amount of violent crime occurring within a jurisdiction.	https://bja.ojp.gov/program/jag/overview
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Project Safe Neighborhoods	Project Safe Neighborhoods (PSN) is designed to create and foster safer neighborhoods through a sustained reduction in violent crime, including, but not limited to, addressing criminal gangs and the felonious possession and use of firearms. The program's effectiveness depends upon the ongoing coordination, cooperation, and partnerships of local, state, tribal, and federal law enforcement agencies--and the communities they serve--engaged in a unified approach led by the U.S. Attorney (USA) in all 94 districts.	https://bja.ojp.gov/program/project-safe-neighborhoods-psn/overview
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Strategies for Policing Innovation	This program assists agencies in improving the functioning of the criminal justice system, specifically through support for innovative and evidence-based policing practices, more effective information sharing, and multi-agency collaboration. Recipients of funding under this opportunity will test promising crime prevention, response, and reduction practices; build their capacity to analyze and use crime intelligence and data; implement and test justice information-sharing technology; and establish a system for evaluating their effectiveness.	https://bja.ojp.gov/program/strategies-policing-innovation-spi/funding
Office of Justice Programs - USDOJ	Patrick Leahy Law Enforcement Bullet-Proof Vest Partnership	Assists agencies in providing body armor to their sworn officers.	https://www.ojp.gov/program/bulletproof-vest-partnership/overview
Office of Justice Programs – USDOJ	Law Enforcement-Based Victim Specialist Program	Assists in the hiring of Victim Advocates for LE Agencies, to accomplish the following: • Provision of, or referrals to, support services for crime victims, such as crisis intervention services, emergency transportation to court or certain	https://ovc.ojp.gov/sites/g/files/xycku226/files/media/document/OVC-2020-17556.pdf

		appointments, short-term child or elder care services, temporary housing/shelter, and security measures. • Assistance with participating in criminal justice proceedings. • Assistance with obtaining state compensation and/or state-issued federal assistance for forensic medical examinations of crime victims.	
K9 LEAP Grant Program	Supports startup costs associated with K9 program development.	The K9 LEAP Grant Program was developed to assist Law Enforcement Agencies in overcoming budget restrictions, and the often times overwhelming costs associated with acquiring and deploying highly skilled, operationally efficient and effective police service K9s. Up to \$2500 in support of canine purchase, training, etc.	http://k9wdi.com/law-enforcement-k9-police-dogs/police-k9-grants-k9-leap-grant.html
Firehouse Subs Foundation	Supports lifesaving equipment, training	Impact the lifesaving capabilities, and the lives of local heroes and their communities. This is accomplished by providing lifesaving equipment and prevention education tools to first responders and public safety organizations. Requests such as event sponsorships, exercise equipment, and family support services are not supported by our Foundation. Have funded IPOK trauma kits for officers, defibrillators, vehicle extraction tools, thermal imaging cameras, and bullet-proof vests.	https://firehousesubsfoundation.org/about-us/
Spirit of Blue Foundation, Inc.	Matches equipment and training needs with corporate donors/sponsors.	Variety of support areas, including tourniquets, K9s, cameras, and more. Sign up on website for consideration or submit a merit-based request.	https://www.spiritofblue.org/
St. Michael's Shield Project	Matches donors to agency needs for bullet-proof vests	Issued to individual officers; Agency can make request on behalf of its officers but must complete an application for each officer.	https://vestforlife.com/
North Carolina Governor's Crime Commission	North Carolina's mechanism to distribute federal block grant money	The Governor's Crime Commission administers federal block grants for criminal justice, juvenile justice, and victims service programs in North Carolina. The Commission administers about \$100 million of grants each year and assures that money is disbursed according to federal and state governmental regulations during the life of the grants.	https://www.ncdps.gov/about-dps/boards-commissions/governors-crime-commission/grants-planning/grants
The Howard G. Buffet Foundation	Mission is to catalyze transformational change to improve the standard of living and quality of life for the world's most impoverished and marginalized populations.	Generally, supports broader initiatives that mitigate conflict, but there has been support for facility and other initiatives that can be shown to foster relationships that reduce police/community conflict with impoverished communities.	https://www.thehowardgbuffettfoundation.org/
Cabarrus County Community Foundation	Generally Humanitarian-Based	Unlikely source of start-up funds beyond a community policing/humanitarian partnership to help establish crucial relationships	https://www.fftcc.org/sites/default/files/2019-

	Education/Outreach , Project/Program Grants up to \$10K	and positive engagement between the new department's employees and the community.	04/Cabarrus_info_sheet.pdf
Mary Reynolds Babcock Foundation, Inc.	Collaborative Problem-Solving	Supports strategies that move people and places out of poverty. Applicants must have meaningful connections with low-wealth people and communities. We encourage networks that include both grassroots organizations and institutional partners. Applicants that are not accountable to low-wealth people through their governance structures must demonstrate 1) impact in low-wealth communities, 2) trusting relationships with low-wealth people and 3) an analysis of poverty that recognizes the need to address systems and policy.	https://www.mrbf.org/
Z. Smith Reynolds Foundation	Collaborative Problem-Solving	Collaborative Problem-Solving approach is intended to support a limited number of community proposals that use inclusive, collaborative, and resourceful processes to authentically engage the community to tackle challenges and create solutions. In particular, we seek to fund efforts that work across sectors (public, private, nonprofit) and/or geographic lines (municipal, county, etc.), and are built on existing community assets, use a racial equity lens, and/or bring people together across identity or ideology.	https://www.zsr.org/collaborative-problem-solving

Grant and Support Opportunities Other Resources

Table 56

Benefactor	Grant Type	Summary Description	Website
IACP	Non-Grant Resource	The IACP's Institute for Community-Police Relations (ICPR) is designed to provide guidance and assistance to law enforcement agencies looking to enhance community trust, by focusing on culture, policies, and practices. The Institute's mission is to advance a universal culture of cohesion and trust between police and the communities they serve.	https://www.theiacp.org/projects/institute-for-community-police-relations
COPS	Guidelines for Starting and Operating a New Police Department	Publication	https://cops.usdoj.gov/RIC/Publications/cops-p109-pub.pdf

Bureau of Justice Assistance and COPS	Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights	Publication	https://bja.ojp.gov/sites/g/files/xyckuh186/files/Publications/CommRelGuide.pdf
Office of Justice Programs	Law Enforcement Resources	Information on a variety of prevention and intervention programs, providing research information and programmatic guidance.	https://www.ojp.gov/program/law-enforcement/overview
IACP	Information on COVID-19	Web resources for police agencies	https://www.theiacp.org/resources/document/law-enforcement-information-on-covid-19
Grantsmanship: Program Planning & Proposal Writing, 2nd Ed.	Publication	Resource Guide successfully planning and writing grant applications.	https://www.tgci.com/grantsmanship-program-planning-proposal-writing

Summary and Recommendations

Making the Decision

The main purpose for this study is to assist the Town of Harrisburg in considering whether it should have, or needs its own, independent police department. The Town should muse several questions and/or issues to base their decision upon, when deciding the next steps.

Is There a Cost-Effective Reason for Harrisburg to Have Its Own Police Department?

First, is there a cost-effective reason for Harrisburg to have its own police department? According to the US Department of Justice, Office of Community-Oriented Policing Services, there are multifaceted issues for towns to consider, like Harrisburg, as to whether to start its own police department. These include among others:⁴¹

- Dissatisfaction with current services or costs
- Slow response times to calls for service
- Unsatisfactory quality of personnel or services
- Frequent rotation of different sworn personnel in and out of the community
- Lack of police visibility (e.g., seldom seen on patrol, do not walk a beat)
- Unacceptable style of policing (e.g., impersonal, bureaucratic)
- Dissatisfaction with increasing costs of services (e.g., county has raised fees)
- Local government wants more control over the officers

⁴¹US Department of Justice – Office of Community Oriented Policing Services. *Guidelines for Starting and Operating a New Police Department*: Washington, DC

- Local government and community want more services
- Local government and community want unique services
- Local government and community want more personalized services (e.g., problem solving, community policing).
- Recent and continuing population growth
- Growing suburb of a growing city
- Increase in tourism bringing more people and more traffic
- Annexation
- New incorporation planned provision of town police services required.

Starting a new police department is more expensive than other options, such as contracting police services. If the Town manages the startup or capital costs, the question remains, can Harrisburg sustain the department over the long term? Some communities that used grants for startup and capital costs struggled to fund the new department once the grants, or special funding ended. Police departments are expensive to operate and maintain, and often strain town budgets that affects funding for other town services. The bottom line is that Harrisburg needs a growing tax base to support its own police department.

As discussed in this study, the Cabarrus County Sheriff's Office provides full police services for the Town, by contract. The Sheriff's Office established the Harrisburg Division of the Cabarrus County Sheriff's Office to provide Harrisburg police services. The cost for these services in FY 2021 is approximately \$2.1M. In addition to the Harrisburg Division, the Town has full access to the Sheriff's Office for support and services that are not specifically included in the contract, or at no expense to the Town. These amenities include two deputy positions funded by the CCSO, felony investigations managed by the Criminal Investigations Division, SWAT, canine, additional coverage when the Harrisburg Division is short-staffed, close backup officers, and other services. It is difficult to compare current service levels the CCSO now offers with those of a new, independent department, as it is not comparing "apples to apples." Now, Harrisburg is policed by one division of the CCSO, but has, as mentioned, had access to the full Sheriff's Office, as needed. If the Town elects to have its own police department, then the Harrisburg Police Department must be full-service and not dependent on other agencies to support and provide basic police services. As in any emergency, the officers in contiguous police agencies would not hesitate to respond, when needed.

Another question for consideration is three-fold, as to whether the Town wants (1) total control of its police services, (2) shared control with the Cabarrus County Sheriff's Office, as it is now, or (3) an increase in current service levels with the Sheriff's Office. Town officials should take into consideration which of these three options is the best fit for the Town. Once again, total control of police services mandates that the Town have its own self-sustaining, independent police department that provides all police services, rather than relying on another agency for some basic services. Continuing shared control with the Cabarrus County Sheriff's Office presents two options of whether to continue with current service levels, or increase service levels, in lieu of starting an independent police department.

The total anticipated cost for the Town of Harrisburg to operate its own full-service police department is estimated at **\$6,833,980.56**, with **\$2,995,522.50** appraised as startup, or one-time cost, and annual costs projected at **\$3,838,458.06**. In addition, final planning, transitioning, and implementation of the new department will take a two-year minimum, with additional personnel costs projected at **\$3,390,543.69**, while continuing to contract with the Sheriff's Office to provide police services during the changeover. Continuing shared control with the CCSO, with the option of increasing service levels, is one less expensive and practical option for Harrisburg, as opposed to having complete control of police services, by creating its own police department.

In summary, it is not always about money. If Harrisburg started its own police department, only time will tell if the outcome will be better than the service levels the Town has now with the Sheriff's Office. The question that must be answered is, "What unique value will an independent department bring to the Harrisburg community?"

Is There Adequate Citizen Support?

The second question that must be resolved is if there is adequate citizen support for establishing and operating a new police department outside political backing. This embraces a readiness to spend significant time, as well as resources in supporting the department. These resources consider a commitment to guide the project through completion, besides finding new funding sources, which ultimately, will impact local property tax rates. Community support is essential, which also poses the issue of timing. When is the right time for Harrisburg to start its own police department? There is no right or wrong answer, but there are several points to deliberate, especially in the climate and challenges that law enforcement faces today.

When Should Harrisburg Start Its Own Police Department?

A third issue for consideration is the timing of starting a new police department. Over the last several years, several high-profile nationwide incidents between the community and law enforcement have resulted in criticism of police using excessive force against members of the community. These incidents have created repercussions in the form of civil unrests that have placed police in the spotlight, under high powered microscopes, engendering meaningful public interest in police policies and practices, especially the police use of deadly force.

According to Gallup polls, public confidence in the police declined in 2014 and 2015, after several high-profile incidents, resulting in citizens being seriously injured, or killed during confrontations with the police. Confidence in the police rebounded to previous averages in 2017, before diminishing again in 2018 and 2019 and continuing into 2020. Certain groups feel they have less confidence in the police, while others have more assurance. Some believe that the decline in public trust of the police is attributable to local police policies and practices⁴². With these incidents, the Town of Harrisburg should consider gauging the level of public support for a new police agency. The Town should plan for community education and involvement in this project through a series of public meetings, public hearings, city or town hall meetings, surveys of residents, focus groups

⁴² Public Trust and Law Enforcement – A Discussion for Policymakers: Congressional Research Service (<https://crsreports.congress.gov/>)

and/or possibly a referendum to assess the community's level of support for the options under consideration in this proposal.

Required Time and Resources

A third consideration is the time and resources required to start a new police department. The planning and transition phases alone can, without problems or unnecessary delays, take two years or more. This time commitment does not end, as the Harrisburg Police Department begins operations, as the agency will, nonetheless, still require oversight along with the continuing support from the Town and community.

The projected costs for Harrisburg to start its own police department includes the annual ongoing and startup costs. These estimates do not include the expenses to start “building the department” from the ground up, which will primarily be personnel costs. These tasks include recruiting, hiring, and training all new employees. Purchasing record management systems, final negotiations on communications and radio maintenance contracts, property control and evidence management systems, drafting policies and procedures, and a myriad of other tasks, as outlined in this study, are all tasks to be addressed. Furthermore, Harrisburg will need to “fine-tune” the timeline presented for the planning phase and begin discussions with the Cabarrus County Sheriff's Office for continued police services during the transition.



Previously, in **Table 42**, ISS proposes a hiring and training timeline for the new chief to consider when establishing the police department. This timeline illustrates a three-year organizational cycle to complete all work necessary before the Harrisburg Police Department goes operational at the beginning of the fourth fiscal year. ISS did not “cost out” this three year cycle, but in **Table 57**, ISS presents a second option for a two year planning and deployment timeline to go operational the beginning of the third fiscal year. In **Table 58**, ISS projects the costs associated with the two year cycle by prorating the estimated number of months each employee will work, as the chief hires the command staff, supervisors, and remaining employees. The projected costs for the first fiscal year is approximately \$700,000.00 and the second year is about \$3.4M.

In addition to these costs, Harrisburg will still need to contract with the Cabarrus County Sheriff's Office to provide police services for the Town until the beginning of the third fiscal year. Harrisburg currently pays the county \$2.1M for these services. For the two-year period, the projected costs are approximately \$8.3M.

Besides the startup and annual ongoing costs, the Town faces other expenses, primarily for personnel costs, for the two-year projected time to bring the new department online. These costs are associated with the salaries for new employees, as they are hired and brought on board, beginning with the police chief, and continuing with the captains, and supervisory personnel,

ending with all officers and support personnel hired. As mentioned, ISS suggests the chief and his, or her, command and supervisory staff, serve as the leadership team to complete all required steps and work to begin police services. **Table 58** presents one approach for projected personnel costs associated with personnel expenses over a two-year period, for planning and deployment.

Planning & Deployment Timeline

Table 57

Task or Event	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY01												
Chief Hiring Process												
Command Staff Hiring Process												
Sergeants/ Supervisor's Hiring Process												
Officer's Hiring Process												
Organizational Blueprint and Task List (Leadership Team)												
Bureau Level Planning, Task Development, and Deployment												
Division Level Planning, Task Development, and Deployment												
Section Level Planning, Task Development, and Deployment												
FY02												
Complete Officer's Hiring Process												
Training All Employees/Transition with CCSO												
Continue: Bureau Level Planning, Task Development, and Deployment												
Continue: Division Level Planning, Task Development, and Deployment												
Continue: Section Level Planning, Task Development, and Deployment												
Final Steps and Testing (Checklist Complete)												
Test Run												
FY03												
Begin Harrisburg Police Operations												

TABLE 58

[illegible]

Table 58



Thee Year Planning & Implementation Cycle.

The anticipated personnel costs for the leadership team and support employees for FY01 is estimated at **\$696,897.48** and **\$2,693,646.21** for FY02, with a total cost of **\$3,390,543.69**. These expenditures are estimated and should be adjusted according to the final implementation plan.

First Steps in Starting the Police Department

If the Town elects to move forward with creating its own police department, ISS recommends several first steps for consideration. This study is not intended to be all inclusive, or a final “blueprint” for the new department, but instead, serve as a guide, or reference for town officials, the new police chief, and the command staff in developing task lists, timelines, and planning for the department. Following are several issues for consideration, as the Town moves forward.

Community Involvement

A strategic concern is keeping the community in the loop and informed, beginning with planning and moving forward through the implementation phase. Newsletters, local media reports, community meetings, websites, among other methods, are all good approaches in keeping the community updated about the project timeline, along with completed and remaining tasks.

Some jurisdictions that started their own police departments used various marketing strategies, from holding crime prevention meetings to holding fundraisers to purchase equipment. These agencies focused incessantly by presenting the new team and police services to the community. This is essential so that the day the Town goes live with the new department, the public is aware and current with the transition.

To keep community support, beyond Harrisburg transitioning to providing full police services, it is crucial to maintain open communications with the community. The Office of Community-Oriented Policing Services offers several ideas to sustain this support⁴³.

- Create a department website—usually a section on the local government’s website.
- Distribute information cards that include the department’s telephone number.
- Continue holding community meetings to update citizens and give them a chance to meet the officers and staff.
- Negotiate with the local newspaper for space for a monthly column about the challenges the new department is facing, along with personal stories about the officers and activities.

Hiring the Police Chief

In addition, establishing a timeline for bringing the department online, much of the detailed planning is not practical until the Town has a police chief. The chief needs to be the first hire and time must be allotted up front for recruiting, screening, and selecting the chief, which typically takes four months, or longer to ensure the right person is hired with the best fit for the Town. The new chief should also be allowed adequate time between his, or her, starting date, and the date the agency is expected to be operational. This time can be more than 18 months after the chief is on

⁴³ US Department of Justice – Office of Community Oriented Policing Services. *Guidelines for Starting and Operating a New Police Department*: Washington, DC

board to complete all necessary tasks, hiring, and training all new employees. The first critical step for the new chief is hiring his, or her, leadership team, the department's command staff and supervisory employees.

Hiring Command Staff and Supervisory Personnel

Upon hiring the chief, he, or she, should continue the recruiting and hiring process for the command staff and supervisors, who will serve as the leadership team, or core group that “pull the project together.” Each command staff member and supervisor is recommended to oversee the responsibilities and tasks associated with their position. For example, the Operations Bureau captain is the team leader for planning, organizing, and completing all tasks and work for the Patrol Division, Criminal Investigations Division, and the Support Services Division. The Patrol shift sergeants will be team members, with each sergeant sharing in the workload for the Patrol Division. The CID sergeant will manage those tasks for the Criminal Investigations Division, and so forth, for the other areas of the department. By using this approach, the new department builds the teams to manage and complete all work associated with making the new police department functional.

Preparing the Preliminary Budget

In the early steps of the project, the Town should consider drafting a preliminary budget for the department's first three years, so the new chief knows what scope of services is expected for the initial startup, the transition, and for the first years of operation. The chief, however, should review and refine the projected budget, upon his, or her, appointment. A new department cannot do everything at once, but with a sound, multiyear budget plan, it can set priorities and anticipate the most important issues.

Drafting a Mission Statement and Strategic Plan

It is also important to include a mission statement and strategic plan early in the project that sets the vision and direction for the new department, along with goals and objectives, the agency's priorities, values, and policing philosophy.

Mission Statement

To help guide the planning and development of the Harrisburg Police Department, a mission statement should be drafted with community input early in the project. The mission statement should express why the Harrisburg Police Department exists, what its overall goal is, in addition to the organization's policing philosophy and values. Furthermore, it serves as a guide for the department in delivery of police services, while creating a sense of identity for the employees.

A mission statement is not simply a description of an organization, but an expression, made by its leaders, of the intent for the organization. One objective of a mission statement is to communicate the department's purpose and direction to the employees, the community, and other stakeholders. Serious thought should go into drafting the mission statement, as organizations usually do not change their mission statements over time, since they define the agency's continuous, ongoing purpose and focus.

Strategic Plan

The department's strategic plan does not have to be complex but compels community input. Even a basic strategic plan will help all new employees better understand their roles and responsibilities. The strategic plan should reflect the department's values and priorities embedded in the mission statement. The strategic plan sets the direction and assists the agency with allocating its resources that illustrates the department's policing strategy. Priorities should be included and extended to control ways for guiding the implementation strategy.

Additionally, the plan should focus on setting strategic goals, determine actions to achieve these goals, and mobilize resources to execute the actions. The strategy should describe how the department will achieve the goals and by what means, or resources. It should convey clearly, both short and long term goals and objectives with benchmarks, and how and when major milestones are expected and achieved.

Transitioning to the Harrisburg Police Department

In summary, ISS estimates startup costs for Harrisburg to have its own police department at nearly **\$3M**. Annual or ongoing costs are projected at nearly **\$4M**, for a total expense of approximately **\$7M**. However, these estimates do not include any expenses for the estimated two years required to complete all project planning and tasks necessary for the new department to become operational. These expenses, as discussed, are estimated at **\$696,897.48** for FY01, of the three-year cycle, and **\$2,693,646.21** for FY02, with a total cost of **\$3,390,543.69**. In addition to project expenses, Harrisburg must continue to provide police services through the Cabarrus County Sheriff's Office, currently at **\$2.1M** per year (FY 2021).

Summary of All Costs Associated with Establishing and Operating the Harrisburg Police Department

Table 59

Expenses Category	Operating Expenses	Planning & Deployment Expenses	CCSO Providing Police Services
Annual Ongoing Expenses	\$3,838,458.06		
Startup Expenses (one time)	\$2,995,522.50		
Implementation FY 01		\$696,897.48	
Implementation FY02		\$2,693,646.21	
CCSO FY 01 Police Services			\$2,100,000.00
CCSO FY 02 Police Services			\$2,100,000.00
Total Expenses by Category	\$6,833,980.56	\$3,390,543.69	\$4,200,000.00
TOTAL ESTIMATED EXPENSES			\$14,424,524.25

These expenses are primarily for staff and employee salaries during the two years anticipated to complete all project tasks, as described in this study. ISS recommends that Harrisburg should plan for two years to complete the work associated with the project, after deciding to move forward with having its own police department.

During FY01, the Town should hire the chief, who in return, becomes the project manager for creating the Harrisburg Police Department. The chief develops the “blueprint,” based on this study, along with his, or her, input, including all tasks, and who is responsible for completing those tasks, while hiring the command staff, and supervisors. As the command staff and supervisors come on board, they join the leadership team with helping complete the project task list. Beginning in the second half of FY01, the department should begin recruiting, hiring, and training the new officers. Upon completing training, these officers would join the leadership team and assist them with completing the project task list.

Additionally, during the first year, the chief and Town should work with the Cabarrus County Sheriff’s Office administration to develop a transition plan to include field training the Harrisburg officers and phasing out the Sheriff’s Office. The current Sheriff’s Office administration has offered to work with the selected chief to develop an appropriate transition plan that would include continued law enforcement services, as well as orientation for newly hired officers and field training, as required by the Town of Harrisburg.

Extending into FY02, Harrisburg should focus on continuing to recruit, hire, and train the remaining employees, while completing the last tasks on the project list. During the second year, all North Carolina certified officers must complete an abbreviated field training program and begin transitioning to Patrol. It is expected by the end of FY02, the Harrisburg Police Department should be ready to assume policing the Town.

Conclusion

Notwithstanding the size of the jurisdiction, launching a new police department is a major endeavor. There can never be too much planning or preparation before “flipping the switch” and being operational. As Harrisburg moves in this direction, serious time and thought should go into all steps for planning and implementation, before taking on the project. Hiring the chief, the command staff, and supervisors to serve as project team leaders are all critical first steps. Setting a timeline for each essential task is the key to being successful. Furthermore, drafting a three-year budget cycle that includes two years of planning and the first operational year, at minimum, is vital. Working with community members, throughout the process, better ensures the necessary external support and eases any resistance. Starting a new police department will take longer, be more challenging and more expensive than most people assume, but it ensures the policing needs of Harrisburg are met with the style and level of attention the community wants.

Appendix

Appendices

Appendix 01	Twelve Hour Shift Configurations	Page: 203
Appendix 02	Comparable North Carolina Towns and Municipalities	Page: 204
Appendix 03	Capital Improvement Plan for FY 2021 through FY 2030	Page: 205
Appendix 04	Cost Projections for the Harrisburg Police Department	Page: 206
Appendix 05	Personnel Expenses by Allocation	Page: 210

Maps

Map 01	Cabarrus County Sheriff's Office Harrisburg Patrol Zones [March 26, 2020]	Page: 32
Map 02	Cabarrus County Sheriff's Office County Patrol Zones [October 29, 2019]	Page: 33
Map 03	Townships within Cabarrus County	Page: 34
Map 04	Harrisburg Public School Locations	Page: 152

Tables

Following is a list of Tables presented in the report.

Table 01	Projected Costs to Provide Police Services: Full-Service Implementation	Page: 17 Page: 184
Table 02	Calls for Service – Total Events: Harrisburg	Page: 44
Table 02A	Calls for Service – Incident Type: Harrisburg	Page: 45
Table 02B	Violent Crimes Reported by Year: Harrisburg	Page: 47
Table 02C	Property Crimes Reported by Year: Harrisburg	Page: 47
Table 03	Citizen-Initiated Calls for Service Requiring a Patrol Response: Total Service Hours	Page: 51
Table 04	Average Time per Call: Harrisburg	Page: 51
Table 05	Response Times for Units Not Assigned to Harrisburg	Page: 52
Table 06	Response Times for Units Assigned to the Harrisburg Division	Page: 53
Table 07	Harrisburg Response Time Objectives	Page: 54
Table 08	Citizen-Initiated Calls for Service Requiring a Patrol Response: Total Service Hours	Page: 55
Table 09	Projected Patrol Officers Based on Service Times	Page: 56
Table 10	Population Projections for Harrisburg	Page: 58
Table 10A	Summary Descriptive Statistics: Municipal Police Agencies in North Carolina Similar in Population to Harrisburg	Page: 60
Table 11	Applying Comparison Analyses of Similar Agencies to Staffing the Harrisburg Police Department	Page: 61
Table 11A	Summary Descriptive Statistics: Municipal Police Agencies in North Carolina Comparable to Harrisburg	Page: 62

Table 11B	Summary Descriptive Statistics: Municipal Police Agencies in North Carolina Comparable to Harrisburg (Continued)	Page: 64
Table 12	Recommended Officer Staffing Levels: Harrisburg Police Patrol Division	Page: 66
Table 13	Recommended Staffing Officers & Supervisors: Harrisburg Police Patrol Division	Page: 71
Table 14	Harrisburg K-9 Activity: 2017 - 2019	Page: 71
Table 15	K-9 Activity by Incident for Harrisburg: 2017 - 2019	Page: 72
Table 16	Crime Statistics for Harrisburg: Crimes Against Persons Versus Property Crimes	Page: 75
Table 17	Incidents Assigned for Investigation Harrisburg: 2017 - 2019	Page: 77
Table 18	Incidents Assigned for Investigation: Crimes Against Person: Harrisburg: 2017 – 2018	Page: 78
Table 19	Incidents Assigned for Investigation: Crimes Against Property: Harrisburg: 2017 -2019	Page: 79
Table 20	Incidents Assigned for Investigation: Juveniles: Harrisburg: 2017 -2019	Page: 81
Table 21	Incidents Assigned for Investigation: Crimes Against Society & Others: Harrisburg: 2017 – 2019	Page: 82
Table 22	Crimes Against Persons: Projected Total Incidents Meeting Detective Level Investigation Criteria: Harrisburg: 2017 – 2019	Page: 85
Table 23	Crimes Against Property: Projected Total Incidents Meeting Detective Level Investigation Criteria: Harrisburg: 2017 – 2019	Page: 86
Table 24	Juvenile Investigations: Projected Incidents Meeting Detective Level Investigation Criteria Harrisburg: 2017 - 2019	Page: 88
Table 25	Total Projected Incidents Meeting Detective Level Investigation Criteria: Harrisburg: 2017 – 2019	Page: 89
Table 26	Crime Scene Search Call for Service (CCS)	Page: 91
Table 27	Crime Scene Search Equipment List for Patrol Officers and Detectives	Page: 93
Table 27A	Summary: Crime Scene Search Equipment for Patrol Officers and Detectives	Page: 94
Table 28	Recommended Staffing Levels Harrisburg Police Department: Criminal Investigation Division	Page: 96
Table 29	Comparative Study: Municipal Criminal Investigation Division Compared to the Harrisburg Police Department	Page: 98
Table 30	Proposed Staffing for the Operations Bureau (Positions or Allocations)	Page: 101
Table 31	Staffing Recommendations: Business Support Services	Page: 104
Table 32	Communications: Start-up Cost: Cabarrus County Sheriff’s Office Providing Communication Services	Page: 108

Table 33	Communications: Expenses and Costs: City of Concord - Communications	Page: 111
Table 34	Staffing Recommendations: Records Management Section	Page: 114
Table 35	Equipment for the Records Management: Records Section	Page: 114
Table 36	Records Management System	Page: 116
Table 37	Staffing Recommendations: Property Control and Evidence Management	Page: 117
Table 38	Resource Required for Property Control & Evidence Management Storage System	Page: 118
Table 39	Vehicles Required	Page: 120
Table 40	Vehicles Operating Expenses	Page: 121
Table 41	Projected Hiring and Background Expenses	Page: 130
Table 42	Harrisburg Police Department: Hiring and Training Timeline	Page: 139
Table 43	Annual In-Service Mandatory Training: Harrisburg Police Department	Page: 144
Table 44	Start-Up Training Costs: Sworn Officer Positions	Page: 145
Table 45	School Resource Officer Allocations: Harrisburg Police Department	Page: 151
Table 46	Projected Costs for School Resource Officer Allocations	Page: 153
Table 47	Operations Bureau: Building and Facilities: Furniture and Equipment Cost Projections	Page: 158
Table 48	Police Headquarters Building: Building and Facilities: Furniture and Equipment Cost Projections	Page: 162
Table 49	Projected Personnel Costs	Page: 167
Table 50	Projected Personnel Costs – By Bureaus & Divisions	Page: 168
Table 51	Executive Level: Office of the Chief: Projected Cost & Expenses	Page: 172
Table 52	Operations Bureau: Projected Costs & Expenses	Page: 174
Table 53	Administrative Services Bureau: Projected Costs & Expenses	Page: 181
Table 54	Projected: Miscellaneous Expenses	Page: 183
Table 55	Grant and Support Opportunities: Newly Formed Police Organizations	Page: 185
Table 56	Grant and Support Opportunities: Other Resources	Page: 188
Table 57	Planning and Deployment Timeline	Page: 193
Table 58	Projected Costs: Planning and Deployment Timeline	Page: 194
Table 59	Summary of All Costs Associated with Establishing and Operating the Harrisburg Police Department	Page: 197

Charts

Following is a list of Charts presented in the study.

Chart 01	Organizational Structure of the Proposed Harrisburg Police Department	Page: 16
Chart 02	Harrisburg Police Department: Executive Level	Page: 25
Chart 03	Harrisburg Police Department: Patrol Division	Page: 29

Chart 04	Harrisburg Police Department: Criminal Investigation Division	Page: 35
Chart 05	Harrisburg Police Department: Operations Support Services Division	Page: 36
Chart 06	Harrisburg Police Department: Administrative Support Services Bureau	Page: 38
Chart 07	Dispatched CFS by Month and Year	Page: 48
Chart 07A	2017 Dispatched CFS by Day and Time	Page: 49
Chart 07B	2018 Dispatched CFS by Day and Time	Page: 49
Chart 07C	2019 Dispatched CFS by Day and Time	Page: 50
Chart 08	Criminal Investigation Division	Page: 99
Chart 09	Operations Support Services Division	Page: 100
Chart 10	Organizational Structure Operations Bureau	Page: 103
Chart 11	Organizational Structure: Business Services Division	Page: 105

Appendix 01: Twelve Hour Shift Examples

APPENDIX 01

Twelve Hour Shift Examples

MONTH						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off
Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800
Patrol 0600- 1800	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off
Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800
Patrol 0600- 1800	Day Off	Day Off				

Sequencing

- 2 Days on Duty
- 3 Days off Duty
- 2 Days on Duty
- 2 Days off Duty
- 3 Days on Duty
- 2 Days off Duty

APPENDIX 01

Twelve Hour Shift Examples

MONTH						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Patrol 0600- 1800	Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off	Day Off	Patrol 0600- 1800
Patrol 0600- 1800	Patrol 0600- 1800	Day Off	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800
Patrol 0600- 1800	Day Off	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Patrol 0600- 1800
Day Off	Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Patrol 0600- 1800	Day Off
Day Off	Day Off	Patrol 0600- 1800	Patrol 0600- 1800	Patrol 0600- 1800		

Sequencing

- 3 Days on Duty
- 3 Days off Duty

APPENDIX 02
Comparable Towns.x

Town of Harrisburg – Police Feasibility Study Page 204 of 214

APPENDIX 03: Capital Improvement Plan for FY 2021 through FY 2030



APPENDIX 03

Project Number	Fiscal Year												Total
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030			
Project and regulation expenditures by location:													
Equipment													
Police-Mounted Speed-Spms (3)	2021-2000-007	18,000	18,000	-	-	-	-	-	-	-	-	-	36,000
Vehicles													
Replacement of H1 unit - 2016 M4001	2021-2000-001	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H1 unit - 2016 M4002	2021-2000-002	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
New Vehicle - P23 New Personnel	2021-2000-003	60,000	-	-	-	-	55,000	-	-	-	-	-	115,000
New Vehicle - P23 New Personnel	2021-2000-004	60,000	-	-	-	-	55,000	-	-	-	-	-	115,000
New Vehicle - P23 New Personnel	2021-2000-005	60,000	-	-	-	-	55,000	-	-	-	-	-	115,000
New Vehicle - P23 New Personnel	2021-2000-006	60,000	-	-	-	-	55,000	-	-	-	-	-	115,000
Replacement of H4 unit - 2015 M4013	2021-2000-008	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H1 unit - 2016 M4003	2021-2000-009	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4014	2021-2000-010	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-011	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-012	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-013	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-014	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-015	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-016	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-017	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-018	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-019	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-020	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-021	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-022	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-023	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-024	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-025	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-026	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-027	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-028	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-029	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-030	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-031	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-032	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-033	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-034	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-035	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-036	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-037	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-038	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-039	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-040	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-041	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-042	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-043	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-044	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-045	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-046	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-047	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-048	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-049	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-050	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-051	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-052	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-053	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-054	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-055	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-056	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-057	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-058	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-059	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-060	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-061	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-062	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-063	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-064	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-065	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-066	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-067	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-068	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-069	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-070	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-071	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-072	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-073	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-074	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-075	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-076	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-077	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-078	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-079	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-080	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-081	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-082	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-083	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-084	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-085	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-086	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-087	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-088	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-089	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-090	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-091	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-092	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-093	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-094	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-095	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-096	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-097	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-098	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-099	55,000	-	-	-	-	55,000	-	-	-	-	-	110,000
Replacement of H2 unit - 2017 M4016	2021-2000-100	55,000	-	-	-								

Appendix 04: Total Project Expenses

Office of the Chief – Executive Level



APPENDIX 04 Total
Project Expenses [for

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
OFFICE OF THE CHIEF									
Executive Level									
Chief of Police									
Salary and Benefits	1	\$141,125.75	\$141,125.75		\$0.00				
Uniform and Equipment	1	\$24,024.00	\$0.00		\$24,024.00				
Payroll Services	1	\$650.00	\$650.00		\$0.00				
Chief's Hiring Contingency	1	\$10,000.00	\$0.00		\$10,000.00				
Technology and Computers	1	\$2,500.00	\$0.00		\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00		\$0.00				
Cell Phone and Protection	1	\$650.00	\$650.00		\$0.00				
Subtotal Cost & Expenses		\$180,029.75		\$143,505.75		\$36,524.00	\$180,029.75		
Administrative Assistant									
Salary and Benefits	1	\$ 88,561.93	\$ 88,561.93						
Uniform and Equipment	1	\$0.00	\$0.00						
Payroll Services	1	\$ 650.00	\$ 650.00						
Technology and Computers	1	\$ 2,500.00			\$2,500.00				
Telephone Service	1	\$ 1,080.00	\$ 1,080.00						
Cell Phone and Protection	1	\$ 650.00	\$ 650.00						
Subtotal Cost & Expenses		\$93,441.93		\$90,941.93		\$2,500.00	\$93,441.93		
Captains (Bureau Level)									
Salary and Benefits	2	\$105,726.70	\$211,453.40		\$0.00				
Uniform and Equipment	2	\$14,024.00	\$0.00		\$28,048.00				
Payroll Services	2	\$650.00	\$1,300.00		\$0.00				
Technology and Computers	2	\$2,500.00	\$0.00		\$5,000.00				
Telephone Service	2	\$1,080.00	\$2,160.00		\$0.00				
Cell Phone and Protection	2	\$650.00	\$1,300.00		\$0.00				
Subtotal Cost & Expenses		\$124,630.70		\$216,213.40		\$33,048.00	\$249,261.40		
Other Expenses									
Police Attorney Contract	1	\$15,000.00	\$15,000.00						
Subtotal Cost & Expenses				\$15,000.00			\$15,000.00		
Total Division Level Cost & Expenses									
TOTAL EXPENSES:				\$465,661.08		\$72,072.00		\$537,733.08	\$537,733.08

Operations Bureau

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
OPERATIONS BUREAU									
Patrol Division									
Officer									
Salary and Benefits	12	\$73,338.43	\$880,061.16						
Uniform and Equipment	12	\$14,024.00	\$0.00		\$168,288.00				
Payroll Services	12	\$650.00	\$7,800.00						
Technology and Computers	4	\$2,500.00	\$0.00		\$10,000.00				
Telephone Service	12	\$1,080.00	\$12,960.00						
Cell Phone and Protection	12	\$650.00	\$7,800.00						
Subtotal Cost & Expenses		\$92,242.43		\$908,621.16		\$178,288.00	\$1,086,909.16		
Corporal									
Salary and Benefits	4	\$73,827.09	\$295,308.36						
Uniform and Equipment	4	\$14,024.00	\$0.00		\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00	\$0.00		\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$92,731.09		\$304,828.36		\$66,096.00	\$370,924.36		
Sergeant									
Salary and Benefits	4	\$88,669.60	\$354,678.40						
Uniform and Equipment	4	\$14,024.00	\$0.00		\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00	\$0.00		\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$107,573.60		\$364,198.40		\$66,096.00	\$430,294.40		
Other Expenses									
None		\$0.00	\$0.00		\$0.00				
Subtotal Cost & Expenses		\$0.00		\$0.00		\$0.00	\$0.00		
Total Division Level Cost & Expenses								\$1,888,127.92	

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
OPERATIONS BUREAU									
Patrol Division									
Officer									
Salary and Benefits	12	\$73,338.43	\$880,061.16						
Uniform and Equipment	12	\$14,024.00			\$168,288.00				
Payroll Services	12	\$650.00	\$7,800.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	12	\$1,080.00	\$12,960.00						
Cell Phone and Protection	12	\$650.00	\$7,800.00						
Subtotal Cost & Expenses		\$92,242.43		\$908,621.16		\$178,288.00	\$1,086,909.16		
Corporal									
Salary and Benefits	4	\$73,827.09	\$295,308.36						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$92,731.09		\$304,828.36		\$66,096.00	\$370,924.36		
Sergeant									
Salary and Benefits	4	\$88,669.60	\$354,678.40						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$107,573.60		\$364,198.40		\$66,096.00	\$430,294.40		
Other Expenses									
None		\$0.00	\$0.00		\$0.00				
Subtotal Cost & Expenses		\$0.00		\$0.00		\$0.00	\$0.00		
Total Division Level Cost & Expenses								\$1,888,127.92	

Administration Services Bureau

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
ADMINISTRATIVE SERVICES BUREAU									
Business Services Division									
Division Manager (Equivalent to sergeant's position)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$93,549.60		\$91,049.60		\$2,500.00	\$93,549.60		
Property/Records Clerk									
Salary and Benefits	1	\$57,827.68	\$57,827.68						
Uniform and Equipment	1	\$0.00	\$0.00						
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$0.00	\$0.00						
Subtotal Cost & Expenses		\$62,057.68		\$59,557.68		\$2,500.00	\$62,057.68		
Division Level Expenses									
E-911 Communications Services (Contract)	1	\$274,124.37	\$274,124.37						
Records Management System	1	\$400,000.00	\$72,000.00		\$400,000.00				
Filing system, cabinets, copier	1	\$15,600.00	\$6,000.00		\$9,600.00				
Property Control & Evidence Management Storage System	1	\$28,940.00	\$1,000.00		\$28,940.00				
Subtotal Cost & Expenses		\$718,664.37		\$353,124.37		\$438,540.00	\$791,664.37		
Total Division Level Cost & Expenses								\$947,271.65	

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Human Resources, Recruiting & Training Division									
Sergeant (Equivalent to Division Manager)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Uniform and Equipment	1	\$14,024.00			\$14,024.00				
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$107,573.60		\$91,049.60		\$16,524.00	\$107,573.60		
Other Expenses									
Recruiting	1	\$10,000.00			\$10,000.00				
Pre-employment Background	1	\$117,750.00			\$117,750.00				
Subtotal Cost & Expenses		\$127,750.00				\$127,750.00	\$127,750.00		
Total Division Level Cost & Expenses								\$235,323.60	
Fiscal Affairs: Research & Planning Division									
Division Manager (Equivalent to Sergeant's Position)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$93,549.60		\$91,049.60		\$2,500.00	\$93,549.60		
Other Expenses									
Crime Analysis Software	1	\$1,200.00	\$1,200.00						
Policy and Procedure Development	1	\$62,500.00			\$62,500.00				
Subtotal Cost & Expenses		\$63,700.00		\$1,200.00		\$62,500.00	\$63,700.00		
Total Division Level Cost & Expenses								\$157,249.60	

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Community Services Division									
Sergeant (Equivalent to Division Manager)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Uniform and Equipment	1	\$14,024.00			\$14,024.00				
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$107,573.60		\$91,049.60		\$16,524.00	\$107,573.60		
Officer (SRO)									
Salary and Benefits	4	\$73,338.43	\$293,353.72						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$92,242.43		\$302,873.72		\$66,096.00	\$368,969.72		
Other Expenses									
Crime Prevention Materials	1	\$5,000.00	\$1,000.00		\$5,000.00				
Crime Stoppers Fund	1	\$5,000.00			\$5,000.00				
Subtotal Cost & Expenses		\$10,000.00		\$1,000.00		\$10,000.00	\$11,000.00		
Total Division Level Cost & Expenses								\$487,543.32	
TOTAL EXPENSES:				\$1,081,954.17		\$745,434.00			\$1,827,388.17

Other Expenses

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Other Expenses									
Vehicles									
Vehicles	18	\$57,326.00			\$1,031,868.00	\$1,031,868.00	\$1,031,868.00		
Vehicle Expenses (Insurance, fuel, and maintenance)	1	\$289,364.00	\$346,690.00	\$346,690.00			\$346,690.00		
Recruiting, Background, and Training									
Applicant screening, background & chief hiring processes	1	\$136,250.00			\$136,250.00				
Training Expenses (Specialized)	1				\$10,925.00	\$147,175.00	\$147,175.00		
Radio Maintenance	1	\$30,000.00	\$30,000.00	\$30,000.00			\$30,000.00		
Miscellaneous	1	\$5,140.00			\$5,140.00	\$5,140.00	\$5,140.00		
Consultant Implementation	1	\$75,000.00			\$75,000.00	\$75,000.00	\$75,000.00		
Office Supplies	1	\$12,300.00	\$12,300.00	\$12,300.00			\$12,300.00		
Contingency Fund	1	\$500,000.00			\$500,000.00	\$500,000.00	\$500,000.00		
							\$2,148,173.00		
TOTAL EXPENSES AND COSTS FOR HPD									
			\$3,838,458.06	\$3,838,458.06	\$2,995,522.50	\$2,995,522.50	\$6,833,980.56	\$4,685,807.56	\$4,685,807.56
				\$6,833,980.56					
Furniture & Equipment									
Operations Bureau (Total does not include the interview rooms)	1	\$84,540.00				\$58,540.00	\$84,540.00		
Headquarters Building (Total does not include PC&EM)	1	\$535,540.00				\$505,600.00	\$535,540.00		
Adjusted costs reimbursement for SRO from State			244,451.65						

Appendix 05: Personnel Expenses by Allocation



APPENDIX 05
Personnel Compensation

PERSONAL EXPENSES BY POSITION						
POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Officer Compensation (Annual Salary: Average Plus 5%)						
Average Salary	\$49,851.79	\$52,344.38			19	\$994,543.21
Social Security	\$3,090.81	\$3,245.35			19	\$61,661.68
Medicare	\$722.85	\$758.99			19	\$14,420.88
Retirement	\$5,084.88	\$5,339.13			19	\$101,443.41
401K	\$2,492.59	\$2,617.22			19	\$49,727.16
Health Insurance	\$7,860.00	\$7,860.00			19	\$149,340.00
Life Insurance	\$33.00	\$33.00			19	\$627.00
Vision Insurance	\$21.00	\$21.00			19	\$399.00
Workers Compensation	\$60.32	\$63.34			19	\$1,203.40
Insurance and Bonds	\$872.41	\$916.03			19	\$17,404.51
Supplies	\$140.00	\$140.00			19	\$2,660.00
Handgun, Taser, & Shotgun			\$2,840.00		19	\$53,960.00
Uniforms			\$2,334.00		19	\$44,346.00
Laptop & Modem			\$2,350.00		19	\$44,650.00
Training			\$1,100.00		19	\$20,900.00
Handheld Radio			\$5,400.00		19	\$102,600.00
Personnel Expenses (Annual)	\$70,229.65	\$73,338.43			19	\$1,393,430.24
Startup Expenses			\$14,024.00		19	\$266,456.00
Total Personnel Expenses						\$1,659,886.24
Total Cost Per Position						\$87,362.43

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Corporal Compensation						
Average Salary	\$52,344.38	\$54,961.60			4	\$219,846.39
Social Security	\$3,245.35	\$3,407.62			4	\$13,630.48
Medicare	\$758.99	\$796.94			4	\$3,187.77
Retirement	\$5,339.13	\$5,578.60			4	\$22,314.41
Insurance	\$7,860.00	\$7,860.00			4	\$31,440.00
Life Insurance	\$33.00	\$33.00			4	\$132.00
Vision Insurance	\$21.00	\$21.00			4	\$84.00
Workers Compensation	\$63.34	\$66.50			4	\$266.01
Insurance and Bonds	\$916.03	\$961.83			4	\$3,847.31
Supplies	\$140.00	\$140.00			4	\$560.00
Handgun, Taser, & Shotgun			\$2,840.00		4	\$11,360.00
Uniform			\$2,334.00		4	\$9,336.00
Laptop & Modem			\$2,350.00		4	\$9,400.00
Training			\$1,100.00		4	\$4,400.00
Handheld Radio			\$5,400.00		4	\$21,600.00
Personnel Expenses (Annual)	\$70,721.21	\$73,827.09			4	\$295,308.38
Startup Expenses			\$14,024.00		4	\$56,096.00
Total Personnel Expenses						\$351,404.38
Total Cost Per Position						\$87,851.09

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Sergeant Compensation						
Average Salary	\$61,583.50	\$64,662.68			7	\$452,638.73
Social Security	\$3,818.18	\$4,009.09			7	\$28,063.60
Medicare	\$892.96	\$937.61			7	\$6,563.26
Retirement	\$6,281.52	\$6,563.26			7	\$45,942.83
401K	\$3,079.18	\$3,233.13			7	\$22,631.94
Insurance	\$7,860.00	\$7,860.00			7	\$55,020.00
Life Insurance	\$33.00	\$33.00			7	\$231.00
Vision Insurance	\$21.00	\$21.00			7	\$147.00
Workers Compensation	\$74.52	\$78.24			7	\$547.69
Insurance and Bonds	\$1,077.71	\$1,131.60			7	\$7,921.18
Supplies	\$140.00	\$140.00			7	\$980.00
Handgun, Taser, & Shotgun			\$2,840.00		7	\$19,880.00
Uniform			\$2,334.00		7	\$16,338.00
Laptop & Modem			\$2,350.00		7	\$16,450.00
Training			\$1,100.00		7	\$7,700.00
Handheld Radio			\$5,400.00		7	\$37,800.00
Personnel Expenses (Annual)	\$84,861.56	\$88,669.60			7	\$620,687.22
Startup Expenses			\$14,024.00		7	\$98,168.00
Total Personnel Expenses						\$718,855.22
Total Cost Per Position						\$102,693.60

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Captain Compensation						
Average Salary	\$74,613.68	\$78,344.36			2	\$156,688.73
Social Security	\$4,626.05	\$4,857.35			2	\$9,714.70
Medicare	\$1,081.90	\$1,135.99			2	\$2,271.99
Retirement	\$7,610.60	\$7,951.95			2	\$15,903.91
401K	\$3,730.68	\$3,917.22			2	\$7,834.44
Insurance	\$7,860.00	\$7,860.00			2	\$15,720.00
Life Insurance	\$33.00	\$33.00			2	\$66.00
Vision Insurance	\$21.00	\$21.00			2	\$42.00
Workers Compensation	\$90.28	\$94.80			2	\$189.59
Insurance and Bonds	\$1,305.74	\$1,371.03			2	\$2,742.05
Supplies	\$140.00	\$140.00			2	\$280.00
Handgun, Taser, & Shotgun			\$2,840.00		2	\$5,680.00
Uniform			\$2,334.00		2	\$4,668.00
Laptop & Modem			\$2,350.00		2	\$4,700.00
Training			\$1,100.00		2	\$2,200.00
Handheld Radio			\$5,400.00		2	\$10,800.00
Personnel Expenses (Annual)	\$101,112.93	\$105,726.70			2	\$211,453.40
Startup Expenses			\$14,024.00		2	\$28,048.00
Total Personnel Expenses						\$239,501.40
Total Cost Per Position						\$119,750.70

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Chief of Police Compensation (Salary Range: \$95,000 - \$120,000.00)						
Mid Point Salary		\$107,500.00			1	\$107,500.00
Social Security		\$6,665.00			1	\$6,665.00
Medicare		\$77.42			1	\$77.42
Retirement		\$10,911.25			1	\$10,911.25
401K		\$5,375.00			1	\$5,375.00
Insurance		\$7,860.00			1	\$7,860.00
Life Insurance		\$33.00			1	\$33.00
Vision Insurance		\$21.00			1	\$21.00
Workers Compensation		\$53.00			1	\$53.00
Insurance and Bonds		\$130.08			1	\$130.08
Supplies & Miscellaneous		\$2,500.00			1	\$2,500.00
Handgun, Taser, & Shotgun			\$2,840.00		1	\$2,840.00
Uniform			\$2,334.00		1	\$2,334.00
Laptop & Modem			\$2,350.00		1	\$2,350.00
Training			\$1,100.00		1	\$1,100.00
Handheld Radio			\$5,400.00		1	\$5,400.00
Hiring Contingency			\$10,000.00		1	\$10,000.00
Personnel Expenses (Annual)		\$141,125.74			1	\$141,125.74
Startup Expenses			\$24,024.00		1	\$24,024.00
Total Personnel Expenses						\$165,149.74
Total Cost Per Position						\$165,149.74

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
NON SWORN POSITIONS						
Administrative Assistant to the Chief						
Average Salary	\$61,583.50	\$64,662.68			1	\$64,662.68
Social Security	\$3,818.18	\$4,009.09			1	\$4,009.09
Medicare	\$892.96	\$937.61			1	\$937.61
Retirement	\$6,281.52	\$6,595.59			1	\$6,595.59
401K	\$3,079.18	\$3,233.13			1	\$3,233.13
Insurance	\$7,860.00	\$7,860.00			1	\$7,860.00
Life Insurance	\$33.00	\$33.00			1	\$33.00
Vision Insurance	\$21.00	\$21.00			1	\$21.00
Workers Compensation	\$74.52	\$78.24			1	\$78.24
Insurance and Bonds	\$1,077.71	\$1,131.60			1	\$1,131.60
Personnel Expenses (Annual)	\$84,721.56	\$88,561.93			1	\$88,561.93
Startup Expenses			\$0.00		1	\$0.00
Total Personnel Expenses						\$88,561.93
Total Cost Per Position						\$88,561.93

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Division Manager Compensation (based on sergeant's salary)						
Average Salary	\$61,583.50	\$64,662.68			2	\$129,325.35
Social Security	\$3,818.18	\$4,009.09			2	\$8,018.17
Medicare	\$892.96	\$937.61			2	\$1,875.22
Retirement	\$6,281.52	\$6,563.26			2	\$13,126.52
401K	\$3,079.18	\$3,233.13			2	\$6,466.27
Insurance	\$7,860.00	\$7,860.00			2	\$15,720.00
Life Insurance	\$33.00	\$33.00			2	\$66.00
Vision Insurance	\$21.00	\$21.00			2	\$42.00
Workers Compensation	\$74.52	\$78.24			2	\$156.48
Insurance and Bonds	\$1,077.71	\$1,131.60			2	\$2,263.19
Personnel Expenses (Annual)	\$84,721.56	\$88,529.60	\$0.00		2	\$177,059.21
Startup Expenses			\$0.00		2	\$0.00
Total Personnel Expenses						\$177,059.21
Total Cost Per Position						\$88,529.60

POSITION / EXPENSE	Average CCSO Compensation/Expense (FY2019)	Harrisburg Proposed Annual Salary	Equipment Startup Personnel Expenses Per Position	Total Cost Per Position	Number of Positions	Extended Cost or Expenses
Records/Property Control Clerk						
Average Salary	\$38,000.00	\$39,900.00			1	\$39,900.00
Social Security	\$2,356.00	\$2,473.80			1	\$2,473.80
Medicare	\$551.00	\$578.55			1	\$578.55
Retirement	\$3,876.00	\$4,069.80			1	\$4,069.80
401K	\$1,900.00	\$1,995.00			1	\$1,995.00
Insurance	\$7,860.00	\$7,860.00			1	\$7,860.00
Life Insurance	\$33.00	\$33.00			1	\$33.00
Vision Insurance	\$21.00	\$21.00			1	\$21.00
Workers Compensation	\$45.98	\$48.28			1	\$48.28
Insurance and Bonds	\$665.00	\$698.25			1	\$698.25
Uniform	\$150.00	\$150.00			1	\$150.00
Personnel Expenses (Annual)	\$55,457.98	\$57,827.68	\$0.00	\$0.00	1	\$57,827.68
Startup Expenses			\$0.00		1	\$0.00
Total Personnel Expenses						\$57,827.68
Total Cost Per Position						\$57,827.68
Totals	Personnel Expenses (Annual)					\$2,985,453.81
	Personnel Startup Up Expenses					\$472,792.00
	Total Personnel Expenses					\$3,458,245.81
						\$ - \$244,451.65 SRO reimbursement
						\$3,213,794.16



End of Report

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APPENDIX 01

Twelve Hour Shift Examples

MONTH											
Sunday		Monday		Tuesday		Wednesday		Thursday		Friday	
							Patrol 0600- 1800		Patrol 0600- 1800		Day Off
											Day Off
	Day Off		Patrol 0600- 1800		Patrol 0600- 1800		Day Off		Day Off		Patrol 0600- 1800
											Patrol 0600- 1800
	Patrol 0600- 1800		Day Off		Day Off		Patrol 0600- 1800		Patrol 0600- 1800		Day Off
											Day Off
	Day Off		Patrol 0600- 1800		Patrol 0600- 1800		Day Off		Day Off		Patrol 0600- 1800
											Patrol 0600- 1800
	Patrol 0600- 1800		Day Off		Day Off						

Sequencing

- 2 Days on Duty
- 3 Days off Duty
- 2 Days on Duty
- 2 Days off Duty
- 3 Days on Duty
- 2 Days off Duty

APPENDIX 01

Twelve Hour Shift Examples

MONTH											
Sunday		Monday		Tuesday		Wednesday		Thursday		Friday	
	Patrol 0600- 1800		Patrol 0600- 1800		Patrol 0600- 1800		Day Off		Day Off		Day Off
	Patrol 0600- 1800		Patrol 0600- 1800		Day Off		Day Off		Day Off		Patrol 0600- 1800
	Patrol 0600- 1800		Day Off		Day Off		Day Off		Patrol 0600- 1800		Patrol 0600- 1800
	Day Off		Day Off		Day Off		Patrol 0600- 1800		Patrol 0600- 1800		Day Off
	Day Off		Day Off		Patrol 0600- 1800		Patrol 0600- 1800		Patrol 0600- 1800		

Sequencing

- 3 Days on Duty
- 3 Days off Duty

										Harrisburg Police Study														
										Comparable Towns														
APPENDIX 02																								
North Carolina Comparison City	Population	Closest Major City	Town in Square Miles	Current Budget	UCR Part I Offenses (Property)	UCR Part I Offenses (Violent)	Total Calls for Service	Per 1,000 Residents	Total Calls for Service Per 10,000 Residents	Total Full Time Employees	Total Sworn Officers	Total Sworn Officers Per 1,000 Residents	Total Sworn Officers Per 10,000 Residents	Total Civilian Employees	Total Sworn Officers Assigned to Patrol	Total Patrol Officers Per 1,000 Residents	Total Patrol Officers Per 10,000 Residents	Total Sworn Officers Assigned to Investigations	Total Sworn Officers Assigned to Investigations Per 1,000 Residents	Total Sworn Officers Assigned to Investigations Per 10,000 Residents	Percent of Total Sworn Officers Assigned to Investigations	Ratio of Sworn Officers to Officers Assigned to Investigations		
	Asheboro	25,922	Greensboro	15.40	\$ 3,917,740.00	1,527	127	25,467	982	9,824	80	73	2.82	28.16	7	41	1.58	15.82	17	0.66	6.56	23%	2.41	
Boone	19,524	Hickory	6.13	\$ 3,456,046.00	382	25	26,000	1,332	13,317	48	36	1.84	18.44	12	25	1.28	12.80	8	0.41	4.10	22%	3.13		
Clayton	22,258	Raleigh	13.61	\$ 5,925,250.00	367	23	29,032	1,304	13,043	47	44	1.98	19.77	3	28	1.26	12.58	11	0.49	4.94	25%	2.55		
Davidson	12,954	Charlotte	6.00	\$ 2,734,953.00	157	4	22,285	1,720	17,203	22	20	1.54	15.44	2	20	1.54	15.44	2	0.15	1.54	10%	10.00		
Eden	14,952	Greensboro	15.20	\$ 4,952,800.00	572	91	23,940	1,601	16,011	50	46	3.08	30.77	4	30	2.01	20.06	10	0.67	6.69	22%	3.00		
Hendersonville	14,081	Asheville	6.90	\$ 5,459,088.00	691	47	53,428	3,794	37,943	57	42	2.98	29.83	15	45	3.20	31.96	7	0.50	4.97	17%	6.43		
Leland	21,008	Wilmington	19.90	\$ 3,711,866.00	349	17	13,063	622	6,218	34	32	1.52	15.23	2	25	1.19	11.90	11	0.52	5.24	34%	2.27		
Lexington	18,754	Greensboro	18.00	\$ 6,568,017.00	489	119	48,000	2,559	25,595	65	55	2.93	29.33	10	50	2.67	26.66	11	0.59	5.87	20%	4.55		
Mint Hill	27,375	Charlotte	21.30	\$ 5,047,285.00	467	43	22,955	839	8,385	35	30	1.10	10.96	3	24	0.88	8.77	6	0.22	2.19	20%	4.00		
Pinehurst	16,213	Raleigh	17.20	\$ 3,503,757.00	111	15	18,000	1,110	11,102	30	25	1.54	15.42	5	16	0.99	9.87	4	0.25	2.47	16%	4.00		
Pineville	8,939	Charlotte	6.62	\$ 5,268,789.00	1,236	50	19,941	2,231	22,308	50	39	4.36	43.63	11	30	3.36	33.56	7	0.78	7.83	18%	4.29		
Southern Pines	14,271	Raleigh	15.50	\$ 5,144,372.00	312	33	28,978	2,031	20,306	49	41	2.87	28.73	8	25	1.75	17.52	8	0.56	5.61	20%	3.13		
	FBI 2018																							
Count	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00			
Median	17,483.50	N/A	15.30	5,000,042.50	424.50	38.00	24,703.50	1,466.41	14,664.09	48.50	40.00	2.40	23.96	6.00	26.50	1.56	15.63	8.00	0.51	5.10	0.20	3.31		
Mean	18,020.92	N/A	13.48	4,640,830.25	555.00	49.50	27,590.75	1,677.13	16,771.35	47.25	40.25	2.38	23.81	6.83	29.92	1.81	18.08	8.50	0.48	4.83	0.21	3.52		
Maximum	27,375.00	N/A	21.30	6,568,017.00	1,527.00	127.00	53,428.00	3,794.33	37,943.33	80.00	73.00	4.36	43.63	15.00	50.00	3.36	33.56	17.00	0.78	7.83	0.34	2.94		
Minimum	8,939.00	N/A	6.00	2,734,953.00	111.00	4.00	13,063.00	621.81	6,218.11	22.00	20.00	1.10	10.96	2.00	16.00	0.88	8.77	2.00	0.15	1.54	0.10	8.00		
Range	18,436.00	N/A	15.30	3,833,064.00	1,416.00	123.00	40,365.00	3,172.52	31,725.22	58.00	53.00	3.27	32.67	13.00	34.00	2.48	24.79	15.00	0.63	6.29	0.24	2.27		
	FBI 2018				UCR 2018	UCR 2018	2018			FBI 2018	FBI 2018			FBI 2018										
Cabarrus CSO	17,300	Charlotte	11.60	\$ 1,900,000.00	227	10	4,500	260	2,601		13.00			0	13.00	0.76	7.65							

APPENDIX 03



Capital Improvement Plan - FY 2021 - 2030 General Fund - Deputies

Project		Fiscal Year										Totals
Item	Number	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Project and acquisition expenditures by function:												
Equipment												
Pole-Mounted Speed Signs (3)	2021-2000-007	18,000	18,000	-		-	-	-	-	-	-	36,000
Vehicles												
Replacement of H8 unit - 2014 #4001	2021-2000-001	55,000	-	-		-	-	55,000	-	-	-	110,000
Replacement of H11 unit - 2014 #4002	2021-2000-002	55,000	-	-		-	-	55,000	-	-	-	110,000
New Vehicle - FY21 New Personnel	2021-2000-003	60,000	-	-		-	-	55,000	-	-	-	115,000
New Vehicle - FY21 New Personnel	2021-2000-004	60,000	-	-		-	-	55,000	-	-	-	115,000
New Vehicle - FY21 New Personnel	2021-2000-005	60,000	-	-		-	-	55,000	-	-	-	115,000
New Vehicle - FY21 New Personnel	2021-2000-006	60,000	-	-		-	-	55,000	-	-	-	115,000
Replacement of H4 unit - 2015 #4013		-	55,000	-		-	-	55,000	55,000	-	-	110,000
Replacement of H1 unit - 2016 #4003		-	55,000	-		-	-	-	55,000	-	-	110,000
Replacement of H3 unit - 2016 #4014		-	-	55,000	-	-	-	-	-	55,000	-	110,000
Replacement of H2 unit - 2017 #4016		-	-	-	55,000	-	-	-	-	-	55,000	110,000
Replacement of H7 unit - 2012 #4004		-	-	-	55,000	-	-	-	-	-	-	55,000
Replacement of H9 unit - 2013 #4005		-	-	-	55,000	-	-	-	-	-	-	55,000
Replacement of H14 unit - 2019		-	-	-	55,000	-	-	-	-	-	-	55,000
Replacement of H15 unit - 2019		-	-	-	-	-	55,000	-	-	-	-	55,000
Replacement of H13 unit - 2013 #4006		-	-	-	-	-	55,000	-	-	-	-	55,000
Replacement of H6 unit - 2013 #4008		-	-	-	-	-	55,000	-	-	-	-	55,000
Replacement of H12 unit - 2013 #4007		-	-	-	-	-	55,000	-	-	-	-	55,000
Total project expenditures		368,000	128,000	55,000	55,000	220,000	165,000	330,000	110,000	55,000	55,000	1,541,000
Financing Sources:												
Operating revenues												
Capital Reserve Fund		368,000	128,000	55,000	55,000	220,000	165,000	330,000	110,000	55,000	55,000	1,541,000
Fund balance												
Installment financing												
Grants												
Powell Bill												
Fee in lieu of												
Unfunded												
Total financing sources		368,000	128,000	55,000	55,000	220,000	165,000	330,000	110,000	55,000	55,000	1,541,000
Impact on operating budget:												
Installment financing payments												
Increased operating costs												
Decreased operating costs												
Increased/decreased revenues												
Total Operating Impact												

APPENDIX 04

Benefactor	Grant Type	Summary Description	Opportunity: Unique/Recurring	Filing Timeline	Competitive/ Formula	Required Match	Website
COPS Office - USDOJ	Community Policing Development Program	Current description not offered; Usually offers funding to support community-based crime prevention programs and efforts to develop problem-solving partnerships.	Recurring Annually	April 20	Competitive	Usually 25%	COPS CPD Grant
COPS Office - USDOJ	School Violence Prevention Program	Current description not offered; Usually offers funding to support community-based crime prevention programs and efforts to develop problem-solving partnerships.	Recurring Annually	April 20	Competitive	Usually 25%	COPS SVPP Grant
COPS Office - USDOJ	COPS Hiring Program	Funds as many positions as possible for successful applicants; however, the number of officer positions requested by an agency may be reduced based on the availability of funding and other programmatic considerations. Requires you to identify a specific crime and disorder problem/focus area and explain how CHP funding will be used to implement community policing approaches to that problem/focus area. 2020 priority areas include violent crime, school-based policing, homeland & border security problems.	Recurring Annually	Mar 20	Competitive	25%/year for 3-years	COPS Hiring Grant
Office of Justice Programs - USDOJ	Body-Worn Camera Policy and Implementation Program to Support Law Enforcement Agencies	Funding to support implementation of a body worn camera program. Supports equipment and requires policy development that promotes use and transparency.	Recurring Annually	May 20	Competitive	25%	OJP Body Worn Camera Grant
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Supporting Small and Rural Law Enforcement Agency Body-Worn Camera Policy and Implementation Program	Funding under this solicitation will support rural law enforcement agencies seeking to establish or expand comprehensive BWC programs and have specified plans to implement this technology in a manner that maximizes the benefits of BWCs.	Recurring Annually	May 20	Competitive	25%	OJP Body Worn Camera Grant for Small Agencies
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Edward Byrne Memorial Justice Assistance Grant (JAG) Program State Formula Solicitation	In general, JAG funds awarded to a state under the FY 2020 program may be used to hire additional personnel and/or purchase equipment, supplies, contractual support, training, technical assistance, and information systems for criminal justice. Award amount predicated on the amount of violent crime occurring within a jurisdiction.	Recurring Annually	March 20	Formula	No	OJP Byrne (JAG) Grant
Bureau of Justice Assistance Office of Justice Programs - USDOJ	Project Safe Neighborhoods	Project Safe Neighborhoods (PSN) is designed to create and foster safer neighborhoods through a sustained reduction in violent crime, including, but not limited to, addressing criminal gangs and the felonious possession and use of firearms. The program's effectiveness depends upon the ongoing coordination, cooperation, and partnerships of local, state, tribal, and federal law enforcement agencies--and the communities they serve--engaged in a unified approach led by the U.S. Attorney (USA) in all 94 districts.	Annual, but requires coordination with US Attorney for the district	Varied; Usually in Spring.	Competitive	Not Necessary. In-Kind support is key.	BJA Proect Safe Neighborhood Grant

APPENDIX 04

Bureau of Justice Assistance Office of Justice Programs - USDOJ	Strategies for Policing Innovation	This program assists agencies improve the functioning of the criminal justice system, specifically through support for innovative and evidence-based policing practices, more effective information sharing, and multi-agency collaboration. Recipients of funding under this opportunity will test promising crime prevention, response, and reduction practices; build their capacity to analyze and use crime intelligence and data; implement and test justice information-sharing technology; and establish a system for evaluating their effectiveness.	Recurring Annually	May 2020	Competitive	Not Identified, but likely a 25% Match	BJA Strategies for Policing Innovation
Office of Justice Programs - USDOJ	Patrick Leahy Law Enforcement Bullet-Proof Vest Partnership	Assists agencies in providing body armour to their sworn officers.	Recurring Annually	Announced Annually	50% Partnership	50%	OJP Bulletproof Vest Program
Office of Justice Programs - USDOJ	Law Enforcement-Based Victim Specialist Program	Assists in the hiring of Victim Advocates for LE Agencies, to accomplish the following: - Provision of, or referrals to, support services for crime victims, such as crisis intervention services, emergency transportation to court or certain appointments, short-term child or elder care services, temporary housing/shelter, and security measures. - Assistance with participating in criminal justice proceedings. - Assistance with obtaining state compensation and/or state-issued federal assistance for forensic medical examinations of crime victims.	Recurring Annually	April 2020	Competitive	25%	OJP Victim Assistance Coordination Grant
K9 LEAP Grant Program	Supports start up costs associated with K9 program development.	The K9 LEAP Grant Program was developed to assist Law Enforcement Agencies overcome budget restrictions, and the often times overwhelming costs associated with acquiring and deploying highly skilled, operationally efficient and effective police service K9's. Up to \$2500 in support of canine purchase, training, etc.	Summer/Fall Annually	Summer/Fall	Need Based	Remainder of total costs above \$2500.00	K-9 LEAP Grant
Firehouse Subs Foundation	Supports lifesaving equipment, training	Impact the lifesaving capabilities, and the lives of local heroes and their communities. This is accomplished by providing lifesaving equipment and prevention education tools to first responders and public safety organizations. Requests such as event sponsorships, exercise equipment, and family support services are not supported by our Foundation. Have funded IPOK trauma kits for officers, defibrillators, vehicle extraction tools, thermal imaging cameras, and bullet-proof vests.	3X Annually	Spring/Summer/ Fall	Need Based	Up to \$15K-\$25K generally. Requests above \$50K will not be accepted	Firehouse Subs Equipment Grants
Spirit of Blue Foundation, Inc.	Matches equipment and training needs with corporate donors/sponsors.	Variety of support areas, including tournaquets, K9s, cameras, and more. Sign up on website for consideration or submit a merit=based request.	Multiple Times Annually	Multiple	Random and Merit	No identified limit, but examples in \$1K-\$10K range	Spirit of Blue Foundation
St. Michael’s Shield Project	Matches donors to agency needs for bullet-proof vests	Issued to individual officers; Agency can make request on behalf of its officers, but must complete an application for each officer.	As Needed	As Needed	Need Based	No Identified Limit Other Than One Per Officer.	St Michaels Bulletproof Vest Grant
North Carolina Governor's Crime Commission	North Carolina's mechanism to distribute federal block grant money	The Governor's Crime Commission administers federal block grants for criminal justice, juvenile justice, and victims service programs in North Carolina. The Commission administers about \$100 million of grants each year and assures that money is disbursed according to federal and state governmental regulations during the life of the grants.	Recurring Annually	Varied; Usually in Spring.	Competitive	Limits vary by program area and year; A local match is usually required.	NCDPS Crime Commission Grants

The Howard G. Buffet Foundation	Mission is to catalyze transformational change to improve the standard of living and quality of life for the world’s most impoverished and marginalized populations.	Generally supports broader initiatives that mitigate conflict, but there has been support for facility and other initiatives that can be shown to foster relationships that reduce police/community conflict with impoverished communities.	Unique	Must be Invited to Apply	Competitive	No	Howard G Buffet Foundation
Cabarrus County Community Foundation	Generally Humanitarian-Based Education/Outreach, Project/Program Grants up to \$10K	Unlikely source of start-up funds beyond a community policing policing/humanitarian partnership to help establish crucial relationships and positive engagement between the new department's employees and the community.	Recurring Annually	Oct 2020	Competitive	No	CCCF Community Grants
Mary Reynolds Babcock Foundation, Inc.	Collaborative Problem Solving	Supports strategies that move people and places out of poverty. Applicants must have meaningful connections with low-wealth people and communities. We encourage networks that include both grassroots organizations and institutional partners. Applicants that are not accountable to low-wealth people through their governance structures must demonstrate 1) impact in low-wealth communities, 2) trusting relationships with low-wealth people and 3) an analysis of poverty that recognizes the need to address systems and policy.	Recurring Annually	June/October Annually	Competitive	No	Mary Reynolds Babcock Foundation
Z. Smith Reynolds Foundation	Collaborative Problem Solving	Collaborative Problem-Solving approach is intended to support a limited number of community proposals that use inclusive, collaborative and resourceful processes to authentically engage the community to tackle challenges and create solutions. In particular, we seek to fund efforts that work across sectors (public, private, nonprofit) and/or geographic lines (municipal, county, etc.), are built on existing community assets, use a racial equity lens, and/or bring people together across identity or ideology.	Generally Annually	Spring 2021	Competitive	No	Z Smith Reynolds Foundation

Other Resources:							
IACP	Non-Grant Resource	The IACP's Institute for Community-Police Relations (ICPR) is designed to provide guidance and assistance to law enforcement agencies looking to enhance community trust, by focusing on culture, policies, and practices. The Institute's mission is to advance a universal culture of cohesion and trust between police and the communities they serve.			IACP Community Relations Resource Guide		
COPS	Guidelines for Starting and Operating a New Police Department	Publication			COPS Guidelines for Starting and Operating a New PD		
Bureau of Justice Assistance and COPS	Resource Guide for Enhancing Community Relationships and Protecting Privacy and Constitutional Rights	Publication			BJA Enhancing Community Relationships Guide		
Office of Justice Programs	Law Enforcement Resources	Information on a variety of prevention and intervention programs, providing reasearch information and programmatic guidance.			OJP Law Enforcement Resources		
IACP	Information on COVID-19	Web resources for police agencies			IACP COVID-19 Resource Site		
Grantsmanship: Program Planning & Proposal Writing, 2nd Ed.	Publication	Resource Guide successfully planning and writing grant applications.			Grantsmanship Writing and Prep Resource Guide		

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			Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Description	Unit	Unit Cost							
OFFICE OF THE CHIEF									
Executive Level									
Chief of Police									
Salary and Benefits	1	\$141,125.75	\$141,125.75		\$0.00				
Uniform and Equipment	1	\$24,024.00	\$0.00		\$24,024.00				
Payroll Services	1	\$650.00	\$650.00		\$0.00				
Chief's Hiring Contingency	1	\$10,000.00	\$0.00		\$10,000.00				
Technology and Computers	1	\$2,500.00	\$0.00		\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00		\$0.00				
Cell Phone and Protection	1	\$650.00	\$650.00		\$0.00				
Subtotal Cost & Expenses		\$180,029.75		\$143,505.75		\$36,524.00	\$180,029.75		
Administrative Assistant									
Salary and Benefits	1	\$ 88,561.93	\$ 88,561.93						
Uniform and Equipment	1	\$0.00	\$0.00						
Payroll Services	1	\$ 650.00	\$ 650.00						
Technology and Computers	1	\$ 2,500.00			\$2,500.00				
Telephone Service	1	\$ 1,080.00	\$ 1,080.00						
Cell Phone and Protection	1	\$ 650.00	\$ 650.00						
Subtotal Cost & Expenses		\$93,441.93		\$90,941.93		\$2,500.00	\$93,441.93		
Captains (Bureau Level)									
Salary and Benefits	2	\$105,726.70	\$211,453.40		\$0.00				
Uniform and Equipment	2	\$14,024.00	\$0.00		\$28,048.00				
Payroll Services	2	\$650.00	\$1,300.00		\$0.00				
Technology and Computers	2	\$2,500.00	\$0.00		\$5,000.00				
Telephone Service	2	\$1,080.00	\$2,160.00		\$0.00				
Cell Phone and Protection	2	\$650.00	\$1,300.00		\$0.00				
Subtotal Cost & Expenses		\$124,630.70		\$216,213.40		\$33,048.00	\$249,261.40		
Other Expenses									
Police Attorney Contract	1	\$15,000.00	\$15,000.00						
Subtotal Cost & Expenses				\$15,000.00			\$15,000.00		
Total Division Level Cost & Expenses									

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Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
TOTAL EXPENSES:				\$465,661.08		\$72,072.00		\$537,733.08	\$537,733.08
OPERATIONS BUREAU									
Patrol Division									
Officer									
Salary and Benefits	12	\$73,338.43	\$880,061.16						
Uniform and Equipment	12	\$14,024.00			\$168,288.00				
Payroll Services	12	\$650.00	\$7,800.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	12	\$1,080.00	\$12,960.00						
Cell Phone and Protection	12	\$650.00	\$7,800.00						
Subtotal Cost & Expenses		\$92,242.43		\$908,621.16		\$178,288.00	\$1,086,909.16		
Corporal									
Salary and Benefits	4	\$73,827.09	\$295,308.36						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$92,731.09		\$304,828.36		\$66,096.00	\$370,924.36		
Sergeant									
Salary and Benefits	4	\$88,669.60	\$354,678.40						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$107,573.60		\$364,198.40		\$66,096.00	\$430,294.40		
Other Expenses									
None		\$0.00	\$0.00		\$0.00				
Subtotal Cost & Expenses		\$0.00		\$0.00		\$0.00	\$0.00		
Total Division Level Cost & Expenses								\$1,888,127.92	

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Criminal Investigations Division									
Officer/Detective									
Salary and Benefits	3	\$73,338.43	\$220,015.29						
Uniform and Equipment	3	\$14,024.00			\$42,072.00				
Payroll Services	3	\$650.00	\$1,950.00						
Technology and Computers	3	\$2,500.00			\$7,500.00				
Telephone Service	3	\$1,080.00	\$3,240.00						
Cell Phone and Protection	3	\$650.00	\$1,950.00						
Subtotal Cost & Expenses		\$92,242.43		\$227,155.29		\$49,572.00	\$276,727.29		
Sergeant/Detective									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Uniform and Equipment	1	\$14,024.00			\$14,024.00				
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$107,573.60		\$91,049.60		\$16,524.00	\$107,573.60		
Other Expenses									
Imprest Funds	1	\$5,000.00	\$5,000.00						
Crime Scene Search Equipment & Supplies	25	\$650.30	\$1,000.00		\$16,257.50				
Interview Rooms (2)	1	\$26,000.00			\$26,000.00				
Subtotal Cost & Expenses				\$6,000.00		\$42,257.50	\$48,257.50		
Total Division Level Cost & Expenses								\$432,558.39	
Operations Support Services Division									
No expenses (contractual functions)			\$0.00		\$0.00				
Subtotal Cost & Expenses	0	\$0.00		\$0.00		\$0.00	\$0.00		
Total Division Level Cost & Expenses								\$0.00	
TOTAL EXPENSES:				\$1,901,852.81		\$418,833.50			\$2,320,686.31

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
ADMINISTRATIVE SERVICES BUREAU									
Business Services Division									
Division Manager (Equivalent to sergeant's position)									
Salary and Benefits	1	\$88,669.60	\$88,669.60		\$2,500.00				
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00							
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$93,549.60							
Property/Records Clerk									
Salary and Benefits	1	\$57,827.68	\$57,827.68		\$2,500.00				
Uniform and Equipment	1	\$0.00	\$0.00						
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00							
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$0.00	\$0.00						
Subtotal Cost & Expenses		\$62,057.68		\$59,557.68	\$2,500.00	\$62,057.68			
Division Level Expenses									
E-911 Communications Services (Contract)	1	\$274,124.37	\$274,124.37		\$400,000.00				
Records Management System	1	\$400,000.00	\$72,000.00						
Filing system, cabintes, copier	1	\$15,600.00	\$6,000.00						
Property Control & Evidence Management Storage System	1	\$28,940.00	\$1,000.00						
Subtotal Cost & Expenses		\$718,664.37		\$353,124.37		\$438,540.00	\$791,664.37		
Total Division Level Cost & Expenses								\$947,271.65	
Human Resources, Recruiting & Training Division									
Sergeant (Equivalent to Division Manager)									
Salary and Benefits	1	\$88,669.60	\$88,669.60		\$14,024.00				
Uniform and Equipment	1	\$14,024.00							
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00							
Telephone Service	1	\$1,080.00	\$1,080.00						

			Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Description	Unit	Unit Cost							
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$107,573.60		\$91,049.60		\$16,524.00	\$107,573.60		
Other Expenses									
Recruiting	1	\$10,000.00			\$10,000.00				
Pre-employment Background	1	\$117,750.00			\$117,750.00				
Subtotal Cost & Expenses		\$127,750.00				\$127,750.00	\$127,750.00		
Total Division Level Cost & Expenses								\$235,323.60	
Fiscal Affairs: Research & Planning Division									
Division Manager (Equivalent to Sergeant's Position)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$93,549.60		\$91,049.60		\$2,500.00	\$93,549.60		
Other Expenses									
Crime Analysis Software	1	\$1,200.00	\$1,200.00						
Policy and Procedure Development	1	\$62,500.00			\$62,500.00				
Subtotal Cost & Expenses		\$63,700.00		\$1,200.00		\$62,500.00	\$63,700.00		
Total Division Level Cost & Expenses								\$157,249.60	
Community Services Division									
Sergeant (Equivalent to Division Manager)									
Salary and Benefits	1	\$88,669.60	\$88,669.60						
Uniform and Equipment	1	\$14,024.00			\$14,024.00				
Payroll Services	1	\$650.00	\$650.00						
Technology and Computers	1	\$2,500.00			\$2,500.00				
Telephone Service	1	\$1,080.00	\$1,080.00						
Cell Phone and Protection	1	\$650.00	\$650.00						
Subtotal Cost & Expenses		\$107,573.60		\$91,049.60		\$16,524.00	\$107,573.60		
Officer (SRO)									

Description	Unit	Unit Cost	Annual Expenses [ongoing]	TOTAL Annual Expenses	Startup Expenses [one time]	TOTAL Startup Expenses	TOTAL EXPENSES Combined Startup & Annual	TOTAL Division Expenses	TOTAL Bureau Expenses
Salary and Benefits	4	\$73,338.43	\$293,353.72						
Uniform and Equipment	4	\$14,024.00			\$56,096.00				
Payroll Services	4	\$650.00	\$2,600.00						
Technology and Computers	4	\$2,500.00			\$10,000.00				
Telephone Service	4	\$1,080.00	\$4,320.00						
Cell Phone and Protection	4	\$650.00	\$2,600.00						
Subtotal Cost & Expenses		\$92,242.43		\$302,873.72		\$66,096.00	\$368,969.72		
Other Expenses									
Crime Prevention Materials	1	\$5,000.00	\$1,000.00		\$5,000.00				
Crime Stoppers Fund	1	\$5,000.00			\$5,000.00				
Subtotal Cost & Expenses		\$10,000.00		\$1,000.00		\$10,000.00	\$11,000.00		
Total Division Level Cost & Expenses								\$487,543.32	
TOTAL EXPENSES:				\$1,081,954.17		\$745,434.00		\$1,827,388.17	
Other Expenses									
Vhciles									
Vehicles	18	\$57,326.00			\$1,031,868.00	\$1,031,868.00	\$1,031,868.00		
Vehicle Expenses (Insurance, fuel, and maintenance	1	\$289,364.00	\$346,690.00	\$346,690.00			\$346,690.00		
Recruiting, Background, and Training									
Applicant screeing, background & chief hiring processes	1	\$136,250.00			\$136,250.00				
Training Expenses (Specialized)	1				\$10,925.00	\$147,175.00	\$147,175.00		
Radio Maintenance	1	\$30,000.00	\$30,000.00	\$30,000.00			\$30,000.00		
Miscellaneous	1	\$5,140.00			\$5,140.00	\$5,140.00	\$5,140.00		
Consultant Implementation	1	\$75,000.00			\$75,000.00	\$75,000.00	\$75,000.00		
Office Supplies	1	\$12,300.00	\$12,300.00	\$12,300.00			\$12,300.00		
Contingency Fund	1	\$500,000.00			\$500,000.00	\$500,000.00	\$500,000.00		
							\$2,148,173.00		
TOTAL EXPENSES AND COSTS FOR HPD									

Harrisburg Police Feasibility Study

[illegible]



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Conditional Rezoning, Zoning Map Amendment and Annexation of Properties off of Blackwelder Rd. (H-2020-02 (R))

Presenting Personnel:

Sushil Nepal, Planning & Economic Development Director

Suggested Motion or Action:

If approved, the following motion is suggested:

To approve the Conditional Rezoning, Zoning Map Amendment and Annexation for parcels along Blackwelder Rd. (H-2020-02 (R)).

If denied, the following motion is suggested:

To deny the Conditional Rezoning, Zoning Map Amendment and Annexation for parcels along Blackwelder Rd. (H-2020-02 (R)).

Description/Background:

Southfork Ventures, on behalf of the property owners of parcels 55184487900000 and 55183432930000 have submitted a request to rezone approximately 39.46 acres of land located off of Blackwelder Rd. situated between Roberta Rd. and Lakeland Rd. The applicant proposes to develop 70 single-family detached residential dwellings with 75-foot-wide lots. To achieve this, the applicant is requesting that the property be rezoned from County LDR (Low Density Residential) to CZ-RV (Conditional Zoning Residential Village). The proposed gross density of the site is 1.79 dwelling units per acre.

The property is in the County, applicant has also submitted a Petition requesting Annexation for the subject property which is contiguous to the current Town of Harrisburg corporate limits.

A staff report is attached for more information and a site plan is submitted for your consideration. As noted in the staff report, the rezoning request to Residential Village (RV) is not consistent with the recommendation in the HALUP for the Low Density Residential (LDR) areas, Staff is presenting this for Council's consideration without staff recommendation as requested by the applicant. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews.

A Public Hearing on the rezoning request and annexation was held at the September Council meeting. Final action on the rezoning and annexation will be taken at the October 11th meeting.

Recommendation:

The rezoning request is not consistent with the Harrisburg Area Land Use Plan. Planning and Zoning Board recommended approval at their July meeting.

Planning and Zoning Department staff is presenting this for Council's consideration without staff recommendation as requested by the applicant.

Fiscal Impact:

The annexation has no direct fiscal impact as a result of the annexation itself, however, the result of the development on the annexed properties will both generate additional property tax revenue for the Town and add to the costs associated with providing the additional homes with Town services.

Attachments:

1. H2020-02 R_Application for Conditional Rezoning
2. H2020-02 R_Site Map
3. H2020-02 R_Staff Report TC
4. H2020-02 R_Blackwelder Rezoning Site Plan
5. H2020-02 R_Neighborhood Meeting Summary
6. H2020-02 R_Sample Home Elevations
7. H2020-02 R_Public Open Space Payment Letter
8. Certificate of Sufficiency
9. Resolution Fixing Date of Public Hearing - Blackwelder
10. Blackwelder Annexation Plat
11. Petition Requesting Annexation (Signed)
12. Ordinance 7020



APPLICATION FOR CONDITIONAL REZONING

Applications for a Conditional District must be accompanied by an application for a Zoning Map Amendment.

1. Please submit fifteen (15) copies of a complete development plan in conformance with Appendix B, Section B-4 of the UDO (all conditional rezoning applications shall include a site specific development plan which, if approved, shall be binding on the property in question). If approved, a zoning site plan review and approval will be required to receive a zoning compliance permit. For specific requirements, please see the form entitled "Site Plan Requirements".
2. Please list the specific permitted land use(s) that you are proposing. Land use(s) shall be chosen from Article 4.6 in the Harrisburg UDO titled "Use Regulations" and shall correspond to the Zoning District requested.

Single Family Residential

3. Please list any specific conditions that you would be willing to impose as part of this application (example: no outside storage permitted on-site, increased buffer width, etc.).

Min. Lot width 75FT, Min. Lot size 9,375 SQFT, Lot Setbacks: 25'(front), 25'(rear), 25'(corner), 10'(side)

**Owner Information**

It is understood by all parties hereto that while this application will be carefully considered and reviewed, the burden of providing its need and providing all required evidence rests with the below named petitioner. In addition, it is understood and acknowledged that if the property is rezoned as requested, the property involved in this request will be perpetually bound by the use(s) authorized and subject to such conditions as imposed, unless subsequently changed or amended through the rezoning process. It is further understood and acknowledged that it is the responsibility of the petitioner to file the development plan in the Cabarrus County Register of Deeds Office as a deed restriction upon the subject property.

If, after two years from the date of approval substantial construction has not begun, the property in question may revert to its prior zoning designation after a public hearing is held in compliance with the required procedure for a zoning map amendment.

I do hereby certify that all information which I have provided for this application is, to the best of my/our knowledge, correct.

Property Owner	<u>Jenoal G Blackwelder</u> <u>(TM#5518448790 & TM#5518343293 partial owner)</u>
Address	<u>5161 Blackwelder Rd.</u> <u>Concord, NC 28027</u>
Phone	<u></u>
Fax	<u></u>
Signature	<u>✓ Jenoal G. Blackwelder</u>

NOTE: If multiple parcels are involved in a request, property owners must sign an application identifying the individual parcel(s) represented. Each parcel included in the request must be accounted for in the application process for the application to be considered complete.

OFFICIAL USE ONLY:

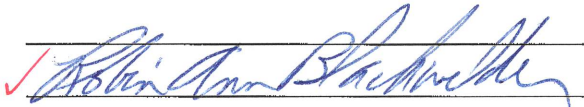
Petition Number: _____
Date Filed: _____
Received By: _____

**Owner Information**

It is understood by all parties hereto that while this application will be carefully considered and reviewed, the burden of providing its need and providing all required evidence rests with the below named petitioner. In addition, it is understood and acknowledged that if the property is rezoned as requested, the property involved in this request will be perpetually bound by the use(s) authorized and subject to such conditions as imposed, unless subsequently changed or amended through the rezoning process. It is further understood and acknowledged that it is the responsibility of the petitioner to file the development plan in the Cabarrus County Register of Deeds Office as a deed restriction upon the subject property.

If, after two years from the date of approval substantial construction has not begun, the property in question may revert to its prior zoning designation after a public hearing is held in compliance with the required procedure for a zoning map amendment.

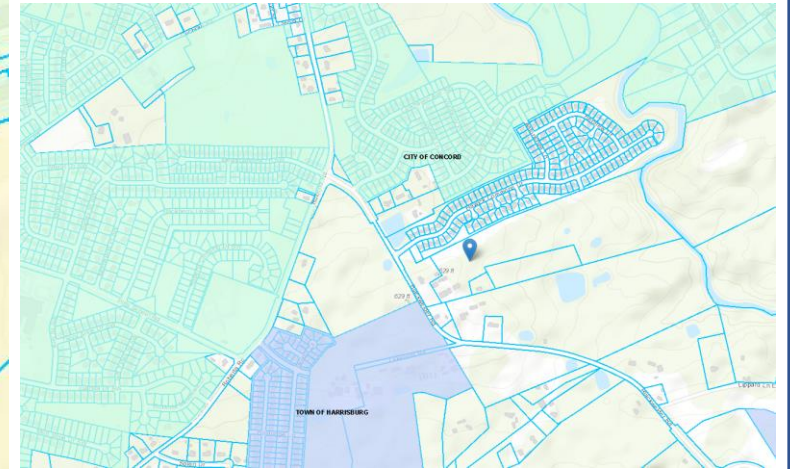
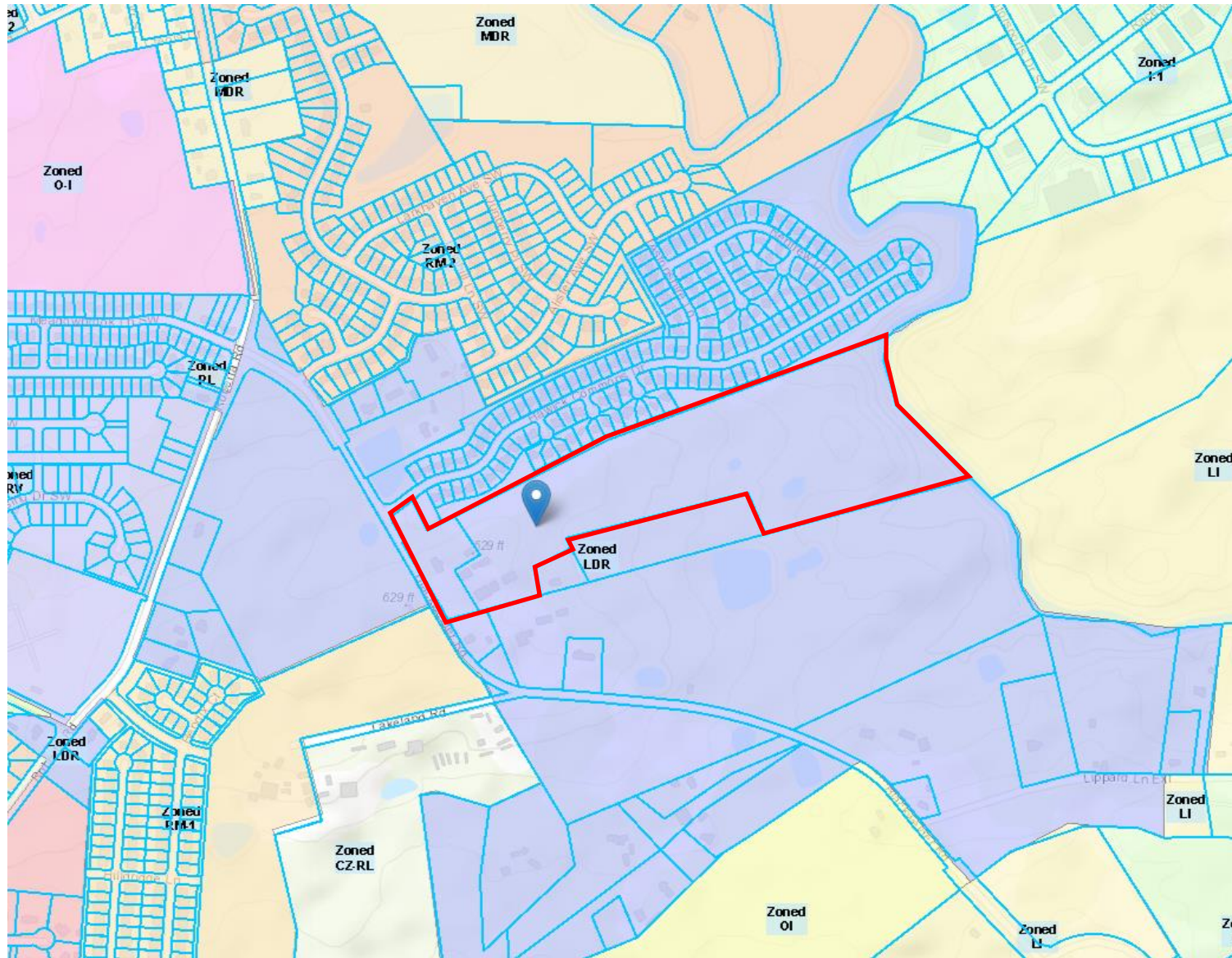
I do hereby certify that all information which I have provided for this application is, to the best of my/our knowledge, correct.

Property Owner	<u>Robin Ann Blackwelder</u> <u>(TM#5518440106 & TM#5518343293 partial owner)</u>
Address	<u>5127 Blackwelder Rd.</u> <u>Concord, NC 28027</u>
Phone	<u></u>
Fax	<u></u>
Signature	<u></u>

NOTE: If multiple parcels are involved in a request, property owners must sign an application identifying the individual parcel(s) represented. Each parcel included in the request must be accounted for in the application process for the application to be considered complete.

OFFICIAL USE ONLY:

Petition Number: _____
Date Filed: _____
Received By: _____



H2020-02(R) Rezoning and Annexation Request

Parcel Identification Number:
5518-44-8790, 5518-34-3293

Applicant: Southfork Ventures, LLC
Current Zoning: Low Density Residential (LDR), County
Requested Rezoning: Conditional Residential Village (CZ-
 RV)

Map Created: July 2021





Town of Harrisburg
Planning and Economic Development Department
Rezoning Staff Report

DATE: September 27, 2021

SUBJECT: Blackwelder Road Properties

Request H-2020-02-(R): To rezone approximately 39.32 acres from LDR, Low Density Residential (County) to CZ-RV, Conditional Residential Village

Location: The subject property is located off Blackwelder Road between Roberta Road and Lakeland Road. (PIN 55184487900000 and 55183432930000)

Applicant: Southfork Ventures, LLC on behalf of owner (Jenoal Blackwelder)

Staff Report Prepared by: Craig Thomas, Senior Planner
Planning & Economic Development Department

Neighborhood Meeting: Held January 23rd, 2020

BACKGROUND:

Area: ±39.32 acres Total (39.03 Net)

Existing Land Use: Vacant/Single-Family Residential

Zoning within 500 feet: North – LDR, Low Density Residential
South – LDR, Low Density Residential
East – LI, Light Industrial
West – LDR, Low Density Residential

Land Uses within 500 feet: North – Single-Family Residential
South – Vacant and Single-Family Residential
East – Vacant
West – Vacant

APPLICATION SUMMARY:

- The applicant proposes to develop a 70-lot single-family subdivision. To achieve this, the applicant is requesting the property be annexed into Harrisburg Town limits, and rezoned from current Cabarrus County Low Density Residential (LDR) district to Conditional Residential Village (CZ-RV) in accordance with the site plan submitted with the application.
- The proposed density of the site is 1.79 dwelling units per acre, as stated on plans with 70 lots. The RV district has a maximum density of 8 dwelling units per acre but upon approval of this rezoning, the density will be capped at 1.79 units/acre and the site plan will be attached with the land.
- Per the Town subdivision regulations, the applicant is providing dedicated public open space. The applicant proposes the development of 16.54 acres of open space as part of the development.
- As a conditional zoning request, the applicant has submitted a site plan along with the request for rezoning, which is attached for your consideration.
- The applicant agreed to construct a 10' paved greenway and dedicate a 25' greenway easement as shown on the rezoning site plans and pay \$76,130 towards public open space.
- The property is currently unincorporated area within Cabarrus County. Applicant has submitted a Petition requesting Annexation for the subject property which is contiguous to the current Town of Harrisburg corporate limits.
- The rezoning request to Residential Village (RV) is not consistent with the recommendation in the HALUP for the Low Density Residential (LDR) areas, Staff is presenting this for Council's consideration without staff recommendation as requested by the applicant.

APPROVAL CRITERIA:

1. The size of the tract in question;

The subject property is approximately 39.46 acres in size.

2. Whether the proposal conforms with and is in furtherance of the implementation of the goals and policies of the Comprehensive Plan, other adopted plans, and the goals, objectives and policies of the Ordinance;

Per the Unified Development Ordinance, the intent of the proposed district depicted on the submitted site plan is as follows:

***RV:** The RV district is established to provide areas for detached and attached single family homes, with a maximum of eight (8) dwelling units per acre, in areas where large-lot development is discouraged and adequate public facilities and services are available. RV supports the principles of concentrating urban growth and reinforcing existing community centers.*

Per the Harrisburg Area Land Use Plan, the subject property is located in an area designated on the future land use map as Low Density Residential. The description of Low Density Residential is as follows:

“This area is characterized by low- to moderate-density residential development (1 to 2 dwelling units per acre). Single-family detached homes are complemented by natural areas as well as formal and informal open space amenities. Conservation design, which includes more open space in exchange for small minimum lot sizes, may be recommended in locations with sensitive natural resources.”

Based on the description of the Low Density Residential land use classification, the proposed development, at 1.79 dwelling units per acre would fall within the threshold of up to 2 dwelling units per acre that has been set for this area in the Land Use Plan.

The proposed development does not meet one of the goals of the plan. **Recommendation LU-7** of the Plan recommends consistency between the Town’s zoning regulations and the adopted Future Land Use Map. A table included as part of this goal establishes the “appropriate” zoning districts to use when making zoning decisions based on the Future Land Use Map. The map, as previously stated, designates this area as Low Density Residential. The table indicates that the RV district is not an appropriate for this land use classification. A more appropriate zoning classification would be RM-1 (15,000 sq foot minimum lot size or RL (20,000 sq ft minimum). The proposal indicates minimum lot sizes at 9,400 square feet.

3. The benefits or detriments for the owner, neighbors and surrounding community;

The benefits to the owner of the property would be that single-family residential development at the proposed density of 1.79 dwelling units per acre could be achieved under the proposed zoning. The existing zoning restricts density to 1 dwelling unit per acre.

Detriments to the neighbors and surrounding community are consistent with those expected with additional residential development, such as generation of additional traffic and potential traffic congestion during peak times. The proposal includes a full-movement main entrance on Blackwelder Road. There is also a connection to Aberdeen Way to the north and a future extension of Aberdeen Way to the south. This will help alleviate the reliance on a single entrance and divert local traffic through the neighborhood. Benefits to the neighbors and the surrounding community include the dedication and construction of an additional segment of greenway.

4. Whether the proposed request is in compliance with the adequate public facilities criteria;

a. Utilities:

Utilities are available in this area, and are sufficient to meet the needs of this property. Water line is located along Blackwelder Road and sewer access is available from the development to the north of the property and accessible from the west. Any utility line extensions or upgrades necessary to serve this development will be the responsibility of the developer.

b. Transportation:

A TIA was not required based on the proposed number of lots. However, future right of way on Blackwelder Road is being dedicated and will be available for future expansion. A full access movement along with a dedicated right turn lane will also be constructed on Blackwelder Road including 300 feet of pavement widening and associated taper. The greenway will be constructed and eventually connect throughout town as additional subdivisions are built with greenways.

c. Safety and Sanitation Services:

Adequate police, fire, and sanitation services are available for the proposed use, and will be provided upon annexation.

d. Schools:

Per Cabarrus County, the APF Ordinance for schools is currently not being enforced after a ruling by the NC Supreme Court. However, Cabarrus County Schools does still review the capacity of the K-12 schools that this development will feed into and provides future capacity numbers based on the units proposed. For this site, Cabarrus County has provided the following information:

Current Capacity:

Elementary (Pitts School Road ES)	<u>83%</u>
Middle (Roberta Road MS) -	<u>82%</u>
High (Jay Robinson HS) -	<u>67%</u>

Future Capacity Based on Unbuilt Lots and Including this Request:

Elementary (Pitts School Road ES)	<u>86%</u>
Middle (Roberta Roads HS) -	<u>83%</u>
High (Jay Robinson HS) -	<u>68%</u>

As per Cabarrus County School, the Single-family homes in this development will generate upon full buildout an additional 28 elementary students, 14 middle school students, and 18 high school students.

5. The relationship of the uses envisioned under the new zoning and the uses currently present in adjacent tracts. The Commission shall consider the following:

- a. **Whether the proposed zoning is compatible with the surrounding area or whether there will be adverse impacts on the capacity or safety of the portion of street network influenced by the rezoning, parking problems, or environmental impacts that the new use will generate such as excessive storm water runoff, water, air or noise pollution, excessive nighttime lighting or other nuisances;**

The proposed use and density (1.79 dwelling units per acre) are compatible with existing neighborhoods in the area. The density is slightly lower than those developments and the lot sizes are similar. Properties to the west and south of the site currently exists as rural homesteads, so the proposed development would represent a change compared to those areas.

- b. **Any change of character in the area due to installation of public facilities, other zoning changes, new growth changes, deterioration, and development;**

Like all other development activity in this area, the development of this land would convert former farmland and forestland into residential neighborhoods, while preserving appropriate area for open space/tree save.

- c. **The zoning districts and existing land uses of the surrounding properties;**

The areas around this property are generally zoned for low to medium density residential use. Existing land use patterns in the area typically consist of low to medium density residential neighborhoods and vacant forested land and land previously used for agricultural purposes.

- d. **Whether the subject property is suitable for the uses to which it has been restricted under the existing zoning classification;**

The property is suitable for the uses which it has been restricted to under the existing zoning classification.

- e. **Whether the rezoning is compatible with the adjacent neighborhood, especially concerning neighborhood stability and character;**

As previously mentioned, the specific use of the property, single family residential, is consistent with surrounding neighborhoods. The primary point of potential inconsistency would be the introduction of relatively smaller lots into this area, which is not in alignment with the Land Use Plan recommendations.

- f. **The length of time the subject property has remained vacant as zoned (if applicable);**

This property has been used for residential and agricultural purposes.

- g. **Whether there is an adequate supply of land available in the subject area and the surrounding community to accommodate the zoning and community needs;**

Land supply is not a direct issue in this area.

6. Whether the existing zoning was in error at the time of adoption.

The existing zoning was not in error at the time of adoption.

Furthermore, as a Conditional Zoning request, the Board must consider the following criteria:

7. The proposed Conditional Zoning (CZ) District use's appropriateness for its proposed location and consistency with the purposes, goals, objectives, and policies of the current Land Use Plan.

The rezoning application to RV district to the property, with the proposed density limitation, is consistent with the density; however, the lot size standards established for the base RV Zoning District in the Unified Development Ordinance is not consistent with the Low-Density Residential land use classification recommended in the Land Use Plan.

The development proposal accompanying the rezoning request would restrict permitted uses to single family residences, which are appropriate in this area.

8. The use(s) requested are among those listed as an eligible permitted or conditional use in the general use district as included in the rezoning request.

The applicant is seeking for the following uses to be allowed in this Conditional Zoning District:

- Single-Family Detached Residential; this use is allowed in the RV District.

9. The design of the proposed Conditional Zoning (CZ) District use's minimization of adverse effects, including visual impact of the proposed use on adjacent lands; and avoidance of significant adverse impacts on surrounding lands regarding trash, traffic, service delivery, parking and loading, odors, noise, glare and vibration and not create a nuisance.

The applicant intends to work collaboratively with both Harrisburg town staff and the NC Department of Transportation in identifying and implementing roadway improvement measures on perimeter roadways intended to mitigate adverse transportation impacts associated with the proposed development. Currently two vehicular site access points are planned, one full-movement onto Blackwelder Road and one access point onto Aberdeen Way. A third access will be available when the property to the south is developed and a connection is established. The planned greenway will provide residents in the area greater bicycle and pedestrian mobility alternatives.

Landscaping buffers shown are adequate to meet the needs of the adjacent properties, and town staff is working with the applicant to identify any prospective tree save opportunities on the site that could be incorporated into the final planting plan.

10. The use limitations and conditions as proposed and/or imposed for the requested district can reasonably be implemented and enforced for the subject property.

The conditions proposed and imposed for this district can be reasonably implemented on this site.

11. When implemented the proposed and/or imposed use limitations and conditions will mitigate specific land development issues that would likely result if the subject property were zoned to accommodate all the uses and the minimum standards of the corresponding general zoning district. If any standards are proposed that are different from the underlying zoning district, the applicant must clearly demonstrate that the overall resultant project is greater than that which is typically allowed by the general district.

All proposed conditions recommended by staff are to bring the site into conformance with applicable local and state regulations. Staff recommended either the RM-1 or RL zoning classification with larger minimum lot sizes and possibly fewer lots to align with the HALUP recommended land use and corresponding zoning for the area. The applicant has acknowledged and would like to proceed without staff recommendation of approval.

12. The applicant has agreed to accept the use limitations and conditions as proposed and/or imposed for the requested district.

The applicant will need to agree to all conditions listed in this staff report. Any additional conditions placed on this property will need the acceptance of the applicant before a decision can be made on this application.

13. For an approval, the Board must adopt a consistency statement that the amendment being considered is either consistent or inconsistent with the adopted land use plan and that the Board considers the action to be reasonable and in the public interest.

Both the Planning Board and the Town Council will need to adopt a consistency statement when a recommendation or decision is made on this item.

APPROVAL WITH CONDITIONS:

The proposal is a conditional re-zoning request. Conditions may be imposed on the zoning action; staff recommends that the following conditions be placed on this project. Applicant agrees to the following:

1. Applicant agrees to obtain any and all applicable local, state, and federal permits required for development before any development activity can take place.
2. Applicant agrees to restrict primary cladding materials for all residential buildings to masonry or similar products; vinyl siding will not be used.
3. Applicant agrees that there will be no exposed concrete foundations and that siding and/or other material must extend to the ground level on all sides of the homes.

4. Applicant agrees to the mitigation/replacement of identified heritage trees if damaged during construction, in accordance with the Town of Harrisburg Unified Development Ordinance.
5. Applicant agrees to provide a minimum 8 foot landscape easement (4 feet on each side of the property line, existing tree save or newly planted) for residential lots sharing a rear property line.
6. Applicant agrees to dedicate a fee-in-lieu of Public Open Space dedication for the 2.00 acres of required Public Open Space, in the amount of \$38,065 per acre, for a total of \$76,130. All fee-in-lieu of dedications shall be made to the Town prior to final plat approval.
7. Applicant agrees to construct 10' wide paved greenway and dedicate 25' greenway easement as shown on the rezoning site plans.
8. All ponds shall be wet detention ponds with fountains. Ponds shall be designed such that there is a minimum depth of 10' over at least 25% of the permanent pool area.
9. Applicant agrees fence surrounding detention pond shall be vinyl 4-rail farm fence, preferably white.
10. Applicant agrees mailbox clusters shall meet ADA Standards at a minimum.
11. All streets should be to the Town of Harrisburg Engineering Design standards, alternate pavement schedule is not allowable. Roadways cross sections will be reviewed and approved at the construction document phase.

RECOMMENDATION:

Even with the conditions proposed, the rezoning request is not consistent with the Harrisburg Area Land Use Plan. Planning and Zoning Department staff is not making a recommendation of approval or denial at this time and is asking Planning and Zoning Board to consider rezoning request with conditions as presented.

DEVELOPMENT INFORMATION:

DEVELOPER: SOUTHFORK VENTURES, LLC
3712 RIVERGRASS LANE
YORK, SC 29745
PHONE: (704) 200-4273

LAND OWNER: JENOAL G & ROBIN ANNE BLACKWELDER
5127 BLACKWELDER ROAD
CONCORD, NC 28027

TAX PARCEL NO.: 02-040-0006.15, 02-040-0006.20

BOOK & PAGE: DB 8890 DP 0159

SITE ACREAGE: 39.32± ACRES (TOTAL SITE)
0.29± ACRES (LESS DOT R/W)
39.03± ACRES (NET)

CURRENT ZONING: LDR (LOW DENSITY RESIDENTIAL)

PROPOSED ZONING: RV-CZ: RESIDENTIAL VILLAGE
CONDITIONAL USE DISTRICT

LAND USE: EXISTING: FARMLAND (VACANT)
PROPOSED: SINGLE FAMILY RESIDENTIAL

BUFFER YARD: REQUIRED: TYPE "A" (8')
PROVIDED: TYPE "B" (15')

SETBACKS
FRONT: 25 FT
CORNER: 25 FT
SIDE: 10 FT
REAR: 25FT

LOTS/UNITS: 70 UNITS

LOT WIDTH (MIN.): 75 FT

LOT AREA (MIN.): 9,375 SF

DENSITY: 1.79 UNITS/ACRE

OPEN SPACE: REQUIRED: 3.12 AC. (8.00% <2.1 DUA)
PROVIDED: 16.54 AC. (42.51%)

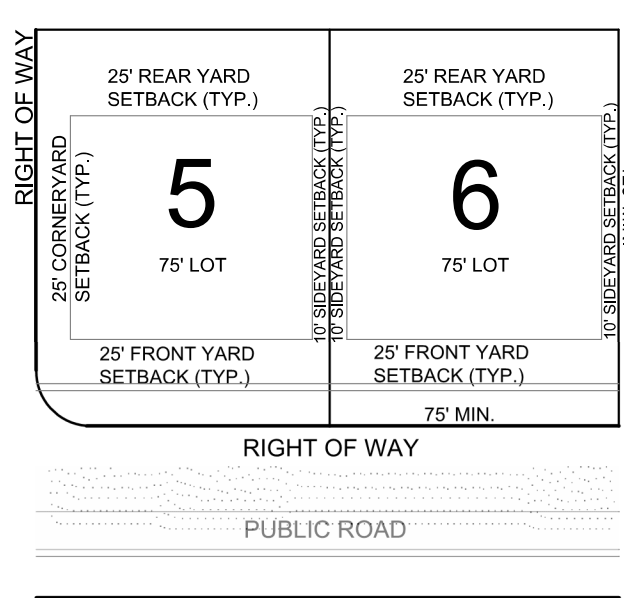
ACTIVE OPEN SPACE: REQUIRED: 1.75 AC (.025 AC. PER LOT, TABLE 6.5.3.7.2)
PROVIDED: 11.62 AC.

PUBLIC OPEN SPACE: REQUIRED: 2.00 AC. (1/50 AC. PER LOT)
PROVIDED: 0.00 AC.
MITIGATION AREA = 2.00 AC.*

* REQUIRED DIFFERENCE TO BE PAYMENT IN LIEU OF OR DEDICATION OF
ADDITIONAL SPACE (AS AGREED UPON BY ALL PARTIES)

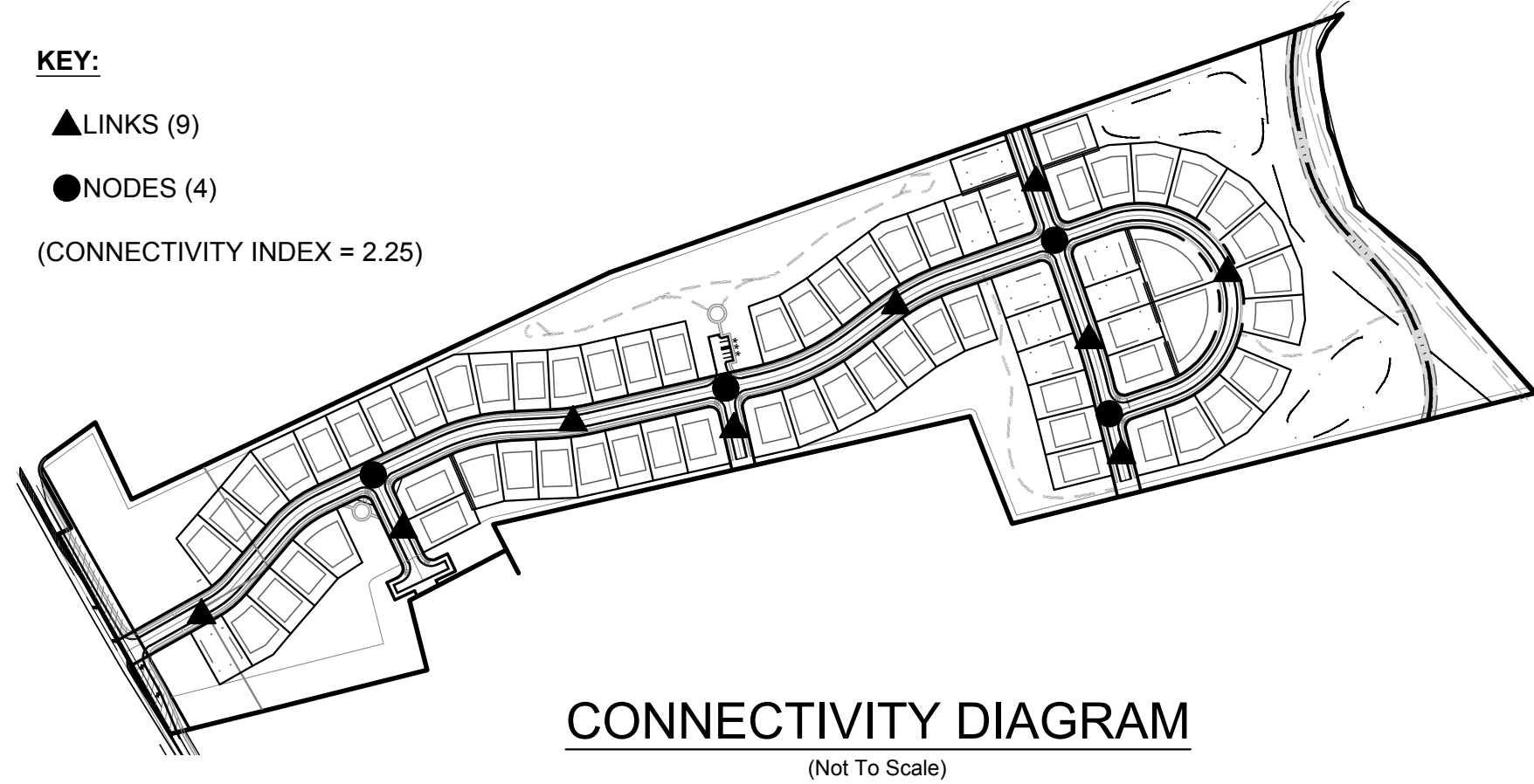
Curve Table					
Curve #	Length	Radius	Chord	Bearing	Delta
C1	43.61	30.00	39.87	N12°16'16"E	83°17'25"

Line Table		
Line #	Length	Direction
L1	177.88	S25°21'30"E
L2	89.89	N64°39'25"E
L3	74.31	N64°37'47"E
L4	49.41	N70°53'30"E
L5	48.72	S38°45'59"W
L6	48.82	S23°38'20"W
L7	76.71	S6°42'45"E
L8	82.68	S9°19'33"E
L9	23.83	S25°15'30"E
L10	145.62	S18°10'46"E
L11	170.83	S50°35'33"E
L12	152.95	S39°24'44"E
L13	218.99	S41°20'03"E
L14	40.03	S75°57'54"W
L15	59.98	S27°30'33"E
L16	90.03	S14°15'23"E
L17	60.10	S14°02'07"E
L18	38.53	S75°55'27"W
L19	31.28	S76°06'14"W
L20	30.04	N64°36'22"E



TYPICAL LOT
SETBACK
(Not To Scale)

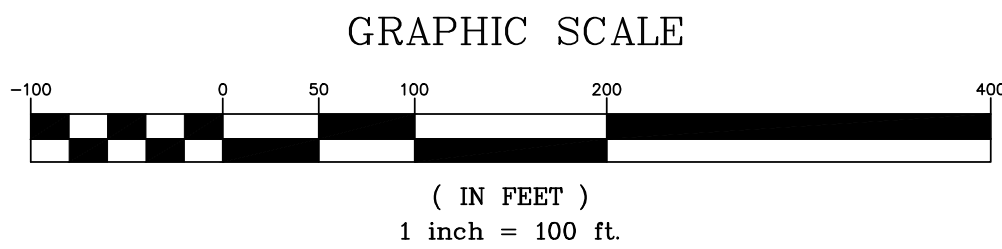
KEY:
▲LINKS (9)
●NODES (4)
(CONNECTIVITY INDEX = 2.25)



VICINITY MAP - N.T.S.



SITE PLAN
(1" = 100')



DATE	ISSUED FOR	REV
12/16/19	Initial Submittal	0
03/19/20	Per Town of Harrisburg Comments	1
04/23/20	Per NCDOT Comments	2
06/23/20	Per NCDOT Comments	3
11/25/20	Per Town of Harrisburg Comments	4
04/27/21	Per Town of Harrisburg Comments	5
06/29/21	Per Town of Harrisburg Comments	6
08/04/21	Revise Property Boundary	7



Engineer:



R. Joe Harris & Associates, Inc.
Engineering • Land Surveying • Planning
Management

1100 Stonewall Blvd., Tampa, FL 33604 P: (813) 802-1799

www.rjoe-harris.com

This drawing shall not be used for construction purposes until the
seal and signature of the responsible registrant appears on the
drawing, and proper permit forms and related fees are transmitted
by the Owner, Owner's Agent or Contractor to the Authority
having jurisdiction.

FOR
INFORMATION
ONLY

Project Manager J. Murdock	Drawn J. Murdock
Department Manager P. Murphy	Checked B. Pridemore
Print/Plot Date August 4, 2021	
Asbuilt Drawn -	Asbuilt Date -
Client South Fork Ventures, LLC 3712 RIVERGRASS LANE YORK, SC 29745 P: (704) 506-2407	
Project: Blackwelder Subdivision	
Drawing Title: Conditional Rezoning Plan Site Plan	
Project No. 3329	Drawing No. SP-1
DWG File Name: 3329-Blackwelder-rezoning	



VICINITY MAP - N.T.S.

DATE	ISSUED FOR	REV
12/16/19	Initial Submittal	0
03/19/20	Per Town of Harrisburg Comments	1
04/23/20	Per NCDOT Comments	2
06/23/20	Per NCDOT Comments	3
11/25/20	Per Town of Harrisburg Comments	4
04/27/21	Per Town of Harrisburg Comments	5
06/29/21	Per Town of Harrisburg Comments	6
08/04/21	Revise Property Boundary	7



Engineer:

RJH

R. Joe Harris & Associates, Inc.
Engineering • Land Surveying • Planning
Management

1186 Stonerect Blvd., Tega Cay, S.C. 29708 P: (803) 802-1799

www.rjoeharris.com

This drawing shall not be used for construction purposes until the seal and signature of the responsible registrant appears on the drawing, and proper permit forms and related fees are transmitted by the Owner, Owner's Agent or Contractor to the Authority having jurisdiction.

FOR
INFORMATION
ONLY

Project Manager	Drawn
J. Murdock	J. Murdock
Department Manager	Checked
P. Murphy	B. Pridemore
Print/Plot Date	
August 4, 2021	
Asbuilt Drawn	Asbuilt Date
-	-
Client	
South Fork Ventures, LLC	
3712 RIVERGRASS LANE	
YORK, SC 29745	
P: (704) 506-2407	

Project:

Blackwelder Subdivision

Drawing Title:

Conditional Rezoning Plan
Landscape Plan

Project No.	Drawing No.
3329	
DWG File Name:	
3329-Blackwelder-rezoning	SP-2

CONDITIONAL NOTES:

1. APPLICANT AGREES TO OBTAIN ANY AND ALL APPLICABLE LOCAL, STATE, AND FEDERAL PERMITS REQUIRED FOR DEVELOPMENT BEFORE ANY DEVELOPMENT ACTIVITY CAN TAKE PLACE.
2. APPLICANT AGREES TO RESTRICT PRIMARY CLADDING MATERIALS FOR ALL RESIDENTIAL BUILDINGS TO MASONRY TO INCLUDE FIBER CEMENT OR SIMILAR PRODUCTS; VINYL SIDING SHALL ONLY BE USED FOR DOORS AND TRIM.
3. APPLICANT AGREES THAT THERE WILL BE NO EXPOSED CONCRETE FOUNDATIONS AND THAT SIDING AND/OR OTHER MATERIAL MUST EXTEND TO THE GROUND LEVEL ON ALL SIDES OF THE HOMES.
4. APPLICANT AGREES TO THE MITIGATION/REPLACEMENT OF IDENTIFIED HERITAGE TREES IF DAMAGED DURING CONSTRUCTION, IN ACCORDANCE WITH THE TOWN OF HARRISBURG UNIFIED DEVELOPMENT ORDINANCE.
5. APPLICANT AGREES TO PROVIDE A MINIMUM 8 FOOT LANDSCAPE EASEMENT (4 FEET ON EACH SIDE OF THE PROPERTY LINE, EXISTING TREE SAVE OR NEWLY PLANTED) FOR RESIDENTIAL LOTS SHARING A REAR PROPERTY LINE.
6. APPLICANT AGREES TO DEDICATE A FEE-IN-LIEU OF PUBLIC OPEN SPACE DEDICATION FOR THE 2.00 ACRES OF REQUIRED PUBLIC OPEN SPACE, IN THE AMOUNT OF \$38,065 PER ACRE, FOR A TOTAL OF \$76, 1 30. ALL FEE-IN-LIEU OF DEDICATIONS SHALL BE MADE TO THE TOWN PRIOR TO FINAL PLAT APPROVAL.
7. APPLICANT AGREES TO CONSTRUCT 10' WIDE PAVED GREENWAY AND DEDICATE 25' GREENWAY EASEMENT AS SHOWN ON THE REZONING SITE PLANS.
8. ALL PONDS SHALL BE WET DETENTION PONDS WITH FOUNTAINS. PONDS SHALL BE DESIGNED SUCH THAT THERE IS A MINIMUM DEPTH OF 10' OVER AT LEAST 25% OF THE PERMANENT POOL AREA.
9. APPLICANT AGREES FENCE SURROUNDING DETENTION POND SHALL BE VINYL 4-RAIL FANS FENCE, PREFERABLY WHITE.
10. APPLICANT AGREES MAILBOX CLUSTERS SHALL MEET ADA STANDARDS AT A MINIMUM.
11. ALL STREETS SHOULD BE TO THE TOWN OF HARRISBURG ENGINEERING DESIGN STANDARDS, ALTERNATE PAVEMENT SCHEDULE IS NOT ALLOWABLE. ROADWAYS CROSS SECTIONS WILL BE REVIEWED AND APPROVED AT THE CONSTRUCTION DOCUMENT PHASE.

DEVELOPMENT NOTES:

1. GENERAL PROVISIONS:
 - 1.1. SITE DEVELOPMENT, THESE DEVELOPMENT STANDARDS FORM A PART OF THE REZONING PLAN ASSOCIATED WITH THE REZONING PETITION FILED BY SOUTHFORK VENTURES, LLC ("PETITIONER") TO ACCOMMODATE THE DEVELOPMENT OF UP TO SEVENTY-SEVEN (77) SINGLE-FAMILY DETACHED DWELLING UNITS AS GENERALLY DEPICTED ON THE REZONING PLAN. THE PROPOSED DEVELOPMENT WILL BE ON AN APPROXIMATELY 40.48 ACRE SITE ON BLACKWELDER ROAD ("THE SITE").
 - 1.2. ZONING DISTRICTS/ORDINANCE. DEVELOPMENT OF THE SITE WILL BE GOVERNED BY THE REZONING PLAN AS WELL AS THE APPLICABLE PROVISIONS OF THE HARRISBURG ZONING ORDINANCE ("THE ORDINANCE"), UNLESS THE REZONING PLAN ESTABLISHES MORE STRINGENT STANDARDS THE REGULATIONS ESTABLISHED UNDER THE ORDINANCE FOR THE RV ZONING CLASSIFICATION SHALL GOVERN.
 - 1.3. GRAPHICS AND ALTERATIONS. THE SCHEMATIC DEPICTIONS LOTS, SIDEWALKS, STRUCTURES AND BUILDINGS, BUILDING ELEVATIONS, DRIVEWAYS, STREETS AND OTHER DEVELOPMENT MATTERS AND SITE ELEMENTS (COLLECTIVELY THE "DEVELOPMENT/SITE ELEMENTS") SET FORTH ON THE REZONING PLAN SHOULD BE REVIEWED IN CONJUNCTION WITH THE PROVISIONS OF THESE DEVELOPMENT STANDARDS. THE LAYOUT, LOCATIONS, SIZES AND FORMULATIONS OF THE DEVELOPMENT/SITE ELEMENTS DEPICTED ON THE REZONING PLAN ARE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT/SITE ELEMENTS PROPOSED. CHANGES TO THE REZONING PLAN NOT ANTICIPATED BY THE REZONING PLAN WILL BE REVIEWED AND APPROVED AS ALLOWED BY THE TOWN OF HARRISBURG.
 - 1.4. SINCE THE PROJECT HAS NOT UNDERGONE THE DESIGN DEVELOPMENT AND CONSTRUCTION PHASES, IT IS INTENDED THAT THIS REZONING PLAN PROVIDE FOR FLEXIBILITY IN ALLOWING SOME ALTERATIONS OR MODIFICATIONS FROM THE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT/SITE ELEMENTS. THEREFORE, THERE MAY BE INSTANCES WHERE MINOR MODIFICATIONS WILL BE ALLOWED WITHOUT REQUIRING THE ADMINISTRATIVE AMENDMENT PROCESS PER THE ORDINANCE PENDING REVIEW AND APPROVAL BY THE TOWN OF HARRISBURG . THESE INSTANCES WOULD INCLUDE CHANGES TO GRAPHICS IF THEY ARE MINOR AND DONT MATERIALLY CHANGE THE OVERALL DESIGN INTENT DEPICTED ON THE REZONING PLAN.
 - 1.5. THE PLANNING DIRECTOR WILL DETERMINE IF SUCH MINOR MODIFICATIONS ARE ALLOWED PER THIS AMENDED PROCESS, AND IF IT IS DETERMINED THAT THE ALTERATION DOES NOT MEET THE CRITERIA DESCRIBED ABOVE, THE PETITIONER SHALL THEN FOLLOW THE ADMINISTRATIVE AMENDMENT PROCESS OF THE ORDINANCE; IN EACH INSTANCE, HOWEVER, SUBJECT TO THE PETITIONER'S APPEAL RIGHTS SET FORTH IN THE ORDINANCE.
2. PERMITTED USES & DEVELOPMENT LIMITATION:
 - 2.1. THE SITE MAY BE DEVELOPED WITH UP TO SEVENTY-SEVEN (77) SINGLE-FAMILY DETACHED DWELLING UNITS.
 - 2.2. THE MINIMUM LOT SIZE SHALL BE 9,375 SQUARE FEET WITH A MINIMUM LOT WIDTH OF SEVENTY-FIVE (75) FEET.
3. ACCESS AND TRANSPORTATION:
 - 3.1. ACCESS TO THE SITE WILL BE FROM CONNECTION TO BLACKWELDER ROAD ON THE WESTERN PART OF THE SITE AS DEPICTED ON THE REZONING PLAN.
 - 3.2. ADDITIONAL ACCESS TO THE SITE WILL BE FROM CONNECTION TO ABERDEEN WAY ON THE NORTHEAST PART OF THE SITE AS DEPICTED ON THE REZONING PLAN.
 - 3.3. THE PLACEMENT AND CONFIGURATION OF THE VEHICULAR ACCESS POINTS ARE SUBJECT TO ANY MINOR MODIFICATIONS REQUIRED TO ACCOMMODATE FINAL SITE DEVELOPMENT AND CONSTRUCTION PLANS AND TO ANY ADJUSTMENTS REQUIRED FOR APPROVAL BY THE TOWN OF HARRISBURG AND/OR NCDOT IN ACCORDANCE WITH APPLICABLE PUBLISHED STANDARDS.
 - 3.4. THE PETITIONER SHALL INSTALL TRANSPORTATION IMPROVEMENTS PER THE APPROVED TRAFFIC IMPACT ANALYSIS.
4. ARCHITECTURAL STANDARDS:
 - 4.1. THE BUILDING MATERIALS USED ON THE PRINCIPAL BUILDINGS CONSTRUCTED ON SITE WILL BE A COMBINATION OF PORTIONS OF THE FOLLOWING: BRICK, STONE, PRECAST STONE, PRECAST CONCRETE, SYNTHETIC STONE, CEMENTITIOUS FIBER BOARD, EIFS, STUCCO, DECORATIVE BLOCK AND/OR WOOD, VINYL OR ALUMINUM AS A BUILDING MATERIAL MAY ONLY BE USED ON WINDOWS, SOFFITS AND HANDRAILS/RAILINGS. THE PROPOSED ROOFING MATERIALS WILL BE ARCHITECTURAL SHINGLES, WOOD SHAKE, SLATE, TILE AND/OR METAL.
 - 4.2. THE MINIMUM SINGLE-FAMILY RESIDENTIAL UNIT SIZE SHALL BE 1,800 SQUARE FEET FOR A SINGLE STORY UNIT AND 2,400 SQUARE FEET FOR A 2-STORY UNIT.
 - 4.3. THE PETITIONER AGREES TO RESTRICT CLADDING MATERIALS FOR ALL BUILDINGS TO CLADDING PRODUCTS OTHER THAN VINYL SIDING.
5. STREETSCAPE, BUFFERS, YARDS, LANDSCAPING:
 - 5.1. AN EIGHT (8) FOOT TYPE "A" LANDSCAPE BUFFER SHALL BE PROVIDED BETWEEN ADJACENT LAND USES OF THE SAME CLASS.
 - 5.2. A FIFTEEN (15) FOOT TYPE "B" LANDSCAPE BUFFER SHALL BE PROVIDED AS GENERALLY DEPICTED.
6. ENVIRONMENTAL FEATURES AND OPEN SPACE:
 - 6.1. THE SITE SHALL COMPLY WITH STORMWATER AND WATER QUALITY REQUIREMENTS AS SET FORTH IN THE ORDINANCE.
 - 6.2. THE STORMWATER FACILITY WILL PROVIDE PEAK DISCHARGE CONTROL (DETENTION) UP TO THE TWENTY-FIVE (25) YEAR STORM.
 - 6.3. A TEN (10) WIDE PAVED PUBLIC GREENWAY TRAIL WITH A TWENTY-FIVE (25) FOOT EASEMENT SHALL BE PROVIDED AS GENERALLY DEPICTED.
7. MISCELLANEOUS PROVISIONS:
 - 7.1. PETITIONER AGREES TO OBTAIN ALL APPLICABLE LOCAL, STATE, AND FEDERAL PERMITS REQUIRED FOR DEVELOPMENT BEFORE ANY DEVELOPMENT ACTIVITY OCCURS ON SITE.
8. AMENDMENTS TO THE REZONING PLAN:
 - 8.1. FUTURE AMENDMENTS TO THE REZONING PLAN (WHICH INCLUDES THESE DEVELOPMENT STANDARDS) MAY BE APPLIED FOR BY THE THEN OWNER OR OWNERS OF THE APPLICABLE PORTION OF THE SITE AFFECTED BY SUCH AMENDMENT IN ACCORDANCE WITH THE PROVISIONS OF THE ORDINANCE.
9. BINDING EFFECT OF THE REZONING APPLICATION:
 - 9.1. IF THIS REZONING PETITION IS APPROVED, ALL CONDITIONS APPLICABLE TO THE DEVELOPMENT OF THE SITE IMPOSED UNDER THE REZONING PLAN WILL, UNLESS AMENDED IN THE MANNER PROVIDED UNDER THE ORDINANCE, BE BINDING UPON AND INSURE TO THE BENEFIT OF THE PETITIONER AND SUBSEQUENT OWNERS OF THE SITE AND THEIR RESPECTIVE HEIRS, DEVISEES, PERSONAL REPRESENTATIVES, SUCCESSORS IN INTEREST OR ASSIGNS.

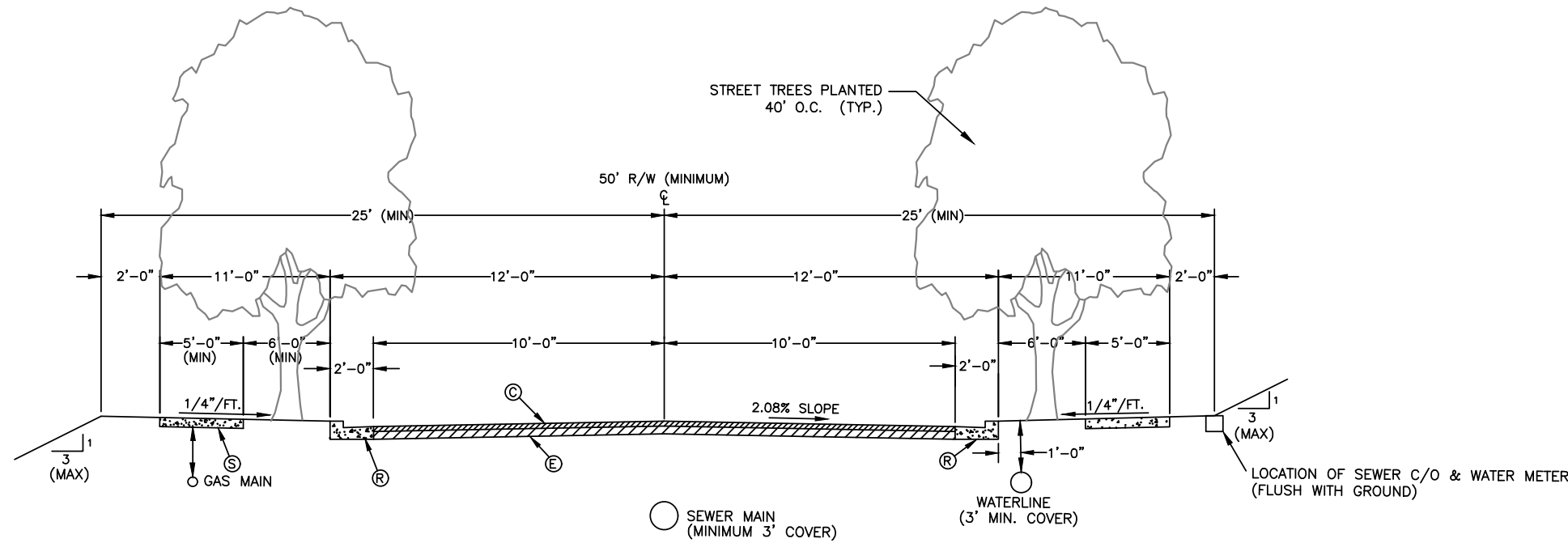
RIVERSTREAM OVERLAY CALCULATION NOTE:

CLASS 1 STREAM BUFFER SHALL BE MEASURED FROM THE AVERAGE ANNUAL STREAM BANK PERPENDICULARLY FOR A DISTANCE OF 50 FEET PLUS FOUR (4) TIMES THE AVERAGE PERCENT OF SLOPE OF AREA ADJACENT TO THE STREAM. SLOPE CALCULATED BY MEASURING A DISTANCE OF 250 FEET FROM THE CENTER OF THE STREAM. MAXIMUM DISTANCE SHALL NOT EXCEED 120 FEET FROM THE EDGE OF THE STREAM.

MAX. AVERAGE EXISTING SLOPE FOR 250' DISTANCE FROM CREEK = 4.3% - 16.4%
RSOD = MINIMUM 50' + (4 * AVERAGE SLOPE)
RSOD PROVIDED = 67.2' - 115.6' FROM TOP OF BANK



VICINITY MAP - N.T.S.



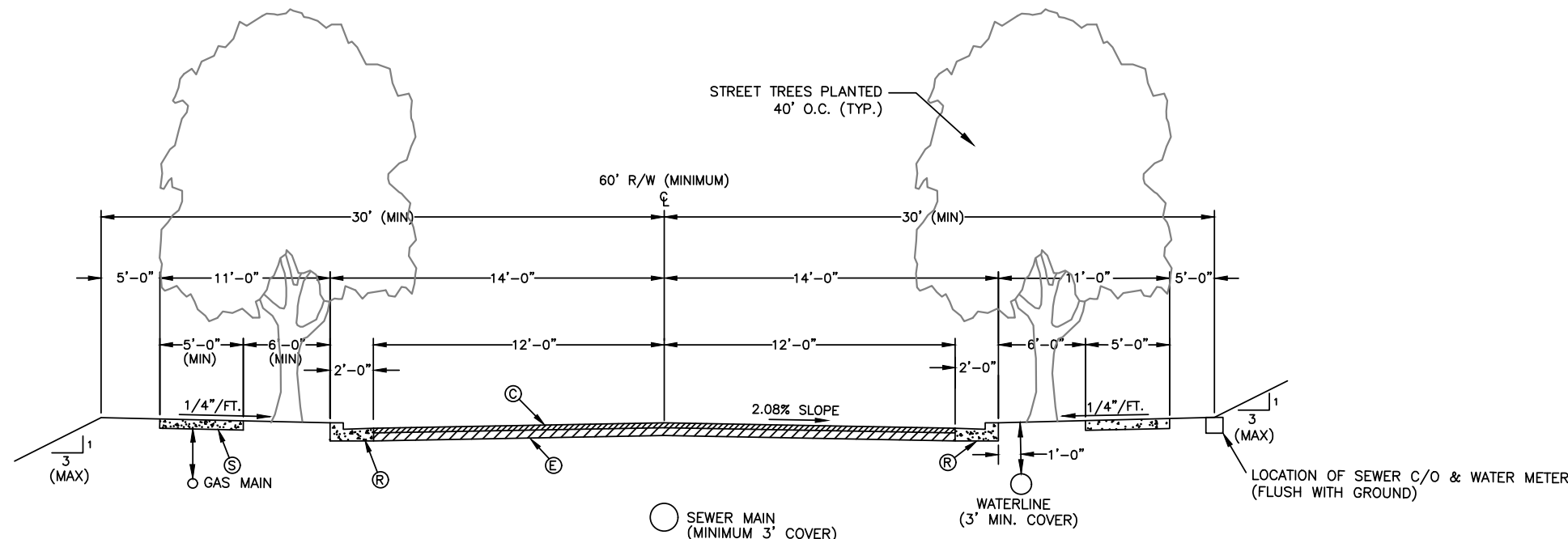
RESIDENTIAL LANE

PAVEMENT SCHEDULE

- ① 1.5" BITUMINOUS CONCRETE SURFACE COURSE - TYPE 9.5B
- 2.5" BITUMINOUS CONCRETE INTERMEDIATE COURSE - TYPE 110B
- ② 6" CRUSHED AGGREGATE BASE COURSE
- ③ 2'-0" STANDARD CURB AND GUTTER
- ⑤ 5' CONCRETE SIDEWALK

NOTE:

- ALTERNATE PAVEMENT SCHEDULE IS NOT ALLOWABLE.
- ROADWAY CROSS SECTIONS WILL BE REVIEWED AND APPROVED AT THE CONSTRUCTION PHASE.



RESIDENTIAL LANE

PAVEMENT SCHEDULE

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NOTE:

- ALTERNATE PAVEMENT SCHEDULE IS NOT ALLOWABLE.
- ROADWAY CROSS SECTIONS WILL BE REVIEWED AND APPROVED AT THE CONSTRUCTION PHASE.

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08/04/21	Revise Property Boundary	7



Engineer:



R. Joe Harris & Associates, Inc.

Engineering • Land Surveying • Planning
Management

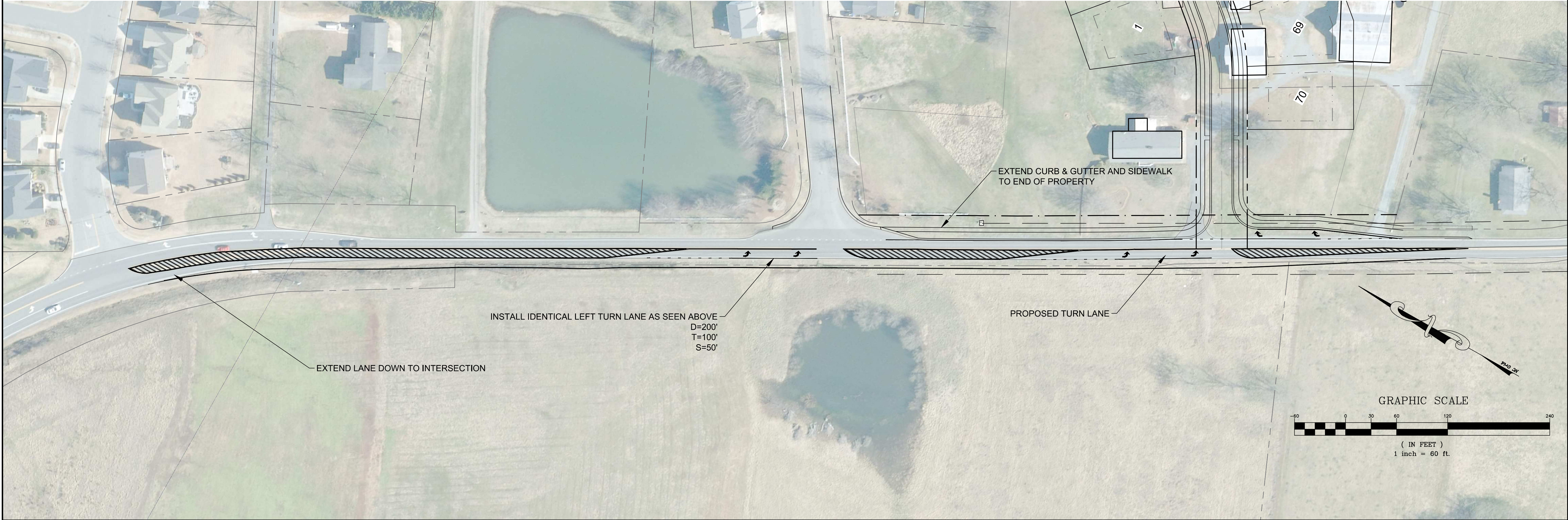
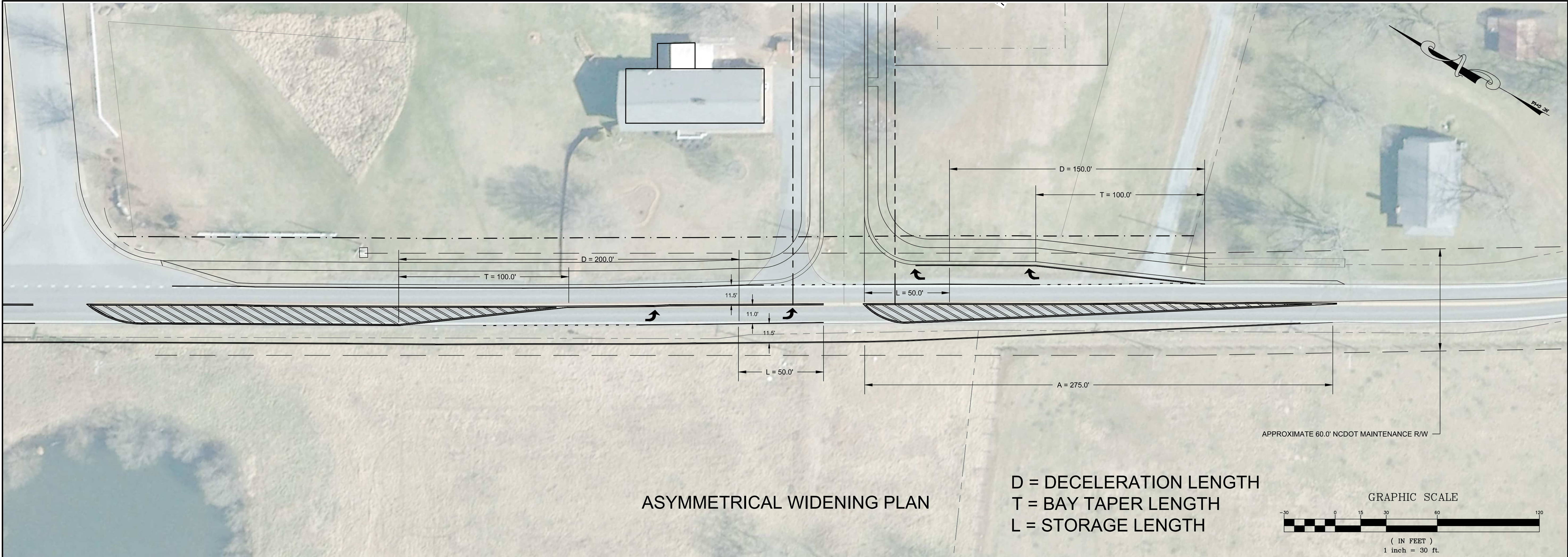
1188 Stonewort Blvd., Tega Cay, S.C. 29708 P: (803) 802-1799

www.rjoeharris.com

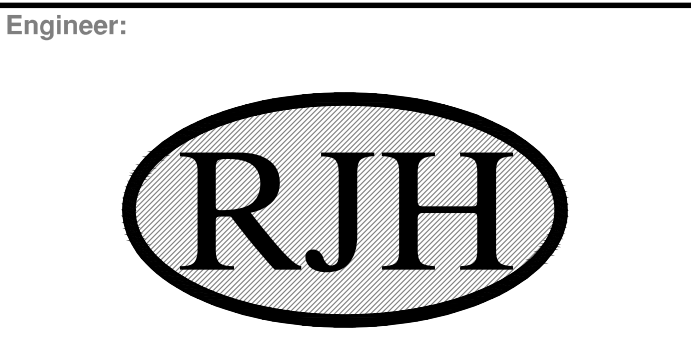
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FOR
INFORMATION
ONLY

Project Manager	Drawn
J. Murdock	A. Bowersox
Department Manager	Checked
P. Murphy	P. Murphy
Print/Plot Date	
August 4, 2021	
Asbuilt Drawn	Asbuilt Date
-	-
Client	
South Fork Ventures, LLC	
3712 RIVERGRASS LANE	
YORK, SC 29745	
P: (704) 506-2407	
Project:	
Blackwelder Subdivision	
Drawing Title:	
Conditional Rezoning Plan Details	
Project No.	Drawing No.
3329	
DWG File Name:	
3329-Blackwelder-rezoning	SP-3



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08/04/21	Revise Property Boundary	7



R. Joe Harris & Associates, Inc.
Engineering • Land Surveying • Planning
Management

1180 Stonewall Blvd., Tega Cay, S.C. 29708 P: (803) 802-1799

www.rjoe-harris.com

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FOR
INFORMATION
ONLY

Project Manager J. Murdock	Drawn J. Murdock
Department Manager P. Murphy	Checked B. Pridemore
Print/Plot Date AUGUST 4, 2021	
Asbuilt Drawn -	Asbuilt Date -
Client SOUTH FORK VENTURES, LLC 3712 RIVERGRASS LANE YORK, SC 29745 (704) 506-2407	

Project:
**BLACKWELDER
SUBDIVISION**

Drawing Title:
ROAD WIDENING EXHIBIT

Project No. 3329	Drawing No. SP-4
DWG File Name: 3329-Blackwelder-rezoning	



DATE	ISSUED FOR	REV
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Engineer:

R. Joe Harris & Associates, Inc.

Engineering • Land Surveying • Planning
Management

117 Ben Casey Drive, Suite 101, Fort Mill, S.C. 29708 P: (803) 802-1799

www.rjoeharris.com

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FOR
INFORMATION
ONLY

Project Manager	Drawn
J. Murdock	J. Murdock
Department Manager	Checked
P. Murphy	B. Pridemore
Print/Plot Date	
April 23, 2020	
Asbuilt Drawn	Asbuilt Date
-	-
Client	
SOUTH FORK VENTURES, LLC 3712 RIVERGRASS LANE YORK, SC 29745 P: (704) 506-2407	

Project:

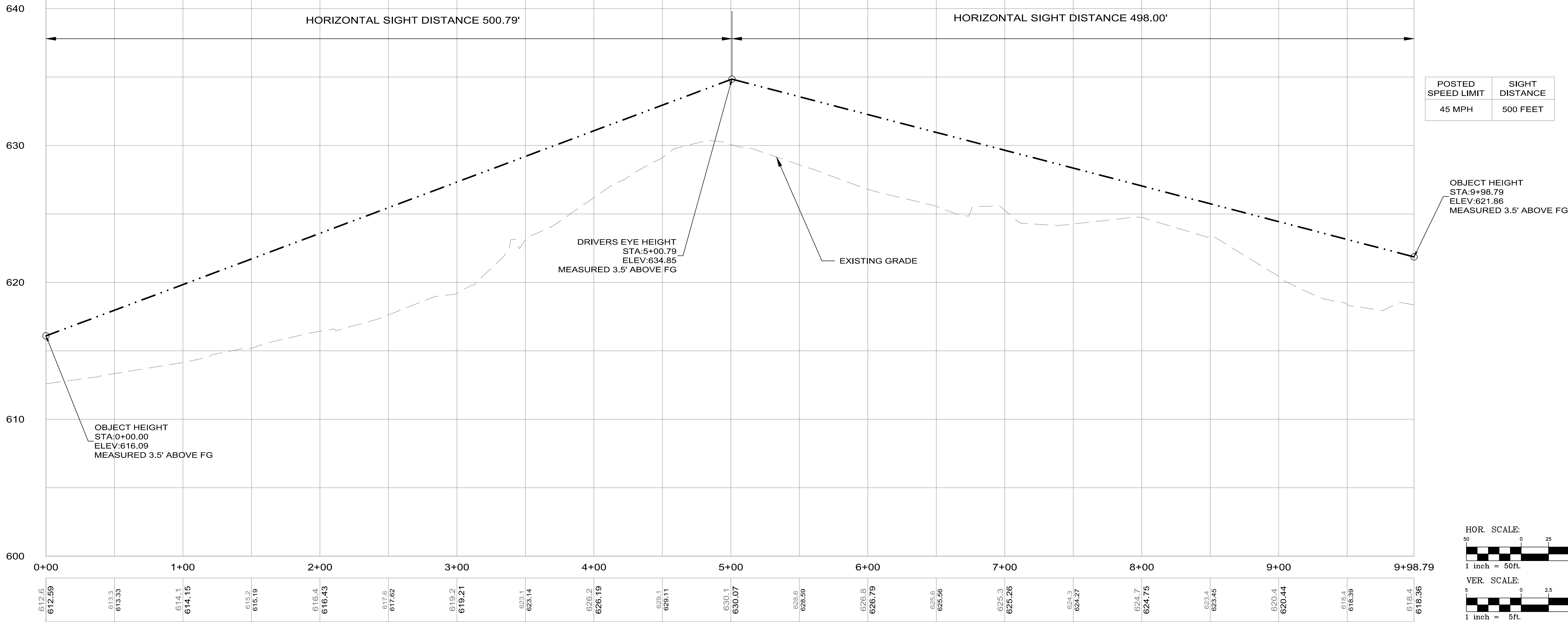
Blackwelder
Subdivision

Drawing Title:

Site Distance Profile

Project No.	Drawing No.
3329	
DWG File Name:	
3329-Blackwelder-Site Distance	

SD-1





R. Joe Harris & Associates, Inc.

1186 Stonecrest Blvd., Tega Cay, S.C. 29708
(803) 802-1799

January 23, 2020

Sushil Nepal, AICP – Director
Town of Harrisburg
Planning & Economic Development
4100 Main Street
Suite 102
Harrisburg, NC 28075

**RE: Blackwelder Subdivision
 Neighborhood Meeting Summary**

RJH Project #3329

Dear Mr. Nepal:

On January 23, 2020, the Town of Harrisburg conducted a neighborhood meeting for the referenced development. R. Joe Harris & Associates, presented a PowerPoint presentation which included an aerial image of the site, a copy of the conditional rezoning plan, an overlay of the proposed development and adjacent residential developments within a half of a mile of the site, and a development summary which outlined the size of the development tract, number of proposed lots, density, proposed open space, traffic impact study, and general lot dimensions, side yards, and buffers.

Following the presentation, R. Joe Harris & Associates opened up the floor for questions and discussion for the neighbors in attendance. Discussions included, desire to not see development on this track, questions regarding lots sizes, home sizes, price points, and traffic impacts.

Please feel free to reach out if you have any questions.

Sincerely,

R. JOE HARRIS & ASSOCIATES, INC.

Jonathan R. Murdock, PE
Asst. Engineering Manager

BLACKWELDER

CONDITIONAL REZONING – HARRISBURG, NC

SAMPLE HOUSE ELEVATIONS

**(ELEVATIONS ARE SUBMITTED AS EXAMPLES/SAMPLES OF THE TYPES OF HOMES TO BE BUILT WITHIN THE
BLACKWELDER COMMUNITY. FINAL ELEVATIONS AND STYLES MAY VARY, BUT MEET INTENT OF ILLUSTRATIVE
HOME STYLES SHOWN)**















R. Joe Harris & Associates, Inc.

1186 Stonecrest Blvd., Tega Cay, S.C. 29708
(803) 802-1799

April 27, 2021

Mr. Sushil Nepal
Town of Harrisburg
4100 Main Street, Suite 103
Harrisburg, NC 28075

**RE: BLACKWELDER SUBDIVISION
PUBLIC OPEN SPACE**

RJH Project #3329

Dear Mr. Nepal:

On behalf of the developer (South Fork Ventures, LLC), we would like to present payment in lieu of dedication of public opens space for the proposed single family subdivision on Blackwelder Road.

The proposed development will include 70 lots which would require 2.00 acres of public open space based on 1/35 acre per lot. The current assessed value of land (per acre) as taken from GIS is \$38,065.00. This value will be used to calculate the fees unless the sale price of the land yields a larger price per acre, in which case, the fee will be adjusted to reflect the sales price.

On behalf of South Fork Ventures, we request to provide mitigation payment at the time of platting:

Total fee to be paid = \$38,065.00/acre x 2.00 acres = \$76,130.00

The developer agrees to level/grade off the dedicated greenway easement to aid in establishing a natural surface multi-use path to be used by the homeowners as part of the construction of the project.

If you should have any questions or require any additional information, please feel free to contact us.

Sincerely,

R. JOE HARRIS & ASSOCIATES, INC.

Jonathan R. Murdock, PE
Assist. Engineering Manager



CERTIFICATE OF SUFFICIENCY

To the Town Council of the Town of Harrisburg of Harrisburg North Carolina:

I, Janet Rackley, Clerk, do hereby certify that I have investigated the petitions attached hereto and have found as a fact that said petition is signed by all owners of real property lying in the area described therein, in accordance with G.S. 160A-31.

In witness whereof, I have hereunto set my hand and affixed the seal of the Town of Harrisburg of Harrisburg, North Carolina, this 28th day of June 2021.




Janet Rackley, Clerk



**RESOLUTION FIXING DATE OF PUBLIC HEARING ON QUESTION
OF ANNEXATION PURSUANT TO G.S. 160A-31**

WHEREAS, a petition requesting annexation of the area described herein has been received; and

WHEREAS, the Town Council has by resolution directed the Town of Harrisburg Clerk to investigate the sufficiency of the petition; and

WHEREAS, certification by the Town Clerk as to sufficiency of the petition has been made;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Harrisburg, North Carolina that:

Section 1. A public hearing on the question of annexation of the area described herein will be held at Harrisburg Town Hall at 4100 Main Street, Harrisburg, North Carolina at 6:00 p.m. on September 13, 2021.

Section 2. The area proposed for annexation is described as follows:

Being located in Number 1 Township, Town of Harrisburg, Cabarrus County, North Carolina and being more particularly described as follows:

Tract #1 – TM #55183432930000

Being all that certain parcel of land, lying in Cabarrus County, North Carolina, and being recorded in Deed Book (DB) 8890 Page (PG) 155, Cabarrus County Register of Deeds, and being more particularly described as follows:

Beginning on a #4 rebar found on the south side of Hawick Commons Drive (variable width public right of way Map Book (MB) 31 PG 1), said point being the POINT OF BEGINNING (POB), thence, from the POB, S25°21'30"E for a distance of 177.88' to a #4 rebar, thence N64°39'25"E for a distance of 89.89' to a #4 rebar found, thence N64°37'47"E for a distance of 74.31' to a #4 rebar found, thence S32°52'48"E for a distance of 255.99' to a #4 rebar found, thence S59°48'09"W for a distance of 160.72' to a #4 rebar found, thence S30°12'45"E for a distance of 250.08' to a #4 rebar found, thence S76°06'14"W for a distance of 168.14' to a 5/8" pipe found on the right of way of Blackwelder Road (SR #1307 variable width public right of way MB 31 PG 1), thence S76°06'14"W for a distance of 31.28' to a point in the center of said road, thence, with the center of said road, N29°22'27"W for a distance of 477.98' to a point, thence leaving said road, N64°36'22"E for a distance of 30.04' to a point on the aforementioned right of way of Blackwelder Road, thence, along said right of way, N29°19'45"W for a distance of 123.21' to a #4 rebar found at the intersection of said right of way and the right of way of Hawick Common Drive, said point on the beginning of a non-tangential curve, said curve turning to the right through an angle of 83°17'25", having a radius of 30.00', and whose long chord bears N12°16'16"E for a distance of 39.87' to a #5 rebar set, thence N53°56'58"E for a distance of 126.54' to the POB, containing 3.626 acres, more or less.

Tract 2- TM# 55184487900000

Being all that certain parcel of land, lying in Cabarrus County, North Carolina, and being recorded in Deed Book (DB) 8890 Page (PG) 159, Cabarrus County Register of Deeds, and being more particularly described as follows:

Beginning at a #4 rebar found in the common open space of the Hawick Commons subdivision (Map Book (MB) 31 Page (PG) 1), said point being the POINT OF BEGINNING (POB), thence N64°36'16"E for a distance of 499.72' to a #5 rebar set, thence N64°36'06"E for a distance of 440.23' to a #5 rebar found, thence N70°32'30"E for a distance of 410.90' to a #5 rebar found, thence N70°30'41"E for a distance of 462.93' to a bent #5 rebar found on the right of way of Aberdeen Way (50' public right of way MB 32 PG82), thence, with said right of way, N70°53'30"E for a distance of 49.41' to a #4 rebar found, thence, leaving said right of way, N70°32'15"E for a distance of 547.44' to a #5 rebar set, thence N70°32'15"E for a distance of 149.98' to a point in the center of Coddle Creek, thence with the center of said creek the following 9 calls, 1)S38°45'59"W for a distance of 48.72' to a point 2)S23°38'20"W for a distance of 48.82' to a point 3)S06°42'45"E for a distance of 76.71' to a point 4)S09°19'33"E for a distance of 82.68' to a point 5)S25°15'30"E for a distance of 23.83' to a point 6)S18°10'46"E for a distance of 145.62' to a point 7)S50°35'33"E for a distance of 170.83' to a point 8)S39°24'44"E for a distance of 152.95' to a point 9)S41°20'03"E for a distance of 218.99' to a point, thence, leaving said creek, S75°57'54"W for a distance of 40.03' to a #5 rebar set, thence S75°57'28"W for a distance of 1,083.63' to a #5 rebar set, thence N21°30'34"W for a distance of 241.12' to a #4 rebar found, thence S77°12'27"W for a distance of 1,019.65' to a #4 rebar found, thence S27°30'33"E for a distance of 59.98' to a 5/8" pipe found, thence S62°31'39"W for a distance of 228.11' to a #4 rebar found, thence S14°15'23"E for a distance of 90.03' to a #4 rebar found, thence S14°02'07"E for a distance of 60.10' to a large nail found, thence S75°59'14"W for a distance of 314.12' to a #4 rebar found, thence S75°55'27"W for a distance of 38.53' to a #4 rebar found, thence N30°12'45"W for a distance of 250.08' to a #4 rebar found, thence N59°48'09"E for a distance of 160.72' to a #4 rebar found, thence N32°52'48"W for a distance of 255.99' to the POB, containing 35.692 acres, more or less.

Section 3. Notice of the public hearing shall be published in the Independent Tribune, a newspaper having general circulation in the Town of Harrisburg, at least ten (10) days prior to the date of the public hearing.

Steven J. Sciascia, Mayor

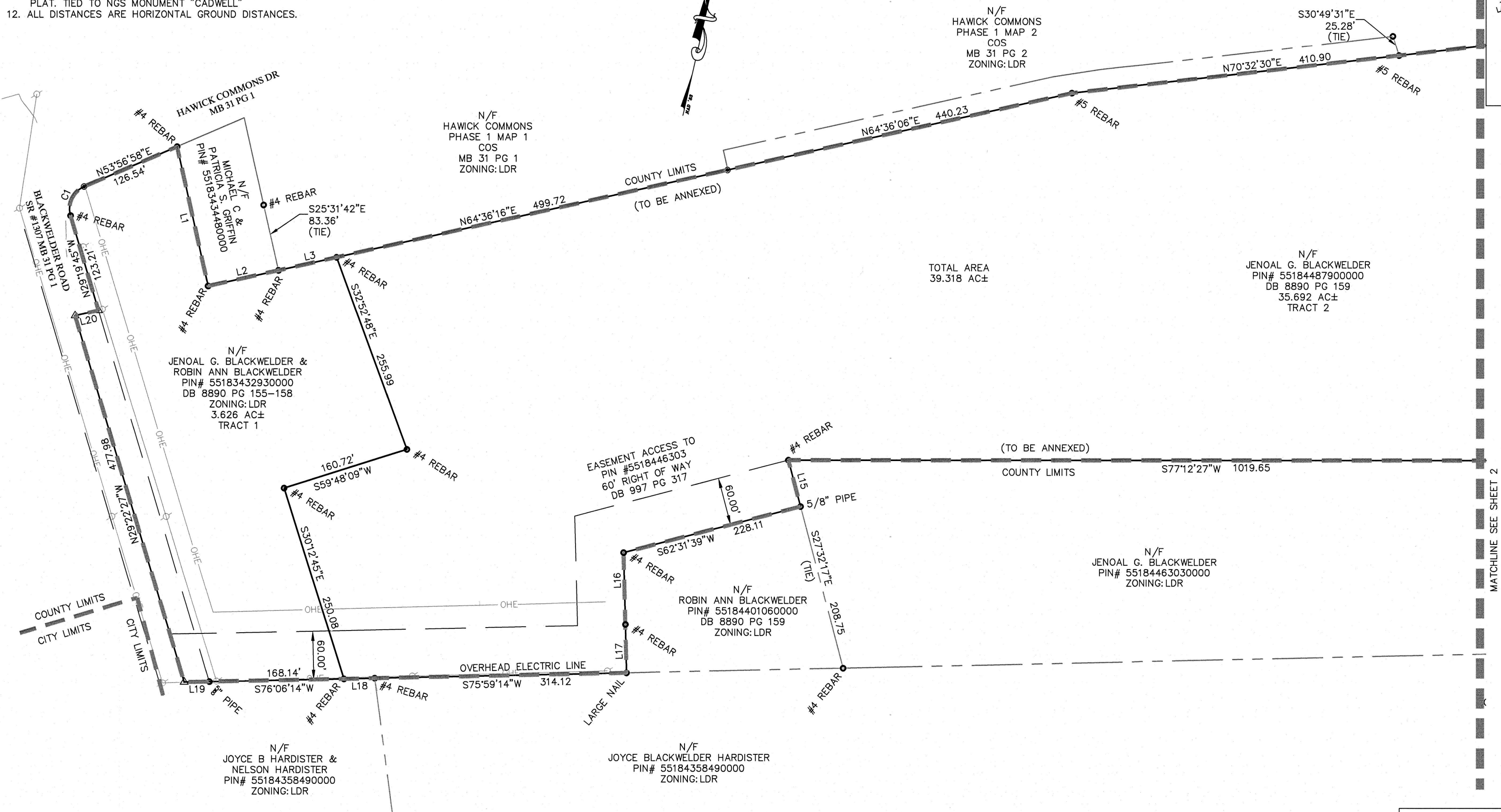
ATTEST:

Janet Rackley, Town Clerk

NOTES:

1. THIS SURVEY IS OF EXISTING PARCEL OR PARCELS OF LAND.
2. THIS IS NOT AN ALTA/NSPS SURVEY.
3. THE PARCEL ID# IS 55183432930000, & 55184487900000.
4. THIS PROPERTY IS ZONED LDR
5. ACREAGE OF THIS PLAT: 39.318
6. TOTAL NUMBER OF LOTS: 2
7. AREA COMPUTED BY COORDINATE METHOD.
8. DASHED LINES INDICATE LINES NOT SURVEYED.
9. #5 REBAR SET AT ALL PROPERTY CORNERS UNLESS OTHERWISE NOTED
10. UNADJUSTED RATION OF PRECISION IS +1:10,000
11. SITE HAS BEEN TIED TO NC GRID COORDINATE SYSTEM AS REFERENCED ON PLAT, TIED TO NGS MONUMENT "CADWELL"
12. ALL DISTANCES ARE HORIZONTAL GROUND DISTANCES.

ANNEXATION TABULATION TABLE
PIN# 55183432930000 - 3.626 AC±
PIN# 55184487900000 - 35.692 AC±
TOTAL AREA TO BE ANNEXED - 39.318 AC±



Line Table		
Line #	Length	Direction
L1	177.88	S25°21'30"E
L2	89.89	N64°39'25"E
L3	74.31	N64°37'47"E
L4	49.41	N70°53'30"E
L5	48.72	S38°45'59"W
L6	48.82	S23°38'20"W
L7	76.71	S6°42'45"E
L8	82.68	S9°19'33"E
L9	23.83	S25°15'30"E
L10	145.62	S18°10'46"E
L11	170.83	S50°35'33"E
L12	152.95	S39°24'44"E
L13	218.99	S41°20'03"E
L14	40.03	S75°57'54"W
L15	59.98	S27°30'33"E
L16	90.03	S14°15'23"E
L17	60.10	S14°02'07"E
L18	38.53	S75°55'27"W
L19	31.28	S76°06'14"W
L20	30.04	N64°36'22"E

Curve Table					
Curve #	Length	Radius	Chord	Bearing	Delta
C1	43.61	30.00	39.87	N12°16'16"E	83°17'25"

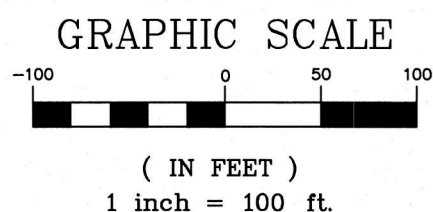
I HAVE EXAMINED THE FLOOD INSURANCE RATE MAPS FOR MECKLENBURG COUNTY, NORTH CAROLINA, COMMUNITY PANEL NUMBERS 3710551800K DATED NOVEMBER 16, 2018 AND HEREBY CERTIFY THAT THIS PROPERTY IS NOT LOCATED IN A SPECIAL FLOOD HAZARD AREA AS DETERMINED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY.

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, _____ REVIEW OFFICER OF CABARRUS COUNTY, CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATION IS AFFIXED MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

DATE _____ REVIEW OFFICER _____

I, BRYAN P. LACKEY, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN BOOK 8810, PAGE 151); THAT THE BOUNDARIES NOT SURVEYED ARE CLEARLY INDICATED AS DRAWN FROM THE INFORMATION FOUND IN BOOK 8810, PAGE 151; THAT THE RATIO OF PRECISION AS CALCULATED IS +1:10,000; THAT THIS PLAT WAS PREPARED IN ACCORDANCE WITH G.S. 47-30 AS A MENDED. WITNESS MY ORIGINAL SIGNATURE, REGISTRATION NUMBER AND SEAL THIS 4 DAY OF AUGUST, 2021.



REFERENCES
DB 8890 PG 159-164
DB 8890 PG 155-158

LEGEND:
● - IRON PIPE SET (#5 REBAR)
○ - IRON FOUND AS NOTED
△ - COMPUTED POINT, NGS MONUMENT
R/W - RIGHT-OF-WAY

ANNEXATION PLAT
BLACKWELDER
NO. 2 TOWNSHIP, CABARRUS COUNTY, NC
PARCEL ID #55183432930000, & 55184487900000,
SURVEYED FOR: SOUTH FORK VENTURES

CURRENT OWNER:
JENOAL G. BLACKWELDER &
ROBIN ANN BLACKWELDER
5127 BLACKWELDER RD
CONCORD NC 28027

R. Joe Harris & Associates, Inc.

Engineering & Land Surveying
1186 STONECREST BLVD, TEGA CAY, SC, 29708
Phone: (803) 802-1799



3329
JOB NO.
8-4-21
DATE
RJH & ASSOC

1"=100'
SCALE

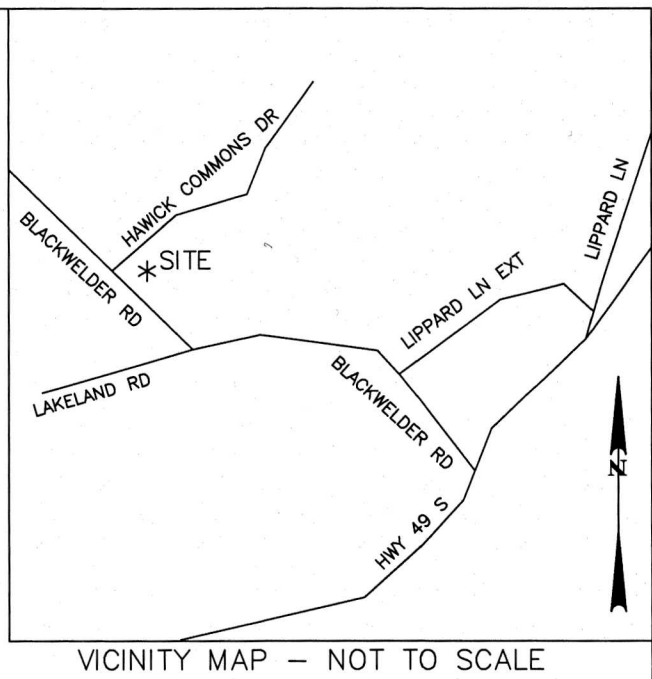
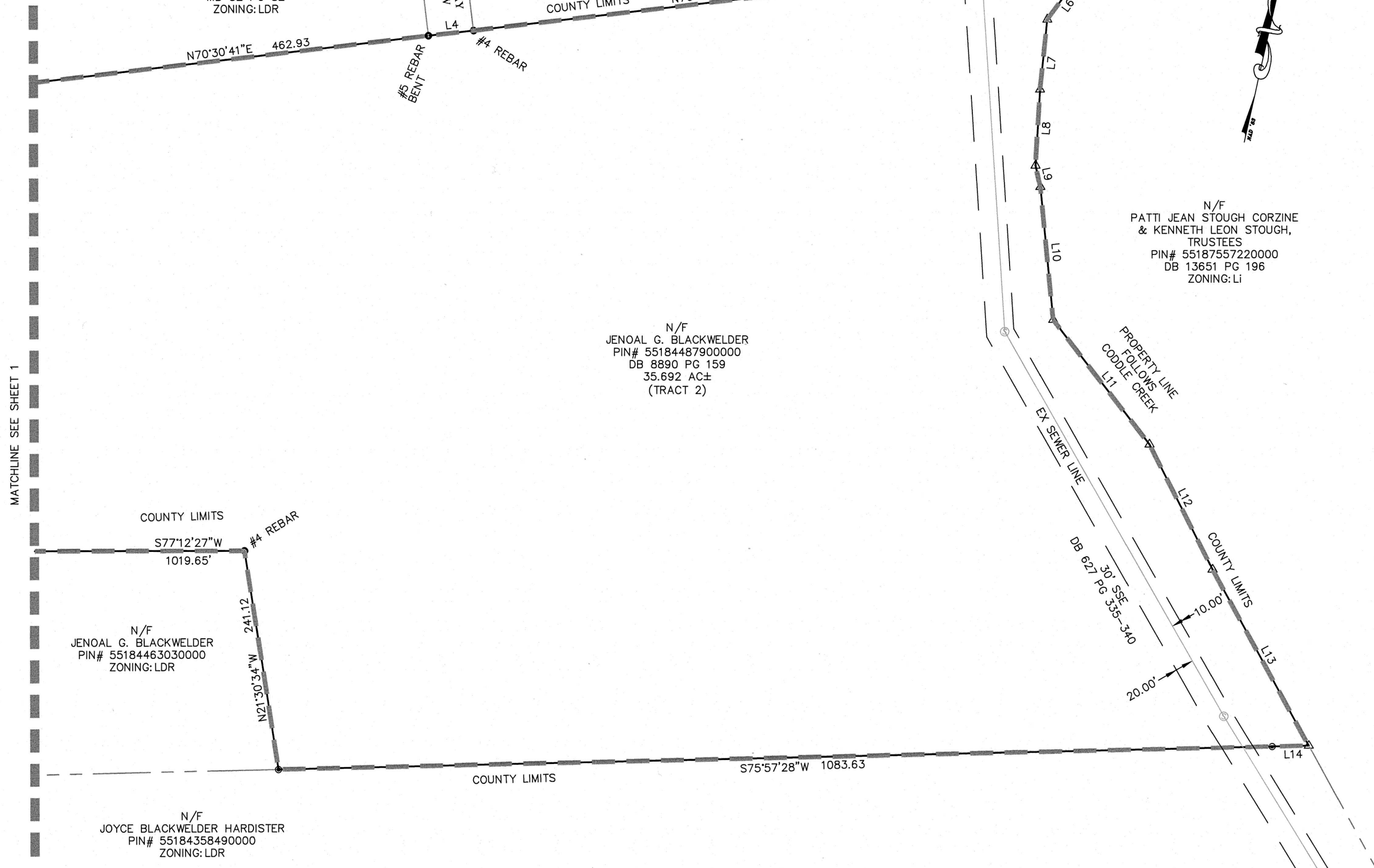
PREPARED BY
DC

CHECKED BY
BPL

SHEET 1 OF 2

NOTES:

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ANNEXATION TABULATION TABLE
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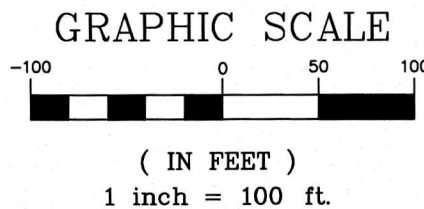
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STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, _____ REVIEW OFFICER OF CABARRUS COUNTY,
CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATION IS AFFIXED
MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

DATE _____ REVIEW OFFICER _____

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REFERENCES
DB 8890 PG 159-164
DB 8890 PG 155-158

LEGEND:
● - IRON PIPE SET (#5 REBAR)
● - IRON FOUND AS NOTED
△ - COMPUTED POINT, NGS MONUMENT
R/W - RIGHT-OF-WAY

SEE SHEET 1 FOR LINE AND CURVE TABLES

**ANNEXATION PLAT
BLACKWELDER**
NO. 2 TOWNSHIP, CABARRUS COUNTY, NC
PARCEL ID #55183432930000, & 55184487900000
SURVEYED FOR: SOUTH FORK VENTURES

CURRENT OWNER:
JENOAL G. BLACKWELDER &
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Phone: (803) 802-1799



3329
JOB NO.
8-4-21
DATE
RJH & ASSOC

1"=100'
SCALE

PREPARED BY
DC

CHECKED BY
BPL

SHEET 2 OF 2



PETITION REQUESTING ANNEXATION

DATE: November 14, 2019

TO THE TOWN COUNCIL OF THE TOWN OF HARRISBURG

1. We the undersigned owners of real property respectfully request that the area described in paragraph 2 below be annexed to the Town of Harrisburg.

2. The area to be annexed is:

☒ CONTIGUOUS

☐ NON-CONTIGUOUS

to the Town of Harrisburg and the boundaries of such territory are:

☒ ATTACHED

☐ DESCRIBED AS FOLLOWS:

3. A sealed survey is attached showing the area proposed for annexation in relation to the primary corporate limits of the Town of Harrisburg.

4. SIGNATURE OF OWNERS

NAME

ADDRESS

Robin Blackwelder

5127 Blackwelder Road

Concord, NC 28025

Jenaoal Blackwelder

5127 Blackwelder Road

Concord, NC 28025

ORDINANCE #7020
AN ORDINANCE TO EXTEND THE CORPORATE LIMITS
OF THE TOWN OF HARRISBURG, NORTH CAROLINA

WHEREAS, the Town Council has adopted a resolution under G. S. 160A-31 stating its intent to annex the area described below; and

WHEREAS, a public hearing on the question of annexation was held at Harrisburg Town Hall, 4100 Main Street, Suite 101, Harrisburg NC at 6:00 p.m. on September 13th, 2021 after due notice; and

WHEREAS, the Town Council finds that the proposed annexation meets the requirements of G. S. 160A-31;

NOW THEREFORE, BE IT ORDAINED by the Town Council of the Town of Harrisburg, North Carolina that:

Section 1. By virtue of the authority granted by G. S. 160A-31, the following described contiguous property is hereby annexed into the Town of Harrisburg as of October 11th, 2021:

Being located in Number 1 Township, Town of Harrisburg, Cabarrus County, North Carolina and being more particularly described as follows:

Tract #1 – TM #55183432930000

Being all that certain parcel of land, lying in Cabarrus County, North Carolina, and being recorded in Deed Book (DB) 8890 Page (PG) 155, Cabarrus County Register of Deeds, and being more particularly described as follows:

Beginning on a #4 rebar found on the south side of Hawick Commons Drive (variable width public right of way Map Book (MB) 31 PG 1), said point being the POINT OF BEGINNING (POB), thence, from the POB, S25°21'30"E for a distance of 177.88' to a #4 rebar, thence N64°39'25"E for a distance of 89.89' to a #4 rebar found, thence N64°37'47"E for a distance of 74.31' to a #4 rebar found, thence S32°52'48"E for a distance of 255.99' to a #4 rebar found, thence S59°48'09"W for a distance of 160.72' to a #4 rebar found, thence S30°12'45"E for a distance of 250.08' to a #4 rebar found, thence S76°06'14"W for a distance of 168.14' to a 5/8" pipe found on the right of way of Blackwelder Road (SR #1307 variable width public right of way MB 31 PG 1), thence S76°06'14"W for a distance of 31.28' to a point in the center of said road, thence, with the center of said road, N29°22'27"W for a distance of 477.98' to a point, thence leaving said road, N64°36'22"E for a distance of 30.04' to a point on the aforementioned right of way of Blackwelder Road, thence, along said right of way, N29°19'45"W for a distance of 123.21' to a #4 rebar found at the intersection of said right of way and the right of way of Hawick Common Drive, said point on the beginning of a non-tangential curve, said curve turning to the right through an angle of 83°17'25", having a radius of 30.00', and whose long chord bears N12°16'16"E for a distance of 39.87' to a #5 rebar set, thence N53°56'58"E for a distance of 126.54' to the POB, containing 3.626 acres, more or less.

Tract 2- TM# 55184487900000

Being all that certain parcel of land, lying in Cabarrus County, North Carolina, and being recorded in Deed Book (DB) 8890 Page (PG) 159, Cabarrus County Register of Deeds, and being more particularly described as follows:

Beginning at a #4 rebar found in the common open space of the Hawick Commons subdivision (Map Book (MB) 31 Page (PG) 1), said point being the POINT OF BEGINNING (POB), thence N64°36'16"E for a distance of 499.72' to a #5 rebar set, thence N64°36'06"E for a distance of 440.23' to a #5 rebar found, thence N70°32'30"E for a distance of 410.90' to a #5 rebar found, thence N70°30'41"E for a distance of 462.93' to a bent #5 rebar found on the right of way of Aberdeen Way (50' public right of way MB 32 PG 82), thence, with said right of way, N70°53'30"E for a distance of 49.41' to a #4 rebar found, thence, leaving said right of way, N70°32'15"E for a distance of 547.44' to a #5 rebar set, thence N70°32'15"E for a distance of 149.98' to a point in the center of Coddle Creek, thence with the center of said creek the following 9 calls, 1)S38°45'59"W for a distance of 48.72' to a point 2)S23°38'20"W for a distance of 48.82' to a point 3)S06°42'45"E for a distance of 76.71' to a point 4)S09°19'33"E for a distance of 82.68' to a point 5)S25°15'30"E for a distance of 23.83' to a point 6)S18°10'46"E for a distance of 145.62' to a point 7)S50°35'33"E for a distance of 170.83' to a point 8)S39°24'44"E for a distance of 152.95' to a point 9)S41°20'03"E for a distance of 218.99' to a point, thence, leaving said creek, S75°57'54"W for a distance of 40.03' to a #5 rebar set, thence S75°57'28"W for a distance of 1,083.63' to a #5 rebar set, thence N21°30'34"W for a distance of 241.12' to a #4 rebar found, thence S77°12'27"W for a distance of 1,019.65' to a #4 rebar found, thence S27°30'33"E for a distance of 59.98' to a 5/8" pipe found, thence S62°31'39"W for a distance of 228.11' to a #4 rebar found, thence S14°15'23"E for a distance of 90.03' to a #4 rebar found, thence S14°02'07"E for a distance of 60.10' to a large nail found, thence S75°59'14"W for a distance of 314.12' to a #4 rebar found, thence S75°55'27"W for a distance of 38.53' to a #4 rebar found, thence N30°12'45"W for a distance of 250.08' to a #4 rebar found, thence N59°48'09"E for a distance of 160.72' to a #4 rebar found, thence N32°52'48"W for a distance of 255.99' to the POB, containing 35.692 acres, more or less.

Map recorded at Cabarrus County Register of Deeds, Book _____ Page _____

Section 2. Upon and after 11th day of October, 2021 the above described territory and its citizens and property shall be subject to all debts, laws, ordinances and regulations in force in the Town of Harrisburg and shall be entitled to the same privileges and benefits as other parts of the Town of Harrisburg. Said territory shall be subject to municipal taxes according to G.S. 160A-58.10.

Section 3: The Mayor the Town of Harrisburg shall cause to be recorded in the office of Register of Deeds Cabarrus County, and in the Office of Secretary of the State in Raleigh, North Carolina, an accurate map of the annexed property, along with a certified copy of the ordinance. Such a map shall also be delivered to the County Board of Elections, as required by G. S. 163-288.1.

Adopted this the 11th day of October 2021.

Steven J. Sciascia, Mayor

ATTEST:

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Conditional Rezoning, Zoning Map Amendment and Annexation for McKinley Residential Subdivision off of Lower Rocky River Rd. (H2020-07 (R))

Presenting Personnel:

Sushil Nepal, Planning & Economic Development Director

Suggested Motion or Action:

If approved, the following motion is suggested:

To approve the Conditional Rezoning, Zoning Map Amendment and Annexation for parcels along Lower Rocky River Rd. (H-2020-07 (R))

If denied, the following motion is suggested:

To deny the Conditional Rezoning, Zoning Map Amendment and Annexation for parcels along Lower Rocky River Rd. (H-2020-07 (R))

Description/Background:

Timmons Group, on behalf of the the property owners of parcels 5526-14-5424 and 5526-21-2487 has submitted a request to rezone approximately 193.12 acres of land located on the western side of Lower Rocky River Road near the intersection of Pioneer Mill Road. The applicant proposes to develop a single-family subdivision with 162 detached units, with a combination of 80' wide lots (138) and 100' wide lots (24) and minimum lot sizes of 1/3rd acre. To achieve this, the applicant is requesting that the property be rezoned from County CR (Countryside Residential) to CZ-RL (Conditional Zoning Residential Low Density) utilizing Conservation Subdivision guidelines. The proposed gross density of the site is 0.85 dwelling units per acre.

The property is in the County, applicant has also submitted a Petition requesting Annexation for the subject property which is contiguous to the current Town of Harrisburg corporate limits.

A staff report is attached for more information and a site plan is submitted for your consideration. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews. Staff is recommending approval of the rezoning request with conditions included in the staff report.

A Public Hearing on the annexation and rezoning request was held at the September Town Council meeting. Final action on the annexation and rezoning will be taken at the October 11th meeting.

Recommendation:

With the conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO). Planning and Zoning Board recommended approval at their July meeting.

Planning and Zoning Department staff supports approval of the annexation and rezoning request (H2020-07-R) with

conditions.

Fiscal Impact:

The annexation has no direct fiscal impact as a result of the annexation itself, however, the result of the development on the annexed properties will both generate additional property tax revenue for the Town and add to the costs associated with providing the additional homes with Town services.

Attachments:

1. H2020_07-R_Conditional Rezoning Application
2. H2020_07-R_Site Map
3. H_2020_07_R Staff Report TC rev
4. H2020_07-R_Rezoning Site Plan Updated
5. H2020_07-R_Home Elevations
6. H2020_07-R_Env Feature Assessment
7. H2020_07-R_Neighborhood Meeting Summary
8. H2020_07-R_TIA Report
9. McKinley Subdivision_Parks Fee in Lieu Letter_07-21-2021_Signed
10. Annexation Application_06-29-2021_Signed
11. Resolution Fixing Date of Public Hearing - Lower Rocky River Road
12. Certificate of Sufficiency
13. Annexation Plat
14. Ordinance 7021



APPLICATION FOR CONDITIONAL REZONING

Applications for a Conditional District must be accompanied by an application for a Zoning Map Amendment.

1. Please submit fifteen (15) copies of a complete development plan in conformance with Appendix B, Section B-4 of the UDO (all conditional rezoning applications shall include a site specific development plan which, if approved, shall be binding on the property in question). If approved, a zoning site plan review and approval will be required to receive a zoning compliance permit. For specific requirements, please see the form entitled “Site Plan Requirements”.
2. Please list the specific permitted land use(s) that you are proposing. Land use(s) shall be chosen from Article 4.6 in the Harrisburg UDO titled “Use Regulations” and shall correspond to the Zoning District requested.

Single Family Detached with Amenity

3. Please list any specific conditions that you would be willing to impose as part of this application (example: no outside storage permitted on-site, increased buffer width, etc.).

Single Family Detached Lots

Front Setback: 25', Side Setback: 10', Rear Setback: 40', Corner Setback: 25'

Reduction of lot size from 20,000sf to 14,520sf

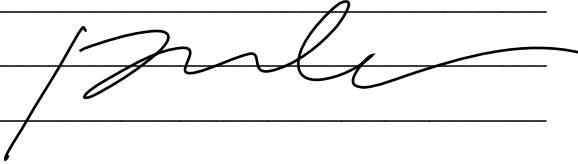


Owner Information

It is understood by all parties hereto that while this application will be carefully considered and reviewed, the burden of providing its need and providing all required evidence rests with the below named petitioner. In addition, it is understood and acknowledged that if the property is rezoned as requested, the property involved in this request will be perpetually bound by the use(s) authorized and subject to such conditions as imposed, unless subsequently changed or amended through the rezoning process. It is further understood and acknowledged that it is the responsibility of the petitioner to file the development plan in the Cabarrus County Register of Deeds Office as a deed restriction upon the subject property.

If, after two years from the date of approval substantial construction has not begun, the property in question may revert to its prior zoning designation after a public hearing is held in compliance with the required procedure for a zoning map amendment.

I do hereby certify that all information which I have provided for this application is, to the best of my/our knowledge, correct.

Property Owner	<u>Bethesda Association LLC</u>	<u>Rocky Investments LLC</u>
Address	<u>600 Park Offices Drive</u>	<u>205 Iveyshaw Road</u>
	<u>Durham, North Carolina 27709</u>	<u>Cary, North Carolina 27519</u>
Phone	<u>919-815-9987</u>	
Fax	<u></u>	
Signature	<u></u>	

NOTE: If multiple parcels are involved in a request, property owners must sign an application identifying the individual parcel(s) represented. Each parcel included in the request must be accounted for in the application process for the application to be considered complete.

OFFICIAL USE ONLY:

Petition Number: _____

Date Filed: _____

Received By: _____



APPLICATION FOR ZONING MAP AMENDMENT

The following steps are required in order for your application to be considered complete.

Incomplete applications will be returned to the applicant and will not be processed.

1. Schedule a pre-application meeting with staff.
2. Submit a completed application for an amendment to the official zoning map. All applications must include:
 - a. A list of all adjacent property owners (include owner name, address, and Parcel Identification Number)
 - b. A recent survey or legal description of the property or area to be rezoned
 - c. A copy of the letter, minutes, and the sign-up sheet from the Neighborhood Meeting
 - d. Copies of the Traffic Impact Analysis (TIA), proposed site plan, landscape plan, and proposed building elevations (applicability determined at pre-application meeting with staff)
3. Submit cash, checks, or money orders made payable to the Town of Harrisburg for all fees listed in the pre-application checklist.

Overview of the Rezoning Process:

1. Hold a pre-application meeting with staff to discuss your rezoning request and the map amendment process.
2. Hold a **neighborhood meeting** with the adjacent property owners. All adjacent property owners must be contacted and given an opportunity to meet with the applicant at a meeting established at a reasonable time. No member of the Town decision-making entity may participate in this meeting.
3. Submit a Zoning Map Amendment application to the Town of Harrisburg Planning Department. All applications must be submitted by the third Tuesday of the Month to go before the Planning and Zoning Board on the following month. NOTE: If the request is a Conditional Zoning request, complete and submit, with this application, a Conditional Rezoning Application.
4. Planning staff will review your application and subsequent information, prepare a staff report for the Board and take your request to the Planning and Zoning Board for a recommendation to the Town Council. Planning Board meetings are held on the third Tuesday of every month at 7:00 PM.
5. Once the Planning and Zoning Board has made a recommendation, staff will notify the adjacent property owners of the public hearing, post a sign on the property, and place announcements of the hearing in the local newspaper.
6. Town Council meetings are held on the second Monday of every month at 7:00 PM. At this meeting the Council will hold a public hearing and may vote on your request. Meetings are held at the Harrisburg Town Hall located at 4100 Main Street, Suite 101.

Questions: Contact the Town of Harrisburg Planning Department with any questions regarding rezonings in the Town of Harrisburg. Staff can be reached at 704-455-0709.



Subject Property Information

1. Street Address ① 1507 Burlwood Road
 ② 9820 Lower Rocky River Road
2. PIN(s) (10 digit#) ① 5526 -- 212 -- 487 ; ② 5526 -- 145 -- 424
3. Deed Reference Book ① 06749 Page 0219
 ② 06749 0203
4. Township # 1

Description of Subject Property

5. Size (square feet or acreage) 193.62± acres
6. Street Frontage (feet) 728± feet
7. Current Land Use Vacant
8. Surrounding Land Use and Zoning Classification
- | | | | |
|---------------|-----------|----------|----------------------|
| North: Zoning | <u>CR</u> | Land Use | <u>Single Family</u> |
| South: Zoning | <u>CR</u> | Land Use | <u>Single Family</u> |
| East: Zoning | <u>CR</u> | Land Use | <u>Single Family</u> |
| West: Zoning | <u>CR</u> | Land Use | <u>Single Family</u> |
9. Request to Change Zoning From CR to CZ-RL Conservation Subdivision
10. Is this a request for a Conditional Rezoning? YES NO

(If YES, you must also submit an application for a Conditional Rezoning)

11. Purpose for Request: Rezoned to CZ-RL conservation subdivision to allow for up to 140 82' 1/3-acre lots
and up to 22 100' 1-acre lots, with an amenity lot

Front Setback: 25', Side setback: 10', Rear Setback: 40', Corner Setback: 25'



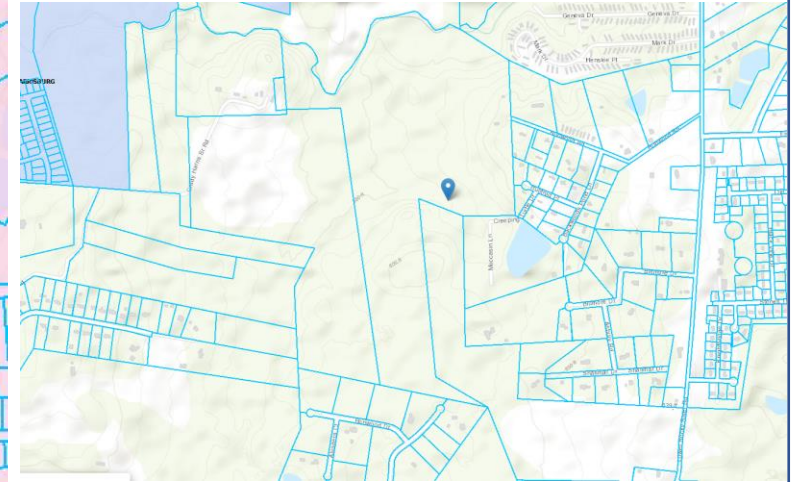
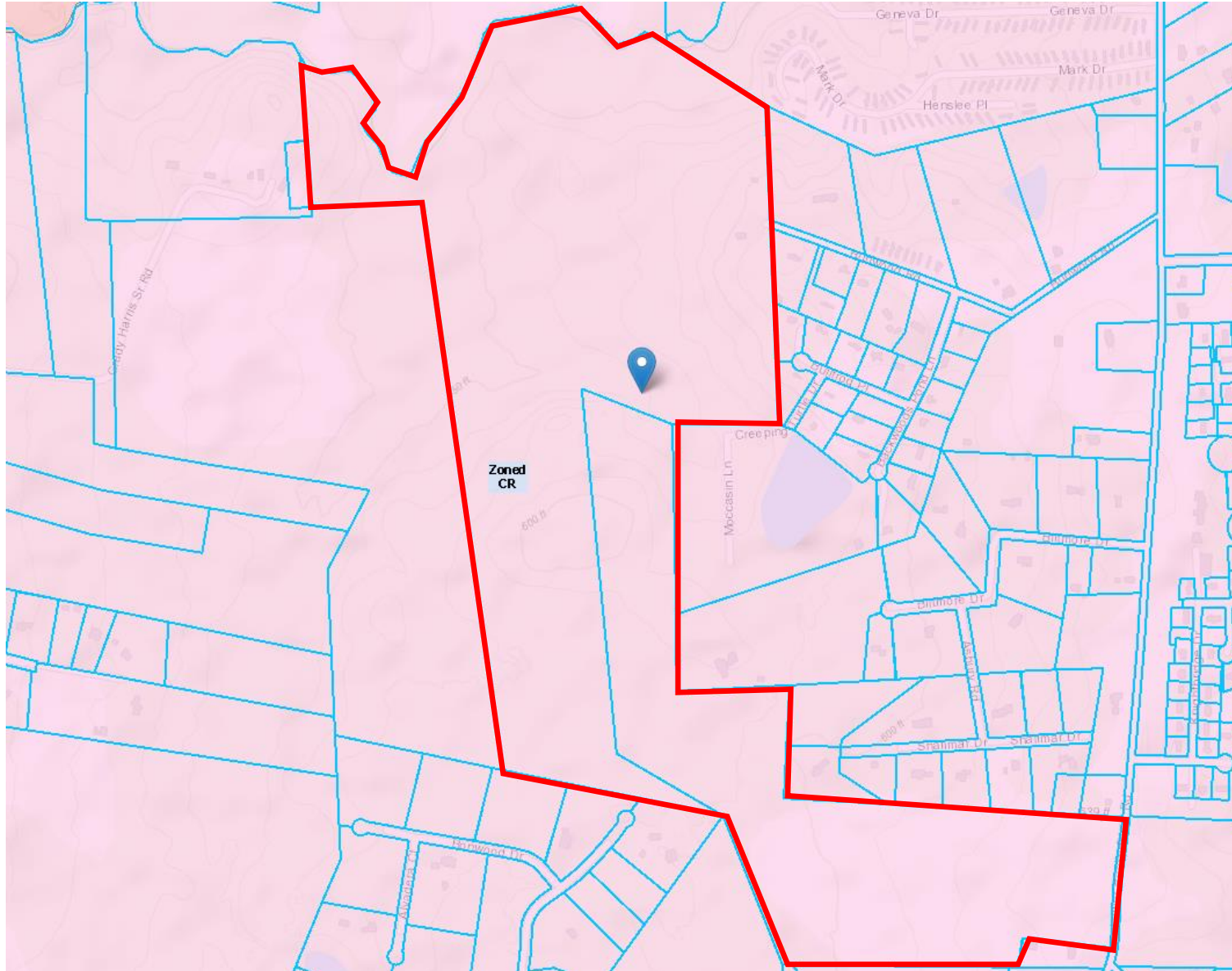
Owner/Agent/Applicant Information

It is understood by all parties hereto that while this application will be carefully considered and reviewed, the burden of providing its need and providing all required evidence rests with the below named petitioner.

I do hereby certify that all information which I have provided for this application is, to the best of my/our knowledge, correct.

12. Property Owner	Bethesda Association LLC	Rocky Investments LLC
Address	600 Park Offices Drive Durham, North Carolina 27709	205 Iveyshaw Road Cary, NC 27519
Phone	919-815-9987	919-815-9987
Fax		
Email:	steve@thescgrp.com	steve@thescgrp.com
Signature		
13. Agent (if any)		
Address		
Phone		
Fax		
Email		
Signature		
14. Applicant (if any)	The CSC Group	
Address	600 Park Offices Drive Durham North Carolina 27709	
Phone	919-815-9987	
Fax		
Email	Steve@thescgrp.com	
Signature		

NOTE: If multiple parcels are involved in a request, property owners must sign an application identifying the individual parcel(s) represented. Each parcel included in the request must be accounted for in the application process for the application to be considered complete.



H2020-07(R) Rezoning and Annexation Request

Parcel Identification Number:
5526-14-5424, 5526-21-2487

Applicant: Timmons Group
Current Zoning: Countryside Residential (CR), County
Requested Rezoning: Conditional Residential Low Density (CZ-RL)

Map Created: July 2021





Town of Harrisburg
Planning and Economic Development Department
Rezoning Staff Report

DATE: September 27, 2021

SUBJECT: McKinley Subdivision

Request H-2020-07-(R): To rezone approximately 193.12 acres from County CR (Countryside Residential) to CZ-RL (Conditional Zoning Residential Low Density) Conservation Subdivision.

Location: The subject properties are located on the western side of Lower Rocky River Road near the intersection of Pioneer Mill Road (PIN 5526-14-5424 and 5526-21-2487)

Applicant: Timmons Group (Chris Todd)

Staff Report Prepared by: Craig Thomas, Senior Planner
Planning and Economic Development Dept.

Neighborhood Meeting: Held February 18, 2021

BACKGROUND:

Area: ±193.121 acres Total

Existing Land Use: Vacant/Single-Family Residential

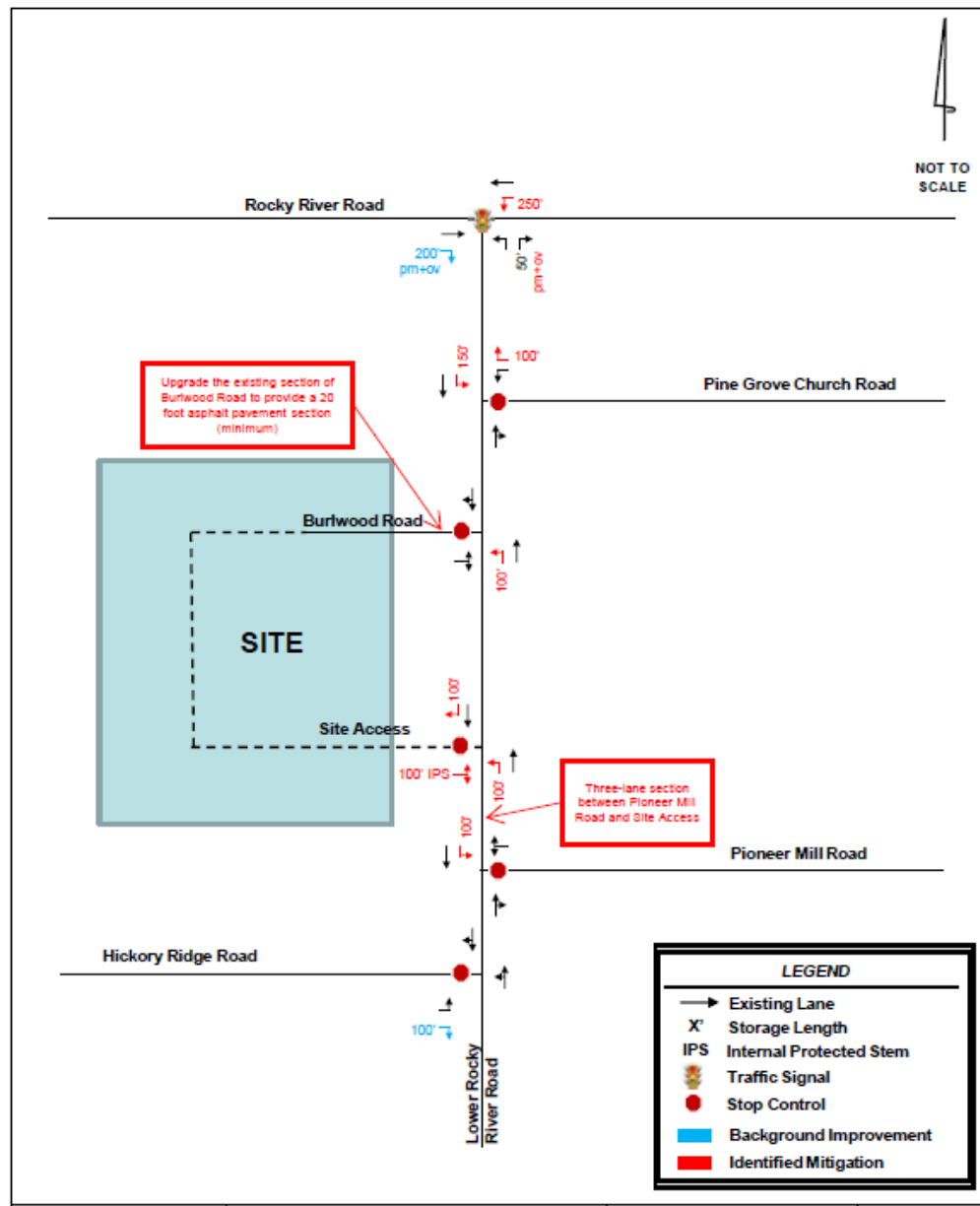
Zoning within 500 feet: North - Countryside Residential (CR), Cabarrus County
South - Countryside Residential (CR), County
East - Countryside Residential (CR), County
West - Countryside Residential (CR), County

Land Uses within 500 feet: North - Single-family Residential, County
South - Single-family Residential, County
East - Single-family Residential, County
West - Single-family Residential, County

APPLICATION SUMMARY:

- The applicant proposes to develop a single-family subdivision with 162 detached units, with a combination of 80' wide lots (138) and 100' wide lots (24) and minimum lot sizes of 1/3rd acre. To achieve this, the applicant is requesting that the property be annexed and rezoned from County CR (Countryside Residential) to CZ-RL (Conditional Zoning Residential Low Density) utilizing Conservation Design guidelines.
- The proposed density of the site is 0.85 dwelling units per acre, the RL district has a maximum density of 2 dwelling units per acre but upon approval of this rezoning, the density will be capped at 0.85 units/acre and the site plan will be attached with the land.
- The applicant is dedicating 4.10 acres of active open space as part of preserved 58 acres overall open space required for Conservation Subdivision. A greenway will be built along the adopted Reedy Creek greenway alignment and \$15,016.49 will be paid towards public open space.
- As a conditional zoning request, the applicant has submitted a site plan along with the request for rezoning, which is attached for your consideration.
- The property is in the County, applicant has also submitted a Petition requesting Annexation for the subject property which is non-contiguous to the current Town of Harrisburg corporate limits.
- The applicant agrees to install the following road improvements per the Traffic Impact Analysis (TIA) completed for the project (see map on the following page):
 - **Lower Rocky River Road and Rocky River Road:**
 - Implementation of permitted-overlap phasing on the northbound right-turn lane.
 - Construction of westbound left-turn lane along Rocky River Road with minimum of 250 feet storage.
 - **Lower Rocky River Road and Pine Grove Church Road:**
 - Construction of westbound right-turn lane along Pine Grove Church Road with minimum of 100 feet storage.
 - Construction of southbound left-turn lane along Lower Rocky River Road with a minimum of 150 feet of storage.
 - **Lower Rocky River Road and Burlwood Road:**
 - Construction of northbound left-turn lane along Lower Rocky River Road with minimum of 100 feet storage.
 - Upgrade the existing section of Burlwood Road to provide a 20 foot asphalt pavement section (minimum).
 - **Lower Rocky River Road and Pioneer Mill Road:**
 - Construction of southbound left-turn lane along Lower Rocky River Road with minimum of 100 feet storage.

- Construction of three-lane section along Lower Rocky River Road between Pioneer Mill Road and the Site Access
- **Lower Rocky River Road and Site Access:**
 - Construction of eastbound approach with one ingress lane and an internal protected stem of 100 feet.
 - Construction of southbound right-turn lane along Lower Rocky River Road with a minimum storage of 100 feet.
 - Construction of northbound left-turn lane along Lower Rocky River Road with minimum of 100 feet storage.
 - Construction of a three-lane section along Lower Rocky River Road between Pioneer Mill Road and Site Access.



APPROVAL CRITERIA:

1. The size of the tract in question;

The subject property is approximately 193.12 acres in size.

2. Whether the proposal conforms with and is in furtherance of the implementation of the goals and policies of the Comprehensive Plan, other adopted plans, and the goals, objectives and policies of the Ordinance;

Per the Unified Development Ordinance, the intent of the proposed district depicted on the submitted site plan is as follows:

***RL:** The RL district is established to provide areas for low density single family uses, with a maximum of two units per acre, and may provide a buffer between agriculture uses and higher density areas of Town. It includes flexible density and minimum lot size requirements in order to allow for market and design flexibility while preserving the neighborhood character and preserve environmentally sensitive areas.*

Per the Harrisburg Area Land Use Plan, the subject property is located in an area designated on the future land use map as **Low Density Residential**. The description of Low Density Residential is as follows:

“This area is characterized by low- to medium-density residential development (up to 3 dwelling units per acre). Single-family detached homes are complemented by natural areas as well as formal and informal open space amenities. Conservation design, which includes more open space in exchange for small minimum lot sizes, may be recommended in locations with sensitive natural resources.”

Based on the description of the Low Density Residential land use classification and the proposed density, the proposed project would meet the intent that has been set for this area in the Land Use Plan.

With regard to the overall goals of the Land Use Plan, **recommendation LU-3** states that the Town should “Balance Development and Conservation Interests” to incentivize conservation design. The proposed development preserves 58 acres of open space and wetlands while providing a greenway and walking trails throughout the neighborhood.

Recommendation LU-7 of the Plan recommends consistency between the Town’s zoning regulations and the adopted Future Land Use Map. A table included as part of this goal establishes the “appropriate” zoning districts to use when making zoning decisions based on the Future Land Use Map. The map, as previously stated, designates this area as Low Density Residential. The table indicates that the RL district is appropriate for this land use classification.

The HALUP identified a potential environmentally significant area on the site, **Reedy Creek Knoll and Beaver Pond**. The site was surveyed to check against any sensitive features and concluded that the conditions of site have changed over time and that the

previously designated area is no longer of significance requiring preservation. Report is attached in the packet.

3. The benefits or detriments for the owner, neighbors and surrounding community;

The benefits to the owner of the property would be that single-family residential development at the proposed density of 0.85 dwelling units per acre could be achieved under the proposed zoning and annexation allows to tap into town offered services.

As with most developments, the addition of residential units increase trip generations. Certain intersection improvements and road widening have been required as part of the Traffic Impact Analysis as a means to mitigate and minimize the impact of additional trip generations in the area associated with this development.

4. Whether the proposed request is in compliance with the adequate public facilities criteria;

a. Utilities:

Sewer is available along the back of the property on Reedy Creek, Water will need to be extended to the site. Any utility line extensions or upgrades necessary to serve this development will be the responsibility of the developer.

b. Transportation:

A TIA was completed based on the size of the development and the anticipated amount of traffic generated by the project. All traffic improvements are detailed and depicted on a map in the Application Summary (above) and will be completed and delivered by the proposed project, as per that TIA.

c. Safety and Sanitation Services:

Adequate police, fire, and sanitation services are available for the proposed use, and will be provided upon annexation.

d. Schools:

Per Cabarrus County, the APF Ordinance for schools is currently not being enforced after a ruling by the NC Supreme Court. However, Cabarrus County Schools does still review the capacity of the K-12 schools that this development will feed into and provides future capacity numbers based on the units proposed. For this site, Cabarrus County has provided the following information:

Current Capacity:

Elementary (Patriots ES)	<u>113%</u>
Middle (CC Griffin MS) -	<u>88%</u>
High (Hickory Ridge HS) -	<u>111%</u>

Future Capacity Based on Unbuilt Lots and Including this Request:

Elementary (Patriots ES)	<u>121%</u>
Middle (CC Griffin MS) -	<u>90%</u>
High (Hickory Ridge HS) -	<u>113%</u>

As per Cabarrus County School, the Single-family homes in this development will generate upon full buildout an additional 63 elementary students, 32 middle school students, and 42 high school students.

5. The relationship of the uses envisioned under the new zoning and the uses currently present in adjacent tracts. The Commission shall consider the following:

- a. Whether the proposed zoning is compatible with the surrounding area or whether there will be adverse impacts on the capacity or safety of the portion of street network influenced by the rezoning, parking problems, or environmental impacts that the new use will generate such as excessive storm water runoff, water, air or noise pollution, excessive nighttime lighting or other nuisances;**

The proposed single-family development and density of the proposed development (0.85 dwelling units per acre) is compatible with surrounding land uses.

- b. Any change of character in the area due to installation of public facilities, other zoning changes, new growth changes, deterioration, and development;**

Like all other development activity in this area, the development of this land would convert former vacant land into residential neighborhoods, while preserving appropriate area for open space.

- c. The zoning districts and existing land uses of the surrounding properties;**

The areas around this property are generally zoned for low to medium density residential use. Existing land use patterns in the area typically consist of low density residential neighborhoods and vacant forested land and land previously used for agricultural purposes.

- d. Whether the subject property is suitable for the uses to which it has been restricted under the existing zoning classification;**

The property is suitable for the uses which it has been restricted to under the existing zoning classification.

- e. Whether the rezoning is compatible with the adjacent neighborhood, especially concerning neighborhood stability and character;**

As previously mentioned, the specific use of the property, single family detached homes, is consistent with surrounding neighborhoods and aligns with Harrisburg Area Land Use Plan (HALUP).

- f. The length of time the subject property has remained vacant as zoned (if applicable);**

This property has been vacant.

- g. Whether there is an adequate supply of land available in the subject area and the surrounding community to accommodate the zoning and community needs;**

Land supply is not a direct issue in this area.

- 6. Whether the existing zoning was in error at the time of adoption.**

The existing zoning was not in error at the time of adoption.

Furthermore, as a Conditional Zoning request, the Board must consider the following criteria:

- 7. The proposed Conditional Zoning (CZ) District use's appropriateness for its proposed location and consistency with the purposes, goals, objectives, and policies of the current Land Use Plan.**

The rezoning application to RL district to the property, with the proposed density limitation, is consistent with the density and lot size standards established for the base RL Zoning District in the Unified Development Ordinance and Low Density Residential land use classification in the Land Use Plan.

The development proposal accompanying the rezoning request would restrict permitted uses to single family detached residences, which are appropriate in this area.

- 8. The use(s) requested are among those listed as an eligible permitted or conditional use in the general use district as included in the rezoning request.**

The applicant is seeking for the following uses to be allowed in this Conditional Zoning District:

- Single-Family Detached Residential; this use is allowed in the RL District.

- 9. The design of the proposed Conditional Zoning (CZ) District use's minimization of adverse effects, including visual impact of the proposed use on adjacent lands; and avoidance of significant adverse impacts on surrounding lands regarding trash, traffic, service delivery, parking and loading, odors, noise, glare and vibration and not create a nuisance.**

The applicant intends to work collaboratively with both Harrisburg town staff and the NC Department of Transportation in establishing appropriate intersection improvements for

the development. Improvements include along Lower Rocky River Road frontage, Burlwood and nearby intersection improvements.

Landscaping buffers shown are adequate to meet the needs of the adjacent properties, and active open space is designated as part of the subdivision.

10. The use limitations and conditions as proposed and/or imposed for the requested district can reasonably be implemented and enforced for the subject property.

The conditions proposed and imposed for this district can be reasonably implemented on this site.

11. When implemented the proposed and/or imposed use limitations and conditions will mitigate specific land development issues that would likely result if the subject property were zoned to accommodate all the uses and the minimum standards of the corresponding general zoning district. If any standards are proposed that are different from the underlying zoning district, the applicant must clearly demonstrate that the overall resultant project is greater than that which is typically allowed by the general district.

All proposed conditions recommended by staff are to bring the site into conformance with applicable local and state regulations.

12. The applicant has agreed to accept the use limitations and conditions as proposed and/or imposed for the requested district.

The applicant will need to agree to all conditions listed in this staff report. Any additional conditions placed on this property will need the acceptance of the applicant before a decision can be made on this application.

13. For an approval, the Board must adopt a consistency statement that the amendment being considered is either consistent or inconsistent with the adopted land use plan and that the Board considers the action to be reasonable and in the public interest.

The Town Council will need to adopt a consistency statement when a recommendation or decision is made on this item.

APPROVAL WITH CONDITIONS:

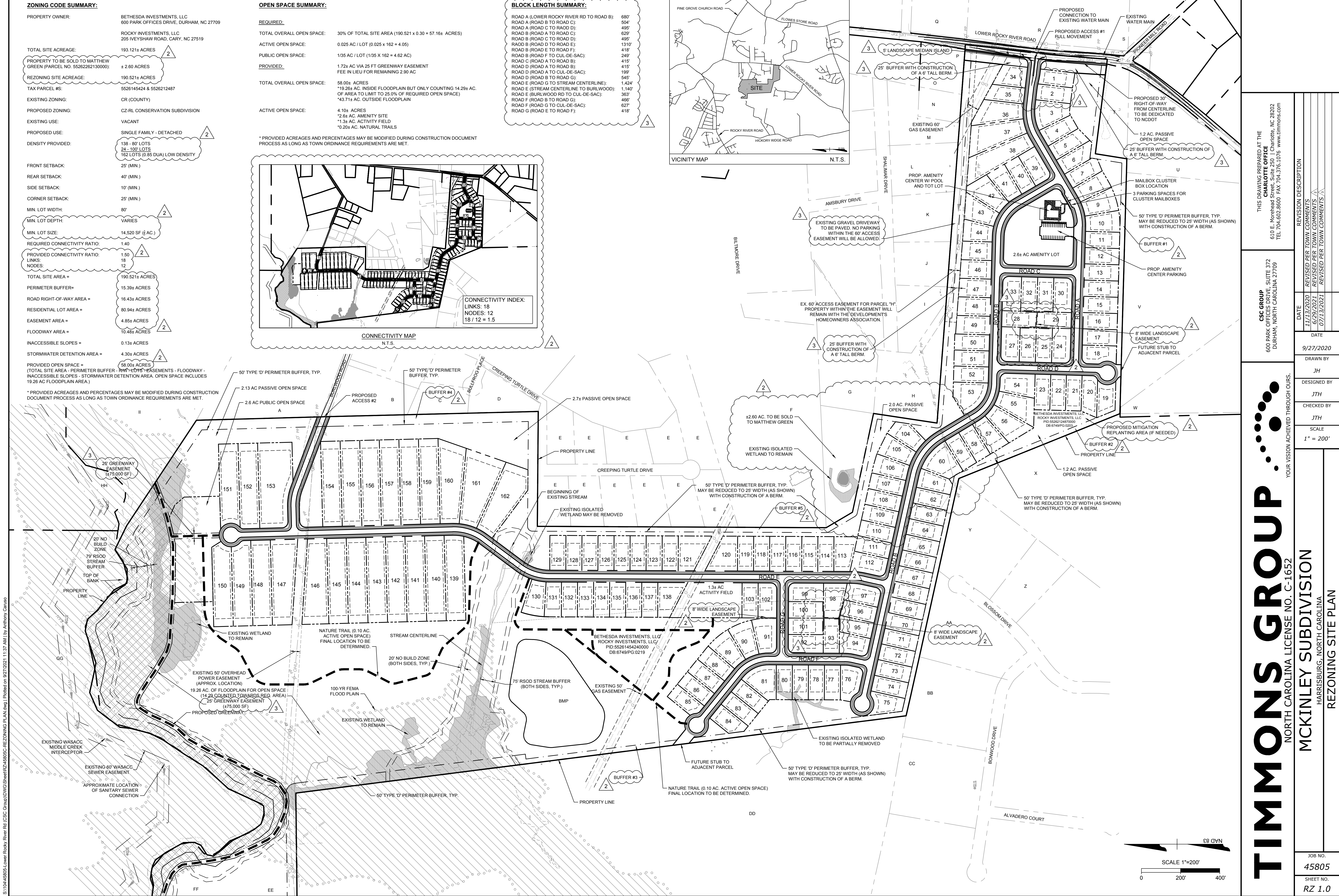
The proposal is a conditional re-zoning request. Conditions may be imposed on the zoning action; staff recommends that the following conditions be placed on this project. Applicant agrees to the following:

1. Applicant agrees to obtain any and all applicable local, state, and federal permits required for development before any development activity can take place.
2. Applicant agrees to restrict primary cladding materials for all residential buildings to masonry or similar products; vinyl siding will not be used.
3. Applicant agrees that there will be no exposed concrete foundations and that appropriate cladding must extend to the ground level on all sides of the homes.

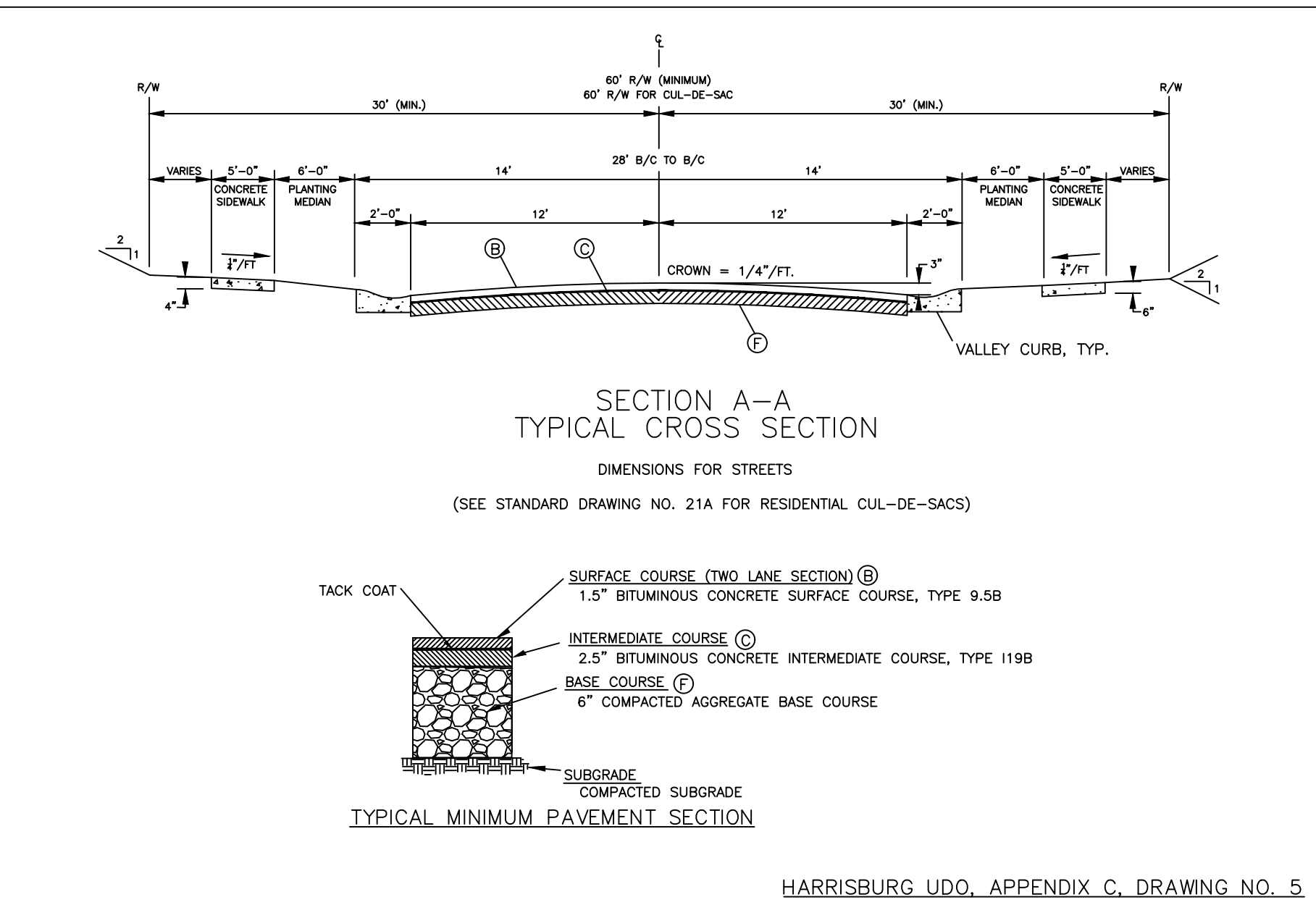
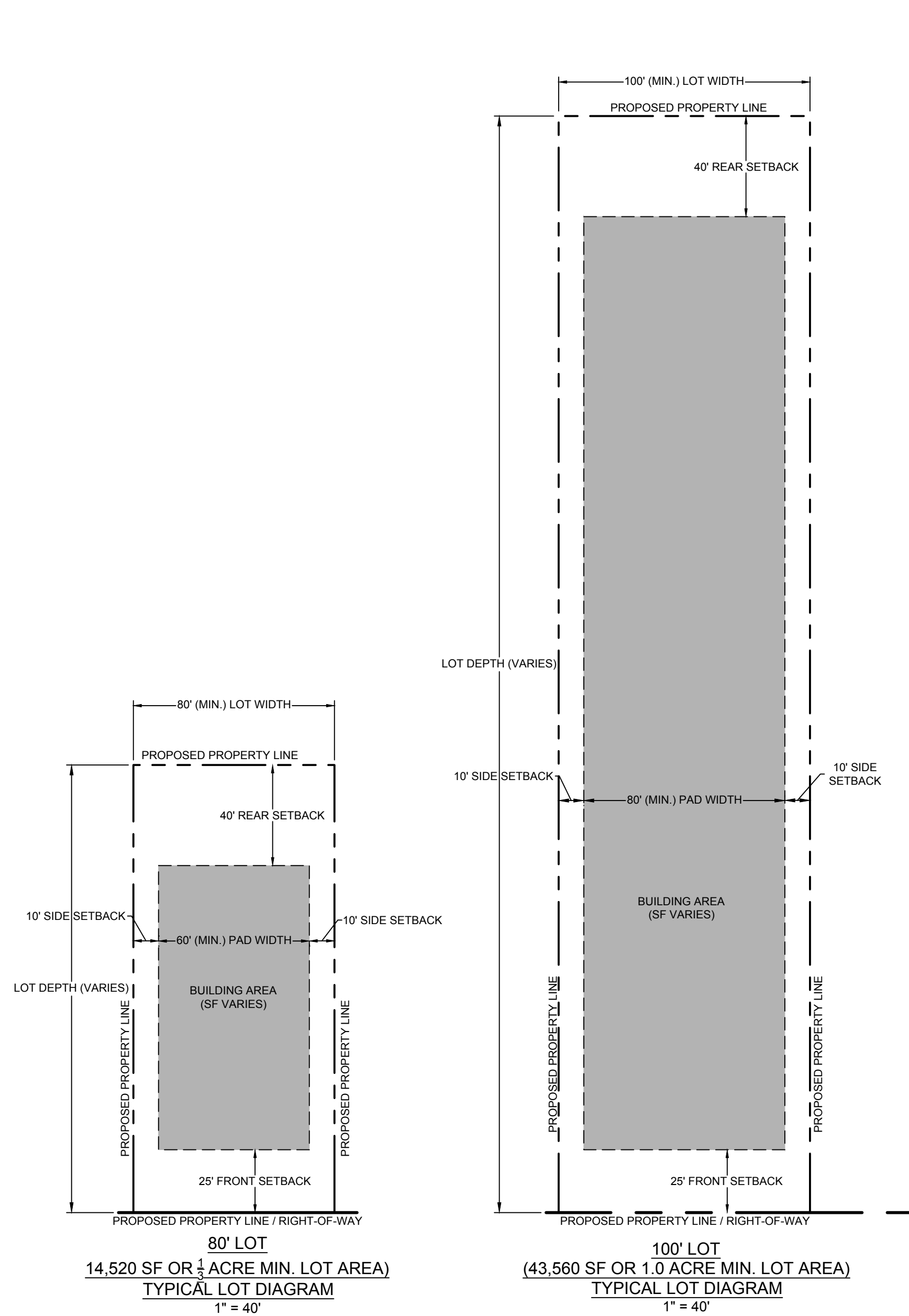
4. Applicant agrees to install all required improvements as required by the final approved Traffic Impact Analysis.
5. Applicant agrees to provide a minimum 8 foot landscape easement (4 feet on each side of the property line) for residential lots sharing a rear property line.
6. Applicant agrees to construct the portion of town adopted Reedy Creek Greenway along the entire northern property line.
7. Applicant agrees that all ponds shall be wet detention ponds with fountains. Ponds shall be designed such that there is a minimum depth of 10' over at least 25% of the permanent pool area.
8. Applicant agrees to pave the existing gravel driveway on an existing easement that runs parallel along the proposed lots 34 through 53 and provides access to parcel 55262174560000 outside this proposed subdivision. No vehicle parking allowed on the easement.
9. Applicant agrees to the mitigation or replacement of heritage trees if damaged during construction, in accordance with the Town of Harrisburg Unified Development Ordinance.
10. Applicant agrees mailbox clusters shall meet ADA Standards at a minimum.
11. All streets should be to the Town of Harrisburg Engineering Design standards, alternate pavement schedule is not allowable. Roadways cross sections will be reviewed and approved at the construction document phase.
12. Applicant will construct a NCDOT approved single lane roundabout at the intersection of Lower Rocky River RD and Pioneer Mill Rd if required Right-of-way and temporary construction easement can be reasonably obtained from adjacent property owners.
13. The applicant shall have a certified professional inspect ground water wells located within 100 ft from rock blasting activities a minimum of 14 days prior to any blasting activities. The well shall be reinspected a minimum of 2 times over the course of rock blasting activities with the final inspection occurring within 30 days of completion of the rock blasting. Inspection report shall be documented and presented to Town Staff. If it is determined that rock blasting construction had a negative impact on the well, the property owner will be compensated for any loss and such negotiations will occur between the applicant and owner.

RECOMMENDATION:

With the proposed site plan and conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO) standards. Planning and Zoning Department staff supports approval of the rezoning request with conditions.

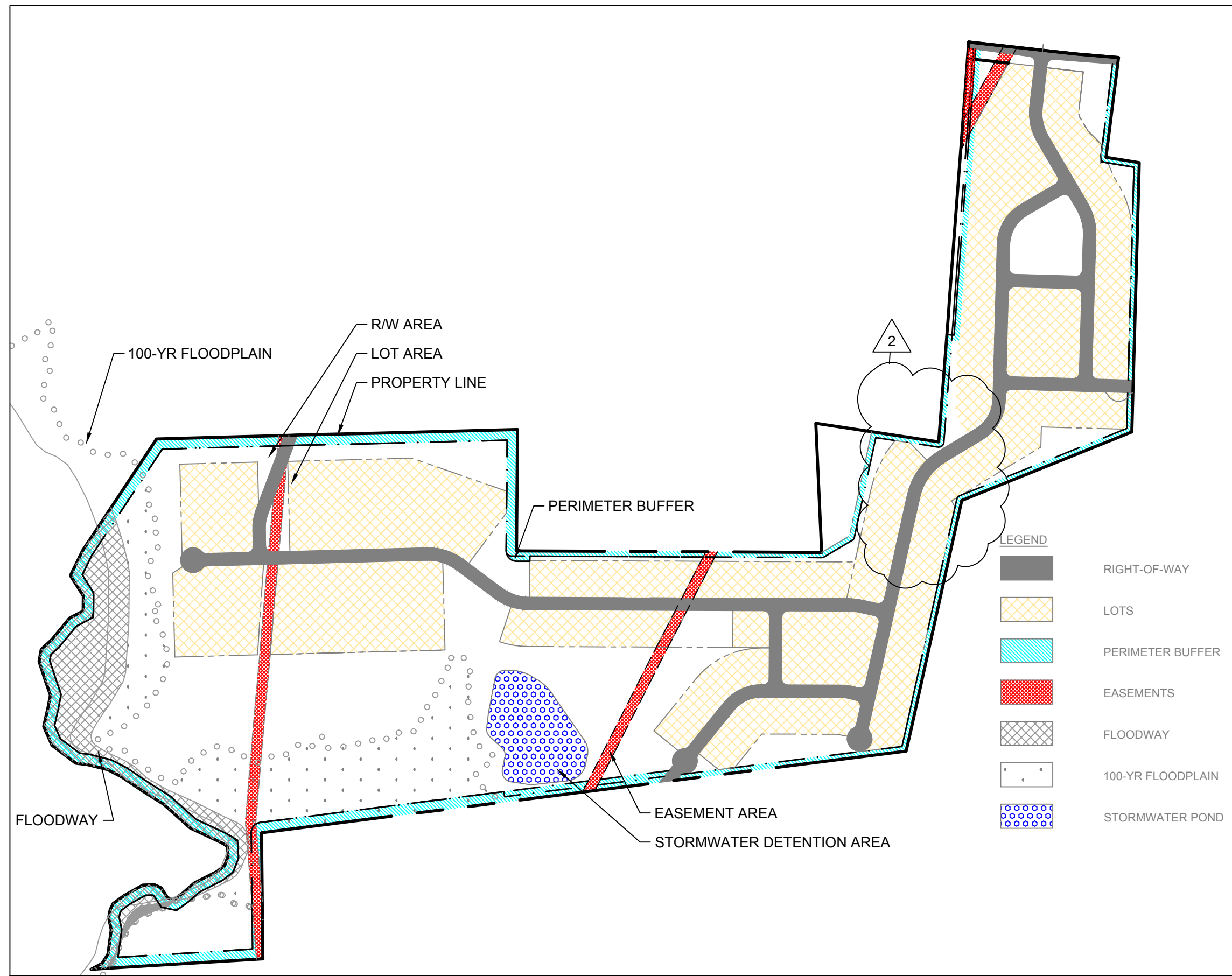


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HARRISBURG UDO, APPENDIX C, DRAWING NO. 5

ADJACENT PROPERTY OWNERS				
LOT	PARCEL NUMBER	PROPERTY OWNER	ADDRESS	
A	5526247710000	BLUE WATER INVESTMENTS OF THE CAROLINAS, LLC	PO BOX 507, CONCORD, NC 28026	
B	55262461790000	GESSLER ROBERT J & GESSLER CHRISTINA	1413 BURLWOOD RD, CONCORD, NC 28025	
C	55262368550000	FREEMAN BRANDON A ESTATE & FREEMAN EVELYN L	9055 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
D	55262365670000	FREEMAN BRANDON A ESTATE & FREEMAN EVELYN L	9055 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
E	55262259730000	FREEMAN BRANDON A ESTATE & FREEMAN EVELYN L	9055 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
F	55262262130000	GREEN MATTHEW SCOTT	1446 BILTMORE DR, CONCORD, NC 28025	
G	55262177690000	DORTON STEVEN A	9800 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
H	55262174560000	DORTON STEVEN A	9800 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
I	55263104750000	TODD JOHN KEVIN & TERRI M	813 FREEMAN DR, CONCORD, NC 28025	
J	55263134130000	WISEMAN MICHAEL H & SHIRLEY K	1311 SHALIMAR DR, CONCORD, NC 28025	
K	55263154700000	OVERMAN CAROLYN H	1305 SHALIMAR DR, CONCORD, NC 28025	
L	55263184210000	GRIFFIN BOYD D & NAN C	1211 SHALIMAR DR, CONCORD, NC 28025	
M	55264104680000	DAVIES ANGELA	1203 SHALIMAR DR, CONCORD, NC 28025	
N	55264113610000	DAVIES ANGELA	1203 SHALIMAR DR, CONCORD, NC 28025	
O	55264132590000	CAWLEY MARIE	1120 BOTTLE BRUSH LN, HARRISBURG, NC 28075	
P	55264132590000	CAWLEY MARIE	1120 BOTTLE BRUSH LN, HARRISBURG, NC 28075	
Q	55264277920000	HUNTLEY F W CONSTRUCTION CO, INC	PO BOX 690725, CHARLOTTE, NC 28227	
R	55265185070000	HUNTLEY F W CONSTRUCTION CO, INC	PO BOX 690725, CHARLOTTE, NC 28227	
S	55264063830000	HARPER ANTHONY FRANK	1233 NC HWY 24-27 W, MIDLAND, NC 28107	
T	55264004840000	THOMPSON JAMES C & THOMPSON TRACY A	9910 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
U	55264001270000	JOHNSON CHAD & JOHNSON LAURA	9982 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
V	55253947490000	JONES RICHARD E & JONES LARRY E	10110 PIONEER MILL RD, CONCORD, NC 28025	
W	55252992220000	DEMPSTER BRANDON A & DEMPSTER SUSAN S	10200 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
X	55252901390000	STALLINGS MARGARET ANN	3550 STALLINGS RD, HARRISBURG, NC 28075	
Y	55261180350000	WOOD GRAY FRANKLIN	9705 BLOSSOM DR, CONCORD, NC 28025	
Z	55261078150000	STONE MICHAEL A & TRINKA WESTBROOK	800 GOLF COURSE RD, COLUMBUS, NC 28722	
AA	55261142830000	MONTGOMERY JEFFREY D & MONTGOMERY ANNA C	9712 BLOSSOM DR, CONCORD, NC 28025	
BB	55261112470000	MONTGOMERY JEFFREY D & MONTGOMERY ANNA C	9712 BLOSSOM DR, CONCORD, NC 28025	
CC	55260173460000	WHITLEY CURTIS L & WHITLEY DEBRA H	1825 BONWOOD DR, CONCORD, NC 28025	
DD	55260344060000	HARRIS MARK LEE ESTATE	C/O JAMARIAN MONROE, 1029 BLUE LARKSPUR AVE, WAKE FOREST, NC 27587	
EE	55260407970000	GREE TREE SERVICING LLC, FKA CONSECO FINANCE SERV CORP	160 MINE LAKE CT, STE 200, RALEIGH, NC 27615	
FF	55169532950000	HARRIS G C ESTATE & HARRIS NINA ESTATE	C/O SHARAN H RANKIN, PO BOX 1673, CHANDLER, AZ 85244	
GG	55261694360000	HARRIS JOE B & HARRIS LINDA	1643 PEMBROOK RD, HARRISBURG, NC 28075	
HH	55263651500000	FREEMAN WILLIE A	8776 LOWER ROCKY RIVER RD, CONCORD, NC 28025	
II	55263554150000	ATHENA CEDAR LLC & A DELAWARE LLC	98 MILL PLAIN RD, STE 3C, DANBURY, CT 06811	



OPEN SPACE SUMMARY MAP

- ADDITIONAL CONDITIONS:**
- ACCESS AND TRANSPORTATION CONDITIONS:** THE APPLICANT WILL CONSTRUCT A NCDOT APPROVED SINGLE LANE ROUNDABOUT AT THE INTERSECTION OF LOWER ROCKY RIVER ROAD AND PIONEER MILL ROAD IF REQUIRED RIGHT-OF-WAY AND TEMPORARY CONSTRUCTION EASEMENTS CAN BE REASONABLY OBTAINED FROM ADJACENT PROPERTY OWNERS.
 - ENVIRONMENTAL FEATURES:** THE APPLICANT SHALL HAVE A CERTIFIED PROFESSIONAL INSPECT GROUND WATER WELLS LOCATED WITHIN 100 FT FROM ROCK BLASTING ACTIVITIES A MINIMUM OF 14 DAYS PRIOR TO ANY BLASTING ACTIVITIES. THE WELL SHALL BE REINSPECTED A MINIMUM OF 2 TIMES OVER THE COURSE OF ROCK BLASTING ACTIVITIES WITH THE FINAL INSPECTION OCCURRING WITHIN 30 DAYS OF COMPLETION OF THE ROCK BLASTING. INSPECTION REPORTS SHALL BE DOCUMENTED AND PRESENTED TO TOWN STAFF. IF IT IS DETERMINED THAT ROCK BLASTING CONSTRUCTION HAD A NEGATIVE IMPACT ON THE WELL, THE PROPERTY OWNER WILL BE COMPENSATED FOR ANY LOSS AND SUCH NEGOTIATIONS WILL OCCUR BETWEEN THE APPLICANT AND OWNER.

GENERAL PROVISIONS:

- SITE LOCATION:** THESE DEVELOPMENT STANDARDS FORM A PART OF THE CONDITIONAL REZONING SITE PLAN ASSOCIATED WITH THE CONDITIONAL REZONING SITE PLAN FILED BY CSC GROUP ("PETITIONER") TO ACCOMMODATE THE DEVELOPMENT OF THE PROPOSED RESIDENTIAL SUBDIVISION ON APPROXIMATELY 193.12 ACRE SITE LOCATED ALONG LOWER ROCKY RIVER ROAD (THE "SITE").
- ZONING DISTRICTS / ORDINANCE:** DEVELOPMENT OF THE SITE WILL BE GOVERNED BY THE REZONING SITE PLAN AS WELL AS THE APPLICABLE PROVISIONS OF THE TOWN OF HARRISBURG ZONING ORDINANCE (THE "ORDINANCE").
- GRAPHICS AND ALTERATIONS:** THE SCHEMATIC DEPICTIONS OF THE STREETS, LOTS, SIDEWALKS, AMENITY CENTER, OPEN SPACE AND OTHER SITE DEVELOPMENT ELEMENTS (COLLECTIVELY THE "DEVELOPMENT / SITE ELEMENTS") SET FORTH ON THE REZONING SITE PLAN SHOULD BE REVIEWED IN CONJUNCTION WITH THE PROVISIONS OF THESE DEVELOPMENT STANDARDS. THE LAYOUT, LOCATIONS, SIZES AND FORMULATIONS OF THE DEVELOPMENT / SITE ELEMENTS DEPICTED ON THE REZONING SITE PLAN ARE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT / SITE ELEMENTS PROPOSED. CHANGES TO THE REZONING SITE PLAN NOT ANTICIPATED BY THE REZONING SITE PLAN WILL BE REVIEWED AND APPROVED.

SINCE THE PROJECT HAS NOT UNDERGONE THE DESIGN DEVELOPMENT AND CONSTRUCTION PHASES, IT IS INTENDED THAT THIS REZONING SITE PLAN PROVIDE FOR FLEXIBILITY IN ALLOWING SOME ALTERATIONS OR MODIFICATIONS FROM THE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT / SITE ELEMENTS. THEREFORE, THERE MAY BE INSTANCES WHERE MINOR MODIFICATIONS WILL BE ALLOWED BY THE TOWN OF HARRISBURG WITHOUT REQUIRING THE ADMINISTRATIVE AMENDMENT PROCESS.

THE PLANNING DIRECTOR WILL DETERMINE IF SUCH MINOR MODIFICATIONS ARE ALLOWED PER THIS AMENDED PROCESS, AND IF IT IS DETERMINED THAT THE ALTERATION DOES NOT MEET THE CRITERIA DESCRIBED ABOVE, THE PETITIONER SHALL THEN FOLLOW THE ADMINISTRATIVE AMENDMENT PROCESS.

- NUMBER OF BUILDINGS PRINCIPAL AND ACCESSORY:** THE TOTAL NUMBER OF PRINCIPAL BUILDINGS TO BE DEVELOPED SHALL NOT EXCEED 162. ACCESSORY BUILDINGS AND STRUCTURES LOCATED ON THE SITE SHALL NOT BE CONSIDERED IN ANY LIMITATION ON THE NUMBER OF BUILDINGS ON THE SITE. ACCESSORY BUILDINGS AND STRUCTURES WILL BE CONSTRUCTED UTILIZING SIMILAR BUILDING MATERIALS, COLORS, ARCHITECTURAL ELEMENTS AND DESIGNS AS THE PRINCIPAL BUILDING LOCATED ON THE SITE. ACCESSORY STRUCTURES AND BUILDINGS INCLUDE, BUT ARE NOT LIMITED TO, A MAIL KIOSK, DUMPSTER ENCLOSURES, GAZEBOs, TRELLISES, STORAGE BUILDINGS, CLUBHOUSE, CABANA.

PERMITTED USES & DEVELOPMENT AREA LIMITATION:

- THE SITE MAY BE DEVELOPED WITH UP TO 162 SINGLE FAMILY DETACHED LOTS, TOGETHER WITH ACCESSORY USES ALLOWED IN THE CZ-RL CONSERVATION SUBDIVISION ZONING DISTRICT.
- THE PETITIONER AGREES TO OBTAIN ALL APPLICABLE LOCAL, STATE, AND FEDERAL PERMITS REQUIRED FOR DEVELOPMENT BEFORE ANY DEVELOPMENT ACTIVITY CAN OCCUR.

PLANNING CONDITIONS:

- MAILBOX CLUSTERS SHALL MEET MINIMUM ADA STANDARDS.
- THE PETITIONER AGREES TO CONSTRUCT THE PORTION OF THE REEDY CREEK GREENWAY ALONG THE NORTHERN PROPERTY FRONTAGE.
- THE PETITIONER AGREES TO PROVIDE A MINIMUM 8 FOOT LANDSCAPE EASEMENT (4 FOOT MINIMUM ON EACH LOT) FOR RESIDENTIAL LOTS SHARING A REAR PROPERTY LINE.
- APPLICANT AGREES TO HAVE A DETAIL PLANTING/LANDSCAPE PLAN BE REVIEWED AND APPROVED DURING THE PRELIMINARY PLAT AND/OR CONSTRUCTION DOCUMENT REVIEW PHASE.

ARCHITECTURAL CONDITIONS:

- EXPPOSED CONCRETE FOUNDATIONS ARE NOT PERMITTED. FOUNDATIONS SHALL BE VENEERED TO GROUND LEVEL ON ALL SIDES OF THE HOME.
- EXTERIOR BUILDING MATERIALS USED ON PRINCIPLE BUILDINGS SHALL CONSIST OF ONE OR MORE OF THE FOLLOWING: BRICK, STONE, PRECAST MASONRY PRODUCTS, SYNTHETIC STONE, CEMENT FIBER BOARD, STUCCO, DECORATIVE BLOCK, WOOD AND OTHER MATERIALS ALLOWED BY THE TOWN OF HARRISBURG ORDINANCE. VINYL SIDING WILL NOT BE USED EXCEPT ON SOFFITS, WINDOWS AND OTHER ACCESSORY FEATURES.

ACCESS AND TRANSPORTATION CONDITIONS:

- ACCESS TO THE SITE WILL BE FROM LOWER ROCKY RIVER ROAD AND BURLWOOD ROAD IN THE MANNER GENERALLY DEPICTED ON THE REZONING SITE PLAN.
- THE PLACEMENT AND CONFIGURATION OF THE VEHICULAR ACCESS POINTS IS SUBJECT TO MINOR MODIFICATIONS REQUIRED TO ACCOMMODATE FINAL SITE ENGINEERING AND ANY ADJUSTMENTS REQUIRED FOR APPROVAL BY NCDOT AND/OR THE TOWN OF HARRISBURG IN ACCORDANCE WITH APPLICABLE PUBLISHED STANDARDS.
- THE ALIGNMENT OF THE INTERNAL VEHICULAR CIRCULATION MAY BE MODIFIED BY THE PETITIONER TO ACCOMMODATE CHANGES IN LOT CONFIGURATIONS, TRAFFIC PATTERNS, PARKING LAYOUTS AND ANY ADJUSTMENTS REQUIRED FOR APPROVAL BY THE TOWN OF HARRISBURG IN ACCORDANCE WITH PUBLISHED STANDARDS.
- ALL STREETS AND PAVEMENT SCHEDULES SHOULD BE DESIGNED TO TOWN OF HARRISBURG ENGINEERING STANDARDS. ROADWAY CROSS-SECTIONS WILL BE REVIEWED AND APPROVED DURING THE CONSTRUCTION DOCUMENT PHASE.
- STOP SIGN LOCATIONS WILL BE DETERMINED BY A NORTH CAROLINA LICENSED PROFESSIONAL ENGINEER AND REVIEWED BY THE TOWN OF HARRISBURG ENGINEERING STAFF FOR APPROVAL DURING THE CONSTRUCTION DOCUMENT PHASE.
- ROAD IMPROVEMENT REQUIREMENTS AS SPECIFIED BY THE FINAL APPROVED TRAFFIC IMPACT ANALYSIS WILL BE INSTALLED. THE CONSTRUCTION PHASING OF THE ROAD IMPROVEMENTS ARE SUBJECT TO REVIEW AND APPROVAL BY THE TOWN OF HARRISBURG AND NCDOT.
- THE PETITIONER SHALL COORDINATE WITH CABARRUS COUNTY E911 ADDRESSING COORDINATOR ON PROPOSING PROJECT NAME AND STREET NAMES.

BUFFERS/TRAILS:

- A 50' TYPE "D" BUFFER IS PROVIDED ADJACENT TO THE PERIMETER OF THE SUBJECT PROPERTY. BUFFER REQUIREMENTS MAY BE MET WITH EXISTING VEGETATION AS ALLOWED BY THE TOWN'S PUBLISHED ORDINANCE STANDARDS. THE TOWN'S ORDINANCE ALLOWS THE BUFFER TO BE REDUCED TO 25' IF A BERM IS PROVIDED. THE HEIGHT AND SIDE SLOPES OF THE BERM ARE DEPENDENT ON THE EXISTING GRADE AND WILL BE DETERMINED DURING THE CONSTRUCTION DOCUMENT PROCESS.
- PROPOSED NATURE TRAILS SHALL BE 10' WIDE AND MAY BE CONSTRUCTED OF EARTHER MATERIALS, MULCH, OR STONE. TRAIL LOCATIONS SHOWN ON THE REZONING PLAN ARE GRAPHICAL REPRESENTATIONS WITH FINAL LOCATIONS TO BE DETERMINED DURING THE CONSTRUCTION DOCUMENT PHASE AS APPROVED BY THE TOWN OF HARRISBURG.
- THE NATURE TRAIL FROM THE GREENWAY TO THE CUL-DE-SAC ADJACENT TO LOT 150 SHALL BE A PAVED MATERIAL AND SHALL BE PLACED WITHIN A PUBLIC ACCESS EASEMENT.
- THE GREENWAY TRAIL SHALL BE CONSTRUCTED PER HARRISBURG UDO 6.5.3.7.4, WHICH STATES A MINIMUM WIDTH OF 10' AND BE A PAVED MATERIAL. FINAL LOCATION TO BE DETERMINED DURING THE CONSTRUCTION DOCUMENT PHASE AND AS APPROVED BY THE TOWN OF HARRISBURG.
- A PORTION OF NATURAL TRAILS THAT HAVE ACCESS TO STORMWATER WETPONDS SHALL BE A PAVED MATERIAL.

ENVIRONMENTAL FEATURES:

- THE PETITIONER SHALL COMPLY WITH THE TOWN OF HARRISBURG STORMWATER ORDINANCE AND ENGINEERING STANDARDS.
- THE SITE SHALL BE DESIGNED IN ACCORDANCE WITH THE TOWN OF HARRISBURG STORMWATER DRAINAGE MANUAL AND ENGINEERING STANDARDS.
- STORMWATER MANAGEMENT BMP'S SHOWN ON PLANS ARE GRAPHICAL REPRESENTATIONS AND WILL BE DESIGNED DURING THE CONSTRUCTION DOCUMENT PHASE.
- IF STORMWATER WETPONDS ARE REQUIRED, THE FOLLOWING DESIGN CRITERIA SHALL BE UTILIZED:
 - WET PONDS SHALL PROVIDE A FOUNTAIN.
 - WET PONDS SHALL PROVIDE AT LEAST A 10 FT DEPTH OVER AT LEAST 25% OF THE PERMANENT POOL AREA.
 - THE PERMANENT POOL OF A WET POND SHOULD TRY TO BE VISIBLE FROM ADJACENT LOTS AS MUCH AS EXISTING TOPOGRAPHY AND EXISTING TREE CANOPY CAN REASONABLY ALLOW. SITE CONSTRAINTS WILL LARGELY DETERMINE THE FEASIBILITY BUT EFFORTS WILL BE MADE TO MEET THIS OBJECTIVE.
- IMPACTS TO JURISDICTIONAL WATERS WILL BE PERMITTED THROUGH THE U.S. ARMY CORP OF ENGINEERS AND THE NC DEC AS REQUIRED.
- A TREE PRESERVATION STUDY WILL BE COMPLETED AND PREPARED PRIOR TO THE PRELIMINARY PLAT PHASE. ANY HERITAGE TREES THAT ARE TO BE REMOVED WILL REQUIRE THE TOWN OF HARRISBURG UDO SPECIFIED MITIGATION.
- HERITAGE TREES DAMAGED DURING CONSTRUCTION SHALL BE MITIGATED OR REPLACED IN ACCORDANCE TO THE TOWN OF HARRISBURG UDO.
- HERITAGE TREES SHOWN ON RZ-3.0 TO REMAIN ARE SUBJECT TO FINAL GRADING CONDITIONS DURING CONSTRUCTION DOCUMENT PHASE. LIKEWISE, THERE MAY BE TREES SHOWN TO BE REMOVED THAT MAY BE ABLE TO REMAIN.

UTILITIES:

- PROPOSED WATER AND SEWER CONNECTIONS ARE CONCEPTUAL IN NATURE. FINAL CONNECTION LOCATIONS WILL BE DETERMINED DURING THE CONSTRUCTION DOCUMENT PHASE.

AMENDMENTS TO THE REZONING SITE PLAN:

- FUTURE AMENDMENTS TO THE REZONING SITE PLAN (WHICH INCLUDES THESE DEVELOPMENT STANDARDS) MAY BE APPLIED FOR BY THE THEN OWNER OR OWNERS OF THE APPLICABLE DEVELOPMENT AREA PORTION OF THE SITE AFFECTED BY SUCH AMENDMENT.

BINDING EFFECT OF THE REZONING SITE PLAN:

- IF THE REZONING SITE PLAN IS APPROVED, ALL CONDITIONS APPLICABLE TO THE DEVELOPMENT OF THE SITE IMPOSED UNDER THE ZONING PLAN WILL, UNLESS AMENDED IN THE MANNER PROVIDED UNDER THE ORDINANCE, BE BINDING UPON AND INURE TO THE BENEFIT OF THE PETITIONER AND SUBSEQUENT OWNERS OF THE SITE AND THEIR RESPECTIVE HEIRS, DEVISEES, PERSONAL REPRESENTATIVE, SUCCESSORS IN INTEREST OR ASSIGNS.

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CSC GROUP
600 PARK OFFICES DRIVE, SUITE 372
DURHAM, NORTH CAROLINA 27709

REVISION DESCRIPTION	
DATE	REVISION
11/13/2020	REVISED PER TOWN COMMENTS
6/29/2021	REVISED PER TOWN COMMENTS
09/27/2021	ADDED CONDITIONS

DATE	9/27/2020
DRAWN BY	JH
DESIGNED BY	JTH
CHECKED BY	JTH
SCALE	AS SHOWN

YOUR VISION ACHIEVED THROUGH OURS.

TIMMONS GROUP
NORTH CAROLINA LICENSE NO. C-1652

MCKINLEY SUBDIVISION
HARRISBURG, NORTH CAROLINA

TECHNICAL DATA SHEET

JOB NO.	45805
SHEET NO.	RZ 2.0

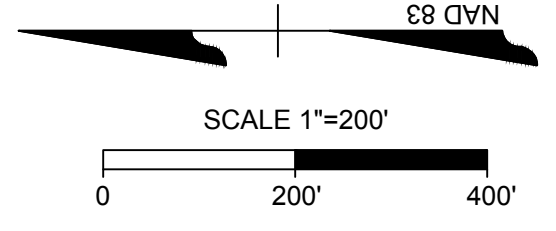
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TREES	QTY	BOTANICAL NAME	COMMON NAME	SIZE	CAL	HT	SPAC	REMARKS
AB	40	ACER BURGERIANUM	TRIDENT MAPLE	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
CC	65	CERIS CANADENSIS 'FOREST PANSY'	FOREST PANSY REDBUD	B&B	2"	8' MIN.	A.I.	SINGLE STEM
CC	65	CORNUS KOUSA	KOUSA DOGWOOD	B&B	2"	8' MIN.	A.I.	SINGLE STEM
IA	45	ILEX X ATTENUATA 'FOESTER'	FOESTER HOLLY	B&B	2"	8' MIN.	A.I.	FULL TO GROUND
LT	71	LIRIODENDRON TULIPIFERA	TULIP POPLAR	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
NS	40	NYSSA SYLVIATICA 'GREEN GABLE'	GREEN GABLE BLACK GUM	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
QU	45	QUERCUS ALBA	WHITE OAK	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
QU	45	QUERCUS FALCATA	SOUTHERN RED OAK	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
QU	45	QUERCUS LYRATA	LAUREL OAK	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
QU	45	QUERCUS SHUMARDII	SHUMARD OAK	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
UP	16	ULMUS PARVIFOLIA	LACEBARK ELM	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM
ZS	38	ZELKOVA SERRATA	JAPANESE ZELKOVA	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM

TYPE	QTY	BOTANICAL NAME	COMMON NAME	SIZE	CAL	HT	SPAC	REMARKS
SHADE TREE SPECIES								
	376	ACER RUBRUM	RED MAPLE	B&B	3.0"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
		BETULA NIGRA 'DURAHEAT'	DURAHEAT RIVER BIRCH	B&B	3.0"	12' MIN.	A.I.	MULTI-STEM
		LIQUIDAMBAR STYRACIFLUA 'ROTUNDOLOBA'	FRUITLESS SWEETGUM	B&B	3.5"	12' MIN.	A.I.	SINGLE STEM, CENTRAL LEADER
EVERGREEN TREE SPECIES								
	943	JUNIPERUS VIRGINIANA	EASTERN RED CEDAR	B&B	3.0"	12' MIN.	A.I.	FULL TO GROUND
		CEDRUS DEODARA	DEODAR CEDAR	B&B	3.0"	12' MIN.	A.I.	FULL TO GROUND
		TAXODIUM DISTICHUM	BALD/CYPRESS	B&B	3.0"	12' MIN.	A.I.	FULL TO GROUND
ORNAMENTAL TREE SPECIES								
	376	CERCIS CANADENSIS 'FOREST PANSY'	FOREST PANSY REDBUD	B&B	2"	8' MIN.	A.I.	MULTI-STEM
		LAGERSTROMIA INDICA	CRAPE MYRTLE, SP	B&B	2"	8' MIN.	A.I.	MULTI-STEM
		PRUNUS CERASIFERA	PUMPLEAF PLUM	B&B	2"	8' MIN.	A.I.	SINGLE STEM

SEE SHEET RZ5.0 FOR PLANTING NOTES, DETAILS AND PLANTING CALCULATIONS

	EXISTING TREE
	PROPOSED 50' WIDE TYPE D BUFFER YARD
	PROPOSED 25' WIDE TYPE D BUFFER YARD
	PROPOSED TREE MITIGATION AREA



MCKINLEY SUBDIVISION
HARRISBURG, NORTH CAROLINA
PLANTING PLAN

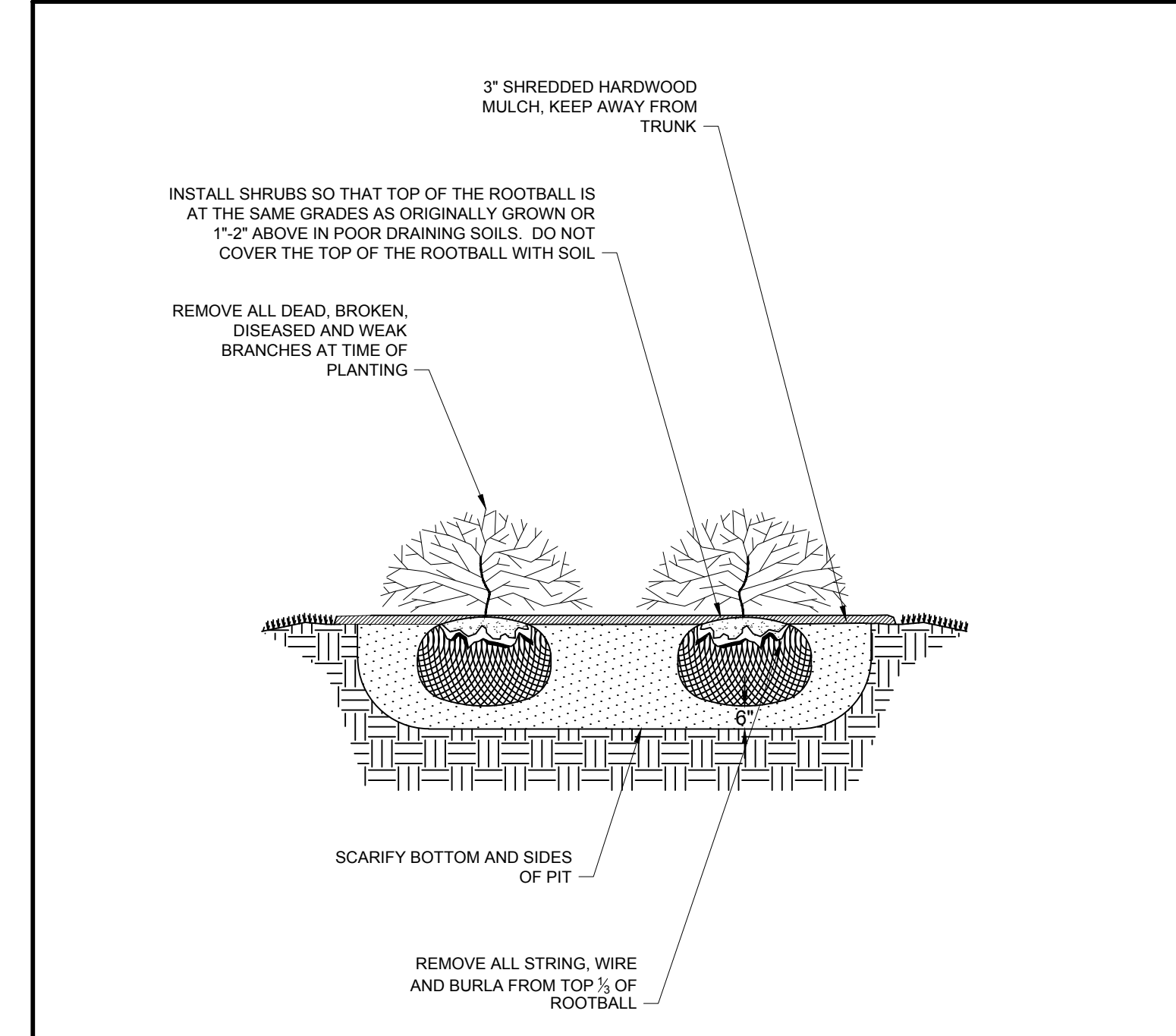
DATE	REVISION DESCRIPTION
11/13/2020	REVISED PER TOWN COMMENTS
06/29/2021	REVISED PER TOWN COMMENTS ^A
07/13/2021	REVISED PER TOWN COMMENTS ^A

DATE	9/27/2020
DRAWN BY	JTH
DESIGNED BY	JTH
CHECKED BY	JTH
SCALE	1" = 200'

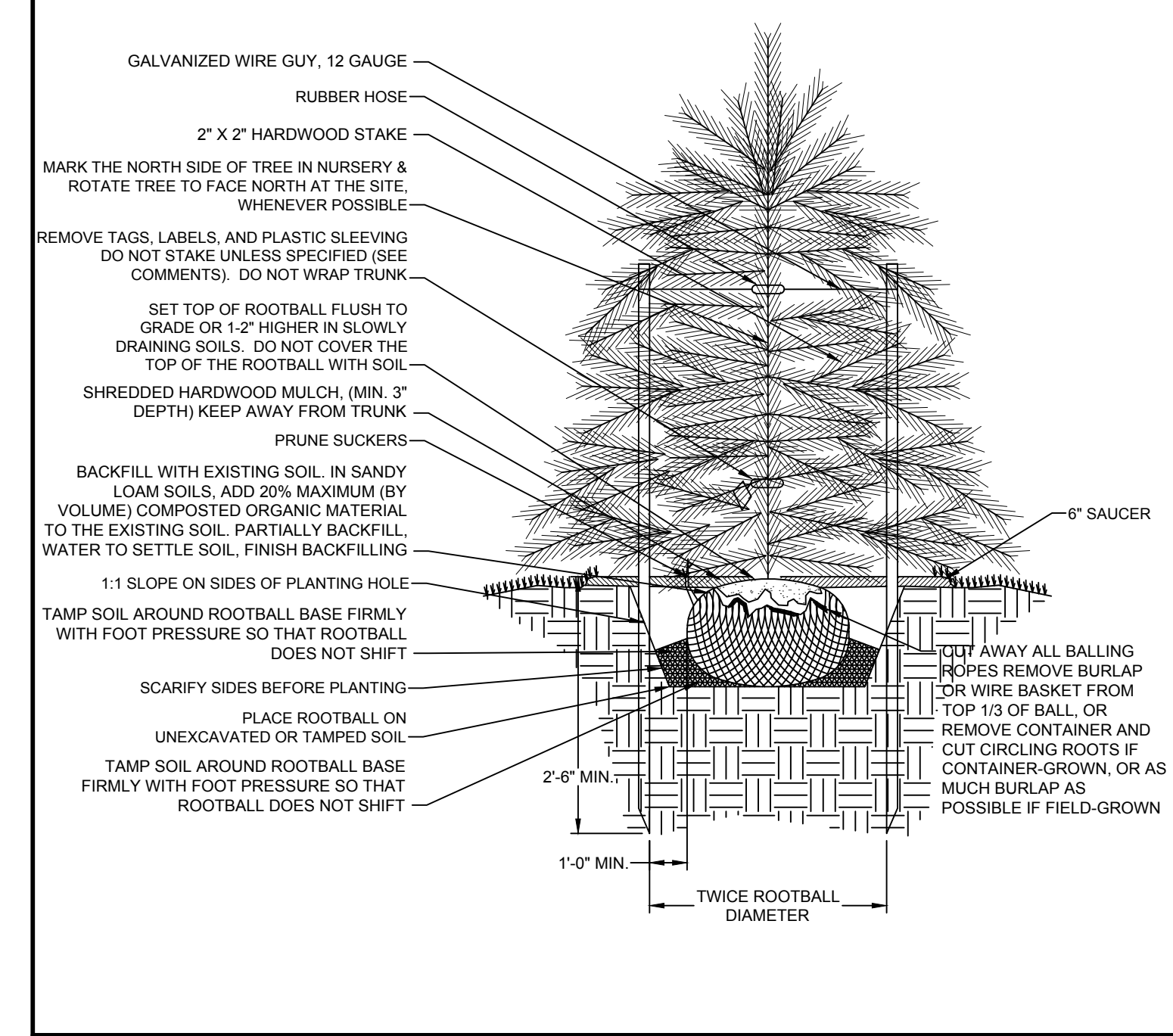
NORTH CAROLINA LICENSE NO. C-1552 MCKINLEY SUBDIVISION HARRISBURG, NORTH CAROLINA PLANTING PLAN	JOB NO. 45805
	SHEET NO. RZ 4.0

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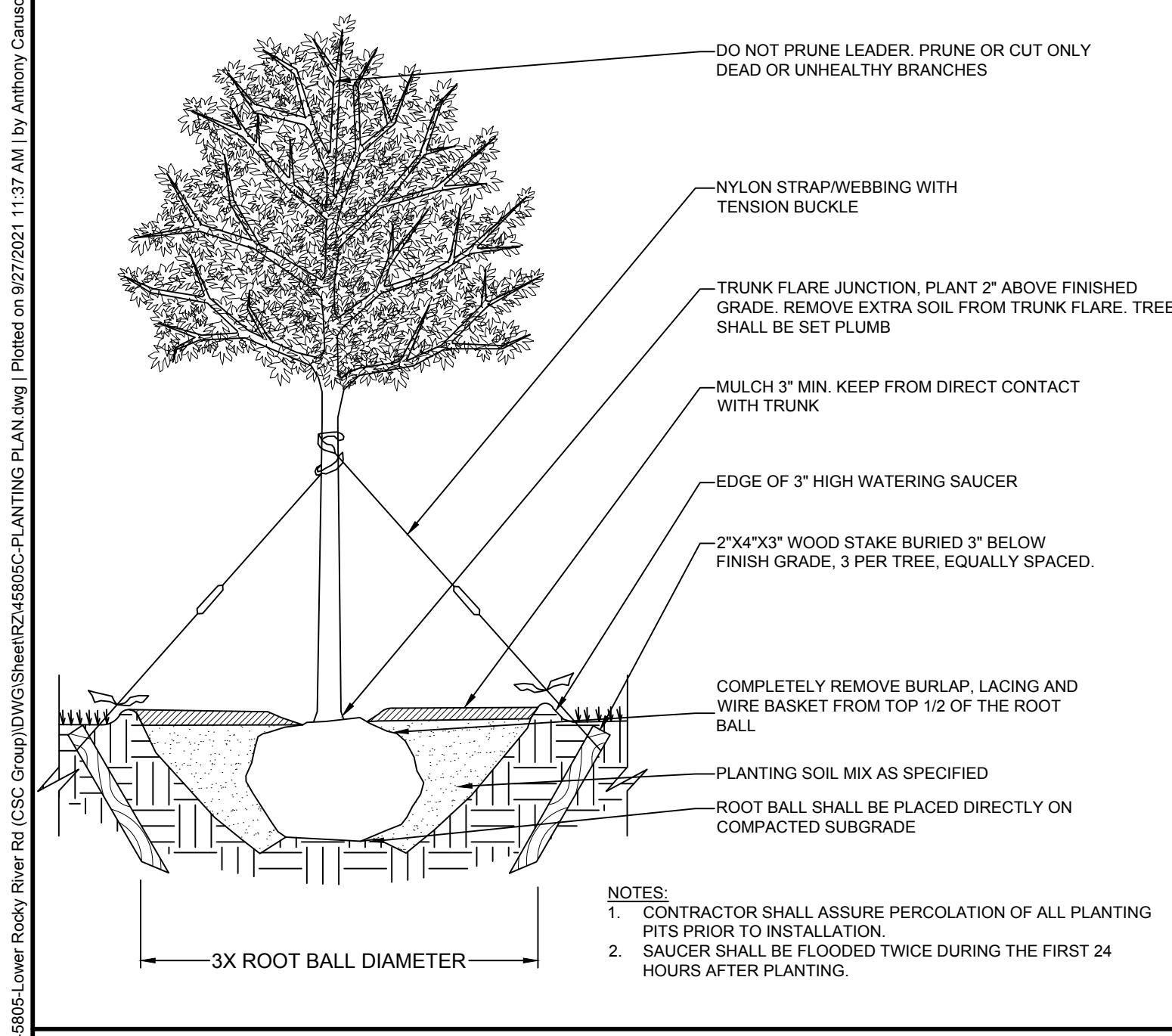
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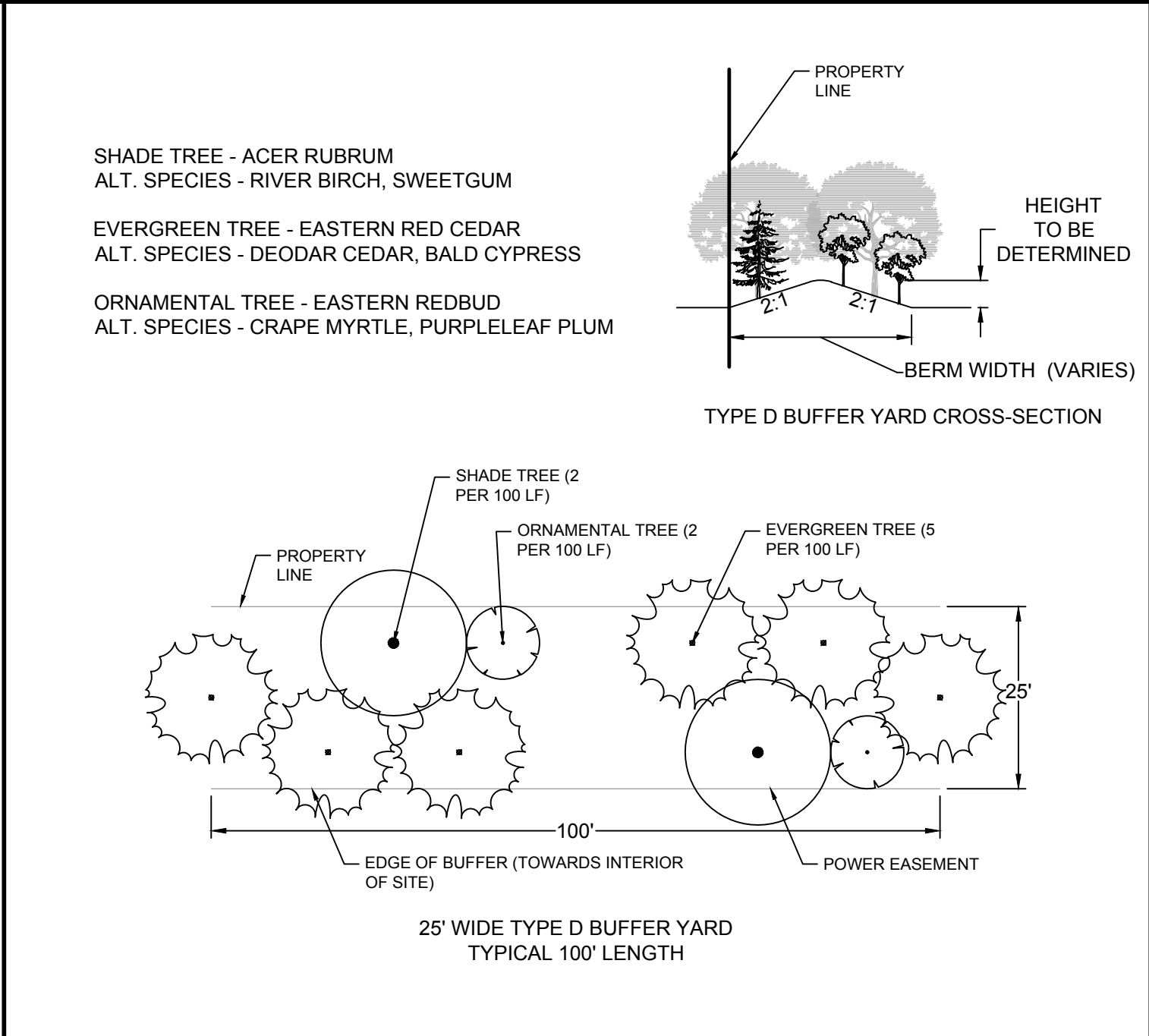
SHRUB PLANTING DETAIL N.T.S.



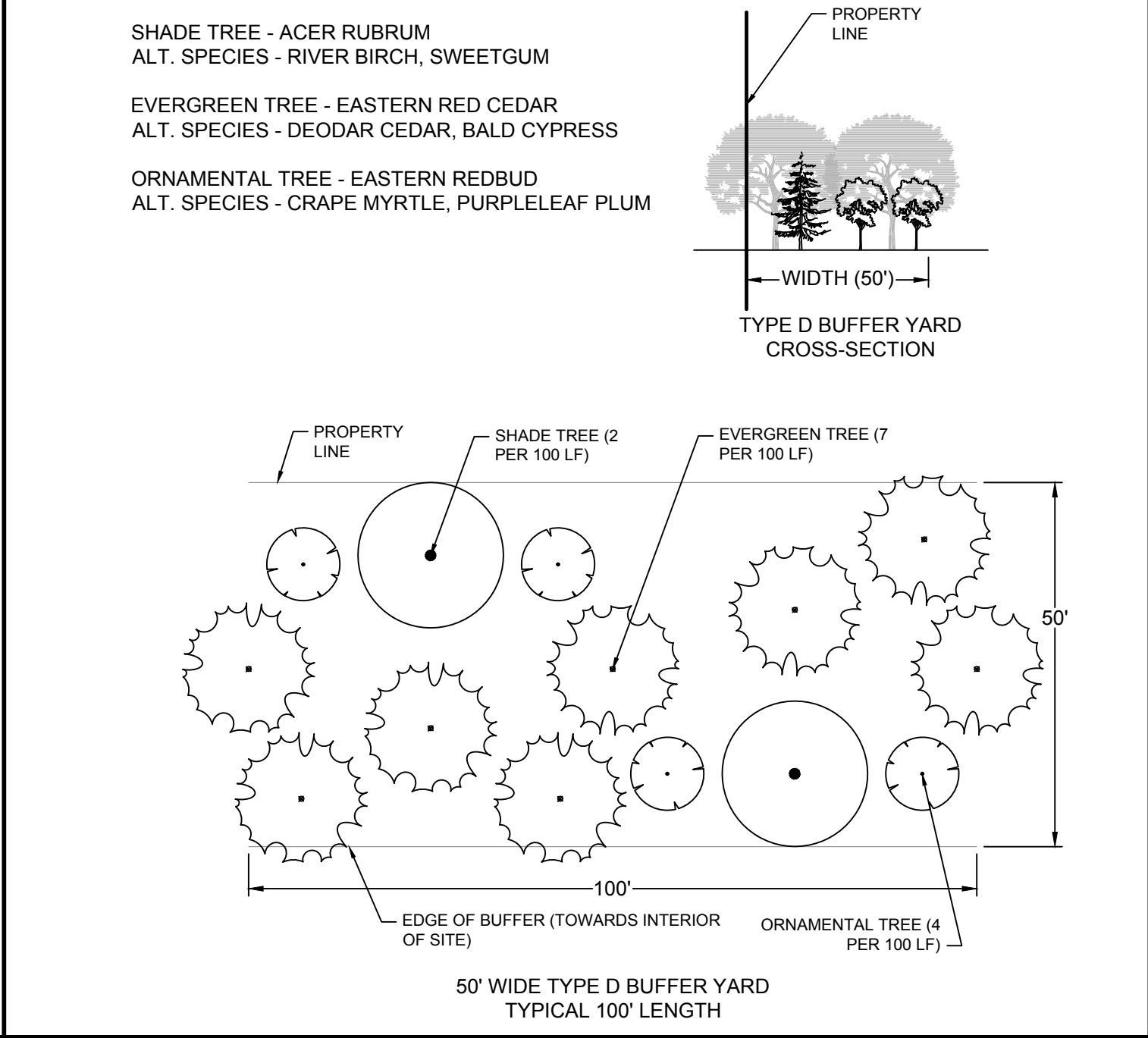
EVERGREEN TREE PLANTING DETAIL N.T.S.



DECIDUOUS TREE PLANTING DETAIL N.T.S.



25' WIDE TYPE D BUFFER YARD SCALE: 1" = 20'



50' WIDE TYPE D BUFFER YARD SCALE: 1" = 20'

PLANTING NOTES:

1. SIZE AND GRADING STANDARDS OF PLANT MATERIAL SHALL CONFORM TO THE LATEST EDITION OF "USA STANDARDS FOR NURSERY STOCK", BY THE AMERICAN ASSOCIATION OF NURSERYMAN, INC.

2. ALL ANNUAL/PERENNIAL BEDS SHALL BE AMENDED BY THE CONTRACTOR PER THE SPECIFICATIONS AND RAISED 6" ABOVE EXISTING OR PROPOSED GRADE. CONTRACTOR SHALL PROVIDE TOPSOIL AS REQUIRED TO RAISE GRADES.

3. CONTRACTOR SHALL MOUND ALL PARKING LOT ISLANDS TO 6" ABOVE BACK OF CURB AT THE CENTER OF ISLAND. CONTRACTOR SHALL SUPPLY AND PLACE ADDITIONAL TOPSOIL IF NECESSARY FOR MOUNDING AS INDICATED ON CONSTRUCTION DOCUMENTS.

4. CONTRACTOR SHALL MULCH ALL LANDSCAPE BEDS WITH DOUBLE-HAMMERED HARDWOOD MULCH AT MIN 1.5"-2" THICK.

5. ALL DISTURBED AREAS WITHIN THE PROPERTY NOT INDICATED TO RECEIVE SOD OR MULCH SHALL BE SODDED BY THE CONTRACTOR.

6. CONTRACTOR SHALL REMOVE ALL HARD LUMPS OF CLAY, ROCKS OVER 1" IN DIAMETER, AND ALL CONSTRUCTION DEBRIS INCLUDING GRAVEL, ROOTS, LIMBS AND OTHER DELETERIOUS MATTER WHICH WOULD BE HARMFUL, OR PREVENT PROPER ESTABLISHMENT AND/OR MAINTENANCE OF PLANTING AREAS.

7. IN AREAS WHERE CONSTRUCTION GRAVEL IS EMBEDDED IN THE SOIL, CONTRACTOR SHALL REMOVE CONTAMINATED SOIL TO A DEPTH OF 6" AND FILL WITH CLEAN TOPSOIL. CONTRACTOR SHALL IMPORT TOPSOIL AT NO CHARGE TO OWNER IF REQUIRED TO FILL THESE EXCAVATIONS.

8. CONTRACTOR SHALL RESEED LAWN AREAS DAMAGED DUE TO PLANT MATERIAL INSTALLATION.

9. CONTRACTOR SHALL REPAIR ANY PAVERS OR HARDSCAPE DAMAGED DUE TO PLANT MATERIAL INSTALLATION.

10. ALL PLANT MATERIAL & INSTALLATION TECHNIQUES SHALL CONFORM TO THE LATEST STANDARDS BY THE AMERICAN ASSOCIATION OF NURSERYMAN, INC.

11. CONTRACTOR SHALL COORDINATE PLANTING PLAN WITH ALL CIVIL DRAWINGS AND LOCATE ALL UNDERGROUND UTILITIES PRIOR TO PLANTING.

12. ALL CHANGES OR FIELD SUBSTITUTIONS SHALL BE APPROVED BY LANDSCAPE ARCHITECT.

13. CONTRACTOR SHALL REMOVE TOP 4" OF EXISTING SOIL WITHIN PLANTING BEDS AND REPLACE WITH PRECONDITIONED SOIL WITH APPROPRIATE PERCENTAGE OF ORGANIC CONTENT FOR OPTIMUM DRAINAGE SUCH AS "GARDEN MAX" SOILS FROM BLUE MAX MATERIALS. BLACK WONDER 5000 BY SIDES SEEDING OR AN APPROVED EQUAL. CONTRACTOR TO TILL IN AMENDED SOIL IN ALL BEDS TO A DEPTH OF 12"-18".

14. CONTRACTOR IS RESPONSIBLE FOR VERIFYING ALL QUANTITIES ON PLANS. DRAWINGS SHALL RULE OVER PLANT SCHEDULES.

15. HEIGHT AND/OR WIDTH OF PLANT MATERIAL SUPERCEDES CONTAINER SIZE.

16. ALL ANNUAL BEDS DESIGNATED ON THE PLANTING PLAN SHALL BE DESIGNED AND INSTALLED PER THE LANDSCAPE CONTRACTOR'S DISCRETION DURING THE APPROPRIATE SEASON AT TIME OF PLANTING (WARM OR COOL SEASON) WITH INPUT AND/OR APPROVAL FROM OWNER AND/OR ITS REPRESENTATIVES.

17. ALL WORK SHALL BE IN ACCORDANCE WITH THE CURRENT EDITION OF THE ANSI A300 STANDARD FOR TREE, SHRUB, AND OTHER WOODY PLANT MANAGEMENT-STANDARD PRACTICES.

18. ALL PLANT STOCK SHALL COMPLY WITH THE CURRENT EDITION OF ANSI Z60.1 AMERICAN STANDARD FOR NURSERY STOCK.

19. UTILITIES SHALL BE LOCATED BEFORE PLANTING. WWW.NC811.ORG

20. ANY PROPOSED PRIVATE IRRIGATION SHALL NOT LIE WITHIN UTILITY EASEMENTS OR STREET RIGHT OF WAYS.

21. PLANTING LOCATIONS WILL BE ADJUSTED TO PROVIDE SUFFICIENT SPACE FOR UTILITIES, EASEMENTS, STREET LIGHTING, TRAFFIC SIGNS, AND SIGHT TRIANGLES. 5' CLEARANCE AROUND ALL SIDES OF FIRE HYDRANTS AND UTILITY APPURTENANCES. ON PUBLIC STREETS, NO TREES SHALL BE PLANTED WITHIN 75' OF APPROACHING A STOP SIGN. NO PLANTS OR SIGNS OVER 2' TALL WITHIN SITE TRIANGLES.

22. ALL TREES AND THEIR PLANTED LOCATIONS SHALL BE INSPECTED BY TOWN STAFF BEFORE APPROVAL. ANY PLANT MATERIAL WHICH HAS DIED, TURNED BROWN, OR DEFOLIATED PRIOR TO INSPECTION SHALL BE REJECTED.

23. ALL PLANTING AREAS SHALL MEET THE REQUIREMENTS OF THE TOWN OF HARRISBURG UNIFIED DEVELOPMENT ORDINANCE.

24. ANY PROPOSED REDESIGN OF THE APPROVED PLANTING PLAN OR PLANT SPECIES SUBSTITUTIONS SHALL BE APPROVED BY THE TOWN ARBORIST BEFORE INSTALLATION.

LANDSCAPE YARDS CALCULATION SUMMARY

STREET YARD LANDSCAPING											
LOCATION	LEVEL	LENGTH	WIDTH	SHADE TREES	ORNAMENTAL TREES	LARGE SHRUBS	MEDIUM SHRUBS	SMALL SHRUBS	REQUIRED POINTS/LF	PROVIDED POINTS	
1 LOWER ROCKY RIVER ROAD	1	668'	6'	7 (10)	7 (11)	0	0	0	N/A	N/A (186)	
2 STREET A	1	1619'	6'	32 (39)	32 (32)	0	0	0	N/A	N/A (576)	
3 STREET B	1	3100'	6'	67 (100)	67 (50)	0	0	0	N/A	N/A (1488)	
4 STREET C	1	355'	6'	8 (8)	8 (8)	0	0	0	N/A	N/A (144)	
5 STREET D	1	618'	6'	12 (12)	12 (15)	0	0	0	N/A	N/A (234)	
6 STREET F	1	3401'	6'	68 (88)	68 (77)	0	0	0	N/A	N/A (1518)	
7 STREET G	1	1012'	6'	20 (23)	20 (25)	0	0	0	N/A	N/A (426)	
8 STREET H	1	358'	6'	7 (7)	7 (7)	0	0	0	N/A	N/A (126)	
9 STREET I	1	600'	6'	12 (14)	12 (13)	0	0	0	N/A	N/A (246)	

* INCLUDES STREET FRONTAGE ON BOTH SIDES OF NEW STREET.
(#) REPRESENTS QUANTITY OF PROPOSED TREES AND/OR SHRUBS.

BUFFER YARD LANDSCAPING												
LOCATION	TYPE	LENGTH	WIDTH	SHADE TREES	ORNAMENTAL TREES	EVERGREEN TREES	EVERGREEN (%)	LARGE SHRUBS	MEDIUM SHRUBS	SMALL SHRUBS	REQUIRED POINTS/LF	POINTS
1 SOUTH	D	1672'	25'	33 (33)	33 (33)	84 (84)	56	0	0	0	0.9	1505 (1602)
2 SOUTH	D	3366'	25'	67 (67)	67 (67)	168 (168)	56	0	0	0	0.9	3029 (3222)
3 SOUTH	D	7540'	50'	151 (151)	151 (302)	377 (528)	56	0	0	0	1.2	9048 (9054)
4 WEST	D	1711'	50'	34 (34)	34 (68)	86 (120)	56	0	0	0	1.2	2053 (2460)
5 WEST	D	4566'	25'	91 (91)	91 (91)	228 (228)	56	0	0	0	0.9	4109 (4374)

SEE TYPICAL BUFFER SECTIONS, THIS SHEET. PLANT QUANTITIES ARE ESTIMATES BASED ON LENGTH OF BUFFER YARDS.
(#) REPRESENTS QUANTITY OF PROPOSED TREES AND/OR SHRUBS.
(*) IDENTIFIES BUFFER THAT WILL UTILIZE EXISTING VEGETATION TO MEET PLANTING REQUIREMENTS.

THIS DRAWING PREPARED AT THE
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600 PARK OFFICES DRIVE, SUITE 372
DURHAM, NORTH CAROLINA 27709

REVISION DESCRIPTION
REVISOR
DATE
11/13/2020
06/29/2021
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9/27/2020

DRAWN BY
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DESIGNED BY
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CHECKED BY
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SCALE

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TIMMONS GROUP
NORTH CAROLINA LICENSE NO. C-1652
MCKINLEY SUBDIVISION
HARRISBURG, NORTH CAROLINA
PLANTING NOTES

JOB NO.
45805
SHEET NO.
RZ 5.0

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June 15, 2021

Chris Todd, PE
Senior Project Manager - TIMMONS GROUP
610 East Morehead St., Suite 250
Charlotte, NC 28202

**Re: Lower Rocky River/McKinley Subdivision – Cabarrus County, NC – Existing
Conditions Assessment of Natural Heritage Area**

Dear Chris,

The information presented in this report is an Existing Conditions Assessment of the yellow shaded area within the property boundary of the subject site “McKinley Subdivision” on the attached map supplied by Timmons Group. This area was formerly included as part of a Cabarrus County Natural Heritage site identified as “Reedy Creek Knoll and Beaver Pond” as published in “An Inventory of The Significant Natural Areas of Cabarrus County, North Carolina, 2002” (Figure 1). I have created a new map that shows the results of my current site assessment along with reference to the original NHP study area (Figure 2).

Introduction:

As one of the field botanists on the team that performed the Cabarrus County Natural Heritage Inventory, I participated in the site inventory for the Reedy Creek Knoll and Beaver Pond (RCKBP) in 1998 and wrote the species list and site description that appear in the 2002 published report. I drew the original site map overlain on a USGS Quadrangle map as published in the report. This was before the advent of GPS/GIS or digital mapping, and our maps were produced to reflect the general extent of the site that was surveyed as a whole. The general outline on the original map is geographical, not based on property or physical boundaries.

As part of the permitting process for the proposed development I am providing a current assessment of the portion of the RCKBP site that occurs on the McKinley subdivision property.

Existing Conditions Assessment:

Natural communities are defined as “a distinct and reoccurring assemblage of populations of plants, animals, bacteria, and fungi naturally associated with each other and their physical environment” (The Nature Conservancy 1981). In North Carolina

these natural communities have been categorized and described by Michael P. Schafale and Alan S. Weakley in “Classification of the Natural Communities of North Carolina – Third Approximation”. Classification of natural communities is useful and facilitates prioritization, study, and management of natural areas. Placing communities into categories allows their complexity to be broken down into more manageable units, however, it must be noted that the categories are fairly broad and contain variation within them. Most environmental factors that determine communities vary over continuous gradients and any boundaries defined for community types are artificial and somewhat arbitrary.

The assessed area on the McKinley Subdivision is covered with a **Basic Oak-Hickory Forest** natural community on the uplands and slope, and grades into a **Piedmont/Low Mountain Alluvial Forest** natural community in the stream corridor.

Basic Oak-Hickory Forest natural community type covers dry-mesic Piedmont forests with less acidic and more fertile soils than typical, associated with mafic or intermediate crystalline rocks or occasionally calcareous sedimentary rocks. The moisture regime is dry to dry-mesic. Under natural conditions these forests are uneven-aged, with old trees present.

Piedmont/Low Mountain Alluvial Forests are forests of narrow floodplains, either on small streams or on large rivers where the floodplain is narrowed by bedrock. Flooding is of shorter duration and more variable than on larger floodplains. These forests contain a mixture of alluvial and upland species.

The condition and overall quality of the area on the proposed subdivision is good, with relatively little recent disturbance, however, offsite portions of the original RCKBP have been destroyed by clear-cut timbering and other unknown human caused disturbance.

Summary of Findings:

A good portion of the historically significant RCKBP site as described in the NHP report is not on the McKinley Subdivision site but is on the adjacent property to the west that has since been heavily disturbed by clear-cut timbering. What remains on the McKinley Subdivision site is an un-cut portion of the knoll with the small, westerly flowing stream and wetland corridor, both of good quality natural community types relative to Cabarrus County, but not rare or unusual from other sites with similar characteristics.

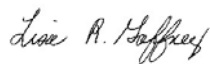
The two main features that made the original RCKPB area significant on the county level in 1998 were the size of continuous, relatively undisturbed habitats as a whole regardless of property lines, and the large wetland complex and beaver impoundments along the northerly flowing tributary on the property to the west of the McKinley Subdivision Site. Although that area was not assessed as part of this study, a review of aerial photography available from several sources indicates that the offsite

area was clear-cut to the property line in 2017. The site to the east of the McKinley Subdivision site near the pond appears to have been disturbed as well, further reducing the overall size of the original RCKBP site. The extreme disturbance, exclusion/fragmentation of off-site beaver impoundments, and reduction in size of the original site could affect the status of what remains on the McKinley Subdivision site if it were to be re-evaluated for a Natural Heritage Program update.

Conclusion:

- There are no rare, threatened, endangered, or protected species or habitats occurring on the site.
- The size and scope of the original Reedy Creek Knoll and Beaver Pond (RCKBP) Natural Heritage site have been significantly reduced by clear-cut timbering and other unknown human disturbance. The Natural Communities on the remnant of the Natural Heritage area on the planned McKinley Subdivision site are of good quality, but the balance of the area that remains has very little environmental or biological importance *from a Natural Heritage Program perspective*. In other words, the current extent of the undisturbed slope and stream corridor would not meet the minimum criteria to qualify as a "significant" natural heritage site on the county level.
- All natural areas have an inherent value, however, in my assessment, the McKinley Subdivision site plan as designed will not destroy any sensitive, rare, or environmentally significant areas.

Respectfully submitted,



Lisa R. Gaffney
Biologist/Botanist

Cc: Len Rindner

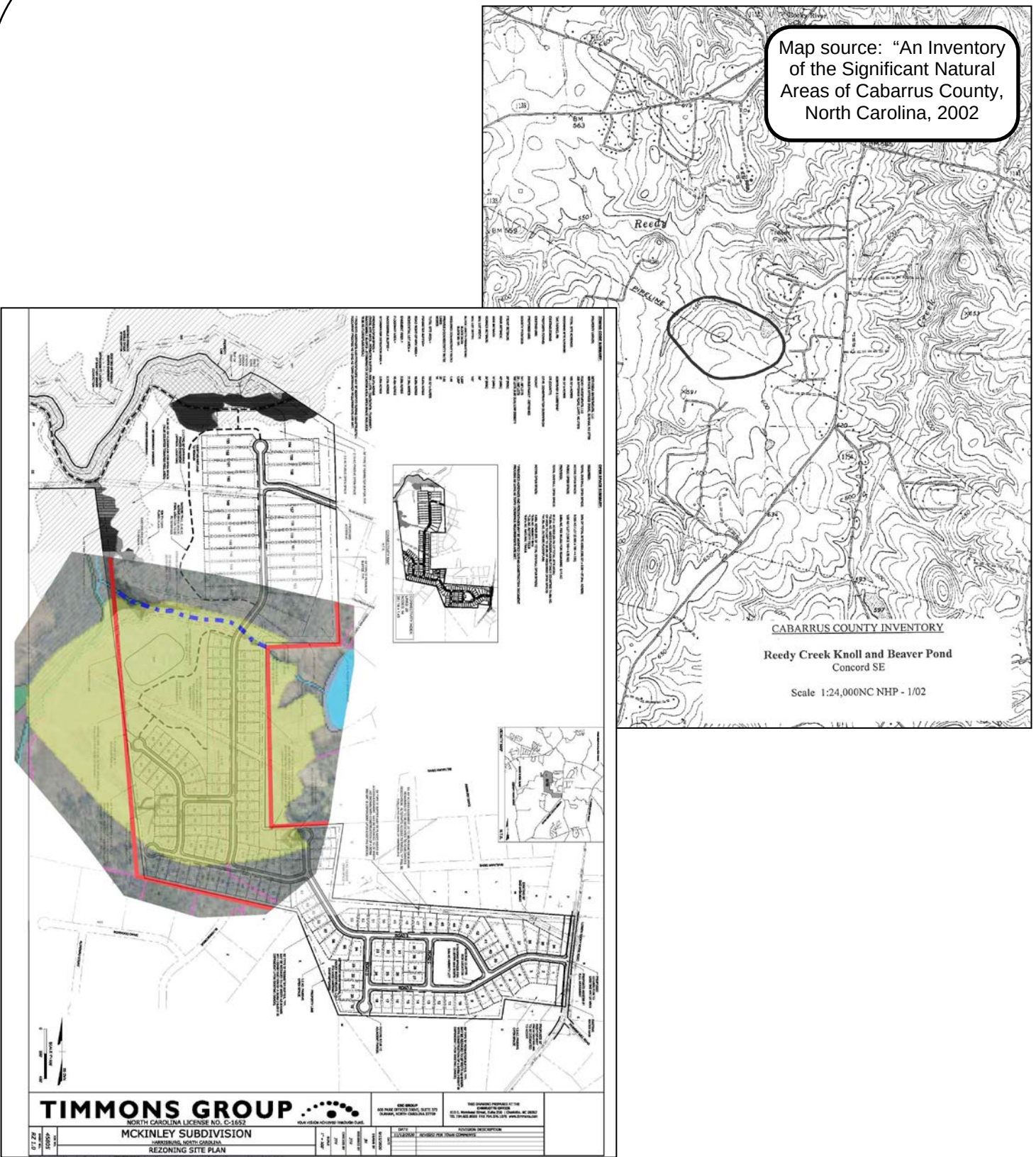


FIGURE NO. 1	WEPG	MCKINLEY SUBDIVISION Cabarrus County, NC	Drawn By: LRG	Reviewed By: LSR	Date: 06/14/21
	Wetlands and Environmental Planning Group Leonard S. Rindner, PLLC. len.rindner@wetlands-epg.com (704) 904-2277 www.wetlands-epg.com	NATURAL COMMUNITIES ASSESSMENT FOR STUDY PURPOSES ONLY	Prepared for: TIMMONS GROUP		

APPROXIMATE MAP – EXISTING CONDITIONS STUDY, JUNE 2021

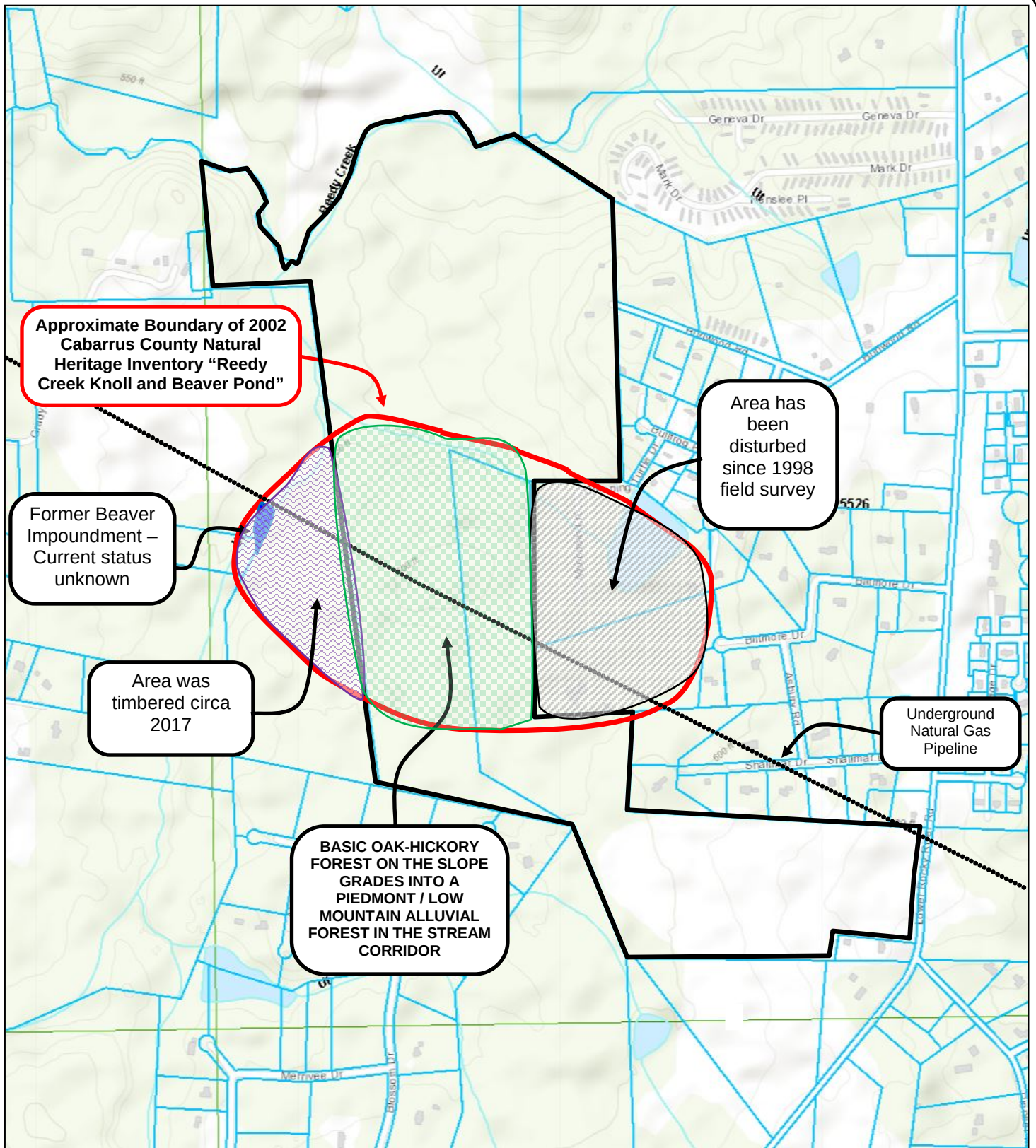


FIGURE NO.
2

WEPG

Wetlands and Environmental Planning Group
Leonard S. Rindner, PLLC.

len.rindner@wetlands-epg.com
(704) 904-2277
www.wetlands-epg.com

MCKINLEY SUBDIVISION
Cabarrus County, NC

NATURAL COMMUNITIES ASSESSMENT

FOR STUDY PURPOSES ONLY

Drawn By:
LRG

Reviewed By:
LSR

Date:
06/14/21

Prepared for: **TIMMONS GROUP**

McKinley Subdivision - Lower Rocky River Road

February 18, 2021

Attendees:

Al and Angela Allen 1203 Shalimar Drive

Questions:

Tracy Thompson - Concerns about runoff and traffic. Widen to which side of the road?

Stormwater treatment per DEQ requirements, storm system to pick up drainage. TIA by KHA, hired by Town. Have to meet site distance requirements by NCDOT. Actual driveway location may shift a little but location is close. Different ways to widen road (symmetrical/asymmetrical) not determined at this stage. Will be figured out in preliminary plat or CDs.

Angel Allen – Ask that City has looked at Lower Rocky River Road traffic and Rocky River Road.

Improvement required at RRR and LRRR. Other intersections were looked at and TIA requires improvements at other intersections.

Price point of homes and size of homes.

Builder is not under contract yet, so price point is not none. Size is probably 3,000-5,000sf.

Indian burial ground.

We are not aware of this. It did not come up in our research. We did seek input from natural and cultural resources from the state. This did not come up with them either.

Swampy land a concern?

No. Geotech engineer will be involved. Suitable soil may need to be brought in, in some cases. This area is not the area that had been a potential park.

Where would development start?

Start homes at LRRR, then work towards the back. Sewer will need to be extended to the creek.

Chris Guessler

Traffic. Why was study during pandemic?

Looked at traffic counts from several years ago and used a growth pattern (2%) to get a traffic number for the model. TIA preCOVID and this TIA and compare at the next Council meeting.

Concern about impact to wells from blasting rock.

Fire marshal and Town engineer will hold applicant responsible.

Issues with Burlwood and sharp corner.

Requirement of TIA is to bring Burlwood to current standards.

Two hundred year old oak trees.

Who pays for it if they are taken down. 153 total heritage trees. Saving 100 of them. If tree is inside of NCDOT R/W and needs to take it down for improvements, developer would pay for. It is not know at this time if the tree would need to be removed.

What do you do if an eagle is nesting in the tree?

We would need to get environmental consultant involved.

Shirley Wiseman –

Town requires 50' wide buffer that may be reduced to 25' with a berm. Parts of the site have 50' or more. Other areas are 25'

Melanie Freeman – TIA cannot make things worse. No way to measure worse, only letter grades. If already failed you can't measure that traffic is making it worse.

There are numerous tables and charts within the letter grades of LOS to determine if the intersection failed more than it is currently failing. Not all Bs are the same. Town requirement is that any impact at all has to mitigated.

50'-25' – Access off of LRR. Plan destroys countryside view/feel that neighborhood wants. Want more realistic photos of homes (no trees).

Lots close to LRRR. Very little frontage. New R/W and then 50' before first home that would be planted and have entry monument. Some homes would keep existing vegetation and photos would be realistic. Photos represent homes after vegetation is mature.

Creek floods. Greenway wouldn't be usable.

That is not uncommon for greenways. Greenways are typically built along rivers and streams and sometimes they can get flooded.

Matt – Spoke to Mark Eisenbeis.

Mark was our client on the previous rezoning attempt. They decided not to pursue the project.

Currently CR, Harrisburg would be RE. Avoiding natural features. Neighboring lots should be bigger than existing lots. 4 natural heritage areas. How are you saving heritage trees?

Referring to illustrations in ordinance. CR and LR is also allowable as long as you maintain density. Heritage tree locations not shown on this plan. Timmons to add slides to presentation for public to view.

Removal of wetlands requires state permitting. Just because its on a rezoning plan doesn't mean that the State will allow it.

Spoke to Mark to try to buy wetlands. Wants to get in touch with owner.

How will you mitigate runoff? Have you studied the creek?

Have to meet state requirements during construction to protect the streams.

How will you patrol the greenway to keep crime down?

Town doesn't patrol 24/7. There is belief that trails bring crime but the Town doesn't see that here. Town will have to look into the issue if it arises.

Clear cutting with climate change?

Goal is to preserve as many trees as possible.

Steve Dorton – Estate lots in wooded area. Runoff will be significant

1 acre lots. Home towards the front, but rear of lots will likely remain untouched.

Matt – why not all estate size lots.

Cost of land dictates the lot yield necessary to make the project work. Multiple price points for buyers.

Angela – Traffic issue. RRR and LRRR is not the bottle neck But issue is RRR and getting to 485.

How can you not account for all of corridor in model.

The TIA studied LRRR and RRR. The other project may have studied further. Upgrading corridors is up to the state and would be part of a CIP. We were not required to study RRR other than the intersection.

It does not violate ordinance requirement. Analyzing the full corridor is not driven by a project. The TIA is to mitigate the impacts of the project.

Why can BMP be placed in wetlands? What study?

State doesn't allow that. USACE will issue permit for wetland removal.

Why is Harrisburg annexing?

Harrisburg is within Harrisburg planning growth area.

**Traffic Impact Analysis UPDATE for
Lower Rocky River Road
Harrisburg, North Carolina**

Prepared for:

**Town of Harrisburg
Harrisburg, North Carolina**

Prepared by:

**Kimley-Horn and Associates, Inc.
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200 South Tryon Street, Suite 200
Charlotte, North Carolina 28202
(704) 333-5131**



Laura N Reid

07/12/21

**July 2021
018536039**

TABLE OF CONTENTS

	<u>Page No.</u>
1.0 EXECUTIVE SUMMARY	1
2.0 INTRODUCTION	5
3.0 EXISTING TRAFFIC CONDITIONS	6
3.1 STUDY AREA	6
3.2 EXISTING TRAFFIC VOLUME DEVELOPMENT	7
4.0 BACKGROUND TRAFFIC VOLUME DEVELOPMENT	13
4.1 HISTORICAL BACKGROUND GROWTH TRAFFIC	13
4.2 APPROVED DEVELOPMENTS	13
5.0 SITE TRAFFIC VOLUME DEVELOPMENT	17
5.1 SITE ACCESS	17
5.2 TRAFFIC GENERATION	17
5.3 SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT	18
5.4 BUILD-OUT TRAFFIC VOLUMES	18
6.0 CAPACITY ANALYSIS	22
6.1 LOWER ROCKY RIVER ROAD AND ROCKY RIVER ROAD	24
6.2 LOWER ROCKY RIVER ROAD AND PINE GROVE CHURCH ROAD	26
6.3 LOWER ROCKY RIVER ROAD AND BURLWOOD ROAD	27
6.4 LOWER ROCKY RIVER ROAD AND PIONEER MILL ROAD	28
6.5 LOWER ROCKY RIVER ROAD AND HICKORY RIDGE ROAD	29
6.6 LOWER ROCKY RIVER ROAD AND SITE ACCESS	30
7.0 AUXILIARY TURN LANE WARRANTS	31
8.0 CRASH DATA ANALYSIS	33
9.0 MITIGATION IMPROVEMENTS	35
APPENDIX	37

List of Figures

	<u>Page No.</u>
FIGURE 1.1 – IDENTIFIED MITIGATION IMPROVEMENTS	4
FIGURE 3.1 – STUDY AREA/SITE LOCATION	9
FIGURE 3.2 – PROPOSED SITE PLAN	10
FIGURE 3.3 – EXISTING ROADWAY LANEAGE	11
FIGURE 3.4 – 2020 EXISTING TRAFFIC VOLUMES	12
FIGURE 4.1 – 2024 BACKGROUND AM PEAK-HOUR TRAFFIC VOLUMES	15
FIGURE 4.2 – 2024 BACKGROUND PM PEAK-HOUR TRAFFIC VOLUMES	16
FIGURE 5.1 – SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT	19
FIGURE 5.2 – 2024 BUILD-OUT AM PEAK-HOUR TRAFFIC VOLUMES	20
FIGURE 5.3 – 2024 BUILD-OUT PM PEAK-HOUR TRAFFIC VOLUMES	21
FIGURE 9.1 – IDENTIFIED MITIGATION IMPROVEMENTS	36

List of Tables

	<u>Page No.</u>
TABLE 3.1 - COUNT DATA METHODOLOGY	7
TABLE 5.1 – TRIP GENERATION	17
TABLE 6.0-A VEHICULAR LOS CONTROL DELAY THRESHOLDS FOR <u>UNSIGNALIZED</u> INTERSECTIONS	23
TABLE 6.0-B VEHICULAR LOS CONTROL DELAY THRESHOLDS FOR <u>SIGNALIZED</u> INTERSECTIONS	23
TABLE 6.1 – LOWER ROCKY RIVER ROAD AND ROCKY RIVER ROAD	24
TABLE 6.2 – LOWER ROCKY RIVER ROAD AND PINE GROVE CHURCH ROAD	26
TABLE 6.3 – LOWER ROCKY RIVER ROAD AND BURLWOOD ROAD	27
TABLE 6.4 – LOWER ROCKY RIVER ROAD AND PIONEER MILL ROAD	28
TABLE 6.5 – LOWER ROCKY RIVER ROAD AND HICKORY RIDGE ROAD	29
TABLE 6.6 – LOWER ROCKY RIVER ROAD AND SITE ACCESS	30
TABLE 8.1 – CRASH SEVERITY SUMMARY	33
TABLE 8.2 – ACCIDENT FREQUENCY SUMMARY	33
TABLE 8.3 – ACCIDENT TYPE SUMMARY	34

1.0 Executive Summary

The purpose of this Traffic Impact Analysis (TIA) is to evaluate the vehicular traffic impacts on the surrounding transportation infrastructure as a result of the proposed Lower Rocky River Road development. The primary objectives of the study are:

- To estimate trip generation and distribution for the proposed development.
- To perform intersection capacity analyses for the identified study area.
- To determine the potential traffic impacts of the proposed development.
- To identify improvements to mitigate the proposed development's traffic impacts.

The proposed Lower Rocky River Road development is located in the northeast quadrant of the Lower Rocky River Road and Pioneer Mill Road intersection in Harrisburg, North Carolina. Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of 165 single-family homes.

For the purposes of this TIA, a build-out year of 2024 was considered. Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via one new full-movement driveway approximately 450 feet north of Pioneer Mill Road.

The proposed development also has a planned connection to Burlwood Road.

A TIA scoping meeting was held with the Town of Harrisburg and representatives of the applicant virtually on September 10, 2020, to obtain background information and to ascertain the scope and parameters to be included in this TIA. A Memorandum of Understanding (MOU) was developed based on discussions from this meeting that documented all scoping parameters to be used for the TIA and was reviewed and agreed upon by the Town of Harrisburg and the applicant. Additionally, North Carolina Department of Transportation (NCDOT) reviewed and approved the MOU, which is included in the **Appendix**.

The following AM and PM peak-hour scenarios were analyzed to determine the proposed development's transportation impacts on the surrounding network:

- 2020 Existing Conditions
- 2024 Background Conditions
- 2024 Build-out Conditions

Based on coordination with the Town, NCDOT, and the Applicant, this TIA evaluated operations under each of the AM and PM peak-hour scenarios above for the following study area intersections:

1. Lower Rocky River Road and Rocky River Road
2. Lower Rocky River Road and Pine Grove Church Road
3. Lower Rocky River Road and Pioneer Mill Road
4. Lower Rocky River Road and Burlwood Road
5. Lower Rocky River Road and Hickory Ridge Road
6. Lower Rocky River Road and Site Access

Kimley-Horn was retained to determine the potential traffic impacts of this development (in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways* and set forth by the *Town of Harrisburg Unified Development Ordinance – Appendix F*), and to identify transportation improvements that may be required to

mitigate these impacts. This report presents trip generation, distribution, capacity analyses, and identified transportation improvements required to mitigate anticipated traffic demands produced by the subject development.

Based on the capacity analyses performed at each of the identified study intersections, along with review of the auxiliary turn-lane warrants contained herein, the following improvements have been identified to mitigate the impact of the proposed development on the adjacent street network:

Lower Rocky River Road and Rocky River Road

- Construction of a westbound left-turn lane along Rocky River Road with a minimum of 250 feet of storage.
- Implementation of permitted-overlap phasing on the northbound right-turn lane.

Eastbound right-turn lane is proposed to be constructed by the Hickory Ridge Road (HRR) development. This lane will be required mitigation for this development if not committed by the HRR development.

Lower Rocky River Road and Pine Grove Church Road

- Construction of a westbound right-turn lane along Pine Grove Church Road with a minimum of 100 feet of storage.
- Construction of a southbound left-turn lane along Lower Rocky River Road with a minimum of 150 feet of storage.

Lower Rocky River Road and Burlwood Road

- Construction of a northbound left-turn lane along Lower Rocky River Road with a minimum of 100 feet of storage.
- Upgrade the existing section of Burlwood Road to provide a 20 foot asphalt pavement section (minimum).

Lower Rocky River Road and Pioneer Mill Road

- Construction of a southbound left-turn lane along Lower Rocky River Road with a minimum of 100 feet of storage.
- Construction of a three-lane section along Lower Rocky River Road between Pioneer Mill Road and the Site Access.

Lower Rocky River Road and Site Access

- Construction of the eastbound approach with one ingress & one egress lane and an internal protected stem of 100 feet.
- Construction of a southbound right-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet.
- Construction of a northbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet.
- Construction of a three-lane section along Lower Rocky River Road between Pioneer Mill Road and the Site Access.

The mitigation improvement identified within the study area are shown in **Figure 1.1**. The improvements shown on this figure are subject to approval by NCDOT and the Town of Harrisburg.

All additions and attachments to the State and Town roadway system shall be properly permitted, designed and constructed in conformance to standards maintained by the agencies.

2.0 Introduction

The proposed Lower Rocky River Road development is located in the northeast quadrant of the Lower Rocky River Road and Pioneer Mill Road intersection in Harrisburg, North Carolina. Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of 165 single-family homes.

For the purposes of this TIA, a build-out year of 2024 was considered. Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via one new full-movement driveway approximately 450 feet north of Pioneer Mill Road.

The proposed development also has a planned connection to Burlwood Road.

A TIA scoping meeting was held with the Town of Harrisburg and representatives of the applicant virtually on September 10, 2020, to obtain background information and to ascertain the scope and parameters to be included in this TIA. A Memorandum of Understanding (MOU) was developed based on discussions from this meeting that documented all scoping parameters to be used for the TIA and was reviewed and agreed upon by the Town of Harrisburg and the applicant. Additionally, North Carolina Department of Transportation (NCDOT) reviewed and approved the MOU, which is included in the **Appendix**.

Kimley-Horn was retained to determine the potential traffic impacts of this development (in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways* and set forth by *Town of Harrisburg Unified Development Ordinance – Appendix F*), and to identify transportation improvements that may be required to mitigate these impacts. This report presents trip generation, distribution, capacity analyses, crash analyses and identified transportation improvements required to mitigate anticipated traffic demands produced by the subject development.

3.0 Existing Traffic Conditions

Existing traffic conditions were coordinated with Town of Harrisburg and NCDOT staff and collected through field observations and previously collected turning-movement counts to establish the existing conditions baseline analysis.

3.1 STUDY AREA

Based on coordination with the Town, NCDOT and the applicant, the study area for this TIA includes the following existing intersections:

1. Lower Rocky River Road and Rocky River Road
2. Lower Rocky River Road and Pine Grove Church Road
3. Lower Rocky River Road and Pioneer Mill Road
4. Lower Rocky River Road and Burlwood Road
5. Lower Rocky River Road and Hickory Ridge Road

Figure 3.1 shows the study area intersections and the site location, **Figure 3.2** shows the proposed site plan for the development as provided by the applicant and **Figure 3.3** shows the existing roadway geometry at the study intersections.

The primary roadways in the vicinity of the site are Lower Rocky River Road, Rocky River Road, Pine Grove Church Road, Pioneer Mill Road, Burlwood Road, and Hickory Ridge Road.

Rocky River Road is currently a two-lane, undivided major collector west of the Lower Rocky River Road intersection and carries an annual average daily traffic (AADT) volume of 11,000 vehicles per day (vpd) based on 2019 NCDOT AADT data. To the east of the Lower Rocky River intersection, it is a two-lane, undivided minor arterial and carries a volume of 8,000 vpd based on 2019 NCDOT AADT data. Rocky River Road has a posted speed limit of 45 miles per hour (mph) throughout the study area.

Lower Rocky River Road is currently a two-lane, undivided minor collector with a posted speed limit of 45 mph in the vicinity of the proposed development. Lower Rocky River Road carries an AADT volume of 4,800 vpd south of Pine Grove Church Road and 2,700 vpd south of Pioneer Mill Road based on 2019 AADT data.

Pine Grove Church Road is currently a two-lane, undivided local road with a posted speed limit of 45 mph in the study area. Pine Grove Church Road carries an AADT volume of 3,200 vpd based on 2019 NCDOT AADT data.

Burlwood Road is currently a two-lane, undivided local road with a posted speed limit of 35 mph in the vicinity of the proposed development. Burlwood Road does not have an available NCDOT AADT volume.

Pioneer Mill Road is currently a two-lane, undivided local road with a posted speed limit of 45 mph within the study area. Pioneer Mill Road does not have an available NCDOT AADT volume.

Hickory Ridge Road is currently a two-lane, undivided local road with a posted speed limit of 45 mph in the vicinity of the proposed development. Hickory Ridge Road carries an AADT volume of 1,400 vpd north of Lower Rocky River Road based on 2019 AADT data.

3.2 EXISTING TRAFFIC VOLUME DEVELOPMENT

Due to COVID-19 and associated impacts to work and school schedules at the time of this TIA, it was determined that new peak-hour turning movement counts may not be indicative of “typical” traffic operations. Existing traffic volumes were determined based on the alternative methodology outlined below and as documented in the approved MOU (included in the **Appendix**).

AM (7:00-9:00 AM) and PM (4:00-6:00 PM) intersection turning-movement, heavy-vehicle, pedestrian and bicycle counts were collected by National Data and Surveying (NDS) on Thursday, April 24, 2018, at the following intersections:

- Lower Rocky River Road and Rocky River Road
- Lower Rocky River Road and Pine Grove Road
- Lower Rocky River Road and Pioneer Mill Road
- Lower Rocky River Road and Hickory Ridge Road

Existing traffic counts were grown based on historic AADTs in the study area. Growth rates for each roadway can be seen in **Table 3.1** below.

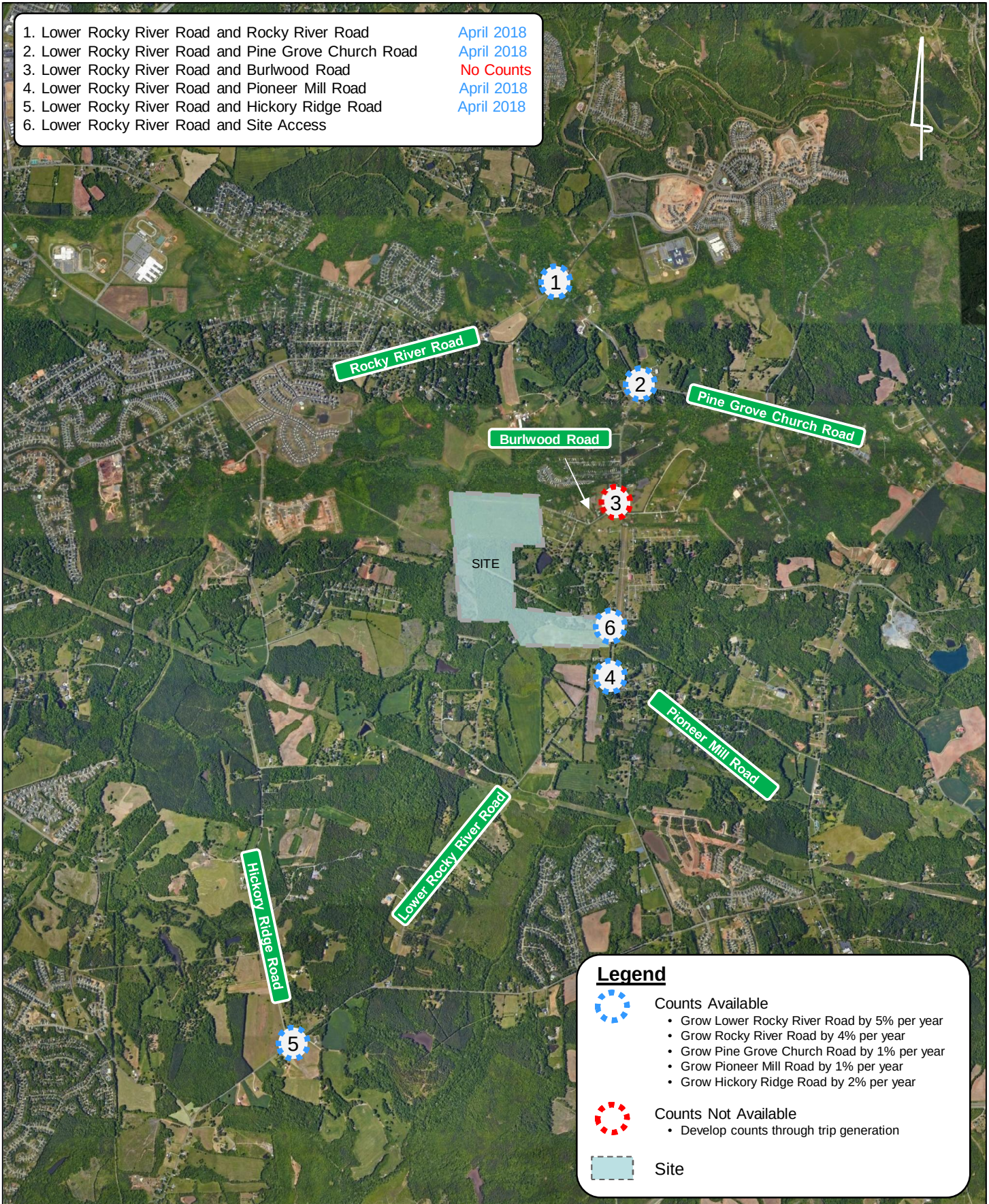
Table 3.1 - Count Growth Methodology			
Study Area Intersection	Count Date	Source	Methodology to determine 2020 traffic volumes
Lower Rocky River Road at Rocky River Road	4/24/18	NDS	• Grow Rocky River Road by 4% per year • Grow Lower Rocky River Road by 5% per year
Lower Rocky River Road at Pine Grove Road	4/24/18	NDS	• Grow Lower Rocky River Road by 5% per year • Grow Pine Grove Road by 1% per year
Lower Rocky River Road at Pioneer Mill Road	4/24/18	NDS	• Grow Lower Rocky River Road by 5% per year • Grow Pioneer Mill Road by 1% per year
Lower Rocky River Road at Hickory Ridge Road	4/24/18	NDS	• Grow Hickory Ridge Road by 2% per year • Grow Lower Rocky River Road by 5% per year

NDS – National Data & Surveying Services (traffic count subconsultant)

A historic peak-hour turning movement count was not available at the intersection of Lower Rocky River Road and Burlwood Road. To determine existing traffic volumes at this intersection, trip generation rates published in *Trip Generation* (Institute of Transportation Engineers, 10th Edition) were used to calculate traffic volumes entering and exiting the existing residential road. Based on review of aerial imagery, a trip generation was performed for 30 homes on Burlwood Road. Calculated trips were then assigned as turning movements based on existing ADTS. Through movements along Lower Rocky River Road were calculated based on traffic volumes at Lower Rocky River Road and Pine Grove Church Road. Hand calculations of these volumes can be found in the **Appendix**.

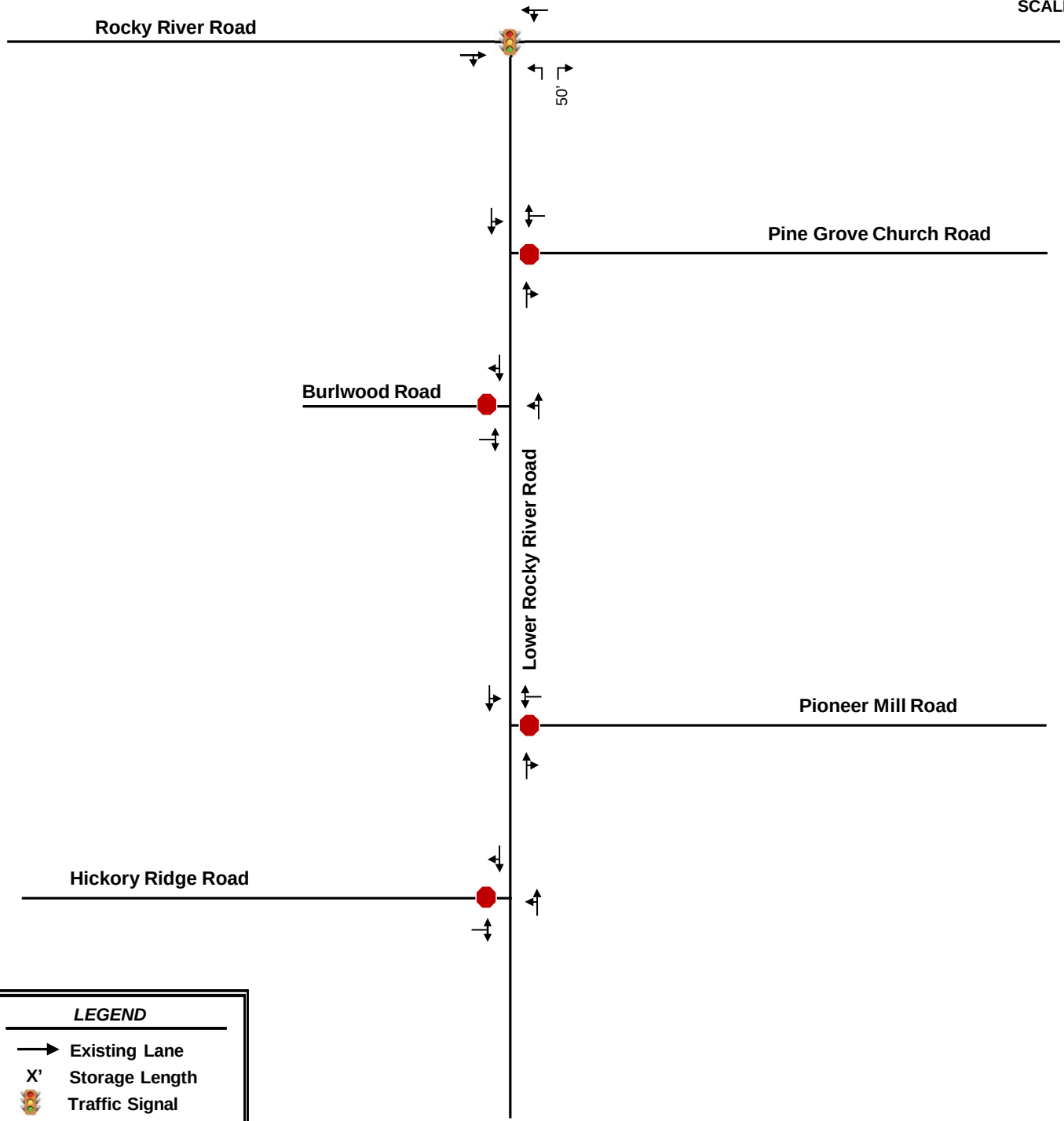
Volume balancing was not performed between the remaining study area intersections due to the presence of driveways and distance between the intersections. Peak-hour intersection turning-movement count data is provided in the **Appendix**. A summary of the count data and methodology can be seen in **Figure 3.1**.

Figure 3.4 illustrates the 2020 existing AM and PM peak-hour traffic volumes.



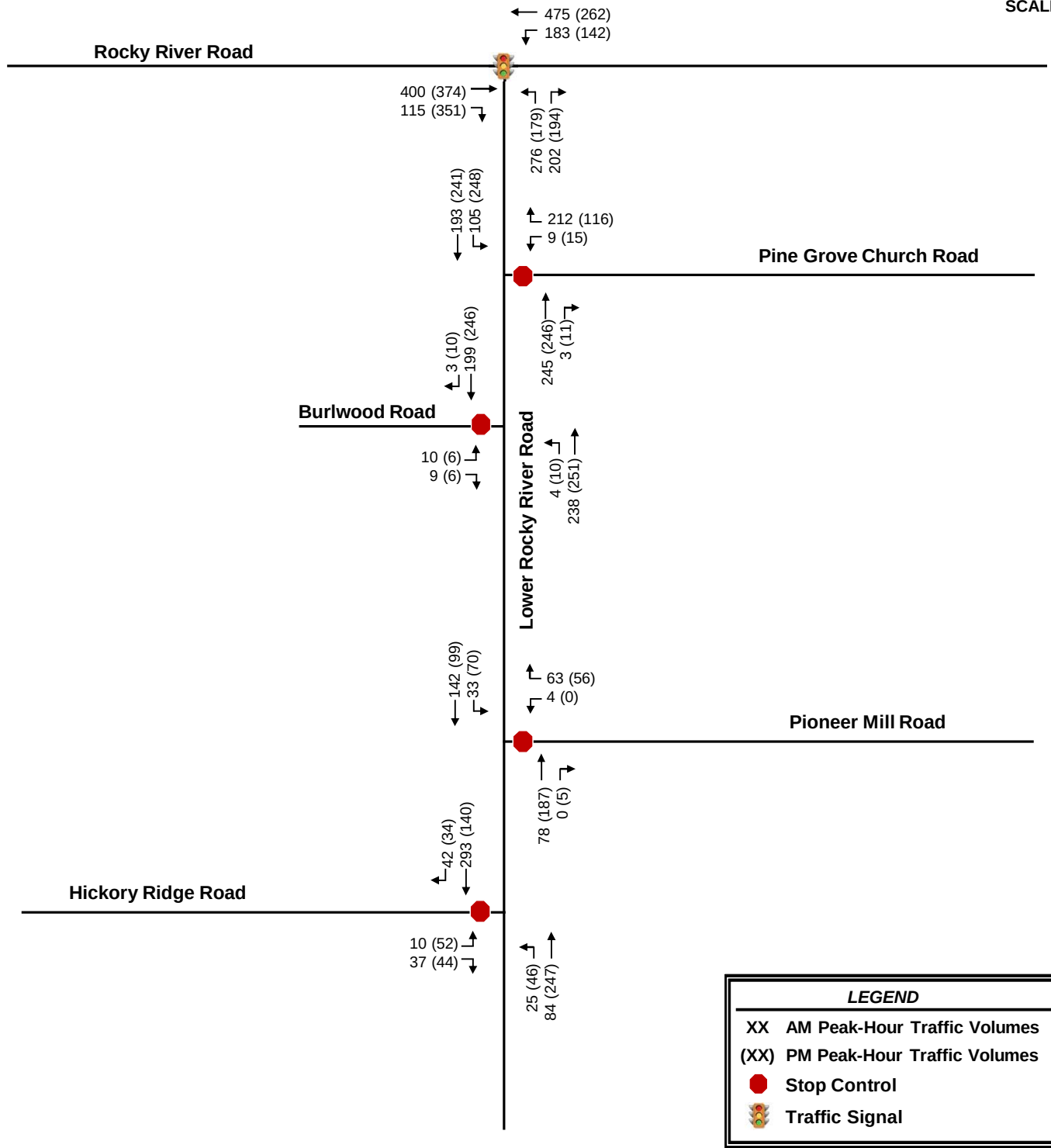


NOT TO
SCALE





NOT TO
SCALE



4.0 Background Traffic Volume Development

Projected background (non-project) traffic is defined as the expected growth or change in traffic volumes on the surrounding roadway network between the year the existing counts were collected and the expected build-out year absent the construction and opening of the proposed project. This includes both non-specific general growth based on historical increase in local traffic volumes (historical background growth), along with specific growth and/or change in traffic volumes caused by either approved, but not yet fully-constructed, off-site developments and/or planned transportation projects specifically identified within the vicinity of the proposed development.

4.1 HISTORICAL BACKGROUND GROWTH TRAFFIC

Historical background growth is the increase in existing traffic volumes due to usage increases and non-specific growth throughout the area, and accounts for growth that is independent of specific off-site developments or planned transportation projects. Historical background growth traffic is calculated using an annual growth rate, which is applied to the existing traffic volumes up to the future horizon years. For this analysis, an annual growth rate of 2% was applied to the 2020 existing peak-hour traffic volumes to calculate base 2024 background traffic volumes. This methodology was determined based on coordination with Town of Harrisburg and NCDOT staff.

4.2 APPROVED DEVELOPMENTS

At the direction of the Town of Harrisburg and NCDOT staff, ten approved developments that are expected to impact traffic volumes within the study area were included in the background traffic volumes for this TIA. Two additional approved developments were added to the original eight outlined in the approved scoping package. The ten approved developments include:

- Farmington Mixed Use
- Holcombe Woods
- Grantham
- Essex Homes
- Camellia Gardens
- Stallings Road Subdivision
- Addison Park
- SW Cabarrus Elementary School
- Orchid Ridge (previously known as Hickory Ridge Road Development)
- Hickory Ridge Single Family

Per coordination with the Town, all developments were assumed to be 0% built-out at the time of the turning-movement counts.

Volumes for the approved developments were obtained from the following sources:

- Farmington TIA (Davenport, May 2018)
- Holcombe Property TIA (SEPI Engineering and Construction, November 2014)
- Avanti – Robinson Church Road Subdivision TIA (STV Incorporated, November 2014) [Grantham]
- Camellia Gardens TIA (Kimley-Horn, June 2019)
- Stallings Road Subdivision TIA (Kimley-Horn, October 2018)
- New Southwest Elementary School TIA (Kimley-Horn, March 2018)
- Hickory Ridge Road Development TIA (Kimley-Horn, February 2021)

A TIA was not performed for Essex Homes, Addison Park, or Hickory Ridge Single Family. Therefore, trip generation was performed for these sites and project trips associated with these developments were distributed throughout the study area based on the existing turning movement counts.

The following laneage improvements were identified at the intersection of Lower Rocky River Road and Hickory Ridge Road in the *New Southwest Elementary School TIA*:

- Construction of a southbound right-turn lane with 100 feet of storage
- Construction of an eastbound left-turn lane with 150 feet of storage
- Construction of the westbound right-turn lane with 50 feet of storage

Per a letter from the NCDOT Municipal and School Transportation Assistance (MSTA) group and Congestion Management section dated October 11, 2019, construction of these improvements are not committed to be done by the school. Therefore, these improvements associated with the school were not included in the future year conditions.

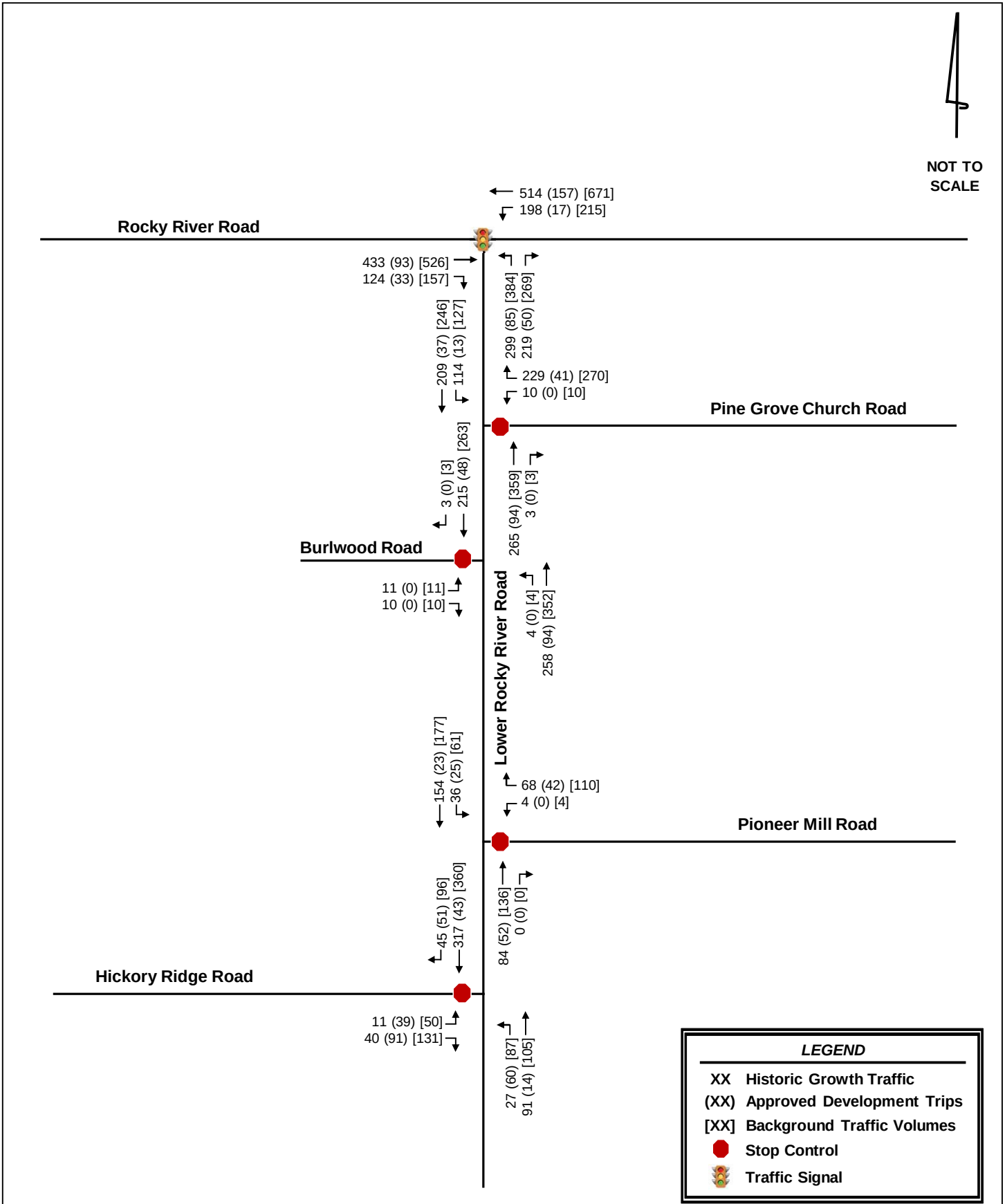
The following laneage improvements were included in all future year conditions at the intersection of Lower Rocky River Road and Rocky River Road based on the identified mitigation in the *Hickory Ridge Road Development TIA* (Orchid Ridge):

- Construction of an eastbound right-turn lane with 200 feet of storage and permitted-overlap phasing

The following laneage improvements were included in all future year conditions at the intersection of Lower Rocky River Road and Hickory Ridge Road based on the identified mitigation in the *Hickory Ridge Road Development TIA* (Orchid Ridge):

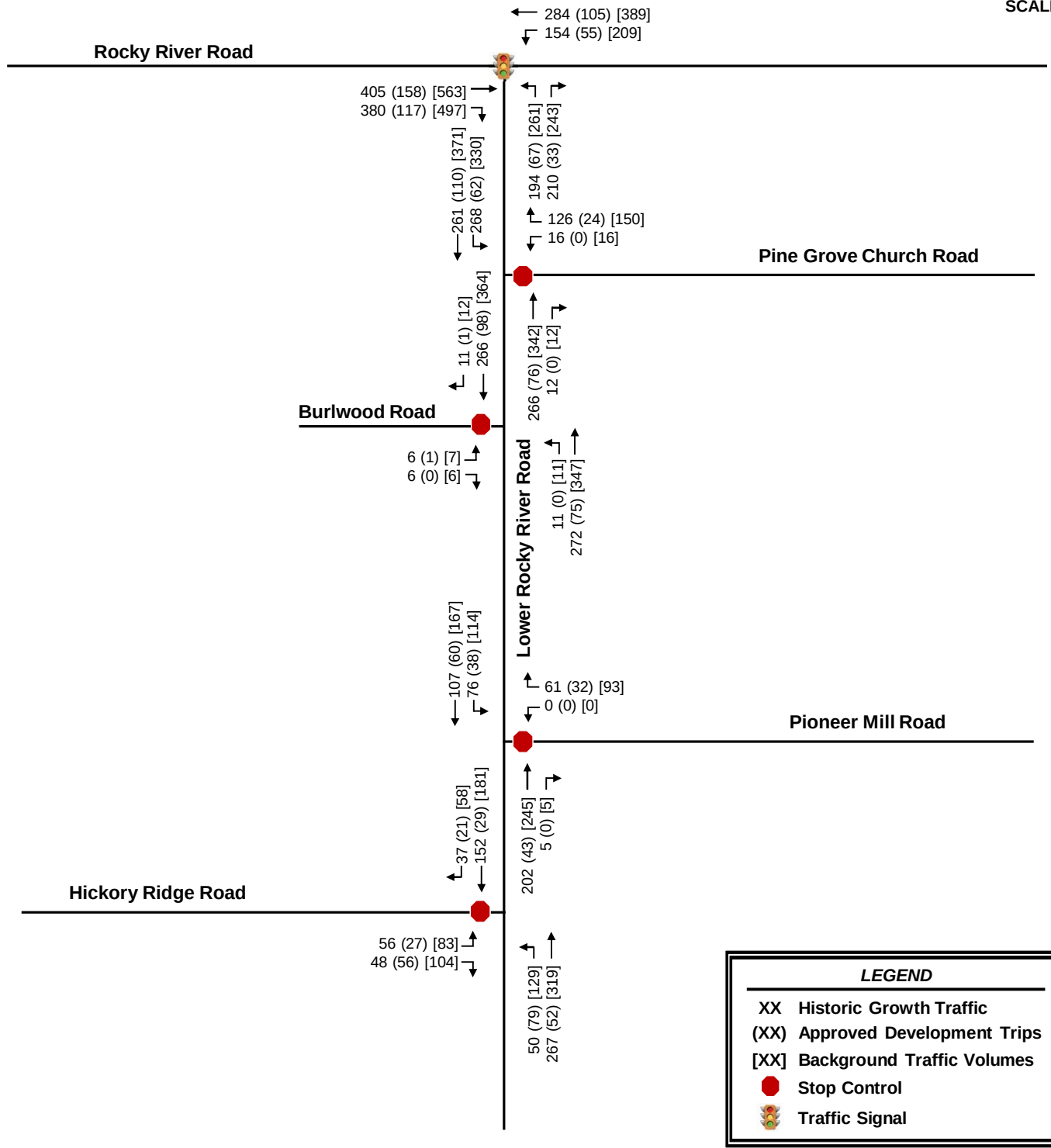
- Construction of an eastbound right-turn lane with 100 feet of storage

Figures 4.1 and **4.2** show the 2024 background AM and PM peak-hour traffic volumes, respectively, that include the historical growth traffic and approved development trips.





NOT TO
SCALE



5.0 Site Traffic Volume Development

Site traffic developed for this TIA is defined as the vehicle trips expected to be generated and added to the study area by construction of the proposed development, and the distribution and assignment of that traffic throughout the surrounding network.

5.1 SITE ACCESS

For the purposes of this TIA, a build-out year of 2024 was considered. Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via one new full-movement driveway approximately 450 feet north of Pioneer Mill Road.

The proposed development also has a planned connection to Burlwood Road.

5.2 TRAFFIC GENERATION

The traffic generation potential of the proposed development was determined using the trip generation rates published in *Trip Generation* (Institute of Transportation Engineers, Tenth Edition, 2017). Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of 165 single-family homes.

Table 5.1 summarizes the projected trip generation for the built conditions of the proposed development, respectively. During a typical weekday, upon build-out of the proposed development, it has the potential to generate 122 and 164 net new external trips during the AM and PM peak hours, respectively.

Table 5.1 - Trip Generation										
Land Use		Intensity		Daily	AM Peak Hour			PM Peak Hour		
					Total	In	Out	Total	In	Out
	Single-Family Homes	165	DU	1,648	122	31	91	164	103	61
Net New External Trips				1,648	122	31	91	164	103	61

5.3 SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT

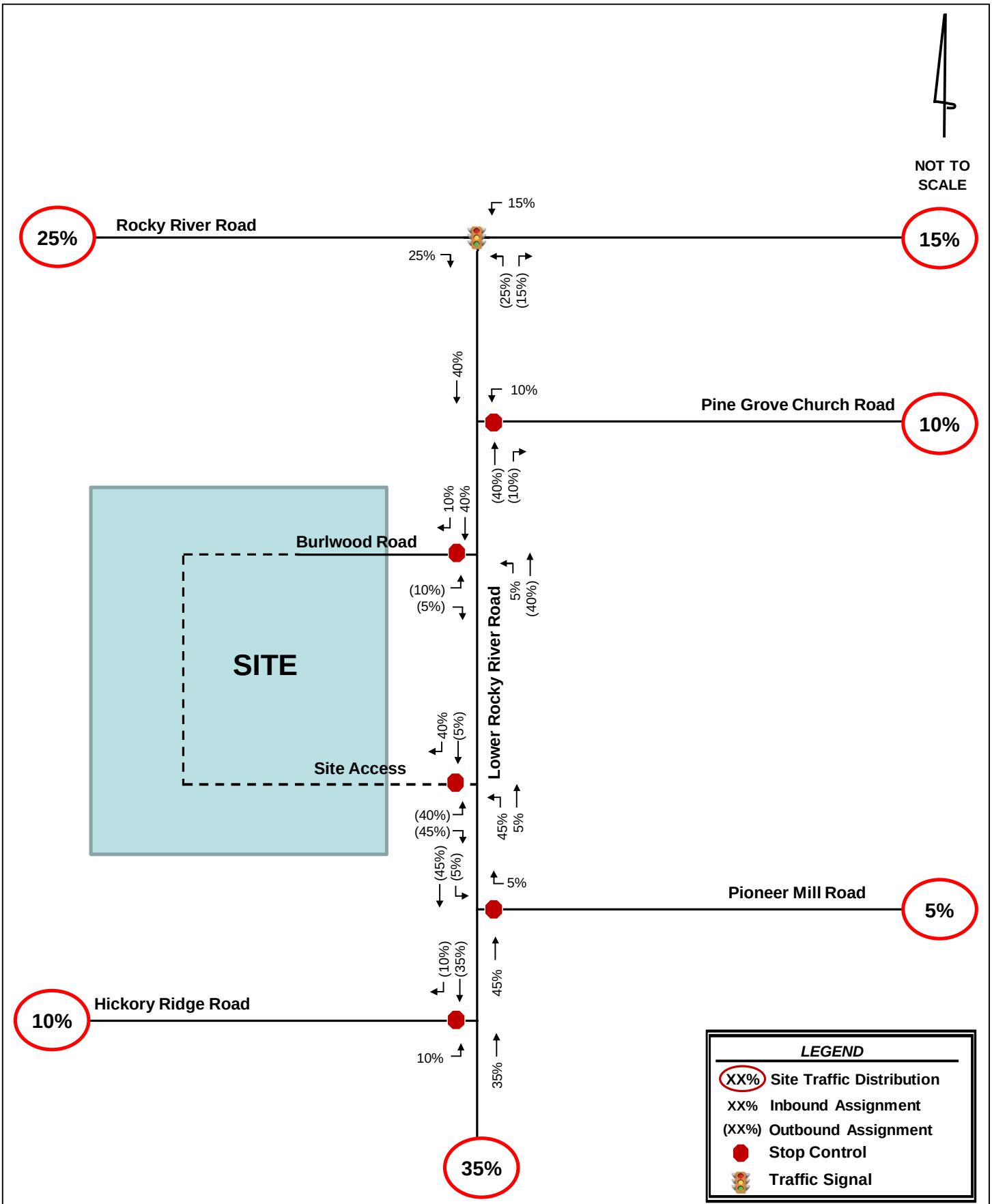
The proposed development's trips were assigned to the surrounding network based on existing peak-hour turning movements, surrounding land uses, locations of similar land use and population densities in the area. The following site traffic distribution was reviewed and approved as part of the MOU by the Town of Harrisburg, NCDOT and the applicant:

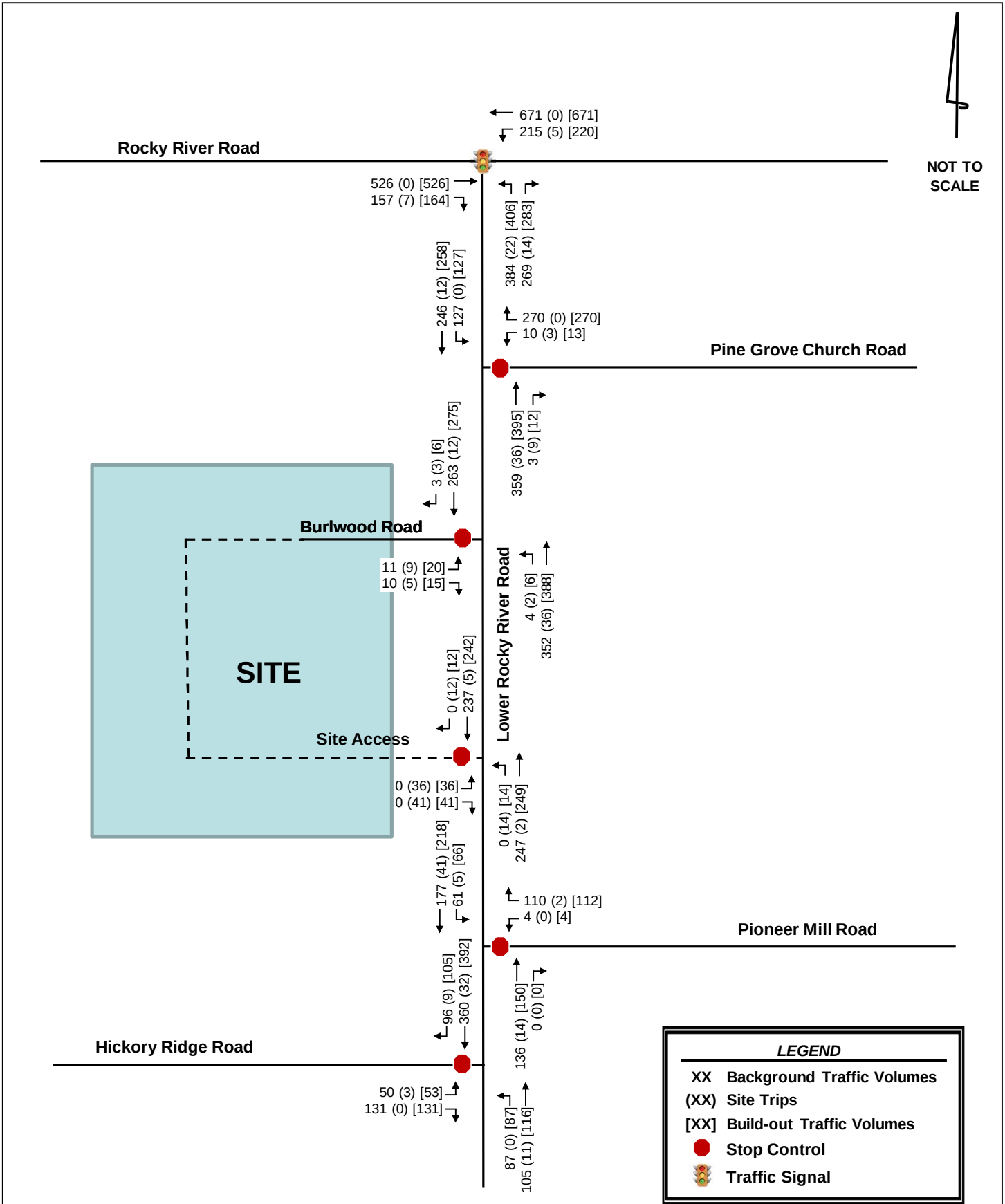
- 25% to/from the west along Rocky River Road
- 15% to/from the east along Rocky River Road
- 10% to/from the east along Pine Grove Church Road
- 5% to/from the east along Hickory Ridge Road
- 10% to/from the west along Hickory Ridge Road
- 35% to/from the south along Lower Rocky River Road

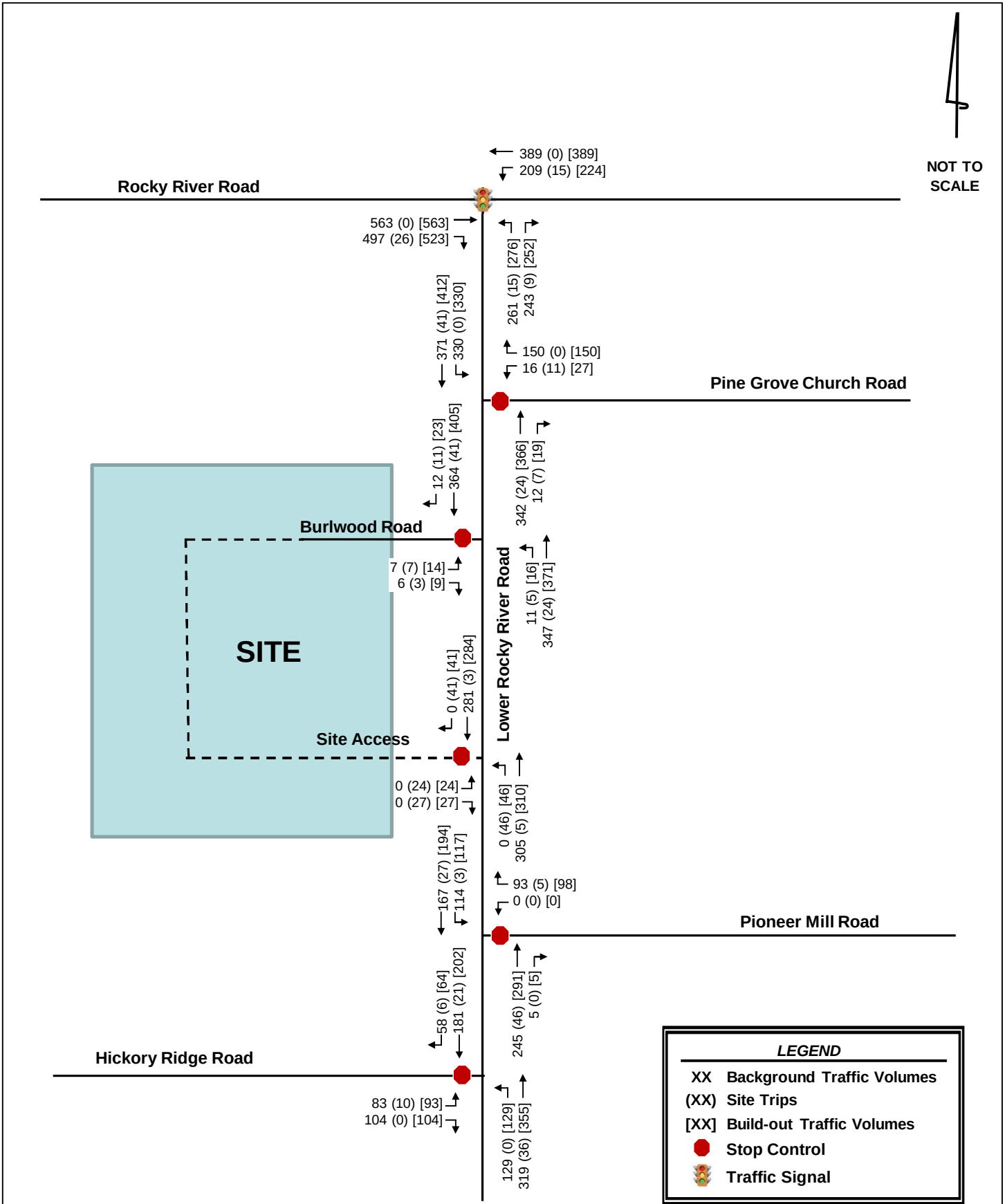
The overall site traffic distribution and assignment is shown in **Figure 5.1**.

5.4 BUILD-OUT TRAFFIC VOLUMES

The build-out traffic volumes include the assignment of the projected site traffic generation added to the appropriate background traffic volumes. **Figures 5.2** and **5.3** show the projected 2024 build-out traffic volumes for the AM and PM peak hours, respectively. Intersection volume development worksheets for all intersections within the study network are provided in the **Appendix**.







6.0 Capacity Analysis

Based on the requirements set forth by the *Town of Harrisburg Unified Development Ordinance – Appendix F* and in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways*, capacity analyses were performed at the study area intersections for each of the following AM and PM peak-hour scenarios:

- 2020 Existing Conditions
- 2024 Background Conditions
- 2024 Build-out Conditions

Capacity analyses were performed for the AM and PM peak hours using the Synchro Version 10 software to determine the operating characteristics at the signalized and stop-controlled intersections of the adjacent street network and to evaluate the impacts of the proposed development. Capacity is defined as the maximum number of vehicles that can pass over a particular road segment, or through a particular intersection, within a specified period of time under prevailing operational, geometric and controlling conditions within a set time duration. This software program uses methodologies contained in the *Highway Capacity Manual* (HCM) to determine the operating characteristics of an intersection.

The *Highway Capacity Manual* (HCM) defines LOS as a “quantitative stratification of a performance measure or measures representing quality of service” and is used to “translate complex numerical performance results into a simple A-F system representative of travelers’ perceptions of the quality of service provided by a facility or service”. The HCM defines six levels of service, LOS A through LOS F, with A having the best operating conditions from the traveler’s perspective and F having the worst. However, it must be understood that “the LOS letter result hides much of the complexity of facility performance”, and that “the appropriate LOS for a given system element in the community is a decision for local policy makers”. According to the HCM, “for cost, environmental impact, and other reasons, roadways are typically designed not to provide LOS A conditions during peak periods but instead to provide some lower LOS that balances individual travelers’ desires against society’s desires and financial resources. Nevertheless, during low-volume periods of the day, a system element may operate at LOS A.”

LOS for a two-way stop-controlled (TWSC) intersection is determined by the control delay at the side-street approaches, typically during the highest volume periods of the day, the AM and PM peak periods. Control delay includes initial deceleration delay, queue move-up time, stopped delay, and final acceleration delay. With respect to field measurements, control delay is defined as the total elapsed time from the time a vehicle stops at the end of the queue to the time the vehicle departs from the stop line. It is typical for stop sign-controlled side streets and driveways intersecting major streets to experience long delays during peak hours, particularly for left-turn movements. The majority of the traffic moving through the intersection on the major street experiences little or no delay.

LOS for signalized intersections is reported for the intersection as a whole, and typically during the highest volume periods of the day, the AM and PM peak periods. One or more movements at an intersection may experience a low level-of-service, while the intersection as a whole may operate acceptably.

Table 6.0-A and **6.0-B** list the LOS control delay thresholds published in the HCM for unsignalized and signalized intersections, respectively, as well as the unsignalized operational descriptions assumed herein.

Table 6.0-A Vehicular LOS Control Delay Thresholds for Unsignalized Intersections		
Level-of-Service	Average Control Delay per Vehicle [sec/veh]	
A	≤ 10	Short Delays
B	> 10 – 15	
C	> 15 – 25	
D	> 25 – 35	Moderate Delays
E	> 35 – 50	
F	> 50	Long Delays

Table 6.0-B Vehicular LOS Control Delay Thresholds for Signalized Intersections	
Level-of-Service	Average Control Delay per Vehicle [sec/veh]
A	≤ 10
B	> 10 – 20
C	> 20 – 35
D	> 35 – 55
E	> 55 – 80
F	> 80

Using the signal timing plans provided by NCDOT, cycle lengths and splits were optimized for the existing conditions analysis. A Congestion Management minimum cycle length of 120 seconds based on the phasing of the signalized intersections was also utilized. Intersection cycle lengths and splits were optimized in background conditions and utilized in build-out conditions.

The following modifications from the background data collected were applied to the capacity analyses to meet NCDOT *Congestion Management Capacity Analysis Guidelines*:

- Right-turn-on-red (RTOR) operations were not allowed.
- Protected-only left-turn phasing was used for analysis of future operations where protected/permitted left-turn phasing and a dedicated left-turn lane exists.
- Lost time adjust was added to the yellow and all-red times provided in the existing signal plans to maintain at total lost time of 5 seconds for each movement.
- A minimum of 4 vehicles per hour were used for permissible movements, excluding movements into and out of the proposed site.

In the existing condition, the observed peak hour factor (PHF) was used in the analysis. A weighted PHF was used for all future year conditions in the AM peak hour to account for the impacts of school traffic. A 0.9 PHF was used for all future conditions in the PM peak hour.

Capacity analysis reports generated by Synchro Version 10 software are included in the **Appendix**.

6.1 LOWER ROCKY RIVER ROAD AND ROCKY RIVER ROAD

Table 6.1 summarizes the LOS, control delay and 95th percentile queue lengths at the signalized intersection of Lower Rocky River Road and Rocky River Road.

Table 6.1 - Lower Rocky River Road and Rocky River Road								
Condition	Measure	EB		WB		NB		Intersection
		EBT	EBR	WBL	WBT	NBL	NBR	LOS (Delay)
AM Peak Hour								
2020 Existing	LOS (Delay)	F (100.7)		F (126.3)		F (134.4)		F (120.5)
	Synchro 95th Q	#678'	-	-	#1017'	#521'	#357'	
2024 Background	LOS (Delay)	F (162.0)		F (248.4)		F (200.3)		F (208.5)
	Synchro 95th Q	#852'	143'	-	#1449'	#729'	#484'	
2024 Build-out	LOS (Delay)	F (160.6)		F (249.9)		F (226.9)		F (216.1)
	Synchro 95th Q	#852'	149'	-	#1453'	#783'	#519'	
2024 Build-out IMP:	LOS (Delay)	F (117.7)		B (20.0)		F (116.7)		E (77.5)
WBL Lane	Synchro 95th Q	#710'	114'	215'	367'	#651'	171'	
PM Peak Hour								
2020 Existing	LOS (Delay)	D (52.9)		E (73.4)		F (81.1)		E (65.4)
	Synchro 95th Q	#901'	-	-	#446'	223'	#274'	
2024 Background	LOS (Delay)	D (37.5)		E (75.1)		E (77.5)		E (57.2)
	Synchro 95th Q	#605'	314'	-	#636'	#335'	#327'	
2024 Build-out	LOS (Delay)	D (37.4)		F (84.1)		F (85.9)		E (61.8)
	Synchro 95th Q	#605'	340'	-	#664'	#362'	#343'	
2024 Build-out IMP:	LOS (Delay)	B (19.2)		C (22.6)		D (37.0)		C (24.4)
WBL Lane	Synchro 95th Q	439'	204'	#249'	143'	#289'	160'	
Existing/Background Storage			200'				50'	
Exceeds storage								
# 95th percentile volume exceeds capacity, queue may be longer								

As shown in **Table 6.1**, under 2020 existing conditions, the overall intersection is expected to operate at LOS F and LOS E in the AM and PM peak hours, respectively.

As noted in **Section 4.2**, as committed by the Orchid Ridge development, construction of an eastbound right-turn lane with 200 feet of storage and permitted-overlap phasing was included in both background and build-out conditions at this intersection.

With this improvement in place, under the 2024 background conditions, the overall intersection is expected to continue to operate at LOS F in the AM peak hour and LOS E in the PM peak hour. It should be noted that the significant increase in delay from existing to background conditions in the AM peak hour is due to the addition of approved development volumes.

With the addition of site traffic, the overall intersection is expected to remain at LOS F and LOS E with increases in delay in both peak hours. Due to the increases in delay, mitigation was considered at this intersection.

To mitigate the impact of site traffic, a westbound left-turn lane was considered. With the addition of a westbound left-turn lane, the overall intersection is expected to operate at LOS E and LOS C in the AM and PM peak hours, respectively. A storage length of 250 feet would be needed to accommodate the anticipated westbound left-turning queue. In addition, the implementation of permitted-overlap phasing on the northbound right-turn lane would be recommended.

Implementation of this turn lane would require widening along Rocky River Road, both east and west of Lower Rocky River Road. If all widening is done to the north side of Rocky River Road, the total linear impact could be 1,000-1,500 feet and could impact driveways to Rocky River Presbyterian Church and the intersection of Rocky River Road and Pharr Mill Road.

In addition, the eastbound right-turn lane storage is expected to be exceeded in background and build-out conditions in the PM peak hour and the northbound right-turn lane storage is expected to be exceeded in all conditions analyzed in both peak hours. Since the storage length is expected to be exceeded without the proposed development, and the recommended turn lanes are expected to reduce the background queues, extension of these turn lanes has not been identified as mitigation for the proposed development.

6.2 LOWER ROCKY RIVER ROAD AND PINE GROVE CHURCH ROAD

Table 6.2 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized, stop-controlled intersection of Lower Rocky River Road and Pine Grove Church Road.

Table 6.2 - Lower Rocky River Road and Pine Grove Church Road					
Condition	Measure	WB		NB	SB
		WBL	WBR	NBTR	SBLT
AM Peak Hour					
2020 Existing	LOS (Delay)	B (13.9)		A (0.0)	A (3.8)
	Synchro 95th Q	46'	-	0'	10'
2024 Background	LOS (Delay)	C (22.0)		A (0.0)	A (4.4)
	Synchro 95th Q	105'	-	0'	14'
2024 Build-out	LOS (Delay)	D (26.8)		A (0.0)	A (4.5)
	Synchro 95th Q	128'	-	0'	15'
2024 Build-out IMP	LOS (Delay)	C (20.8)		A (0.0)	A (4.5)
	Synchro 95th Q	93'	93'	0'	15'
PM Peak Hour					
2020 Existing	LOS (Delay)	C (18.7)		A (0.0)	A (5.8)
	Synchro 95th Q	46'	-	0'	25'
2024 Background	LOS (Delay)	C (21.2)		A (0.0)	A (6.6)
	Synchro 95th Q	58'	-	0'	34'
2024 Build-out	LOS (Delay)	E (36.3)		A (0.0)	A (6.7)
	Synchro 95th Q	105'	-	0'	35'
2024 Build-out IMP	LOS (Delay)	C (22.6)		A (0.0)	A (6.7)
	Synchro 95th Q	45'	45'	0'	35'

As shown in **Table 6.2**, under existing conditions, the overall intersection is expected to operate with short delays in both peak hours. In the 2024 background conditions, the intersection is expected to continue to operate with short delays in both peak hours. However, with the addition of site traffic, the stop-controlled westbound approach is expected to operate with moderate delays and drop to LOS D and LOS E in the AM and PM peak hours, respectively. Due to the increase in delay, mitigation was considered at this intersection.

To mitigate the impact of site traffic, it is recommended that a westbound right-turn lane along Pine Grove Church Road with a minimum of 100 feet of storage be constructed. With this improvement in place, the westbound approach is expected to return to LOS C with short delays in both peak hours.

6.3 LOWER ROCKY RIVER ROAD AND BURLWOOD ROAD

Table 6.3 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized, stop-controlled intersection of Lower Rocky River Road and Burlwood Road. Under the build-out condition, Burlwood Road is planned to provide access to the site.

Table 6.3 - Lower Rocky River Road and Burlwood Road				
Condition	Measure	EB	NB	SB
		EBLR	NBLT	SBTR
AM Peak Hour				
2020 Existing	LOS (Delay)	B (11.5)	A (0.1)	A (0.0)
	Synchro 95th Q	3'	0'	0'
2024 Background	LOS (Delay)	B (13.4)	A (0.1)	A (0.0)
	Synchro 95th Q	4'	0'	0'
2024 Build-out	LOS (Delay)	B (14.7)	A (0.2)	A (0.0)
	Synchro 95th Q	8'	0'	0'
PM Peak Hour				
2020 Existing	LOS (Delay)	B (12.1)	A (0.4)	A (0.0)
	Synchro 95th Q	2'	1'	0'
2024 Background	LOS (Delay)	B (13.5)	A (0.4)	A (0.0)
	Synchro 95th Q	3'	1'	0'
2024 Build-out	LOS (Delay)	C (15.4)	A (0.5)	A (0.0)
	Synchro 95th Q	6'	1'	0'

As shown in **Table 6.3**, under 2020 existing conditions, the stop-controlled eastbound approach of Burlwood is expected to operate with short delays in both peak hours.

Under 2024 background conditions, the overall intersection is expected to continue to operate with short during both peak hours. In the build-out conditions, Burlwood Road is planned to provide access to the site. With the addition of site traffic, the overall intersection is expected to continue to operate with short delays in both peak hours.

Therefore, no improvements are recommended at this intersection for capacity reasons due to the proposed site.

Based on coordination with NCDOT and the Town, the existing section of Burlwood Road should be upgraded to provide a 20 foot asphalt pavement section (minimum).

6.4 LOWER ROCKY RIVER ROAD AND PIONEER MILL ROAD

Table 6.4 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized, stop-controlled intersection of Lower Rocky River Road and Pioneer Mill Road.

Table 6.4 - Lower Rocky River Road and Pioneer Mill Road				
Condition	Measure	WB	NB	SB
		WBLR	NBTR	SBLT
AM Peak Hour				
2020 Existing	LOS (Delay)	A (9.4)	A (0.0)	A (1.5)
	Synchro 95th Q	7'	0'	2'
2024 Background	LOS (Delay)	B (10.2)	A (0.0)	A (2.4)
	Synchro 95th Q	16'	0'	5'
2024 Build-out	LOS (Delay)	B (10.4)	A (0.0)	A (2.3)
	Synchro 95th Q	17'	0'	5'
PM Peak Hour				
2020 Existing	LOS (Delay)	B (10.2)	A (0.0)	A (3.5)
	Synchro 95th Q	8'	0'	6'
2024 Background	LOS (Delay)	B (10.8)	A (0.0)	A (3.8)
	Synchro 95th Q	13'	0'	8'
2024 Build-out	LOS (Delay)	B (11.3)	A (0.0)	A (3.7)
	Synchro 95th Q	15'	0'	9'

As shown in **Table 6.4**, under 2020 existing conditions, the stop-controlled westbound approach of Pioneer Mill Road is expected to operate with short delays in both peak hours.

Under 2024 background conditions, the overall intersection is expected to continue to operate with short delays during both peak hours. With the addition of site traffic, the intersection is expected to continue to operate with short delays in both peak hours.

Therefore, no improvements are recommended at this intersection for capacity reasons due to the proposed site.

6.5 LOWER ROCKY RIVER ROAD AND HICKORY RIDGE ROAD

Table 6.5 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized, stop-controlled intersection of Lower Rocky River Road and Hickory Ridge Road.

Table 6.5 - Lower Rocky River Road and Hickory Ridge Road					
Condition	Measure	EB		NB	SB
		EBL	EBR	NBLT	SBTR
AM Peak Hour					
2020 Existing	LOS (Delay)	B (11.3)		A (2.5)	A (0.0)
	Synchro 95th Q	7'	-	2'	0'
2024 Background	LOS (Delay)	C (16.4)		A (5.4)	A (0.0)
	Synchro 95th Q	29'	29'	11'	0'
2024 Build-out	LOS (Delay)	C (17.8)		A (5.4)	A (0.0)
	Synchro 95th Q	34'	34'	12'	0'
PM Peak Hour					
2020 Existing	LOS (Delay)	C (15.3)		A (2.2)	A (0.0)
	Synchro 95th Q	32'	-	5'	0'
2024 Background	LOS (Delay)	C (16.1)		A (3.1)	A (0.0)
	Synchro 95th Q	35'	35'	9'	0'
2024 Build-out	LOS (Delay)	C (18.5)		A (3.1)	A (0.0)
	Synchro 95th Q	47'	47'	10'	0'

As shown in **Table 6.5**, under 2020 existing conditions, the stop-controlled eastbound approach of Hickory Ridge Road is expected to operate with short delays in both peak hours.

As noted in **Section 4.2**, as committed by the Orchid Ridge development, construction of an eastbound right-turn lane with 100 feet of storage was included in both background and build-out conditions at this intersection.

With this improvement in place, under 2024 background conditions, the overall intersection is expected to continue to operate with short delays during both peak hours. With the addition of site traffic, the intersection is expected to continue to operate with short delays in both peak hours.

Therefore, no improvements are recommended at this intersection for capacity reasons due to the proposed site.

6.6 LOWER ROCKY RIVER ROAD AND SITE ACCESS

Table 6.6 summarizes the LOS, control delay and 95th percentile queue lengths at the proposed unsignalized, stop-controlled intersection of Lower Rocky River Road and Site Access.

Table 6.6 - Lower Rocky River Road and Site Access				
Condition	Measure	EB	NB	SB
		EBLR	NBLT	SBTR
AM Peak Hour				
2024 Build-out	LOS (Delay)	B (12.8)	A (0.5)	A (0.0)
	Synchro 95th Q	14'	1'	0'
PM Peak Hour				
2024 Build-out	LOS (Delay)	B (14.0)	A (1.4)	A (0.0)
	Synchro 95th Q	11'	3'	0'

This intersection provides access to the site via a full-movement connection to Lower Rocky River Road. As shown in **Table 6.6**, the stop-controlled eastbound approach of the intersection is expected to operate with short delays under build-out of the site. Therefore, no improvements are recommended at this intersection for capacity reasons due to the proposed site.

Based on the anticipated queues on the eastbound approach, an internal protected stem of 100 feet is recommended.

7.0 Auxiliary Turn Lane Warrants

Warrants for additional turn-lane improvements for unsignalized intersection beyond those necessary for capacity were determined based on a review of the figure titled 'Warrant for Left and Right-Turn Lanes' found on page 80 in the *NCDOT Policy On Street And Driveway Access to North Carolina Highways*. The results of the warrants for left and right-turn lanes under 2024 background and build-out conditions are summarized by intersection below and included in the **Appendix**.

Lower Rocky River Road and Pine Grove Church Road

2024 Background Conditions

- Southbound left-turn lane along Lower Rocky River Road with a minimum storage length of 300 feet

2024 Build Conditions

- Southbound left-turn lane along Lower Rocky River Road with a minimum storage length of 300 feet

Since the southbound left-turn lane is warranted in both background and build-out conditions, it is not recommended to be constructed by the proposed development.

Lower Rocky River Road and Pioneer Mill Road

2024 Background Conditions

- Southbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet

2024 Build Conditions

- Southbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet

Since the southbound left-turn lane is warranted in both background and build-out conditions, it is not recommended to be constructed by the proposed development.

Lower Rocky River Road and Hickory Ridge Road

2024 Background Conditions

- Southbound right-turn lane along Lower Rocky River Road with a minimum storage length of 75 feet
- Northbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet

2024 Build Conditions

- Southbound right-turn lane along Lower Rocky River Road with a minimum storage length of 75 feet
- Northbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet

Since both turn lanes are warranted in both background and build-out conditions, it is not recommended to be constructed by the proposed development.

Lower Rocky River Road and Site Access**2024 Build Conditions**

- Southbound right-turn lane along Lower Rocky River Road with a minimum storage length of 50 feet
- Northbound left-turn lane along Lower Rocky River Road with a minimum storage length of 50 feet

A minimum storage length of 100 feet is typically required for auxiliary turn lanes by NCDOT. Therefore, a southbound right-turn lane and a northbound left-turn lane each with a minimum of 100 feet of storage are recommended. Per NCDOT and the Town, a three-lane section will be required along Lower Rocky River Road between Pioneer Mill Road and the Site Access.

Based on coordination with NCDOT and the Town, the following turn lanes will also be required:

- Northbound left-turn lane with 100 feet of storage along Lower Rocky River Road onto Burlwood Road
- Southbound left-turn lane with 150 feet of storage along Lower Rocky River Road onto Pine Grove Church Road

8.0 Crash Data Analysis

Crash data was obtained at study intersections for crashes that occurred between October 1, 2017 and September 30, 2020. Over this three-year period, 20 total crashes were reported at the five study intersections. The breakdown of crashes at these four study intersections by severity, frequency, and accident type can be seen the tables below.

Table 8.1 – Crash Severity Summary

Crash Type	Number of Crashes
Fatal Crashes	0
Class A	0
Class B	1
Class C	6
Property Damage Only	13
Total	20

Table 8.1 above displays the total number of crashes by severity type from most to least severe. As shown, there were no fatal or Class A crashes reported in the study area intersections over the past three years. 'Class A' incidents are crashes in which serious injury is suspected, which can include significant loss of blood or broken bones. 'Class B' incidents are crashes in which minor injury is suspected, such as bruises or minor cuts. There was one of these crash types within the study area reported over the three years. There were 6 'Class C' crashes reported, which are defined as crashes wherein possible injuries occur. Possible injuries are injuries reported by the person or indicated by his/her behavior, but no wounds or injuries are physically present, such as limping or complaint of neck pain. There were 13 crashes in which only property damage occurred, meaning no injury was reported in 65% of the recorded crashes at the study intersections.

Table 8.2 – Accident Frequency Summary

Location	Crashes/100 MEV
Lower Rocky River Road and Rocky River Road	61.35
Lower Rocky River Road and Pine Grove Church Road	57.97
Lower Rocky River Road and Burlwood Road	24.04
Lower Rocky River Road and Pioneer Mill Road	182.37
Lower Rocky River Road and Hickory Ridge Road	19.84
Average	61.67

Shown in **Table 8.2** are the accident frequency rates for each study intersection, reported in crashes per 100 million entering vehicles (MEV). Their rates resulted in a weighted average crash rate of 61.67 crashes per 100 MEV, with the highest rate occurring at the intersection of Lower Rocky River Road and Pioneer Mill Road.

Table 8.3 – Accident Type Summary

Crash Type	Lower Rocky River Road and Rocky River Road	Lower Rocky River Road and Pine Grove Church Road	Lower Rocky River Road and Burlwood Road	Lower Rocky River Road and Pioneer Mill Road	Lower Rocky River Road and Hickory Ridge Road
Backing Up				1	
Fixed Object	2	2		4	
Left-Turn, Same Roadway	1				
Other Non-Collision					1
Ran off Road - Straight				1	
Ran off Road - Right	1	1			
Rear End, Slow or Stop	4	1			
Sideswipe, Same Direction			1		
Total	8	4	1	6	1

As seen in **Table 8.3**, at the five study intersections, the most common crash type was a collision caused by a fixed object, with 40% of crashes. A majority of these reported crashes were collisions with a ditch, which could be indicative of run-off the road crashes. The second most common crash type was a rear end collision caused by slowing or stopping. This crash type is often associated with mainline traffic along a corridor with unsignalized turning movements with the lack of turn lanes onto side-streets.

9.0 Mitigation Improvements

Based on the capacity analyses performed at each of the identified study intersections, the following improvements have been identified to mitigate the impact of the proposed development on the adjacent street network:

Lower Rocky River Road and Rocky River Road

- Construction of a westbound left-turn lane along Rocky River Road with a minimum of 250 feet of storage.
- Implementation of permitted-overlap phasing on the northbound right-turn lane.

Lower Rocky River Road and Pine Grove Church Road

- Construction of a westbound right-turn lane along Pine Grove Church Road with a minimum of 100 feet of storage.
- Construction of a southbound left-turn lane along Lower Rocky River Road with a minimum of 150 feet of storage.

Lower Rocky River Road and Burlwood Road

- Construction of a northbound left-turn lane along Lower Rocky River Road with a minimum of 100 feet of storage.
- Upgrade the existing section of Burlwood Road to provide a 20 foot asphalt pavement section (minimum).

Lower Rocky River Road and Pioneer Mill Road

- Construction of a southbound left-turn lane along Lower Rocky River Road with a minimum of 100 feet of storage.
- Construction of a three-lane section along Lower Rocky River Road between Pioneer Mill Road and the Site Access.

Lower Rocky River Road and Site Access

- Construction of the eastbound approach with one ingress & one egress lane and an internal protected stem of 100 feet.
- Construction of a southbound right-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet.
- Construction of a northbound left-turn lane along Lower Rocky River Road with a minimum storage length of 100 feet.
- Construction of a three-lane section along Lower Rocky River Road between Pioneer Mill Road and the Site Access.

The mitigation improvement identified within the study area are shown in **Figure 9.1**. The improvements shown on this figure are subject to approval by NCDOT and the Town of Harrisburg. All additions and attachments to the State and Town roadway system shall be properly permitted, designed and constructed in conformance to standards maintained by the agencies.

APPENDIX

July 21, 2021

Town of Harrisburg
Mr. Sushil Nepal
4100 Main Street, Suite 101
Harrisburg, NC 28075

RE: Public Open Space for McKinley Subdivision

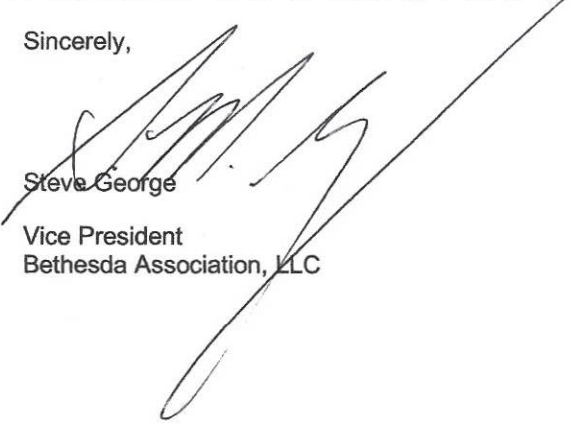
Dear Mr. Nepal,

We would like to present payment in lieu of dedication of public open space for the proposed McKinley single family subdivision plan along Lower Rocky River Road. The total purchase price for the property is \$1,000,000 and the acreage is 193.121 acres which averages out to \$5,178.10 per acre. There are 162 lots to be annexed into the Town of Harrisburg which calculates to 4.62 acres of required open space based upon 1/35 of an acre per unit. The McKinley subdivision plan proposes 1.72 acres of public open space via a 25 ft greenway easement. We request to make a payment for the remaining 2.9 acres of required public open space at the time of lot platting.

Total Fee to be Paid = \$5,178.10 / acres x 2.9 acres = \$15,016.49

Please advise if you have any questions or need additional documentation. We look forward to working with you and the Town of Harrisburg on this project.

Sincerely,



Steve George

Vice President
Bethesda Association, LLC



PETITION REQUESTING ANNEXATION

DATE: 06/29/2021

TO THE TOWN COUNCIL OF THE TOWN OF HARRISBURG

1. We the undersigned owners of real property respectfully request that the area described in paragraph 2 below be annexed to the Town of Harrisburg.

2. The area to be annexed is:

☐ CONTIGUOUS

☒ NON-CONTIGUOUS

to the Town of Harrisburg and the boundaries of such territory are:

☒ ATTACHED

☐ DESCRIBED AS FOLLOWS:

3. A sealed survey is attached showing the area proposed for annexation in relation to the primary corporate limits of the Town of Harrisburg.

4. SIGNATURE OF OWNERS

NAME

ADDRESS

Rocky Investments, LLC 205 Ivyshaw Rd, Cary, NC 27519

Bethesda Association, LLC 4112 Blue Ridge Rd, Suite 20
Durham, NC 27711



**RESOLUTION FIXING DATE OF PUBLIC HEARING ON QUESTION
OF ANNEXATION PURSUANT TO G.S. 160A-58.1**

WHEREAS, a petition requesting annexation of the area described herein has been received; and

WHEREAS, the Town Council has by resolution directed the Town of Harrisburg Clerk to investigate the sufficiency of the petition; and

WHEREAS, certification by the Town Clerk as to sufficiency of the petition has been made;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Harrisburg, North Carolina that:

Section 1. A public hearing on the question of annexation of the area described herein will be held at Harrisburg Town Hall at 4100 Main Street, Harrisburg, North Carolina at 6:00 p.m. on September 13, 2021.

Section 2. The area proposed for annexation is described as follows:

BEGINNING at a computed point near the center of Lower Rocky River Road, said point having N.C. Grid Coordinates of N 560466.2328 E 1524399.0284, said road having a Variable width maintained N.C.D.O.T. Right of way; Thence from said beginning point N 82°49'35" W passing an iron found at 30.79 feet for a total distance of 486.32 feet to an iron found, said iron being a common corner of the James Thompson Property recorded in Deed Book 6561 page 231 of the Cabarrus County Registry; thence from said iron found S 9°06'50" W 162.63 feet to an iron found; Thence N 88°38'21" W 70.28 feet to an iron found; thence N 88°25'46" W 1232.24 feet to a P.K. nail found; said nail found being a common corner of the Margaret Stallings property recorded in Deed Book 2003E, page 39 of the Cabarrus County Registry; thence N 21°57'25" W 886.67 feet to and Axle Found; thence N 77°30'16" W 481.24 feet to an iron found; thence N 77°30'25" W 450.50 feet to an iron found; thence N 77°30'28" W 205.47 feet to an iron pipe; thence N 77°03'52" W 104.39 feet to an iron pipe, said pipe being a common corner of the Mark Lee Harris Estate recorded in Deed Book 87, Page 291 of the Cabarrus County Registry; thence from said pipe and with the Harris Estate Line N 7°13'28" W 3141.94 Feet to an iron found; thence S 89°21'36" W 609.92 feet to an iron found, said iron being a common corner of the Green Tree Servicing LLC Property recorded in Deed Book 9636, Page 301 of the Cabarrus County Registry; thence N 3°28'49" W Passing an iron found on the creek bank at 757.41 feet, for a total distance of 832.41 feet to a point in the center of Reedy Creek; thence from said point and running with the center of Reedy Creek for Thirty-five (35) calls as follows: (1) S 28°48'04" E 60.32 (2) S 57°00'13" E 52.24 (3) S 82°17'45" E 119.37 (4) N 77°58'45" E 60.14 (5) S 79°08'26" E 39.55 (6) S 64°02'47" E 32.6 (7) S 36°05'41" E 66.44 (8) S 29°08'13" E 102.62 (9) S 1°26'10" E 56.22 (10) S 24°22'05" W 36.46 (11) S 57°47'11" W 57.06 (12) S 11°57'11" W 33.03 (13) S 36°03'29" E 52.41 (14) S 41°15'49" E 72.95 (15) S 26°49'00" E 124.63 (16) S 38°38'48" E 45.23 (17) S 69°28'02" E 47.2 (18) N 86°54'23" E 46.85 (19) N 30°37'30" E 37.14 (20) N 25°03'48" E 163.57 (21) N 41°49'25" E 174.81 (22) N 33°01'33" E 239.88 (23) N 27°14'55" E 77.22 (24) N 14°08'54" E 101.5 (25) N 6°19'11" E 55.97 (26) N 37°01'06" E 143.83 (27) N 66°28'02" E 99.21 (28) S 76°02'51" E 155.16 (29) N 71°29'29" E 172.3 (30) S 79°29'17" E 59.35 (31) S 42°19'37" E 70.07 (32) S 50°48'40" E 133.94 (33) S 27°21'14" E 74.08 (34) S 89°15'26" E 72.84 (35) N 57°41'31" E 116.56 to a point in the Center of said creek; thence leaving Reedy Creek S 63°56'37" E 136.30 feet to a concrete filled pipe; thence S 56°30'36" E 645.81 feet to and Axle found, said Axle being a common corner of the Athena Cedar LLC Property recorded in Deed Book 7615, Page 01 and the T&T Custom Homes property recorded in Deed Book 13835, page 59, Both of the Cabarrus County Registry;

thence from said Axle S 1°34'36" E 635.94 feet to an iron found; Thence S 1°31'27" E 40.89 feet to an iron found; thence S 1°23'02" E 399.79 Feet to an iron found; thence S 1°26'40" E 669.69 feet to an iron found; thence N 89°32'36" W 587.02 feet to an Axle Found; thence S 0°16'43" W 1475.50 feet to an iron pipe found; thence S 30°34'19" E 155.94 feet to a point; thence S 77°56'14" E 515.84 feet to an iron found; thence S 8°38'01" W 327.67 to an iron found; thence S 85°40'39" E 610.06 feet to an iron found; thence S 85°52'17" E 88.0 feet to an iron found; thence S 85°42'20" E 231.69 feet to an iron found; thence S 85°40'35" E 256.78 feet to an iron found; thence S 85°42'10" E 251.75 feet to an iron found; thence S 85°38'11" E 98.78 feet to an iron found; thence S 85°47'48" E 146.68 feet to an iron found; thence S 85°47'48" E 255.53 feet to a computed point near the Centerline of Lower Rocky River Road; thence S 6°24'09" W 520.32 feet to a computed point; thence S 4°44'30" W 208.28 feet to the point and place of BEGINNING, containing 190.50 Acres as shown on a survey by Lawrence Associates titled Annexation Plat, Dated July 27, 2021 to which reference is hereby made.

Section 3. Notice of the public hearing shall be published in the Independent Tribune, a newspaper having general circulation in the Town of Harrisburg, at least ten (10) days prior to the date of the public hearing.

Steven J. Sciascia, Mayor

ATTEST:

Janet Rackley, Clerk



To the Town Council of the Town of Harrisburg of Harrisburg North Carolina:

I, Janet Rackley, Clerk, do hereby certify that I have investigated the petitions attached hereto and have found as a fact that said petition is signed by all owners of real property lying in the area described therein, in accordance with G.S. 160A-58.1.

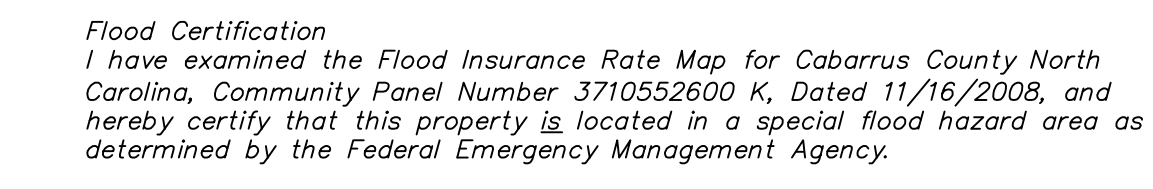
In witness whereof, I have hereunto set my hand and affixed the seal of the Town of Harrisburg of Harrisburg, North Carolina, this 29th day of June 2021.



Janet Rackley
Janet Rackley, Clerk



Vicinity Map (NTS)



Certificate of Survey and Accuracy
State of North Carolina, Union County
I, Clinton D. Lawrence, certify that this plat was drawn under my supervision
from an actual survey made under my supervision (deed recorded in Book As
Show); that the boundaries not surveyed are clearly indicated as
dashed lines drawn from adjoining owners deeds as shown; that the ratio of
precision as calculated is 1:10,000; or better; that this plat was prepared in
accordance with G.S. 47-30 as amended.

Witness my original signature, registration number _____ and seal, this the _____ day of _____, A.D., 20____.

Preliminary
For Review Only

Clinton D. Lawrence, NCPLS L-5056

CADILLAC/LAWRENCE-201901 Lawrence Projects\15780 Harriehum Lower Rocky River Road\Boundary Update 7-27-22\1

Line #	Length	Direction
L41	104.39	N77.0352W
L42	88.00	S85.5217E
L43	231.69	S85.4220E
L44	256.78	S85.4035E
L45	251.75	S85.4210E
L46	98.78	S85.3811E
L47	146.68	S85.4748E
L48	255.53	S85.4748E
L49	155.94	N30.3419W

Legend	
Water line.....	W
Gas line.....	G
Underground tele	UT
Overhead electric..	OE
Flood district limit.	-----
Power pole.....	PP

*Preliminary
For Review Only*

ANNEXATION PLAT

*Rocky Investments, LLC &
Bethesda Association, LLC*
p. 1 Township, Cabarrus County, N.C.

REVISIONS

Address: 9820 Lower Rocky River Rd.
Concord N.C. 28025


LAWRENCE
**LAWRENCE
ASSOCIATES**

106 W. Jefferson St.
Monroe, North Carolina 28112
6704-200-1013

F 704-283-9035
www.lawrencesurveying.com

Orig. scale: 1" = 200' Date: July 27, 2021 Drawn By: MCM

Drawing file: Boundary Update 7-27-221.dwg Drawing no. 21/134

Drawing No. 22/101

ORDINANCE #7021

**AN ORDINANCE TO EXTEND THE CORPORATE LIMITS OF THE
TOWN OF HARRISBURG, NORTH CAROLINA**

WHEREAS, the Town of Harrisburg has been petitioned under G.S. 160A-58.1 to annex the area described below; and

WHEREAS, the Town of Harrisburg has by resolution directed the Town of Harrisburg Clerk to investigate the sufficiency of the petition; and

WHEREAS, the Town of Harrisburg Clerk has certified the sufficiency of the petition and a public hearing on the question of this annexation was held at Harrisburg Town Hall, 4100 Main Street, Suite 101, Harrisburg, N.C. on September 13th, 2021, after due notice by Independent Tribune; and

WHEREAS, the Town of Harrisburg finds that the area described therein meets the standards of G.S. 160A-58,1(b), to wit:

- a. The nearest point on the proposed satellite corporate limits is not more than three (3) miles from the corporate limits of the Town of Harrisburg;
- b. No point of the proposed satellite corporate limits is closer to another municipality than to the Town of Harrisburg;
- c. The area described is so situated that the Town of Harrisburg will be able to provide the same services within the proposed satellite corporate limits that it provides within the primary corporate limits;
- d. No subdivision, as defined in G.S. 160A-376, will be fragmented by this proposed annexation;
- e. The area within the proposed satellite corporate limits, when added to the area within all other satellite corporate limits, does not exceed ten percent (10%) of the area within the primary corporate limits of the Town of Harrisburg; and

WHEREAS, the Town Council further finds that the petition has been signed by all owners of the real property in the area who are required by law to sign; and

WHEREAS, the Town Council further finds that the petition is otherwise valid, and that the public health, safety and welfare of the Town of Harrisburg and of the area proposed for annexation will best served by annexing the area described;

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Harrisburg of Harrisburg, North Carolina that:

Section 1. By virtue of the authority granted by G.S. 160A-58.2, the following described non-contiguous territory is hereby annexed and made part of the Town of Harrisburg:

BEGINNING at a computed point near the center of Lower Rocky River Road, said point having N.C. Grid Coordinates of N 560466.2328 E 1524399.0284, said road having a Variable width maintained N.C.D.O.T. Right of way; Thence from said beginning point N 82°49'35" W passing an iron found at 30.79 feet for a total distance of 486.32 feet to an iron found, said iron being a common corner of the James Thompson Property recorded in Deed Book 6561 page 231 of the Cabarrus County Registry; thence from said iron found S 9°06'50" W 162.63 feet to an iron found; Thence N 88°38'21" W 70.28 feet to an iron found; thence N 88°25'46" W 1232.24 feet to a P.K. nail found; said nail found being a common corner of the Margaret Stallings property recorded in Deed Book 2003E, page 39 of the Cabarrus County Registry; thence N 21°57'25" W 886.67 feet to and Axle Found; thence N 77°30'16" W 481.24 feet to an iron found; thence N 77°30'25" W 450.50 feet to an iron found; thence N 77°30'28" W 205.47 feet to an iron pipe; thence N 77°03'52" W 104.39 feet to an iron pipe, said pipe being a common corner of the Mark Lee Harris Estate recorded in Deed Book 87, Page 291 of the Cabarrus County Registry; thence from said pipe and with the Harris Estate Line N 7°13'28" W 3141.94 Feet to an iron found; thence S 89°21'36" W 609.92 feet to an iron found, said iron being a common corner of the Green Tree Servicing LLC Property recorded in Deed Book 9636, Page 301 of the Cabarrus County Registry; thence N 3°28'49" W Passing an iron found on the creek bank at 757.41 feet, for a total distance of 832.41 feet to a point in the center of Reedy Creek; thence from said point and running with the center of Reedy Creek for Thirty-five (35) calls as follows: (1) S 28°48'04" E 60.32 (2) S 57°00'13" E 52.24 (3) S 82°17'45" E 119.37 (4) N 77°58'45" E 60.14 (5) S 79°08'26" E 39.55 (6) S 64°02'47" E 32.6 (7) S 36°05'41" E 66.44 (8) S 29°08'13" E 102.62 (9) S 1°26'10" E 56.22 (10) S 24°22'05" W 36.46 (11) S 57°47'11" W 57.06 (12) S 11°57'11" W 33.03 (13) S 36°03'29" E 52.41 (14) S 41°15'49" E 72.95 (15) S 26°49'00" E 124.63 (16) S 38°38'48" E 45.23 (17) S 69°28'02" E 47.2 (18) N 86°54'23" E 46.85 (19) N 30°37'30" E 37.14 (20) N 25°03'48" E 163.57 (21) N 41°49'25" E 174.81 (22) N 33°01'33" E 239.88 (23) N 27°14'55" E 77.22 (24) N 14°08'54" E 101.5 (25) N 6°19'11" E 55.97 (26) N 37°01'06" E 143.83 (27) N 66°28'02" E 99.21 (28) S 76°02'51" E 155.16 (29) N 71°29'29" E 172.3 (30) S 79°29'17" E 59.35 (31) S 42°19'37" E 70.07 (32) S 50°48'40" E 133.94 (33) S 27°21'14" E 74.08 (34) S 89°15'26" E 72.84 (35) N 57°41'31" E 116.56 to a point in the Center of said creek; thence leaving Reedy Creek S 63°56'37" E 136.30 feet to a concrete filled pipe; thence S 56°30'36" E 645.81 feet to and Axle found, said Axle being a common corner of the Athena Cedar LLC Property recorded in Deed Book 7615, Page 01 and the T&T Custom Homes property recorded in Deed Book 13835, page 59, Both of the Cabarrus County Registry; thence from said Axle S 1°34'36" E 635.94 feet to an iron found; Thence S 1°31'27" E 40.89 feet to an iron found; thence S 1°23'02" E 399.79 Feet to an iron found; thence S 1°26'40" E 669.69 feet to an iron found; thence N 89°32'36" W 587.02 feet to an Axle Found; thence S 0°16'43" W 1475.50 feet to an iron pipe found; thence S 30°34'19" E 155.94 feet to a point; thence S 77°56'14" E 515.84 feet to an iron found; thence S 8°38'01" W 327.67 to an iron found; thence S 85°40'39" E 610.06 feet to an iron found; thence S 85°52'17" E 88.0 feet to an iron found; thence S 85°42'20" E 231.69 feet to an iron found; thence S 85°40'35" E 256.78 feet to an iron found; thence S 85°42'10" E 251.75 feet to an iron found; thence S 85°38'11" E 98.78 feet to an iron found; thence S 85°47'48" E 146.68 feet to an iron found; thence S 85°47'48" E 255.53 feet to a computed point near the Centerline of Lower Rocky River Road; thence S 6°24'09" W 520.32 feet to a computed point; thence S 4°44'30" W 208.28 feet to the point and place of BEGINNING, containing 190.50 Acres as shown on a survey by Lawrence Associates titled Annexation Plat, Dated July 27, 2021 to which reference is hereby made.

Map recorded at Cabarrus County Register of Deeds, Book _____ Page _____

Section 2. Upon and after October 11th, 2021, the above-described territory and its citizens and property shall be subject to all debts, laws, ordinances and regulations in forced in the Town of Harrisburg and shall be entitled to the same privileges and benefits as other parts of the Town of Harrisburg. Said territory shall be subject to municipal taxes according to G.S. 160A-58.10.

Section 3. The Mayor of the Town of Harrisburg shall cause to be recorded in the office of the Register of Deeds of Cabarrus County, and in the office of the Secretary of State at Raleigh, North Carolina, an accurate map of the annexed territory, described in Section 1 above, together with a duly certified copy of the ordinance. Such a map shall also be delivered to the Cabarrus County Board of Election, as required by G.S. 163-288.1.

Adopted this 11th day of October, 2021

Steven J. Sciascia, Mayor

ATTEST:

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Conditional Rezoning and Zoning Map Amendment of Properties at the Corner of Rocky River Rd. and Hickory Ridge, Shoppes at Hickory Ridge (Blume Corner). (H2021-05 (R))

Presenting Personnel:

Sushil Nepal, Planning & Economic Development Director

Suggested Motion or Action:

If approved, the following motion is suggested:

To approve the Conditional Rezoning and Zoning Map Amendment for parcels at the Corner of Rocky River Rd and Hickory Ridge (H-2021-05 (R)).

If denied, the following motion is suggested:

To deny the Conditional Rezoning and Zoning Map Amendment for parcels at the Corner of Rocky River Rd and Hickory Ridge (H-2021-05 (R)).

Description/Background:

ESP Associates, on behalf of the the property owners and developers of parcel 55164783470000 has submitted a request to rezone approximately 14.281 acres of land located southeast corner of the intersection of Rocky River Road and Hickory Ridge Road (Blume Corner). The applicant proposes to develop a mixed-use development with five commercial/office buildings and 55 attached residential units (town homes). To achieve this, the applicant is requesting that the property be rezoned from RE (Residential Estate) to CZ-B1 (Conditional Zoning Neighborhood Commercial/Office). The proposed gross density of the residential portion of the site is 6.19 dwelling units per acre. The property is in the Town of Harrisburg corporate limits and therefore an Annexation is not required.

A staff report is attached for more information and a site plan is submitted for your consideration. If approved, staff will continue reviewing the site plan in accordance with our Unified Development Ordinance (UDO) during the subsequent Preliminary Plat and Construction Document (CDs) reviews. Staff is recommending approval of the rezoning request with conditions included in the staff report.

A Public Hearing on the rezoning request was held at the September Council meeting. Final action on the rezoning will be taken at the October 11th meeting.

Recommendation:

With the conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO). Planning and Zoning Board recommended approval at their July meeting.

Planning and Zoning Department staff supports approval of the rezoning request (H2021-05-R) with conditions.

Fiscal Impact:

None.

Attachments:

1. H_2021_05_R_Application for Rezoning Map Amendment
2. H_2021_05_R_Site Map
3. H_2021_05_R Staff Report TC rev
4. H_2021_05_R_Rezoning Site Plan rev
5. H_2021_05_R_Neighborhood Meeting Summary
6. H_2021_05_R_TIA Report
7. H2021-05-R Open Space Fee-in-Lieu



APPLICATION FOR ZONING MAP AMENDMENT

The following steps are required in order for your application to be considered complete.

Incomplete applications will be returned to the applicant and will not be processed.

1. Schedule a pre-application meeting with staff.
2. Submit a completed application for an amendment to the official zoning map. All applications must include:
 - a. A list of all adjacent property owners (include owner name, address, and Parcel Identification Number)
 - b. A recent survey or legal description of the property or area to be rezoned
 - c. A copy of the letter, minutes, and the sign-up sheet from the Neighborhood Meeting
 - d. Copies of the Traffic Impact Analysis (TIA), proposed site plan, landscape plan, and proposed building elevations (applicability determined at pre-application meeting with staff)
3. Submit cash, checks, or money orders made payable to the Town of Harrisburg for all fees listed in the pre-application checklist.

Overview of the Rezoning Process:

1. Hold a pre-application meeting with staff to discuss your rezoning request and the map amendment process.
2. Hold a **neighborhood meeting** with the adjacent property owners. All adjacent property owners must be contacted and given an opportunity to meet with the applicant at a meeting established at a reasonable time. No member of the Town decision-making entity may participate in this meeting.
3. Submit a Zoning Map Amendment application to the Town of Harrisburg Planning Department. All applications must be submitted by the third Tuesday of the Month to go before the Planning and Zoning Board on the following month. NOTE: If the request is a Conditional Zoning request, complete and submit, with this application, a Conditional Rezoning Application.
4. Planning staff will review your application and subsequent information, prepare a staff report for the Board and take your request to the Planning and Zoning Board for a recommendation to the Town Council. Planning Board meetings are held on the third Tuesday of every month at 7:00 PM.
5. Once the Planning and Zoning Board has made a recommendation, staff will notify the adjacent property owners of the public hearing, post a sign on the property, and place announcements of the hearing in the local newspaper.
6. Town Council meetings are held on the second Monday of every month at 7:00 PM. At this meeting the Council will hold a public hearing and may vote on your request. Meetings are held at the Harrisburg Town Hall located at 4100 Main Street, Suite 101.

Questions: Contact the Town of Harrisburg Planning Department with any questions regarding rezonings in the Town of Harrisburg. Staff can be reached at 704-455-0709.



HarrisburgNC

The right side of opportunity

Subject Property Information

1. Street Address 8479 Rocky River Road
2. PIN(s) (10 digit#) 5516 -- 478 -- 347 ; -- --
3. Deed Reference Book 2405 Page 330
4. Township # 1

Description of Subject Property

5. Size (square feet or acreage) 15.461
6. Street Frontage (feet) 936 ft on Hickory Ridge Rd, 782 ft on Rocky River Rd.
7. Current Land Use RE
8. Surrounding Land Use and Zoning Classification

North: Zoning LDR Land Use Single family

South: Zoning CZ-RL Land Use Single family

East: Zoning CZ-RL Land Use Single family

West: Zoning CR Land Use Vacant Land

9. Request to Change Zoning From RE to CZ - B1

10. Is this a request for a Conditional Rezoning? ☒ YES NO

(If YES, you must also submit an application for a Conditional Rezoning)

11. Purpose for Request: To rezone the property to allow for
a townhome & neighborhood commercial development.



HarrisburgNC

The right side of opportunity

Owner/Agent/Applicant Information

It is understood by all parties hereto that while this application will be carefully considered and reviewed, the burden of providing its need and providing all required evidence rests with the below named petitioner.

I do hereby certify that all information which I have provided for this application is, to the best of my/our knowledge, correct.

12. Property Owner

Address

Phone

Fax

Email:

Signature

13. Agent (if any)

Address

Phone

Fax

Email

Signature

14. Applicant (if any)

Address

Phone

Fax

Email

Signature

True Summit Capital, Inc.

1815 Back Creek Dr.

980. 721. 6636

midlibi@truesummitcapital.com

[Handwritten Signature]

NOTE: If multiple parcels are involved in a request, property owners must sign an application identifying the individual parcel(s) represented. Each parcel included in the request must be accounted for in the application process for the application to be considered complete.



HarrisburgNC

The right side of opportunity

APPLICATION FOR CONDITIONAL REZONING

Applications for a Conditional District must be accompanied by an application for a Zoning Map Amendment.

1. Please submit fifteen (15) copies of a complete development plan in conformance with Appendix B, Section B-4 of the UDO (all conditional rezoning applications shall include a site specific development plan which, if approved, shall be binding on the property in question). If approved, a zoning site plan review and approval will be required to receive a zoning compliance permit. For specific requirements, please see the form entitled "Site Plan Requirements".
2. Please list the specific permitted land use(s) that you are proposing. Land use(s) shall be chosen from Article 4.6 in the Harrisburg UDO titled "Use Regulations" and shall correspond to the Zoning District requested.

Single-family, attached
Child care Center
Accounting & Tax Services
Banks
Clothing Alterations/Repair
Footwear repair
Dry Cleaning & Laundry Services
Electronic repair (ex: phone repair)
Hair, Skin, Nail Care Services
Architectural/Engineering Services

Interior Design Services
Legal & Financial Services
Medical/Healthcare Offices
Petcare Services (ex: animal hospital)
Real Estate Office
Art Dealer
Bake Goods/Snack Shop
Book/Music Store
Brewery
Clothing Store
Florist

3. Please list any specific conditions that you would be willing to impose as part of this application (example: no outside storage permitted on-site, increased buffer width, etc.).

- Gast Stations & automobile-related uses are prohibited
- Maximum number of Townhome units that can be rented is 10% of total units
- Berm along southern property boundary will be enhanced
- Fence to be installed on eastern side of new public ROW
- Vinyl will not be allowed as a primary building material

(Continued)





APPLICATION FOR CONDITIONAL REZONING

Applications for a Conditional District must be accompanied by an application for a Zoning Map Amendment.

1. Please submit fifteen (15) copies of a complete development plan in conformance with Appendix B, Section B-4 of the UDO (all conditional rezoning applications shall include a site specific development plan which, if approved, shall be binding on the property in question). If approved, a zoning site plan review and approval will be required to receive a zoning compliance permit. For specific requirements, please see the form entitled "Site Plan Requirements".
2. Please list the specific permitted land use(s) that you are proposing. Land use(s) shall be chosen from Article 4.6 in the Harrisburg UDO titled "Use Regulations" and shall correspond to the Zoning District requested.

Continued

Gift, novelty, Sovenir store

Health club & fitness uses

Jewelry, Luggage store

Pet Supply store

Pharmacies, health, personal care stores

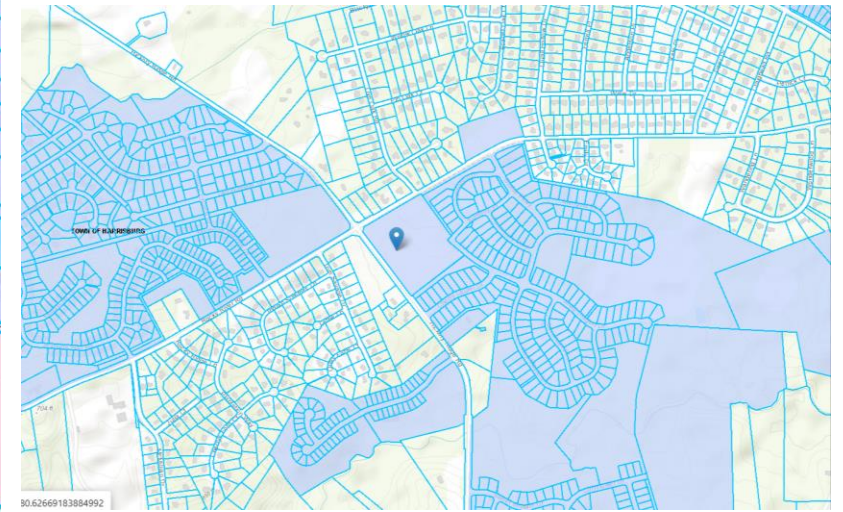
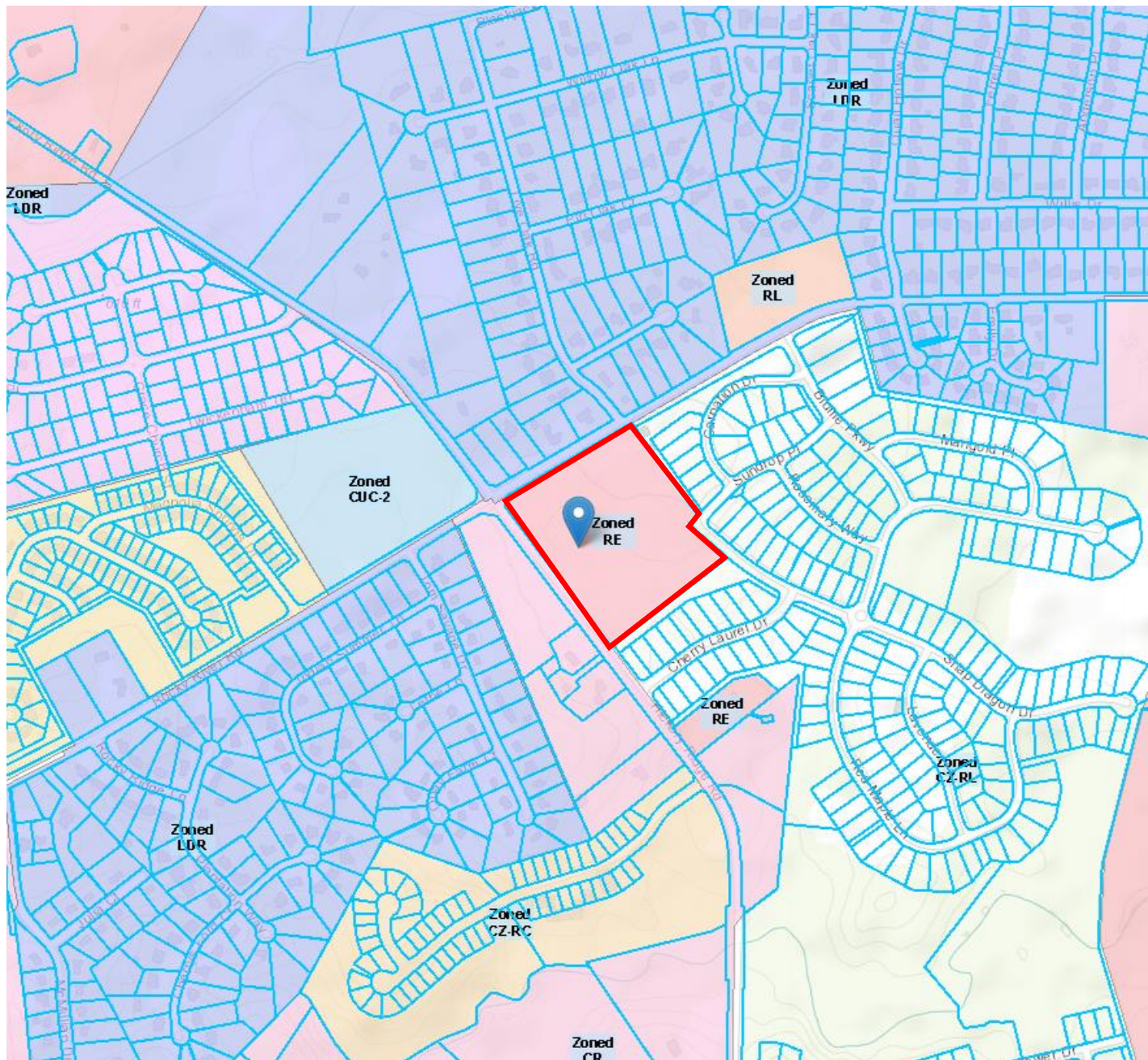
Restaurants (dine-in & carry out)

Furniture / Lighting showroom

Coffee Shop (restaurant)

Ice Cream shop (restaurant)

3. Please list any specific conditions that you would be willing to impose as part of this application (example: no outside storage permitted on-site, increased buffer width, etc.).



H2021-05(R) Rezoning Request

Parcel Identification Number:
5516-47-8347

Applicant: True Summit Capital
Current Zoning: Rural Estate (RE)
Requested Rezoning: Conditional Neighborhood
Commercial (CZ-B-1)

Map Created: July 2021





Town of Harrisburg
Planning and Economic Development Department
Rezoning Staff Report

DATE: September 27, 2021

SUBJECT: Shoppes at Hickory Ridge (Blume Corner)

Request H-2021-05-(R): To rezone approximately 14.281 acres from RE (Rural Estate) to CZ-B-1 (Conditional Zoning Neighborhood Commercial/Office)

Location: The subject properties are located on the southeast corner of the intersection of Rocky River Road and Hickory Ridge Road (PIN 5516-47-8347)

Applicant: True Summit Capital and Pulte Homes, represented by ESP Associates

Staff Report Prepared by: Craig Thomas, Senior Planner
Planning and Economic Development Dept.

Neighborhood Meeting: Held May 20, 2021

BACKGROUND:

Area: ±14.281 acres Total

Existing Land Use: Vacant/Single-Family Residential

Zoning within 500 feet: North - Low Density Residential (LDR), Cabarrus County
South - Conditional Low Density Residential (CZ-RL), Town
East - Conditional Low Density Residential (CZ-RL), Town
West - Countryside Residential (CR), County

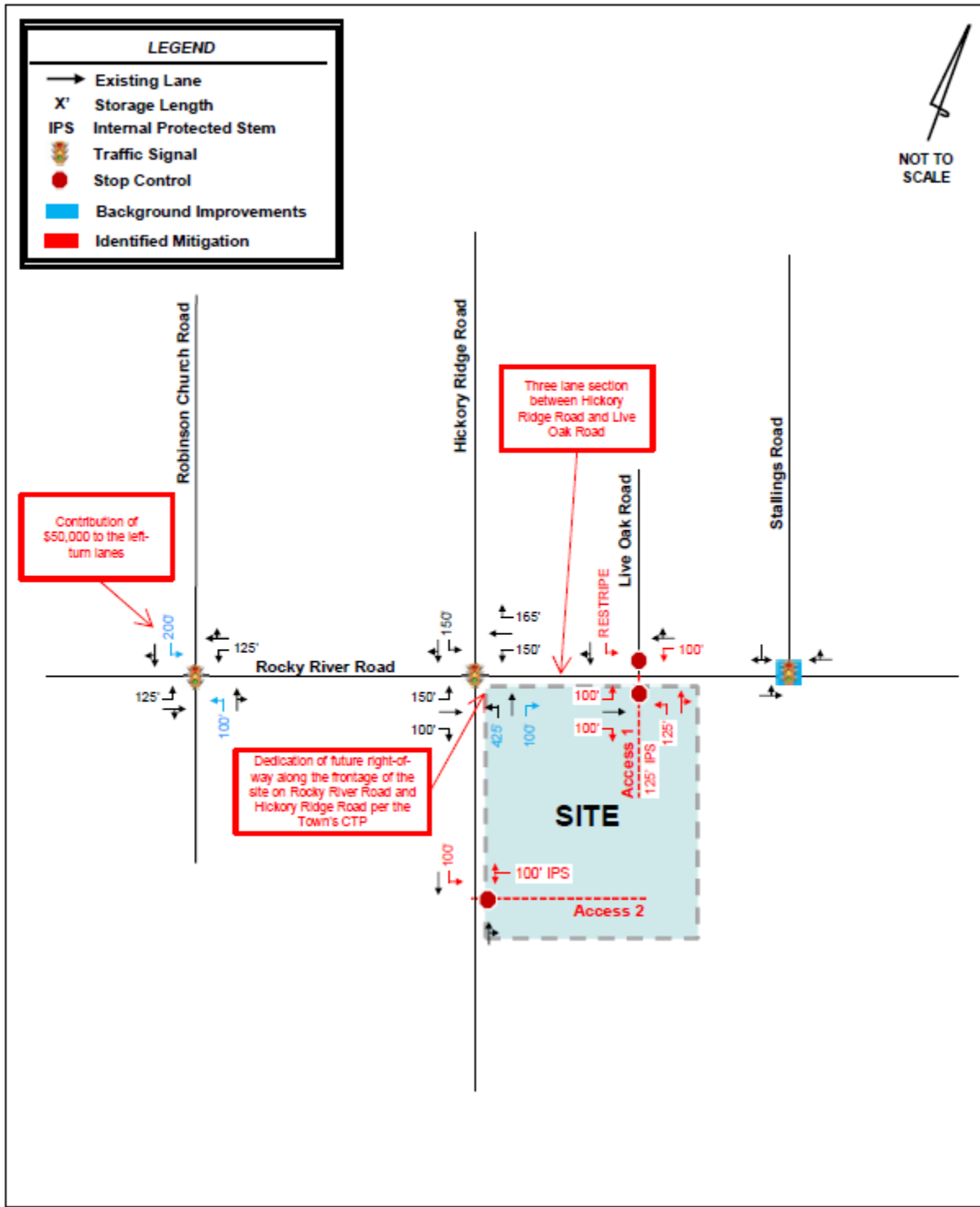
Land Uses within 500 feet: North - Single-family Residential, County
South - Single-family Residential, Town
East - Single-family Residential, Town
West - Single-family Residential, County

APPLICATION SUMMARY:

- The applicant proposes to develop a mixed-use development with five commercial buildings and 55 attached residential units (town homes). To achieve this, the applicant is requesting that the property be rezoned from RE (Rural Estate) to CZ-B1 (Conditional Zoning Neighborhood Commercial/Office) district.
- The property is 14.281 acres, of which 4.65 acres is commercial and 8.89 acres is residential. The proposed residential density of the site is 6.19 dwelling units per acre. The maximum residential density in a B1 District needs to conform to Residential Compact (RC) district which has maximum density of 15 units/acre. Upon approval of this rezoning, the density will be capped at 6.19 units/acre and the site plan will be attached with the land.
- The applicant proposes the dedication of 1.71 acres of open space, including 1.38 acres of active open space, as part of the development. A fee-in-lieu in amount of \$62,800 will be paid towards the Public Open Space requirements.
- As a conditional zoning request, the applicant has submitted a site plan along with the request for rezoning, which is attached for your consideration.
- The property is within the town limits of the Town of Harrisburg and does not require Annexation.
- The applicant agrees to install the following road improvements per the Traffic Impact Analysis (TIA) completed for the project (see map on the following page):
 - **Robinson Church Road and Rocky River Road:**
 - Contribution of \$50,000 to the left-turn lanes along Robinson Church Road
 - **Hickory Ridge Road and Rocky River Road:**
 - Dedication of future right-of-way along the frontage of the site on Rocky River Road and Hickory Ridge Road per the Town's CTP.
 - **Rocky River Road and Live Oak Road/Access 1:**
 - Restripe the southbound approach of Live Oak Road to include a separate left-turn lane with a minimum of 100 feet of storage and a shared through-right lane.
 - Construction of northbound approach of Access 1 with one ingress and two egress lanes and an internal protected stem of 125 feet.
 - Construction of an eastbound right-turn lane along Rocky River Road with a minimum of 100 feet of storage.
 - Construction of an eastbound left-turn lane along Rocky River Road with a minimum of 100 feet of storage. This should create a three-lane section along Rocky River Road, between Hickory Ridge Road and Live Oak Road.
 - Construction of a westbound left-turn lane along Rocky River Road with minimum of 100 feet storage.

○ **Hickory Ridge Road and Access 2:**

- Construction of southbound left-turn lane along Hickory Ridge Road with minimum of 100 feet storage.
- Construction of the westbound approach of Access 2 with one ingress and one egress lane and an internal protected stem of 100 feet.



APPROVAL CRITERIA:

1. The size of the tract in question;

The subject property is approximately 14.281 acres in size.

2. Whether the proposal conforms with and is in furtherance of the implementation of the goals and policies of the Comprehensive Plan, other adopted plans, and the goals, objectives and policies of the Ordinance;

Per the Unified Development Ordinance, the intent of the proposed district depicted on the submitted site plan is as follows:

***B-1:** The B-1 district is established to provide small areas for office and professional services combined with shopfront retail uses. This district provides a balance of residential and non-residential land use opportunities. Location of B-1 districts should include lots located at the intersections of collector roads and thoroughfares.*

Per the Harrisburg Area Land Use Plan, the subject property is located in a node designated on the future land use map as **Mixed Use Node D**. The description of Mixed Use Node D is as follows:

“This node will have a smaller non-residential component comprised primarily of neighborhood-serving uses (convenience retail, small restaurants, and service uses). Adjoining townhome and small-lot single family home developments will be designed with pedestrian connections to the center.”

Based on the description of the Mixed Use Node, the proposed town homes, proximity to neighborhood oriented commercial development, and sidewalk connections would meet the intent that has been set for this area in the Land Use Plan.

With regard to the overall goals of the Land Use Plan, **recommendation LU-5** states that the Town should “Expand Housing Options” to appeal to a broad range of audiences just starting out or looking to downsize with affordable high-quality products not currently available.

Recommendation LU-7 of the Plan recommends consistency between the Town’s zoning regulations and the adopted Future Land Use Map. A table included as part of this goal establishes the “appropriate” zoning districts to use when making zoning decisions based on the Future Land Use Map. The map designates this area as Mixed Use and a B-1 zoning classification is deemed a suitable district.

3. The benefits or detriments for the owner, neighbors and surrounding community;

The benefits to the owner of the property would be that single-family attached residential development at the proposed density of 6.19 dwelling units per acre and accompanying commercial properties would provide services not currently available in the area and lessen the dependency on automobile traffic for nearby residents.

As with most developments, the addition of residential units and commercial properties increase trip generations compared to what's there today. Certain intersection improvements and road widening have been required as part of the Traffic Impact Analysis as a means to mitigate and minimize the impact of additional trip generations in the area associated with this development.

4. Whether the proposed request is in compliance with the adequate public facilities criteria;

a. Utilities:

Utilities are available in this area, and are sufficient to meet the needs of this property. Water lines exist along Rocky River Road and Hickory Ridge Road. Sewer access is available from adjacent residential developments. Any utility line extensions or upgrades necessary to serve this development will be the responsibility of the developer.

b. Transportation:

A TIA was complete based on the size of the development and the anticipated amount of traffic generated by the project. All traffic improvements are detailed and depicted on a map in the Application Summary (above) and will be completed and delivered by the proposed project, as per that TIA.

c. Safety and Sanitation Services:

Adequate police, fire, and sanitation services are available for the proposed use, and will be provided upon annexation.

d. Schools:

Per Cabarrus County, the APF Ordinance for schools is currently not being enforced after a ruling by the NC Supreme Court. However, Cabarrus County Schools does still review the capacity of the K-12 schools that this development will feed into and provides future capacity numbers based on the units proposed. For this site, Cabarrus County has provided the following information:

Current Capacity:

Elementary (Hickory Ridge ES)	<u>88%</u>
Middle (Hickory Ridge MS) -	<u>93%</u>
High (Hickory Ridge HS) -	<u>112%</u>

Future Capacity Based on Unbuilt Lots and Including this Request:

Elementary (Hickory Ridge ES)	<u>89%</u>
Middle (Hickory Ridge MS) -	<u>94%</u>
High (Hickory Ridge HS) -	<u>112%</u>

As per Cabarrus County School, the Single-family homes in this development will generate upon full buildout an additional 8 elementary students, 4 middle school students, and 5 high school students.

5. The relationship of the uses envisioned under the new zoning and the uses currently present in adjacent tracts. The Commission shall consider the following:

- a. Whether the proposed zoning is compatible with the surrounding area or whether there will be adverse impacts on the capacity or safety of the portion of street network influenced by the rezoning, parking problems, or environmental impacts that the new use will generate such as excessive storm water runoff, water, air or noise pollution, excessive nighttime lighting or other nuisances;**

The proposed single-family attached development and density of the proposed development (6.19 dwelling units per acre) is slightly higher than surrounding land uses, but compatible considering the location at a major intersection that is designated as a mixed-use node. The stormwater generated will be managed internal to the site using stormwater control measures throughout the development. Several traffic improvements will be made as prescribed by the TIA (included in the Application Summary of this report).

- b. Any change of character in the area due to installation of public facilities, other zoning changes, new growth changes, deterioration, and development;**

Like all other development activity in this area, the development of this land would convert former vacant land into residential and commercial properties, while preserving appropriate area for open space.

- c. The zoning districts and existing land uses of the surrounding properties;**

The areas around this property are generally zoned for low to medium density residential use. The location at the intersection is designated for mixed-use node and provides a natural transition from residential to a mixture of neighborhood oriented commercial, office and residential use. Existing land use patterns in the area typically consist of low to medium density residential neighborhoods.

- d. Whether the subject property is suitable for the uses to which it has been restricted under the existing zoning classification;**

The property is suitable for the uses which it has been restricted to under the existing zoning classification.

- e. Whether the rezoning is compatible with the adjacent neighborhood, especially concerning neighborhood stability and character;**

As previously mentioned, the specific use of the property, single family attached homes and limited commercial, is consistent with surrounding neighborhoods and aligns with Harrisburg Area Land Use Plan (HALUP) mixed-use areas.

- f. The length of time the subject property has remained vacant as zoned (if applicable);**

This property has been vacant.

- g. Whether there is an adequate supply of land available in the subject area and the surrounding community to accommodate the zoning and community needs;**

Land supply is not a direct issue in this area.

- 6. Whether the existing zoning was in error at the time of adoption.**

The existing zoning was not in error at the time of adoption.

Furthermore, as a Conditional Zoning request, the Board must consider the following criteria:

- 7. The proposed Conditional Zoning (CZ) District use's appropriateness for its proposed location and consistency with the purposes, goals, objectives, and policies of the current Land Use Plan.**

The rezoning application to B-1 district of the property, with the proposed density limitation, is consistent with the density and lot size standards established for the base B-1 Zoning District in the Unified Development Ordinance and Mixed Use Node in the Land Use Plan.

The development proposal accompanying the rezoning request would restrict permitted uses to single family attached residences, which are appropriate in this area.

- 8. The use(s) requested are among those listed as an eligible permitted or conditional use in the general use district as included in the rezoning request.**

The applicant is seeking for the following uses to be allowed in this Conditional Zoning District, certain uses are restricted as noted in the Conditions towards the end of this staff report and included on site plan:

- Single-Family Attached Residential
- Child Care Center
- Accounting and Tax Services
- Banks
- Clothing Alterations and Repair
- Footwear Repair
- Dry Cleaning and Laundry Services
- Electronic Repair

- Hair, skin, nail care services
- Architectural/Engineering Services
- Interior Design Services
- Legal and Financial Services
- Medical/Healthcare Offices
- Real Estate Office
- Art Dealer
- Bake Goods/Snack Shop
- Book/Music Store
- Florist
- Gift, Novelty, Souvenir Store
- Health Club
- Jewelry Store
- Restaurant (dine in only)

- 9. The design of the proposed Conditional Zoning (CZ) District use's minimization of adverse effects, including visual impact of the proposed use on adjacent lands; and avoidance of significant adverse impacts on surrounding lands regarding trash, traffic, service delivery, parking and loading, odors, noise, glare and vibration and not create a nuisance.**

The applicant intends to work collaboratively with both Harrisburg town staff and the NC Department of Transportation in establishing appropriate intersection improvements for the development. Improvements include widening of Hickory Ridge Road and Rocky River Road, and turn lanes in both directions.

Landscaping buffers shown are adequate to meet the needs of the adjacent properties, and active open space is designated as part of the subdivision.

- 10. The use limitations and conditions as proposed and/or imposed for the requested district can reasonably be implemented and enforced for the subject property.**

The conditions proposed and imposed for this district can be reasonably implemented on this site.

- 11. When implemented the proposed and/or imposed use limitations and conditions will mitigate specific land development issues that would likely result if the subject property were zoned to accommodate all the uses and the minimum standards of the corresponding general zoning district. If any standards are proposed that are different from the underlying zoning district, the applicant must clearly demonstrate that the overall resultant project is greater than that which is typically allowed by the general district.**

All proposed conditions recommended by staff are to bring the site into conformance with applicable local and state regulations.

12. The applicant has agreed to accept the use limitations and conditions as proposed and/or imposed for the requested district.

The applicant will need to agree to all conditions listed in this staff report. Any additional conditions placed on this property will need the acceptance of the applicant before a decision can be made on this application.

13. For an approval, the Board must adopt a consistency statement that the amendment being considered is either consistent or inconsistent with the adopted land use plan and that the Board considers the action to be reasonable and in the public interest.

The Town Council will need to adopt a consistency statement when a recommendation or decision is made on this item.

APPROVAL WITH CONDITIONS:

The proposal is a conditional re-zoning request. Conditions may be imposed on the zoning action; staff recommends that the following conditions be placed on this project. Applicant agrees to the following:

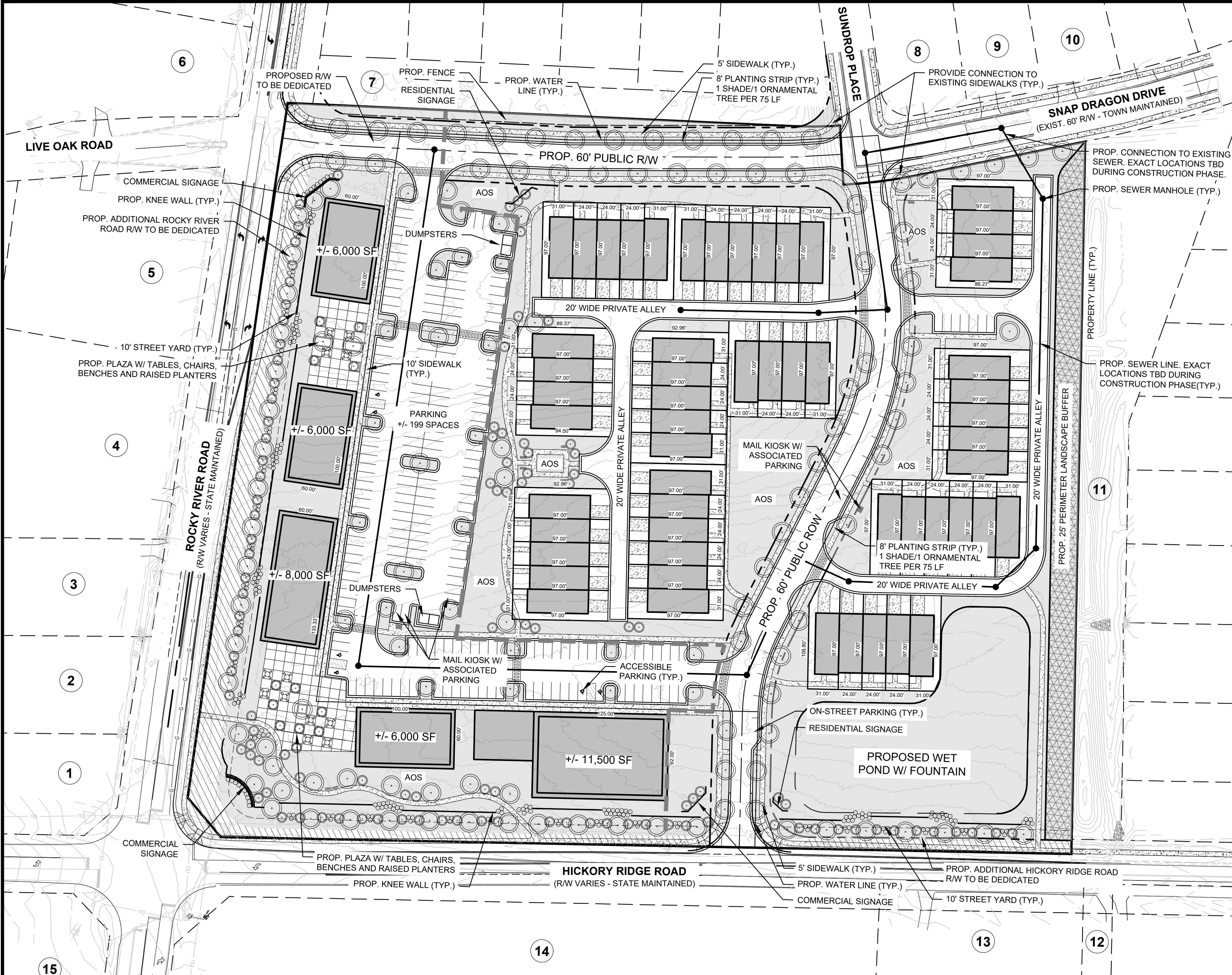
1. Applicant agrees to obtain any and all applicable local, state, and federal permits required for development before any development activity can take place.
2. Applicant agrees to prohibit variety stores on the site, Variety store in this case shall mean any store that sells a combination of retail, grocery and household items and has an area greater than 5,000 sq. feet size.
3. Applicant agrees that all uses are limited to the permitted uses (P) outlined for B-1 zoning in the Harrisburg Unified Development Ordinance with the exception of gas stations, convenience stores and automobile related uses, which are prohibited under this conditional rezoning.
4. Applicant agrees to restrict primary cladding materials for all residential buildings to masonry or similar products; vinyl siding will not be used. Commercial buildings shall meet regulations set forth in Appendix E of the current Harrisburg Unified Development Ordinance (UDO) or equivalent UDO section at the time of Construction Document review/approval.
5. Applicant agrees that there will be no exposed concrete foundations and that cladding material must extend to the ground level on all sides of the homes.
6. Applicant agrees to limit the number of townhome rental units to 10% of allowable number of townhomes.
7. Applicant agrees that all stormwater control measures shall be wet ponds with fountain(s), with minimum depth of 10 feet over 25% of the permanent pool area.
8. Applicant agrees mailbox clusters shall meet ADA Standards at a minimum.
9. Applicant shall provide landscaping between the side elevations of the proposed homes and Snap Dragon Drive.
10. Applicant shall not disturb the existing berm located on adjacent properties behind the homes on Cherry Laurel Drive. In the event the applicant disturbs the existing berm behind these homes, it will be repaired and replanted to the existing condition (mulch, trees, shrubs etc.)

RECOMMENDATION:

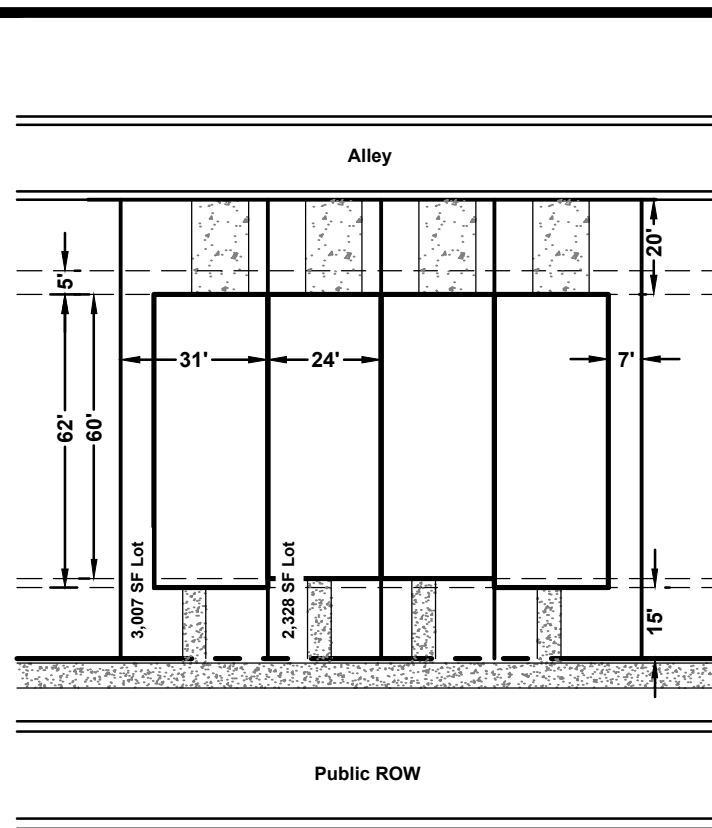
With the proposed site plan and conditions proposed, the rezoning request is consistent with the Harrisburg Area Land Use Plan (HALUP) and the Unified Development Ordinance (UDO). Planning and Zoning Department staff supports approval of the rezoning request with conditions.

HICKORY RIDGE ROAD SITE

LOCATED IN HARRISBURG, NORTH CAROLINA



TYPICAL TOWNHOME DETAIL NOT TO SCALE



Townhomes - Alley Load

Setbacks:
Front: 15"
Side: 7"
Rear: 5' (2' from BOC to Face of Garage)
*INNOVATIVE STANDARD REQUEST TO REDUCE FRONT SETBACK FROM 30' TO 15'. BASIS IS ALLEY LOADED TOWNHOME.

ENGINEERING FIRM: ESP ASSOCIATES, INC.
ADDRESS: 3475 LAKEMONT BLVD.
FORT MILL, SC 29708
(803) 855-0908
CONTACT: MATT LEVESQUE
EMAIL: MLEVESQUE@ESPASSOCIATES.COM
DEVELOPER: TRUE SUMMIT CAPITAL
ADDRESS: 1815 BACK CREEK DRIVE
CHARLOTTE, NC 28213
REVIEW AGENCY: TOWN OF HARRISBURG PLANNING & ZONING DEPARTMENT
ADDRESS: 4100 MAIN STREET, SUITE 102
HARRISBURG, NC 28075
(704) 455-5614

VICINITY MAP NOT TO SCALE



SITE DATA:
TAX PARCELS: 55164783470000
TOTAL ACREAGE: +/- 14.281 ACRES (PER SURVEY)
PROJECT ACREAGE: +/- 13.54 ACRES (APPROX.)
RESIDENTIAL ACREAGE: +/- 8.89 ACRES
COMMERCIAL ACREAGE: +/- 4.65 ACRES
NOTE: BASED ON REMOVAL OF APPROXIMATE FUTURE HICKORY RIDGE ROAD AND ROCKY RIVER ROAD ROW. LOCATION OF FUTURE ROW WILL NEED TO BE VERIFIED.
LOCATION: HARRISBURG, NC
ZONING: RE
EXISTING: B-1 (CZ)
PROPOSED:

TOTAL POTENTIAL UNITS: +/- 65 UNITS
WANDO INTERIOR UNITS: +/- 33 UNITS
ASHLEY EXTERIOR UNITS: +/- 22 UNITS
PROPOSED DENSITY: +/- 6.19 DU/AC**
NOTE: DENSITY CALCULATED USING RESIDENTIAL ACREAGE.

TOWNHOUSE PARKING:
REQUIRED: 83 SPACES (1.5/UNIT)
PROVIDED: +/- 142 SPACES (3.8/UNIT)***
GARAGE SPACES: +/- 54 SPACES
DRIVEWAY SPACES: +/- 54 SPACES
ON-STREET SPACES: +/- 27 SPACES
OFF-STREET SPACES: +/- 7 SPACES
NOTE: PROVIDED PARKING NUMBERS INCLUDE GARAGE, DRIVEWAY, ON-STREET AND OFF-STREET SPACES FOR TOWNHOUSE UNITS. FOUR (4) SPACES ASSOCIATED W/ MAIL KIOSK ARE INCLUDED IN ON-STREET SPACE COUNT.

RETAIL/OFFICE PARKING:
REQUIRED: 150 SPACES (1 SPACE/250 GFA - MINIMUM)
250 SPACES (1 SPACE/250 GFA - MAXIMUM)
PROVIDED: +/- 199 SPACES (INCLUDES ACCESSIBLE AND MAIL KIOSK SPACES)
ACCESSIBLE SPACES: +/- 6 SPACES
LOADING/UNLOADING: +/- 1 SPACE
BICYCLE SPACES: +/- 8 SPACES
MAIL KIOSK SPACES: +/- 3 SPACES

OPEN SPACE:
REQUIRED: +/- 1.71 ACRES (12%) MINIMUM
PROVIDED: +/- 1.71 ACRES (12%)***
NOTE: BASED ON TOTAL ACREAGE (+/- 14.28 ACRES) - SUBJECT TO CHANGE. REQUIRED OPEN SPACE BASED ON RC STANDARDS.

ACTIVE OPEN SPACE (AOS):
REQUIRED: +/- 1.38 ACRES (0.025 AC x 55 UNITS)
PROVIDED: +/- 1.38 ACRES

PUBLIC OPEN SPACE DEDICATION:
REQUIRED: +/- 1.57 ACRES (1/5 AC x 55 UNITS)
PROVIDED: +/- 0.00 ACRES***
NOTE: PUBLIC OPEN SPACE DEDICATION REQUIREMENT SHALL BE SATISFIED BY PAYING A FEE IN LIEU.

CONNECTIVITY:
REQUIRED: 1.40
PROPOSED: 2.00 (2 LINKS/1 NODE)

General Notes
1. Base information provided by Boundary Survey: "ALTANSPS SURVEY OF: TAX LOT 5551-6478-347-0000 8479 ROCKY RIVER ROAD, 14.281 ACRES" prepared by ESP Associates, Inc. dated June 10, 2021.
2. All site zoning and wetland information utilized in the preparation of this Preliminary Zoning Major Site Plan is considered to be preliminary in nature and subject to change and final verification.
3. Draft - Do not rely on this document.

Floodplain Information
No floodplain located on site.

Stream/Wetland Information
Stream/Wetland information is based on preliminary information provided to ESP by Cabarrus County GIS data. For purposes of preparation of this Preliminary Zoning Major Site Plan, any potential wetland areas and stream features depicted on the sketch are considered to be preliminary in nature and approximate in location.

Access Points/Driveways/Streets
1. Proposed project site entrance locations are considered preliminary in nature and need to be verified for adequate sight distance.
2. All roadway and street systems are considered to be preliminary and will need to be verified for sufficiency to satisfy or exceed minimum requirements established in the Town of Harrisburg Unified Development Ordinance and applicable standards identified by NCDOT. Street connections are conceptual and may be subject to change based on agency input and review.

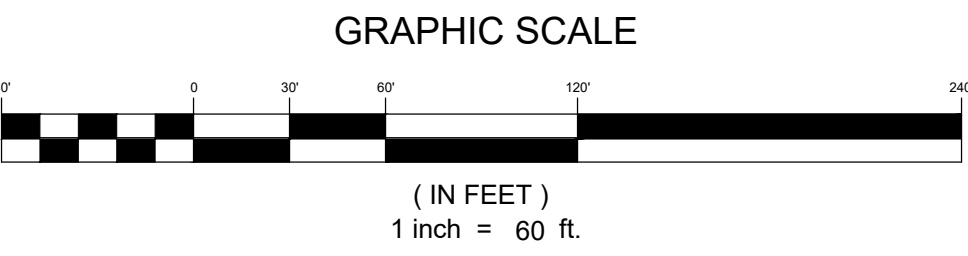
Open Space/Active Open Space
Open Space areas are conceptual and preliminary. The exact location of these areas may change as the client finalizes decisions regarding final layout, product allocation, and as other spatially dependent project components such as stormwater areas, wetland areas, utility features, and buffers, (as applicable) for this project are better defined.

Potential Stormwater Quality Areas
Location of proposed stormwater areas are conceptual and preliminary and still need to be determined. The exact size and location of these areas will change as the client finalizes decisions regarding final layout, product allocation, and as other proposed changes to the project are better defined. Layout and unit count subject to change based on final design of stormwater areas.

Public Information
ESP Associates is not responsible for plan deficiencies created by incorrect, incomplete, missing or outdated information derived from public sources such as GIS, Planning and Zoning departments.

List of Adjacent Property Owners:						
Site Number	Parcel Number	Owner	Owner	Mailing Address	Mailing City	Mailing State
1	55164717620000	DAMON SRINIVAS R	REDDY DEEPA S WF	3559 GROVESIDE ST	HARRISBURG	NC 28075
2	55164727690000	DAMON SRINIVAS R	REDDY DEEPA S WF	3559 GROVESIDE ST	HARRISBURG	NC 28075
3	55164738540000	SEEGARS JAMES H TRUSTEE	SEEGARS PATRICIA M TRUSTEE	6484 ROCKY RIVER RD	HARRISBURG	NC 28075
4	55164743690000	PRICE JAMES B JR	PRICE GERALDINE WF	8478 ROCKY RIVER RD	HARRISBURG	NC 28075
5	55164779050000	BRADY BRONIA F	BRADY BRONIA F	8474 LIVE OAK RD	HARRISBURG	NC 28075
6	55164881200000	MOORE CAMERON B	MOORE JORDAN SPOUSE	8475 LIVE OAK RD	HARRISBURG	NC 28075
7	55165739290000	BLUMER HOMESOWNERS ASSN INC	BLUMER HOMESOWNERS ASSN INC	C/O CAMS COMMUNITY MGMT	WILMINGTON	NC 28403
8	55165739800000	BLUMER HOMESOWNERS ASSN INC	BLUMER HOMESOWNERS ASSN INC	C/O CAMS COMMUNITY MGMT	WILMINGTON	NC 28403
9	55165744410000	KANDISANY GOVINDARAJU	KANDISANY GOVINDARAJU	2505 SNAP DRAGON DR	HARRISBURG	NC 28075
10	55165749990000	MATTHEW WILLIAM E	MATTHEW WILLIAM E	2511 SNAP DRAGON DR	HARRISBURG	NC 28075
11	55165750300000	BLUMER HOMESOWNERS ASSN INC	BLUMER HOMESOWNERS ASSN INC	C/O CAMS COMMUNITY MGMT	WILMINGTON	NC 28403
12	55164654630000	TOWNSEND ROY L JR	SHERRELLS FORD	4562 PARADISE CV	SHEPHERD	NC 28673
13	55164647990000	HAMBUR GLENN E	PRICE GERALDINE WF	8642 HICKORY RIDGE ROAD	HARRISBURG	NC 28075
14	55164730780000	PRICE JAMES B JR	PRICE GERALDINE WF	8478 ROCKY RIVER RD	HARRISBURG	NC 28075
15	55163756740000	MAGNOLIA CORNERS LLC A NC LLC	PO BOX 578	MATTHEWS	NC 28106	
Property Owners	55164783470000	BLUMER FAMILY FARM LLC	A NC LTD LIABILITY CO	1217 CRESCENT AVE	GASTONIA	NC 28052

INDEX OF SHEETS			
SHEET NO.	SHEET NAME	ORIGINAL DATE	REVISED DATE
1 OF 2	PRELIMINARY ZONING MAJOR SITE PLAN - COVER SHEET	04/05/2021	06/29/2021
2 OF 2	TECHNICAL DATA SHEET	04/05/2021	06/29/2021



PRELIMINARY ZONING MAJOR SITE PLAN
COVER SHEET (1 OF 2)
HICKORY RIDGE ROAD SITE
HARRISBURG, NC
TRUE SUMMIT CAPITAL

PROJECT INFORMATION	
PROJECT MANAGER:	ML
DESIGNED BY:	MJ
DRAWN BY:	MJ
PROJECT NUMBER:	JN76.100
ORIGINAL DATE:	4/5/2021
SHEET:	1 OF 2

U:\2021 Projects\J\J026 - Hickory Ridge Road Site (Pulse)\Submittal Working Drawings\2021_09-24_Rezoning 3rd Sheet\Sheet\JN76-TDS.mxd, TDS.mxd

1. GENERAL PROVISIONS:

A. SITE LOCATION:

- THESE DEVELOPMENT STANDARDS FORM A PART OF THE REZONING PLAN ASSOCIATED WITH THE REZONING PETITION FILED BY TRUE SUMMIT CAPITAL ("PETITIONER") TO ACCOMMODATE THE DEVELOPMENT OF UP TO FIFTY-FIVE (55) SINGLE-FAMILY ATTACHED DWELLING UNITS AND 37,500 SQUARE FEET OF COMMERCIAL AND OFFICE USES AS GENERALLY DEPICTED ON THE REZONING PLAN. THE PROPOSED DEVELOPMENT WILL BE ON AN APPROXIMATELY 14.285 ACRE SITE LOCATED ON HICKORY RIDGE ROAD (THE "SITE").

B. ZONING DISTRICTS/ORDINANCE:

- DEVELOPMENT OF THE SITE WILL BE GOVERNED BY THE REZONING PLAN AS WELL AS THE APPLICABLE PROVISIONS OF THE HARRISBURG ZONING ORDINANCE (THE "ORDINANCE"), UNLESS THE REZONING PLAN ESTABLISHES MORE STRINGENT STANDARDS THE REGULATIONS ESTABLISHED UNDER THE ORDINANCE FOR THE B-1 ZONING CLASSIFICATION SHALL GOVERN.

C. GRAPHICS AND ALTERATIONS:

- THE SCHEMATIC DEPICTIONS LOTS, SIDEWALKS, STRUCTURES AND BUILDINGS, BUILDING ELEVATIONS, DRIVEWAYS, STREETS AND OTHER DEVELOPMENT MATTERS AND SITE ELEMENTS (COLLECTIVELY THE "DEVELOPMENTS/SITE ELEMENTS") SET FORTH ON THE REZONING PLAN SHOULD BE REVIEWED IN CONJUNCTION WITH THE PROVISIONS OF THESE DEVELOPMENT STANDARDS. THE LAYOUT, LOCATIONS, SIZES AND FORMULATIONS OF THE DEVELOPMENTS/SITE ELEMENTS DEPICTED ON THE REZONING PLAN ARE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT/SITE ELEMENTS PROPOSED. CHANGES TO THE REZONING PLAN NOT ANTICIPATED BY THE REZONING PLAN WILL BE REVIEWED AND APPROVED AS ALLOWED BY ORDINANCE.
- SINCE THE PROJECT HAS NOT UNDERGONE THE DESIGN DEVELOPMENT AND CONSTRUCTION PHASES, IT IS INTENDED THAT THIS REZONING PLAN PROVIDE FOR FLEXIBILITY IN ALLOWING SOME ALTERATIONS OR MODIFICATIONS FROM THE GRAPHIC REPRESENTATIONS OF THE DEVELOPMENT/SITE ELEMENTS. THEREFORE, THERE MAY BE INSTANCES WHERE MINOR MODIFICATIONS WILL BE ALLOWED WITHOUT REQUIRING THE ADMINISTRATIVE AMENDMENT PROCESS PER THE ORDINANCE. THESE INSTANCES WOULD INCLUDE CHANGES TO GRAPHICS IF THEY ARE MINOR AND DON'T MATERIALLY CHANGE THE OVERALL DESIGN INTENT DEPICTED ON THE REZONING PLAN.
- THE PLANNING DIRECTOR WILL DETERMINE IF SUCH MINOR MODIFICATIONS ARE ALLOWED PER THIS AMENDED PROCESS, AND IF IT IS DETERMINED THAT THE ALTERATION DOES NOT MEET THE CRITERIA DESCRIBED ABOVE, THE PETITIONER SHALL THEN FOLLOW THE ADMINISTRATIVE AMENDMENT PROCESS OF THE ORDINANCE; IN EACH INSTANCE, HOWEVER, SUBJECT TO THE PETITIONER'S APPEAL RIGHTS SET FORTH IN THE ORDINANCE.

2. PERMITTED USES:

A. RESIDENTIAL USES: THE SITE MAY BE DEVELOPED WITH UP TO FIFTY-FIVE (55) SINGLE FAMILY ATTACHED RESIDENTIAL UNITS.

B. NON-RESIDENTIAL USE: THE SITE MAY BE DEVELOPED WITH UP TO 37,500 SQUARE FEET OF USES PERMITTED IN THE B-1 ZONING DISTRICT.

THE FOLLOWING USES SHALL BE PROHIBITED:

- VARIETY STORES (VARIETY STORE SHALL MEAN ANY STORE THAT SELLS A COMBINATION OF RETAIL, GROCERY AND HOUSEHOLD ITEMS IN EXCESS OF 5,000 SQUARE FEET)
- GAS STATIONS
- CONVENIENCE STORES AND AUTOMOBILE RELATED USES

3. ACCESS AND TRANSPORTATION:

I. PROPOSED ACCESS:

- ACCESS TO THE SITE WILL BE FROM HICKORY RIDGE ROAD AS GENERALLY DEPICTED ON THE REZONING PLAN.
- THE PLACEMENT AND CONFIGURATION OF THE VEHICULAR ACCESS POINTS ARE SUBJECT TO ANY MINOR MODIFICATIONS REQUIRED TO ACCOMMODATE FINAL SITE DEVELOPMENT AND CONSTRUCTION PLANS AND TO ANY ADJUSTMENTS REQUIRED FOR APPROVAL BY THE TOWN OF HARRISBURG AND/OR NCDOT IN ACCORDANCE WITH APPLICABLE PUBLISHED STANDARDS.
- THE PETITIONER SHALL INSTALL PHASED TRANSPORTATION IMPROVEMENTS PER THE APPROVED TRAFFIC IMPACT ANALYSIS.
- THE OVERALL STREET NETWORK IS CONCEPTUAL IN NATURE AND MAY BE ADJUSTED DURING THE PERMITTING PROCESS SO LONG AS THE PROVISIONS OF THE ORDINANCE RELATED TO CONNECTIVITY, BLOCK LENGTHS AND LINKS ARE ADHERED TO.
- THE SITE SHALL MEET THE PROVISIONS OF THE ORDINANCE RELATED TO CONNECTIVITY.

II. PROPOSED IMPROVEMENTS:

- THE PETITIONER PLANS TO PROVIDE OR CAUSE TO BE PROVIDED ON ITS OWN OR IN COOPERATION WITH OTHER PARTIES WHO MAY IMPLEMENT PORTIONS OF THE IMPROVEMENTS, THE IMPROVEMENTS SET FORTH IN THE APPROVED TRANSPORTATION IMPACT STUDY SUBJECT TO THE PROVISIONS SET FORTH IN SECTION III.

III. STANDARDS, PHASING AND OTHER PROVISIONS:

- TOWN OF HARRISBURG AND NCDOT STANDARDS. ALL OF THE PUBLIC ROADWAY IMPROVEMENTS WILL BE SUBJECT TO THE STANDARDS AND CRITERIA OF THE TOWN OF HARRISBURG AND/OR NCDOT (AS IT RELATES TO THE ROADWAY IMPROVEMENTS WITHIN THEIR RESPECTIVE ROAD SYSTEM AUTHORITY). IT IS UNDERSTOOD THAT AN ALTERNATE PAVEMENT SCHEDULE IS NOT PERMITTED AND ROADWAY CROSS SECTIONS WILL BE REVIEWED AND APPROVED AT THE CONSTRUCTION DOCUMENT PHASE. IT IS ALSO UNDERSTOOD THAT SUCH IMPROVEMENTS MAY BE UNDERTAKEN BY THE PETITIONER ON ITS OWN OR IN CONJUNCTION WITH OTHER DEVELOPMENT OR ROADWAY PROJECTS TAKING PLACE WITHIN THE AREA, BY WAY OF A PRIVATE/PUBLIC PARTNERSHIP EFFORT OR OTHER PUBLIC SECTOR PROJECT SUPPORT.
- PHASING TO BE FORTHCOMING
- SUBSTANTIAL COMPLETION. REFERENCE TO "SUBSTANTIAL COMPLETION" FOR CERTAIN IMPROVEMENTS AS SET FORTH IN THE PROVISIONS OF THE APPROVED TIS SHALL MEAN COMPLETION OF THE ROADWAY IMPROVEMENTS IN ACCORDANCE WITH THE STANDARDS SET FORTH IN THE APPROVED TIS PROVIDED, HOWEVER, IN THE EVENT CERTAIN NON-ESSENTIAL ROADWAY IMPROVEMENTS (AS REASONABLY DETERMINED BY THE TOWN OF HARRISBURG) ARE NOT COMPLETED AT THE TIME THAT THE PETITIONER SEEKS TO OBTAIN A CERTIFICATE OF OCCUPANCY FOR BUILDING(S) ON THE SITE IN CONNECTION WITH RELATED DEVELOPMENT PHASING DESCRIBED ABOVE, THEN THE TOWN OF HARRISBURG MAY INSTRUCT APPLICABLE AUTHORITIES AND/OR DEPARTMENTS TO ALLOW THE ISSUANCE OF CERTIFICATES OF OCCUPANCY FOR THE APPLICABLE BUILDINGS, AND IN SUCH EVENT THE PETITIONER MAY BE ASKED TO POST A LETTER OF CREDIT OR A BOND FOR ANY IMPROVEMENTS NOT IN PLACE AT THE TIME SUCH A CERTIFICATE OF OCCUPANCY IS ISSUED TO SECURE COMPLETION OF THE APPLICABLE IMPROVEMENTS.
- RIGHT-OF-WAY CONVEYANCE. THE PETITIONER WILL DEDICATE VIA FEE SIMPLE CONVEYANCE ANY ADDITIONAL RIGHT-OF-WAY INDICATED ON THE REZONING PLAN AS RIGHT-OF-WAY TO BE DEDICATED, THE ADDITIONAL RIGHT-OF-WAY WILL BE DEDICATED PRIOR TO THE ISSUANCE OF THE FIRST CERTIFICATE OF OCCUPANCY. THE PETITIONER WILL PROVIDE A PERMANENT SIDEWALK EASEMENT FOR ANY OF THE PROPOSED SIDEWALKS LOCATED ALONG THE PUBLIC STREETS LOCATED OUTSIDE OF THE RIGHT-OF-WAY WHERE ROW DEDICATION IS NOT PROVIDED.
- ALTERNATIVE IMPROVEMENTS. CHANGES TO THE ABOVE REFERENCED ROADWAY IMPROVEMENTS CAN BE APPROVED THROUGH COUNCIL ACTION UPON THE DETERMINATION AND MUTUAL AGREEMENT OF PETITIONER, AND THE TOWN OF HARRISBURG; PROVIDED, HOWEVER, THE PROPOSED ALTERNATE TRANSPORTATION IMPROVEMENTS PROVIDE (IN THE AGGREGATE) COMPARABLE TRANSPORTATION NETWORK BENEFITS TO THE IMPROVEMENTS IDENTIFIED IN THIS PETITION IN THE OVERALL AREA OF THE REZONING. IT IS UNDERSTOOD THAT CHANGES TO THE TIA SHALL NOT REQUIRE A REZONING.

FOR EXAMPLE, TRANSPORTATION IMPROVEMENTS MAY BE SUBSTITUTED AND/OR PAYMENT IN LIEU FOR OTHER IMPROVEMENTS IN THE OVERALL AREA OF THE REZONING MAY BE IMPLEMENTED AS DESCRIBED IN SUBSECTION (D) ABOVE.

4. ARCHITECTURAL STANDARDS:

A. RESIDENTIAL BUILDING MATERIALS:

- THE BUILDING MATERIALS USED ON THE RESIDENTIAL BUILDINGS CONSTRUCTED ON SITE WILL BE A COMBINATION OF PORTIONS OF THE FOLLOWING: BRICK, STONE, PRECAST CONCRETE, SYNTHETIC STONE, CEMENTITIOUS FIBER BOARD, CEMENTITIOUS FIBER SHAKE, EIFS, STUCCO, DECORATIVE BLOCK AND/OR WOOD. VINYL OR ALUMINUM SHALL NOT BE USED AS A PRIMARY SIDING MATERIAL HOWEVER IT MAY BE USED ON WINDOWS, SOFFITS, FASCIA AND/OR SIMILAR ROOF OVERHANG ELEMENTS, HANDRAILS/RAILINGS, AND/OR OTHER MISCELLANEOUS TRIM ELEMENTS. THE PROPOSED ROOFING MATERIALS WILL BE ARCHITECTURAL SHINGLES, SLATE, TILE AND/OR METAL.

B. NON-RESIDENTIAL BUILDINGS:

- COMMERCIAL BUILDINGS SHALL MEET REGULATIONS SET FORTH IN APPENDIX E OF THE HARRISBURG UNIFIED DEVELOPMENT ORDINANCE.
- THE PETITIONER AGREES TO RESTRICT CLADDING MATERIALS FOR ALL BUILDINGS TO CLADDING PRODUCTS OTHER THAN VINYL SIDING.
- THERE SHALL BE NO EXPOSED CONCRETE FOUNDATIONS; SIDING AND/OR OTHER MATERIALS MUST EXTEND TO THE GROUND LEVEL ON ALL SIDES OF THE HOMES.

5. BUFFERS, YARDS, AND OPEN SPACE:

A. A TWENTY-FIVE (25) FOOT PERIMETER LANDSCAPE BUFFER SHALL BE PROVIDED AS GENERALLY DEPICTED ON THE REZONING PLAN.

- OPEN SPACE SHALL BE PROVIDED AS GENERALLY DEPICTED ON THE REZONING PLAN AND IS INTENDED TO PROVIDE POCKETS OF OPEN SPACE THROUGHOUT THE DEVELOPMENT. OPEN SPACES MAY INCLUDE BENCHES, PLAY STRUCTURES, TRAILS, SIGNATURE LANDSCAPING, COURTYARDS, LAWNS AND/OR OTHER FEATURES THAT PROVIDE OPPORTUNITIES TO RECREATE OR FOSTER COMMUNITY ENGAGEMENT.

6. ENVIRONMENTAL FEATURES:

- STORMWATER AND WATER QUALITY FEATURES AND DETAILS SHALL COMPLY WITH THE ORDINANCE AND ENGINEERING STANDARDS. THE PETITIONER RESERVES THE RIGHT TO PROVIDE UNDERGROUND STORMWATER FACILITIES IN LIEU OF WET PONDS.
- ALL STORMWATER BMPs WILL BE SCREENED BY LANDSCAPING ON ANY SIDE FACING LOTS AND WHEN VISIBLE FROM PUBLIC STREETS. BMP(S) FRONTING PUBLIC STREETS SHALL INCLUDE AMENITIES AND SERVE AS A FEATURE FOR THE COMMUNITY. ALL WET PONDS SHALL BE CONSTRUCTED WITH A FOUNTAIN.
- THE PETITIONER SHALL MITIGATE OR REPLACE HERITAGE TREES IF DAMAGED DURING CONSTRUCTION IN ACCORDANCE WITH THE ORDINANCE.
- WET PONDS WILL HAVE A TEN (10) FOOT DEPTH OVER MINIMUM 25% OF THE PERMANENT POOL AREA.
- THE APPLICANT AGREES TO NOT UTILIZE SAND FILTERS AS A STORMWATER CONTROL MEASURE.

7. MISCELLANEOUS PROVISIONS:

- PETITIONER AGREES TO OBTAIN ALL APPLICABLE LOCAL, STATE, AND FEDERAL PERMITS REQUIRED FOR DEVELOPMENT BEFORE ANY DEVELOPMENT ACTIVITY OCCURS ON THE SITE.
- MAILBOX CLUSTERS SHALL MEET ADA STANDARDS.

8. AMENDMENTS TO THE REZONING PLAN:

- FUTURE AMENDMENTS TO THE REZONING PLAN (WHICH INCLUDES THESE DEVELOPMENT STANDARDS) MAY BE APPLIED FOR BY THE THEN OWNER OR OWNERS OF THE APPLICABLE PORTION OF THE SITE AFFECTED BY SUCH AMENDMENT IN ACCORDANCE WITH THE PROVISIONS OF THE ORDINANCE.

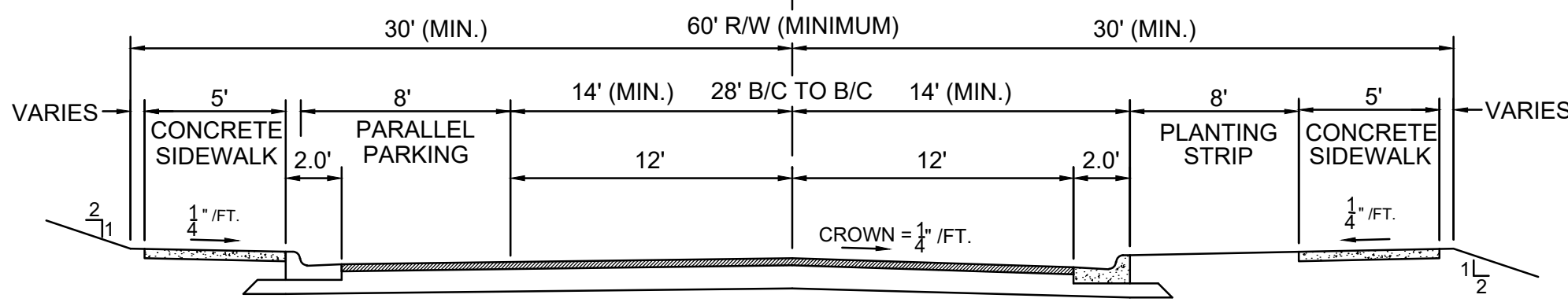
9. BINDING EFFECT OF THE REZONING APPLICATION:

- IF THIS REZONING PETITION IS APPROVED, ALL CONDITIONS APPLICABLE TO THE DEVELOPMENT OF THE SITE IMPOSED UNDER THE REZONING PLAN WILL, UNLESS AMENDED BY THE MANNER PROVIDED UNDER THE ORDINANCE, BE BINDING ON THE PETITIONER AND INURE TO THE BENEFIT OF THE PETITIONER AND SUBSEQUENT OWNERS OF THE SITE AND THEIR RESPECTIVE HEIRS, DEVISEES, PERSONAL REPRESENTATIVES, SUCCESSORS IN INTEREST OR ASSIGNS.

NOTABLE CONDITIONS:

SHOPPES AT HICKORY RIDGE PROJECT CONDITIONS:

- APPLICANT AGREES TO OBTAIN ANY AND ALL APPLICABLE LOCAL, STATE, AND FEDERAL PERMITS REQUIRED FOR DEVELOPMENT BEFORE ANY DEVELOPMENT ACTIVITY CAN TAKE PLACE (PLANNING) (SEE DEVELOPMENT STANDARDS SECTION 7).
- A DRIVEWAY PERMIT FROM NCDOT WILL BE REQUIRED FOR THE ENTRANCES OFF OF HICKORY RIDGE ROAD & ROCKY RIVER ROAD. A TOWN PERMIT WILL BE REQUIRED FOR ACCESS ALONG SNAP DRAGON ROAD. ALL RIGHTS-OF-WAY NECESSARY FOR ROAD IMPROVEMENTS WILL BE ACQUIRED PRIOR TO NCDOT DRIVEWAY PERMIT BEING EXECUTED.
- THE DEVELOPER SHALL BE RESPONSIBLE TO MAKE ALL ROADWAY IMPROVEMENTS AS IDENTIFIED IN THE APPROVED TIA (NCDOT) (SEE DEVELOPMENT STANDARDS SECTION 3).
- APPLICANT AGREES TO DEDICATE ADDITIONAL FUTURE RIGHT-OF-WAY FROM THE EXISTING RIGHT OF WAY SO THAT THE TOTAL DEDICATION IS 52.5 FEET FROM CENTERLINE ON ROCKY RIVER ROAD AND 40 FEET FROM CENTERLINE ON HICKORY RIDGE ROAD.
- APPLICANT AGREES THAT WET POND SHALL BE INTERACTIVE FEATURE OF THE COMMUNITY WITH A FOUNTAIN AND MINIMUM DEPTH OF 10 FEET OVER 25% OF THE PERMANENT POOL AREA (SEE DEVELOPMENT STANDARDS SECTION 6).
- APPLICANT AGREES THAT ALL USES ARE LIMITED TO THE PERMITTED USES (P) OUTLINED FOR B-1 ZONING IN THE HARRISBURG UNIFIED DEVELOPMENT ORDINANCE WITH THE EXCEPTION OF GAS STATIONS, CONVENIENCE STORES AND AUTOMOBILE RELATED USES, WHICH ARE PROHIBITED UNDER THIS CONDITIONAL REZONING (SEE DEVELOPMENT STANDARDS SECTION 2).
- APPLICANT AGREES TO PROHIBIT VARIETY STORES (VARIETY STORE SHALL MEAN ANY STORE THAT SELLS A COMBINATION OF RETAIL, GROCERY AND HOUSEHOLD ITEMS IN EXCESS OF 5,000 SQUARE FEET) (SEE DEVELOPMENT STANDARDS SECTION 2).
- APPLICANT AGREES TO RESTRICT PRIMARY CLADDINT MATERIALS FOR ALL RESIDENTIAL BUILDINGS TO MASONRY OR SIMILAR PRODUCTS; VINYL SIDING WILL NOT BE USED. COMMERCIAL BUILDINGS SHALL MEET REGULATIONS SET FORTH IN APPENDIX E OF THE HARRISBURG UNIFIED DEVELOPMENT ORDINANCE (SEE DEVELOPMENT STANDARDS SECTION 4).
- APPLICANT AGREES THAT THERE WILL BE NO EXPOSED CONCRETE FOUNDATIONS AND THAT SIDING AND/OR OTHER MATERIAL MUST EXTEND TO THE GROUND LEVEL ON ALL SIDES OF THE HOMES (SEE DEVELOPMENT STANDARDS SECTION 4).
- APPLICANT AGREES TO LIMIT THE NUMBER OF TOWNHOME RENTAL UNITS TO 10% OF THE ALLOWABLE NUMBER OF TOWNHOMES CONTINGENT UPON FURTHER EVALUATION OF IMPACTS ON MORTGAGE LENDING CRITERIA; FINAL DECISION ON THE RENTAL CAP TO BE DETERMINED DURING THE PRELIMINARY PLAT REVIEW AND APPROVAL.
- APPLICANT AGREES MAILBOX CLUSTERS SHALL MEET ADA STANDARDS AT A MINIMUM (SEE DEVELOPMENT STANDARDS SECTION 7).
- APPLICANT AGREES THAT ALL STREETS SHOULD BE TO THE TOWN OF HARRISBURG ENGINEERING DESIGN STANDARDS, ALTERNATE PAVEMENT SCHEDULE IS NOT ALLOWABLE. ROADWAYS CROSS SECTIONS WILL BE REVIEWED AND APPROVED AT THE CONSTRUCTION DOCUMENT PHASE (SEE DEVELOPMENT STANDARDS SECTION 3).
- APPLICANT SHALL PROVIDE LANDSCAPING BETWEEN THE SIDE ELEVATIONS OF THE PROPOSED HOMES AND SNAP DRAGON DRIVE.
- APPLICANT SHALL NOT DISTURB THE EXISTING BERM LOCATED ON ADJACENT PROPERTIES BEHIND THE HOMES ON CHERRY LAUREL DRIVE. IN THE EVENT THE APPLICANT DISTURBS THE EXISTING BERM BEHIND THESE HOMES, IT WILL BE REPAIRED AND REPLANTED TO THE EXISTING CONDITION (MULCH, TREES, SHRUBS, ETC).



LOCAL RESIDENTIAL STREET (COLLECTOR)
W/ PARALLEL PARKING ON BOTH SIDES - 60' R/W

NOTES:

- SIDEWALK SHALL BE PROVIDED ON BOTH SIDES OF STREET A MINIMUM OF 8' FROM BACK OF CURB. IN AREAS WHERE PARALLEL PARKING IS PROVIDED, SIDEWALK SHALL BE LOCATED AT BACK OF CURB.
- AN ALTERNATIVE PAVEMENT DESIGN MAY BE REQUIRED BY TOWN OF HARRISBURG BASED ON SPECIFIC TRAFFIC PARAMETERS.
- DEVELOPER MAY SUBMIT AN ALTERNATIVE PAVEMENT DESIGN OF EQUAL OR GREATER STRENGTH TO DIRECTOR OF ENGINEERING FOR APPROVAL.



NO.	DATE	REVISION	BY
1	06/24/2021	REVISED PER STAFF COMMENTS	MW
	09/24/2021	REVISED PER STAFF COMMENTS	MW

TECHNICAL DATA SHEET
SHEET (2 OF 2)

HICKORY RIDGE ROAD SITE

HARRISBURG, NC

TRUE SUMMIT CAPITAL

PROJECT INFORMATION

PROJECT MANAGER:	ML
DESIGNED BY:	MJ
DRAWN BY:	MJ
PROJECT NUMBER:	JN76.100
ORIGINAL DATE:	4/5/2021
SHEET:	

COMMUNITY MEETING REPORT FOR HICKORY RIDE ROAD AND ROCKY RIVER ROAD

Petitioner: True Summit Capital with The Pulte Group

Property: ± 14.285 acres located at Hickory Ridge Road and Rocky River Road

This Community Meeting Report is being filed with the Office of the City Clerk and the Planning Department.

PERSONS AND ORGANIZATIONS CONTACTED WITH DATES AND EXPLANATIONS OF HOW CONTACTED:

The required Community Meeting was held virtually on Thursday May 20, 2021. The Town of Harrisburg mailed a written notice of the date, time, and details of the Virtual Community Meeting to the individuals and organizations as required by Ordinance.

TIME AND DATE OF MEETING:

The Community Meeting required by the Ordinance was held virtually on Thursday May 20, 2021, at 6:00 PM.

PERSONS IN ATTENDANCE AT MEETING:

The list of registered attendees from the required Virtual Community Meeting is attached as **Exhibit A**. The Petitioner's representatives at the required Community Meeting were Mohammed Idlibi with True Summit Capital, Matt Kearns with The Pulte Group, Matt Levesque with ESP and Associates, and Bridget Grant with Moore & Van Allen, PLLC.

SUMMARY OF ISSUES DISCUSSED AT MEETING:

I. Overview of Petitioner's Presentation.

Introduction and Overview of Development Plan.

After introductions by the Town of Harrisburg Planning Staff, Bridget Grant welcomed everyone in attendance and introduced the rezoning team.

Matt Kearns with The Pulte Group gave a brief overview of Pulte's development history and its intent to develop a quality townhome community on the site in partnership with True Summit Capital's non-residential uses.

Ms. Grant described the benefits of conditional zoning, the site location, and the plan's consistency with the adopted land use policy. Ms. Grant described that the proposed plan would allow the development of up to 55 townhomes, 12,000 square feet of retail, 14,000 square feet of office, and 11,500 square feet for a childcare facility.

The development team described the Transportation Impact Study (TIS) and the required transportation improvements required to mitigate the traffic impacts.

Ms. Grant closed by sharing precedent images that reflect the quality of the development anticipated for the site and then opened the meeting up for questions.

II. Summary of Questions/Comments and Responses:

The following groups the question/comments into four areas: land use, residential uses, non-residential uses, and traffic and connectivity.

LAND USE – It was clarified that this meeting is a follow up to a petition that was filed in early 2020. The applicant and town staff agreed to hold a second community meeting given the delay and new residential partner. One attendee asked why develop non-residential uses in this location. Ms. Grant and Mr. Nepal explained that the proposed mix of uses is consistent with the adopted land use policy which recommends townhome and commercial uses in this location. One attendee inquired what BMP's are and another asked for additional detail on the fountain. Staff confirmed BMPs are required water quality features that will be improved as fountains to be aesthetically pleasing. The development team explained that it is their intention to develop the site in a manner that provides easily accessible amenities and services in a walkable format consistent with the vision set forth in the land use plan. Providing a mix of uses in close proximity to homes can decrease the number of trips people take in cars further away from home. One resident inquired what would happen if the plan couldn't be developed. Ms. Grant and Mr. Nepal confirmed that any change to the approved plan would require another rezoning with additional community engagement. The conditions of the plan remain with the land regardless of ownership.

RESIDENTIAL USES. Several participants asked about the quality of the homes to be constructed on the site and the potential price points. The development team anticipates the price points to be in the high two's or low three's but market changes can impact the sales prices. Ms. Grant confirmed that the community would have its own HOA and amenity areas; there is no expectation that the residents of the proposed Pulte community will be permitted to use Blume amenities. The townhomes are a "for sale" product. Residents requested that a "quality" or "higher-end" community be developed on the site. One attendee noted that the anticipated price per square foot is comparable to the home values in Blume.

NON-RESIDENTIAL USES – One attendee inquired about the proposed non-residential uses. Ms. Grant noted that the development team is seeking uses that are considered "neighborhood services" and are intended to serve the surrounding residential communities. Mr. Nepal confirmed that all uses in the B-1 zoning district are permitted subject to the conditions of the rezoning. Several attendees requested that a "dollar general" type store not be permitted on the site. Ms. Grant confirmed that the development team would further amend the list of permitted uses and look to exclude what are commonly referred to as "variety stores" as well as gas stations, vape stores, fast food restaurants, or other uses not desired by the adjacent existing residential. The development team also confirmed that the proposed non-residential uses will be one story.

TRAFFIC & CONNECTIVITY

Several participants inquired about the traffic study. It was confirmed that the traffic study takes into consideration all approved plans. The staff will go back to the traffic engineer to address including the traffic counts from the recently approved rezoning at Hickory Ridge and Lower Rocky River. Residents of Blume expressed concern that traffic would increase within their community. Ms. Grant described how the extension of existing streets would provide more options to access Hickory Ridge Road and Rocky River Road. One attendee requested that a pedestrian connection be provided to Blume South; it was noted that a pedestrian connection is not anticipated. It was confirmed that Snap Dragon would connect to the new development and extend to Rocky River Road. Mr. Nepal confirmed that the street connections are required.

In closing, Ms. Grant and Mr. Nepal shared their email addresses in order to address any remaining questions.

CHANGES MADE TO PETITION AS A RESULT OF THE MEETING:

The development team will revise the conditions to include additional prohibited uses.

cc: Sushil Nepal, Planning Director, Town of Harrisburg
Mohammed Idlibi, True Summit Capital
Matt Kearns, The Pulte Group
Bridget Grant, Moore & Van Allen, PLLC

EXHIBIT A

HICKORY RIDGE TOWNHOMES COMMUNITY MEETING ATTENDEES

- 1 Alex Eggleston, 2643 Red Maple Lane, Harrisburg 28075
- 2 Angie Anderson, 2627 Cherry Laurel Drive
- 3 Aubrey Whitten, 3652 Burnage Hall Rd, Harrisburg, NC
- 4 Bella Elawaf, 8459 Rosemary Way
- 5 Casey Alexander, 2611 Cherry Laurel Dr., Shoppes at Hickory Ridge
- 6 Craig and Susan, Carter 8476 Rosemary Way, Harrisburg, NC 28075
- 7 Daryl Taylor, 9000 Cornflower Dr. Harrisburg NC 28075
- 8 Eleanor Zaloom, 7617 Maple Bluff Lane, Concord, NC
- 9 Jacqueline Eggleston, 2643 Red Maple Lane, Harrisburg
- 10 Janice Horne, 3723 Ayrshire Court Harrisburg, NC 28075
- 11 Jason and JoAnna Lynn, 2506 Red Maple Ln, Harrisburg
- 12 Joe Anderson, 2627 Cherry Laurel Dr.
- 13 Joseph Iskra, 2268 Sweet Pea Ln Harrisburg NC 28075
- 14 Joyce Hurst, 2628 Cherry Laurel Drive
- 15 Kevin Frazier, 9027 Daisy Place
- 16 Lloyd Quay, 7570 Hickory Ridge Road, Harrisburg, NC 28075
- 17 Sarah Robinson, 2616 Cherry Laurel Drive
- 18 Shanta Peggins Blume
- 19 Tara Beverly, 2539 Snap Dragon, Harrisburg, NC
- 20 Tom Mikulasovich, 2518 Red Maple Lane
- 21 Vickie Wallis, 2507 Carnation Drive Harrisburg, NC

**Traffic Impact Analysis UPDATE for
Shoppes at Hickory Ridge
Harrisburg, North Carolina**

Prepared for:

**Town of Harrisburg
Harrisburg, North Carolina**

Prepared by:

**Kimley-Horn and Associates, Inc.
NC License #F - 0102
200 South Tryon Street, Suite 200
Charlotte, North Carolina 28202
(704) 333-5131**



Laura N Reid
07/12/21

**July 2021
018536038**

TABLE OF CONTENTS

	<u>Page No.</u>
1.0 EXECUTIVE SUMMARY	1
2.0 INTRODUCTION	4
3.0 EXISTING TRAFFIC CONDITIONS	5
3.1 STUDY AREA	5
3.2 EXISTING TRAFFIC VOLUME DEVELOPMENT	6
4.0 BACKGROUND TRAFFIC VOLUME DEVELOPMENT	11
4.1 HISTORICAL BACKGROUND GROWTH TRAFFIC	11
4.2 APPROVED DEVELOPMENTS	11
5.0 SITE TRAFFIC VOLUME DEVELOPMENT	15
5.1 SITE ACCESS	15
5.2 TRAFFIC GENERATION	16
5.3 SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT	18
5.4 BUILD-OUT TRAFFIC VOLUMES	18
6.0 CAPACITY ANALYSIS	22
6.1 ROCKY RIVER ROAD AND ROBINSON CHURCH ROAD	24
6.2 ROCKY RIVER ROAD AND HICKORY RIDGE ROAD	25
6.3 ROCKY RIVER ROAD AND STALLINGS ROAD	26
6.4 ROCKY RIVER ROAD AND LIVE OAK ROAD/ACCESS 1	27
6.5 HICKORY RIDGE ROAD AND ACCESS 2	28
7.0 AUXILIARY TURN LANE WARRANTS	29
8.0 CRASH DATA ANALYSIS	30
9.0 MITIGATION IMPROVEMENTS	32
APPENDIX	34

List of Figures

	<u>Page No.</u>
FIGURE 1.1 – IDENTIFIED MITIGATION IMPROVEMENTS	3
FIGURE 3.1 – STUDY AREA/SITE LOCATION	7
FIGURE 3.2 – PROPOSED SITE PLAN	8
FIGURE 3.3 – EXISTING ROADWAY LANEAGE	9
FIGURE 3.4 – 2020 EXISTING TRAFFIC VOLUMES	10
FIGURE 4.1 – 2024 BACKGROUND AM PEAK-HOUR TRAFFIC VOLUMES	13
FIGURE 4.2 – 2024 BACKGROUND PM PEAK-HOUR TRAFFIC VOLUMES	14
FIGURE 5.1 – SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT	19
FIGURE 5.2 – 2024 BUILD-OUT AM PEAK-HOUR TRAFFIC VOLUMES	20
FIGURE 5.3 – 2024 BUILD-OUT PM PEAK-HOUR TRAFFIC VOLUMES	21
FIGURE 9.1 – IDENTIFIED MITIGATION IMPROVEMENTS	33

List of Tables

	<u>Page No.</u>
TABLE 5.1 – TRIP GENERATION	16
TABLE 6.0-A VEHICULAR LOS CONTROL DELAY THRESHOLDS FOR <u>UNSIGNALIZED</u> INTERSECTIONS	23
TABLE 6.0-B VEHICULAR LOS CONTROL DELAY THRESHOLDS FOR <u>SIGNALIZED</u> INTERSECTIONS	23
TABLE 6.1 – ROCKY RIVER ROAD AND ROBINSON CHURCH ROAD	24
TABLE 6.2 – ROCKY RIVER ROAD AND HICKORY RIDGE ROAD	25
TABLE 6.3 – ROCKY RIVER ROAD AND STALLINGS ROAD	26
TABLE 6.4 – ROCKY RIVER ROAD AND LIVE OAK ROAD/ACCESS 1	27
TABLE 6.5 – HICKORY RIDGE ROAD AND ACCESS 2	28
TABLE 8.1 – CRASH SEVERITY SUMMARY	30
TABLE 8.2 – ACCIDENT FREQUENCY SUMMARY	30
TABLE 8.3 – ACCIDENT TYPE SUMMARY	31

1.0 Executive Summary

The purpose of this Traffic Impact Analysis (TIA) is to evaluate the vehicular traffic impacts on the surrounding transportation infrastructure as a result of the proposed Shoppes at Hickory Ridge development. The primary objectives of the study are:

- To estimate trip generation and distribution for the proposed development.
- To perform intersection capacity analyses for the identified study area.
- To determine the potential traffic impacts of the proposed development.
- To identify improvements to mitigate the proposed development's traffic impacts.

The proposed Shoppes at Hickory Ridge development is located in the southeast quadrant of the Rocky River Road and f Hickory Ridge Road intersection in Harrisburg, North Carolina. Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of approximately:

- 12,000 square feet (sf) of general office space (two 6,000 sf buildings)
- 14,000 sf of retail space
- 11,500 sf of daycare center space
- 55 townhomes

For the purposes of this TIA, the build-out year of 2024 was considered. Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via two external access points:

- Access 1 – an unsignalized, full-movement connection to Rocky River Road aligned with Live Oak Road (approximately 700 feet east of Hickory Ridge Road)
- Access 2 – an unsignalized, full-movement connection to Hickory Ridge Road approximately 550 feet south of Rocky River Road

An internal connection to the existing Blume subdivision is also proposed via Sundrop Place and Snap Dragon Drive.

A TIA scoping meeting was held with the Town of Harrisburg and representatives of the applicant at Town Hall on February 4, 2020, to obtain background information and to ascertain the scope and parameters to be included in this TIA. After COVID-19 delays, a Memorandum of Understanding (MOU) was developed in July 2020 based on discussions from this meeting that documented all scoping parameters to be used for the TIA and was reviewed and agreed upon by the Town of Harrisburg and the applicant. Additionally, North Carolina Department of Transportation (NCDOT) reviewed and approved the MOU, which is included in the **Appendix**.

The following AM and PM peak-hour scenarios were analyzed to determine the proposed development's transportation impacts on the surrounding network:

- 2020 Existing Conditions
- 2024 Background Conditions
- 2024 Build-out Conditions

Based on coordination with the Town, NCDOT, and the Applicant, this TIA evaluated operations under each of the AM and PM peak-hour scenarios above for the following study area intersections:

1. Rocky River Road and Robinson Church Road
2. Rocky River Road and Hickory Ridge Road
3. Rocky River Road and Stallings Road
4. Rocky River Road and Live Oak Road/Access 1
5. Hickory Ridge Road and Access 2

Kimley-Horn was retained to determine the potential traffic impacts of this development (in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways* and set forth by the *Town of Harrisburg Unified Development Ordinance – Appendix F*), and to identify transportation improvements that may be required to mitigate these impacts. This report presents trip generation, distribution, capacity analyses, and identified transportation improvements required to mitigate anticipated traffic demands produced by the subject development.

Based on the capacity analyses performed at each of the identified study intersections, along with review of the auxiliary turn-lane warrants contained herein, the following improvements have been identified to mitigate the impact of the proposed development on the adjacent street network:

Robinson Church Road and Rocky River Road

- Contribution of \$50,000 to the left-turn lanes along Robinson Church Road.

Hickory Ridge Road and Rocky River Road

- Dedication of future right-of-way along the frontage of the site on Rocky River Road and Hickory Ridge Road per the Town's CTP.

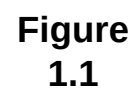
Rocky River Road and Live Oak Road/Access 1

- Restripe the southbound approach of Live Oak Road to include a separate left-turn lane with a minimum of 100 feet of storage and a shared through-right lane.
- Construction of the northbound approach of Access 1 with one ingress & two egress lanes and an internal protected stem of 125 feet.
- Construction of an eastbound right-turn lane along Rocky River Road with a minimum of 100 feet of storage.
- Construction of an eastbound left-turn lane along Rocky River Road with a minimum of 100 feet of storage. This should create a three-lane section along Rocky River Road, between Hickory Ridge Road and Live Oak Road.
- Construction of a westbound left-turn lane along Rocky River Road with a minimum of 100 feet of storage.

Hickory Ridge Road and Access 2

- Construction of a southbound left-turn lane along Hickory Ridge Road with a minimum of 100 feet of storage.
- Construction of the westbound approach of Access 2 with one ingress & one egress lane and an internal protected stem of 100 feet.

The mitigation improvement identified within the study area are shown in **Figure 1.1**. The improvements shown on this figure are subject to approval by NCDOT and the Town of Harrisburg. All additions and attachments to the State and Town roadway system shall be properly permitted, designed and constructed in conformance to standards maintained by the agencies.



2.0 Introduction

The proposed Shoppes at Hickory Ridge development is located in the southeast quadrant of the Rocky River Road and f Hickory Ridge Road intersection in Harrisburg, North Carolina. Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of approximately:

- 12,000 square feet (sf) of general office space (two 6,000 sf buildings)
- 14,000 sf of retail space
- 11,500 sf of daycare center space
- 55 townhomes

For the purposes of this TIA, the build-out year of 2024 was considered. Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via two external access points:

- Access 1 – an unsignalized, full-movement connection to Rocky River Road aligned with Live Oak Road (approximately 700 feet east of Hickory Ridge Road)
- Access 2 – an unsignalized, full-movement connection to Hickory Ridge Road approximately 550 feet south of Rocky River Road

An internal connection to the existing Blume subdivision is also proposed via Sundrop Place and Snap Dragon Drive.

A TIA scoping meeting was held with the Town of Harrisburg and representatives of the applicant at Town Hall on February 4, 2020, to obtain background information and to ascertain the scope and parameters to be included in this TIA. After COVID-19 delays, a Memorandum of Understanding (MOU) was developed in July 2020 based on discussions from this meeting that documented all scoping parameters to be used for the TIA and was reviewed and agreed upon by the Town of Harrisburg and the applicant. Additionally, North Carolina Department of Transportation (NCDOT) reviewed and approved the MOU, which is included in the **Appendix**.

Kimley-Horn was retained to determine the potential traffic impacts of this development (in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways* and set forth by *Town of Harrisburg Unified Development Ordinance – Appendix F*), and to identify transportation improvements that may be required to mitigate these impacts. This report presents trip generation, distribution, capacity analyses, crash analyses and identified transportation improvements required to mitigate anticipated traffic demands produced by the subject development.

3.0 Existing Traffic Conditions

Existing traffic conditions were coordinated with Town of Harrisburg and NCDOT staff and collected through field observations and previously collected turning-movement counts to establish the existing conditions baseline analysis.

3.1 STUDY AREA

Based on coordination with the Town, NCDOT and the applicant, the study area for this TIA includes the following existing intersections:

1. Rocky River Road and Robinson Church Road
2. Rocky River Road and Hickory Ridge Road
3. Rocky River Road and Stallings Road
4. Rocky River Road and Live Oak Road

Figure 3.1 shows the study area intersections and the site location, **Figure 3.2** shows the proposed site plan for the development as provided by the applicant and **Figure 3.3** shows the existing roadway geometry at the study intersections.

The primary roadways in the vicinity of the site are Rocky River Road, Robinson Church Road, Hickory Ridge Road, and Stallings Road.

Rocky River Road is currently a two-lane, undivided major collector with a posted speed limit of 45 miles per hour (mph). Rocky River Road carries an annual average daily traffic (AADT) volume of 10,500 vehicles per day (vpd) in the vicinity of the proposed development based on 2018 NCDOT AADT data.

Robinson Church Road is currently a two-lane, undivided major collector with a posted speed limit of 45 mph in the vicinity of the proposed development. Robinson Church Road carries an AADT volume of 8,200 vpd north of and 6,400 vpd south of Rocky River Road.

Hickory Ridge Road is currently a two-lane, undivided local street with a posted speed limit of 45 mph in the vicinity of the proposed development. Hickory Ridge Road carries an AADT volume of 6,600 vpd north of Rocky River Road and does not have a posted AADT south of Rocky River Road.

Stallings Road is currently a two-lane, undivided local street with a posted speed limit of 35 mph. Stallings Road does not have a NCDOT AADT volume posted north of Rocky River Road.

3.2 EXISTING TRAFFIC VOLUME DEVELOPMENT

At the time of the TIA scoping meeting in February 2020 new peak-hour turning movement counts were planned to be collected for this TIA in accordance with the TIA Ordinance. However, due to COVID-19 and associated impacts to work and school schedules at the time of this TIA, it was determined that new peak-hour turning movement counts may not be indicative of “typical” traffic operations. Existing traffic volumes were determined based on the alternative methodology outlined below and as documented in the approved MOU (included in the **Appendix**).

AM (7:00-9:00 AM) and PM (4:00-6:00 PM) intersection turning-movement, heavy-vehicle, pedestrian and bicycle counts were collected by National Data and Surveying (NDS) on Thursday, May 18, 2017, at the following intersections:

- Rocky River Road and Robinson Church Road
- Rocky River Road and Hickory Ridge Road

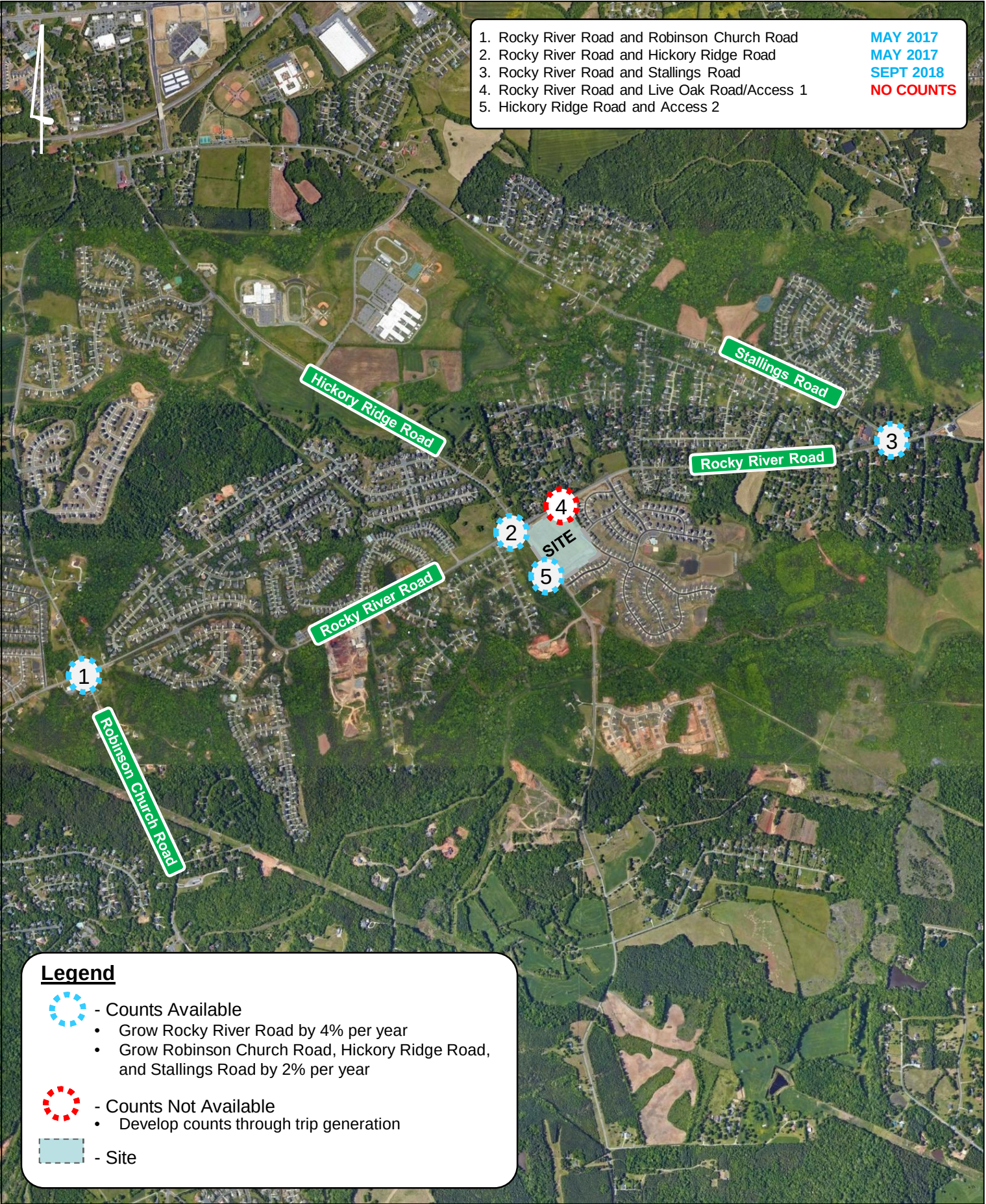
AM (7:00-9:00 AM) and PM (4:00-6:00 PM) intersection turning-movement, heavy-vehicle, pedestrian and bicycle counts were collected by NDS on Thursday, September 20, 2018 at the intersection of Rocky River Road and Stallings Road.

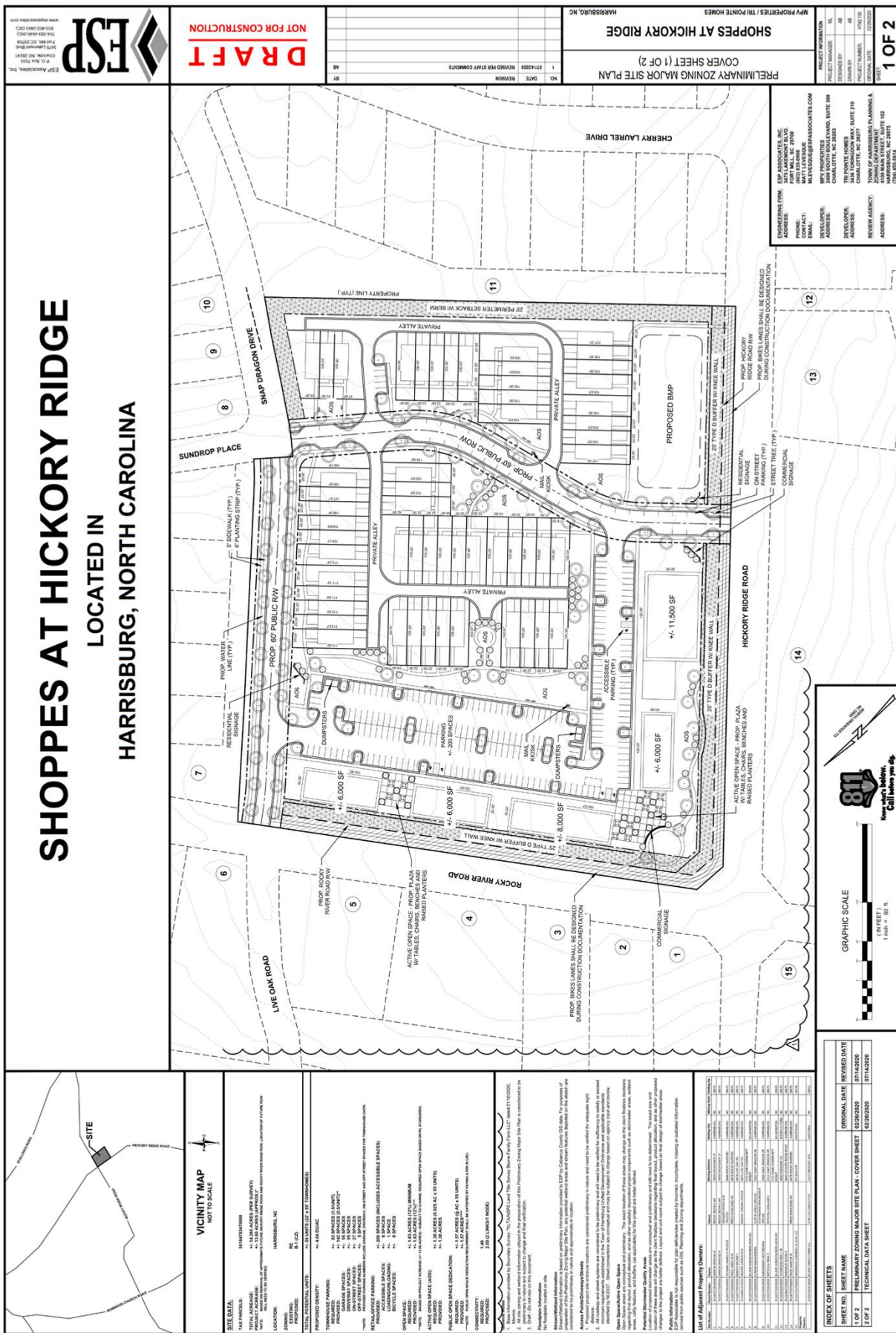
The turning-movement counts along Rocky River Road were grown by 4% per year to determine the 2020 existing traffic volumes. The turning-movement counts along Robinson Church Road, Hickory Ridge Road, and Stallings Road were grown by 2% per year to determine the 2020 existing traffic volumes.

Turning movement counts were not available at the intersection of Rocky River Road and Live Oak Road. Given that Live Oak Road serves an existing neighborhood, volumes on this street were developed by conducting trip generation analysis for the neighborhood using the trip generation rates published in *Trip Generation* (Institute of Transportation Engineers, Tenth Edition, 2017). Based on review of aerial imagery, the neighborhood was assumed to include approximately 110 single family homes. The resulting site trips were assigned to the study intersection based on the site trip distribution for the Shoppes at Hickory Ridge development. Through volumes along Rocky River Road were balanced with the adjacent study area intersection of Rocky River Road and Hickory Ridge Road. Trip generation calculations and site trip assignments are included in the **Appendix**.

Volume balancing was not performed between the remaining study area intersections due to the presence of driveways and distance between the intersections. Peak-hour intersection turning-movement count data is provided in the **Appendix**. A summary of the count data and methodology can be seen in **Figure 3.1**.

Figure 3.4 illustrates the 2020 existing AM and PM peak-hour traffic volumes.





LEGEND

→ Existing Lane

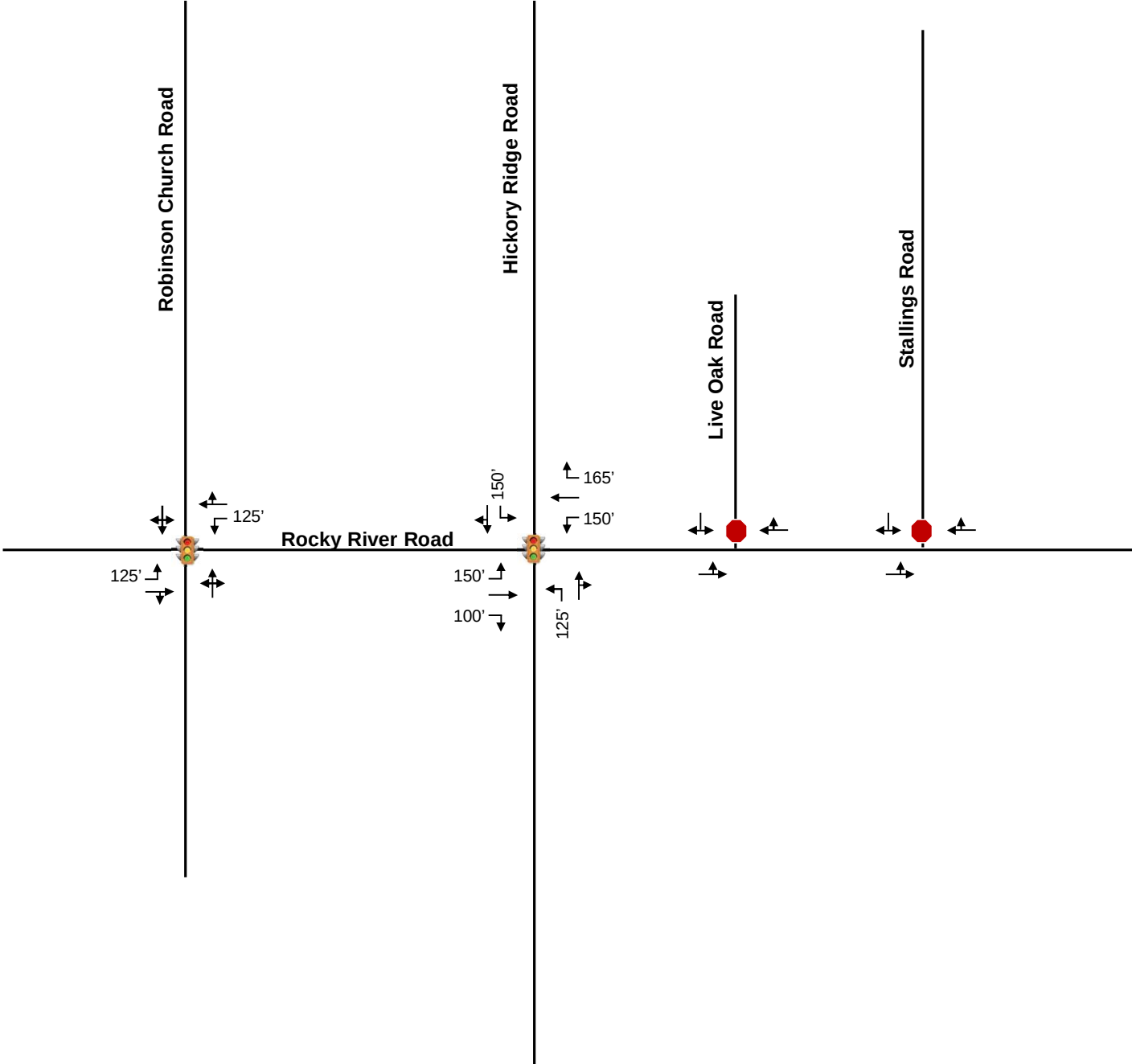
X' Storage Length

Traffic Signal

● Stop Control



NOT TO SCALE



LEGEND

- XX AM Peak-Hour Traffic Volumes
- (XX) PM Peak-Hour Traffic Volumes
- Stop Control
- 🚦 Traffic Signal



4.0 Background Traffic Volume Development

Projected background (non-project) traffic is defined as the expected growth or change in traffic volumes on the surrounding roadway network between the year the existing counts were collected and the expected build-out year absent the construction and opening of the proposed project. This includes both non-specific general growth based on historical increase in local traffic volumes (historical background growth), along with specific growth and/or change in traffic volumes caused by either approved, but not yet fully-constructed, off-site developments and/or planned transportation projects specifically identified within the vicinity of the proposed development.

4.1 HISTORICAL BACKGROUND GROWTH TRAFFIC

Historical background growth is the increase in existing traffic volumes due to usage increases and non-specific growth throughout the area, and accounts for growth that is independent of specific off-site developments or planned transportation projects. Historical background growth traffic is calculated using an annual growth rate, which is applied to the existing traffic volumes up to the future horizon years. For this analysis, an annual growth rate of 2% was applied to the 2020 existing peak-hour traffic volumes to calculate base 2024 background traffic volumes. This methodology was determined based on coordination with Town of Harrisburg and NCDOT staff.

4.2 APPROVED DEVELOPMENTS

At the direction of the Town of Harrisburg and NCDOT staff, ten approved developments that are expected to impact traffic volumes within the study area were included in the background traffic volumes for this TIA. Two additional approved developments were added to the original eight outlined in the approved scoping package. The ten approved developments include:

- Farmington Mixed Use
- Holcombe Woods
- Grantham
- Essex Homes
- Camellia Gardens
- Stallings Road Subdivision
- Addison Park
- SW Cabarrus Elementary School
- Orchid Ridge (previously known as Hickory Ridge Road Development)
- Hickory Ridge Single Family

Per coordination with the Town, all developments were assumed to be 0% built-out at the time of the turning-movement counts.

Volumes for the approved developments were obtained from the following sources:

- Farmington TIA (Davenport, May 2018)
- Holcombe Property TIA (SEPI Engineering and Construction, November 2014)
- Avanti – Robinson Church Road Subdivision TIA (STV Incorporated, November 2014) [Grantham]
- Camellia Gardens TIA (Kimley-Horn, June 2019)
- Stallings Road Subdivision TIA (Kimley-Horn, October 2018)
- New Southwest Elementary School TIA (Kimley-Horn, March 2018)
- Hickory Ridge Road Development TIA (Kimley-Horn, February 2021)

A TIA was not performed for Essex Homes, Addison Park, or Hickory Ridge Single Family. Therefore, trip generation was performed for these sites and project trips associated with these developments were distributed throughout the study area based on the existing turning movement counts.

The following laneage improvements were identified at the intersection of Rocky River Road and Hickory Ridge Road in the *New Southwest Elementary School TIA*:

- Construction of a northbound right-turn lane with 275 feet of storage and permitted overlap phasing.
- Extension of the northbound left-turn lane to provide 150 feet of storage
- Construction of a southbound right-turn lane with 100 feet of storage and permitted overlap phasing.
- Extension of the westbound right-turn lane to provide 465 feet of storage.
- Extension of the westbound left-turn lane to provide 175 feet of storage.
- Extension of the eastbound right-turn lane to provide 250 feet of storage.

Per a letter from the NCDOT Municipal and School Transportation Assistance (MSTA) group and Congestion Management section dated October 11, 2019, construction of these improvements are not committed to be done by the school. Therefore, per coordination with the Town and local NCDOT staff, these improvements associated with the school were not included in the future year conditions.

Per Town staff, the following laneage improvements were included in all future year conditions at the intersection of Rocky River Road and Robinson Church Road based on committed improvements as part of the Grantham development:

- Construction of a northbound left-turn lane with 100 feet of storage.
- Construction of a southbound left-turn lane with 200 feet of storage (via \$50,000 contribution).

The following laneage improvements were included in all future year conditions at the intersection of Rocky River Road and Stallings Road based on the identified mitigation in the *Stallings Road Subdivision TIA*:

- Installation of a traffic signal.

The following laneage improvements were included in all future year conditions at the intersection of Rocky River Road and Hickory Ridge Road based on the identified mitigation in the *Hickory Ridge Road Development TIA*:

- Construction of a northbound right-turn lane with 100 feet of storage.
- Extension of the northbound left-turn lane to provide 425 feet of storage.

Figures 4.1 and **4.2** show the 2024 background AM and PM peak-hour traffic volumes, respectively, that include the historical growth traffic and approved development trips.

LEGEND

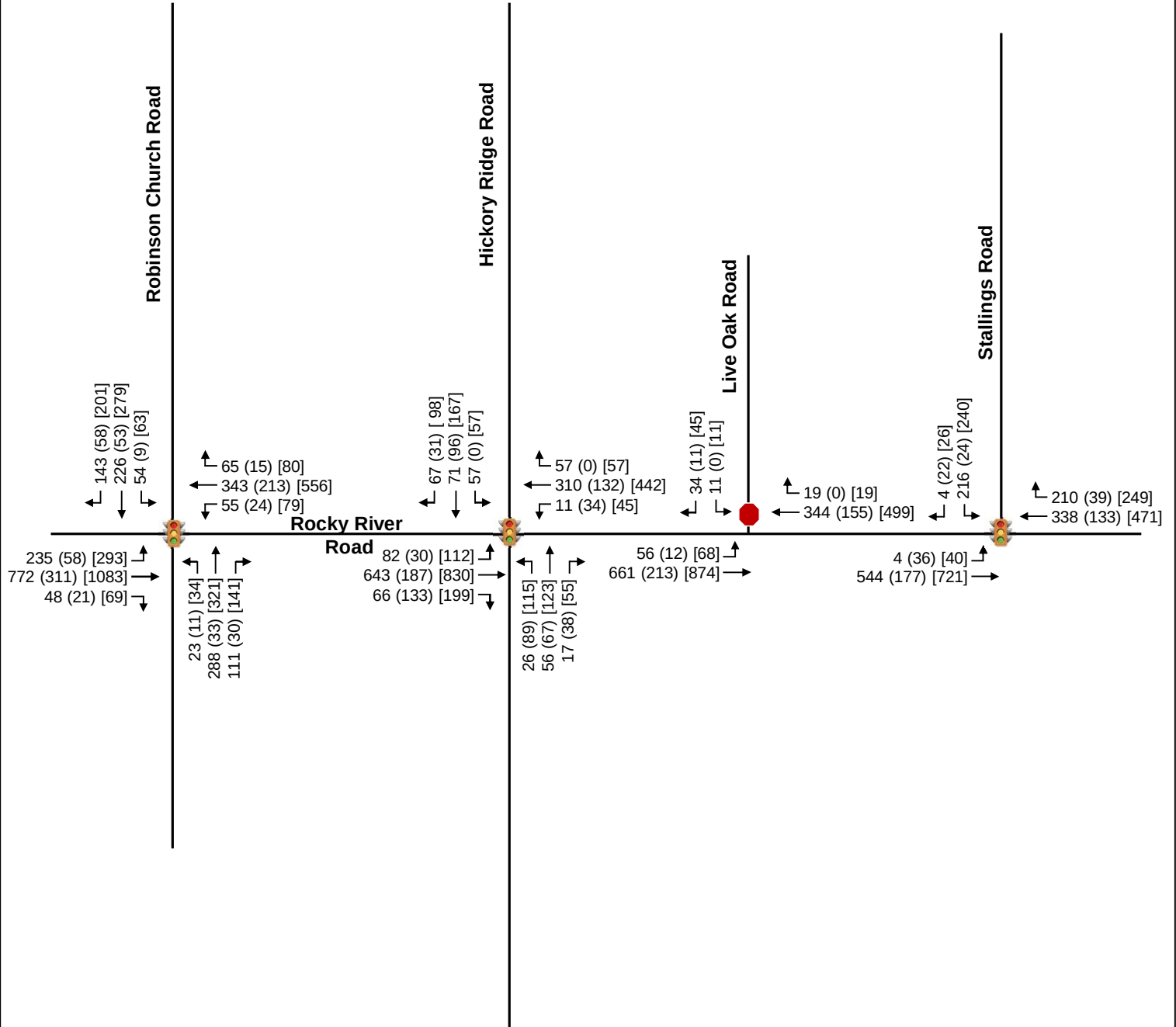
- XX Historic Growth Traffic
- (XX) Approved Development Trips
- [XX] Background Traffic Volumes
- Stop Control
- 🚦 Traffic Signal

NOT TO SCALE



LEGEND

- XX Historic Growth Traffic
- (XX) Approved Development Trips
- [XX] Background Traffic Volumes
- Stop Control
- 🚦 Traffic Signal



5.0 Site Traffic Volume Development

Site traffic developed for this TIA is defined as the vehicle trips expected to be generated and added to the study area by construction of the proposed development, and the distribution and assignment of that traffic throughout the surrounding network.

5.1 SITE ACCESS

Based on the provided site plan and information provided by the applicant, the proposed development will be accessed via two external access points:

- Access 1 – an unsignalized, full-movement connection to Rocky River Road aligned with Live Oak Road (approximately 700 feet east of Hickory Ridge Road)
- Access 2 – an unsignalized, full-movement connection to Hickory Ridge Road approximately 550 feet south of Rocky River Road

An internal connection to the existing Blume subdivision is also proposed via Sundrop Place and Snap Dragon Drive.

5.2 TRAFFIC GENERATION

The traffic generation potential of the proposed development was determined using the trip generation rates published in *Trip Generation* (Institute of Transportation Engineers, Tenth Edition, 2017). Based on the site plan provided by the applicant, the proposed development is currently envisioned to consist of approximately:

- 12,000 square feet (sf) of general office space (two 6,000 sf buildings)
- 14,000 sf of retail space
- 11,500 sf of daycare center space
- 55 townhomes

Table 5.1 summarizes the projected trip generation for the built conditions of the proposed development, respectively. During a typical weekday, upon build-out of the proposed development, it has the potential to generate 190 and 255 net new external trips during the AM and PM peak hours, respectively.

Land Use	Intensity	Daily	AM Peak Hour			PM Peak Hour		
			Total	In	Out	Total	In	Out
General Office [ITE 710] ^	12,000 SF	136	26	23	3	79	14	65
Shopping Center 1 [ITE 820]*	8,000 SF	302	8	5	3	30	14	16
Shopping Center 2 [ITE 820]*	6,000 SF	227	6	4	2	23	11	12
Day Care Center [ITE 565]	11,500 SF	548	127	67	60	128	60	68
Multifamily Housing Low-Rise - (Townhomes) [ITE 220]	55 DU	375	27	6	21	35	22	13
Subtotal		1,588	194	105	89	295	121	174
Internal Capture		232	4	2	2	26	13	13
ITE 820 Pass-By - 0% AM / 34% PM		8	0	0	0	8	4	4
ITE 820 Pass-By - 0% AM / 34% PM		6	0	0	0	6	3	3
Adjacent Street Traffic			2,602			2,165		
10% Adjacent Street Traffic		480	262	131	131	218	109	109
Pass-By~		14	0	0	0	14	7	7
Net New External Trips		1,342	190	103	87	255	101	154

^ General Office buildings calculated together due to shared parking field
 * Shopping Center buildings calculated separately per NCDOT guidelines
 * Adjacent Rate used to calculate Shopping Center trip generation due to small square footages
 ~ Pass-by will be limited to a maximum of 10% adjacent street traffic; The trip generation may be updated to reflect this limit once counts are collected

Internally captured trips are trips that begin and end within the project site and do not access the external roadway network. The National Cooperative Highway Research Program (NCHRP) *Report 684 Enhancing Internal Trip Capture Estimation for Mixed-Use Developments*, produced by the Transportation Research Board, was used to calculate the internal capture for the development. Internal capture calculations are included in the **Appendix**.

Pass-by trips are trips already on the roadway network that turn into the site as they pass-by on the adjacent street. Pass-by volumes were calculated for the proposed site based on the equations and data presented in the ITE *Trip Generation Handbook*. Per NCDOT guidelines, pass-by volumes

were limited to ten percent of the adjacent street traffic. Pass-by calculations are included in the **Appendix**.

5.3 SITE TRAFFIC DISTRIBUTION AND ASSIGNMENT

The proposed development's trips were assigned to the surrounding network based on existing peak-hour turning movements, surrounding land uses, locations of similar land use and population densities in the area. The following site traffic distribution was reviewed and approved as part of the MOU by the Town of Harrisburg, NCDOT and the applicant:

- 10% to/from the north along Robinson Church Road
- 10% to/from the south along Robinson Church Road
- 10% to/from the north along Hickory Ridge Road
- 10% to/from the south along Hickory Ridge Road
- 5% to/from the north along Stallings Road
- 20% to/from the east along Rocky River Road
- 30% to/from the west along Rocky River Road
- 5% to/from the Blume subdivision

The overall site traffic distribution and assignment is shown in **Figure 5.1**.

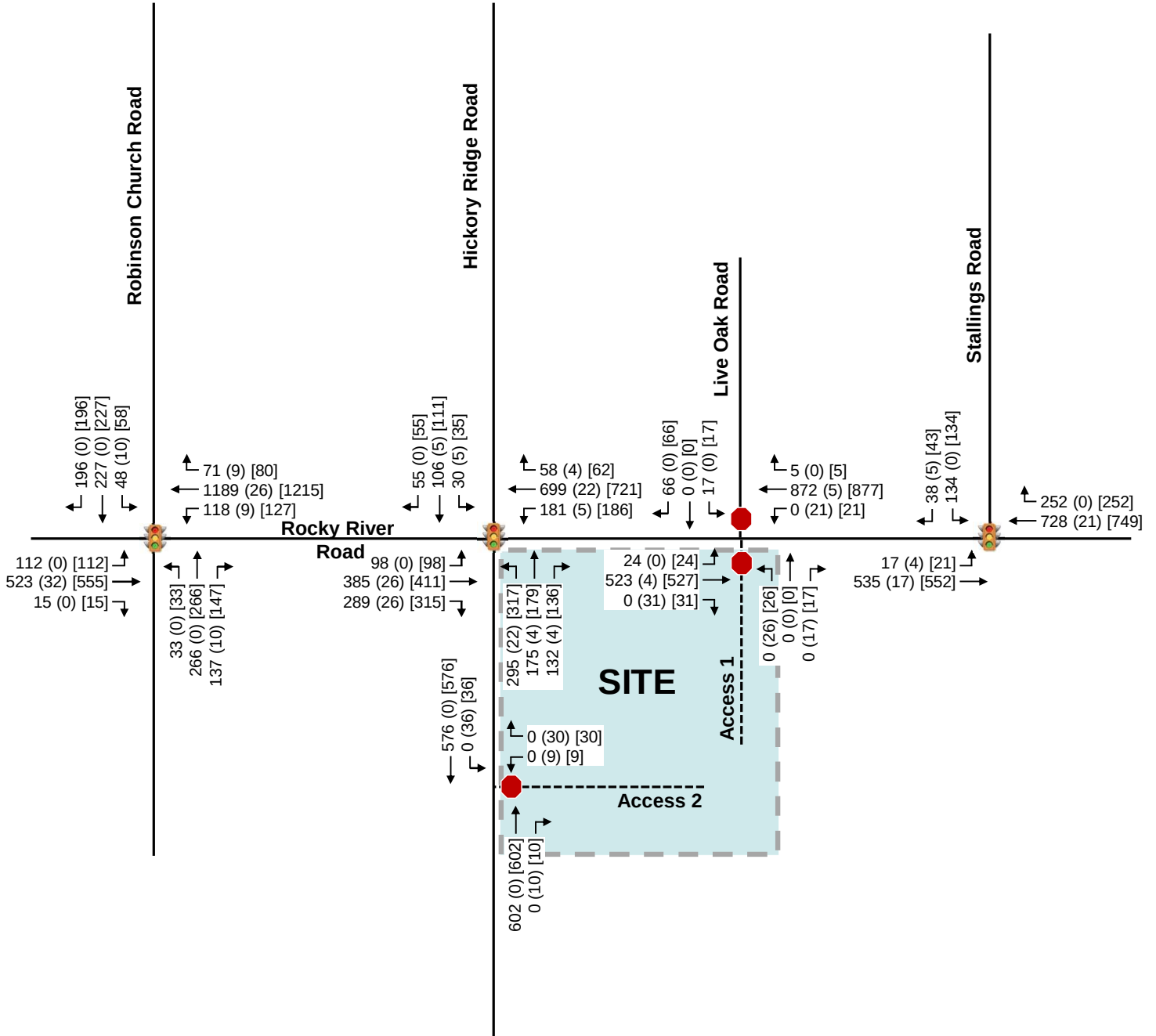
5.4 BUILD-OUT TRAFFIC VOLUMES

The build-out traffic volumes include the assignment of the projected site traffic generation added to the appropriate background traffic volumes. **Figures 5.2** and **5.3** show the projected 2024 build-out traffic volumes for the AM and PM peak hours, respectively. Intersection volume development worksheets for all intersections within the study network are provided in the **Appendix**.

LEGEND

- XX Background Traffic Volumes
- (XX) Site Trips
- [XX] Build-out Traffic Volumes
- Stop Control
- 🚦 Traffic Signal

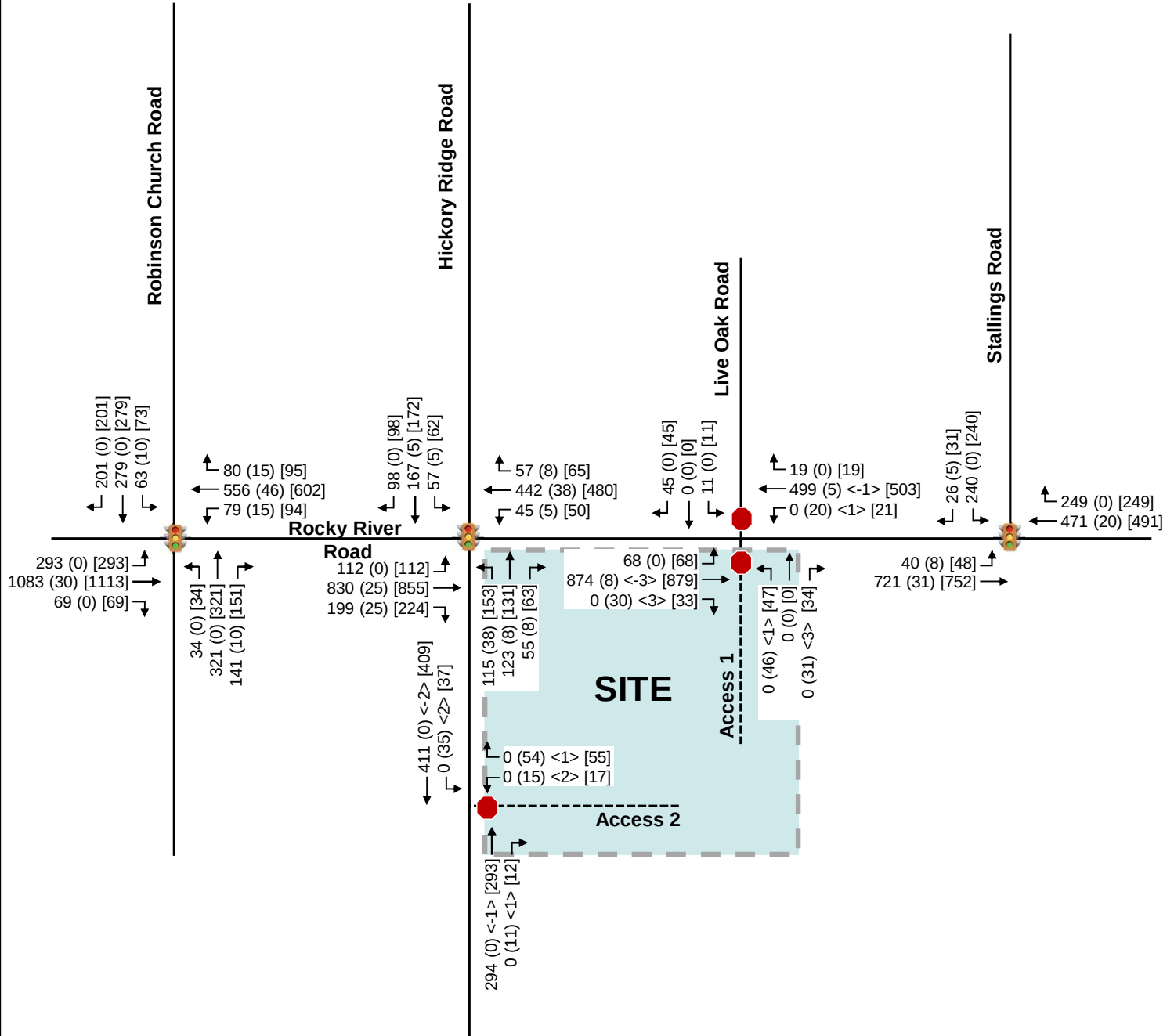
NOT TO SCALE



LEGEND

- XX Background Traffic Volumes
- (XX) Site Trips
- <XX> Pass-by Trips
- [XX] Build-out Traffic Volumes
- Stop Control
- 🚦 Traffic Signal

NOT TO SCALE



6.0 Capacity Analysis

Based on the requirements set forth by the *Town of Harrisburg Unified Development Ordinance – Appendix F* and in accordance with the traffic study guidelines in the *NCDOT Policy on Street and Driveway Access to North Carolina Highways*, capacity analyses were performed at the study area intersections for each of the following AM and PM peak-hour scenarios:

- 2020 Existing Conditions
- 2024 Background Conditions
- 2024 Build-out Conditions

Capacity analyses were performed for the AM and PM peak hours using the Synchro Version 10 software to determine the operating characteristics at the signalized and stop-controlled intersections of the adjacent street network and to evaluate the impacts of the proposed development. Capacity is defined as the maximum number of vehicles that can pass over a particular road segment, or through a particular intersection, within a specified period of time under prevailing operational, geometric and controlling conditions within a set time duration. This software program uses methodologies contained in the *Highway Capacity Manual* (HCM) to determine the operating characteristics of an intersection.

The *Highway Capacity Manual* (HCM) defines LOS as a “quantitative stratification of a performance measure or measures representing quality of service” and is used to “translate complex numerical performance results into a simple A-F system representative of travelers’ perceptions of the quality of service provided by a facility or service”. The HCM defines six levels of service, LOS A through LOS F, with A having the best operating conditions from the traveler’s perspective and F having the worst. However, it must be understood that “the LOS letter result hides much of the complexity of facility performance”, and that “the appropriate LOS for a given system element in the community is a decision for local policy makers”. According to the HCM, “for cost, environmental impact, and other reasons, roadways are typically designed not to provide LOS A conditions during peak periods but instead to provide some lower LOS that balances individual travelers’ desires against society’s desires and financial resources. Nevertheless, during low-volume periods of the day, a system element may operate at LOS A.”

LOS for a two-way stop-controlled (TWSC) intersection is determined by the control delay at the side-street approaches, typically during the highest volume periods of the day, the AM and PM peak periods. Control delay includes initial deceleration delay, queue move-up time, stopped delay, and final acceleration delay. With respect to field measurements, control delay is defined as the total elapsed time from the time a vehicle stops at the end of the queue to the time the vehicle departs from the stop line. It is typical for stop sign-controlled side streets and driveways intersecting major streets to experience long delays during peak hours, particularly for left-turn movements. The majority of the traffic moving through the intersection on the major street experiences little or no delay.

LOS for signalized intersections is reported for the intersection as a whole, and typically during the highest volume periods of the day, the AM and PM peak periods. One or more movements at an intersection may experience a low level-of-service, while the intersection as a whole may operate acceptably.

Table 6.0-A and **6.0-B** list the LOS control delay thresholds published in the HCM for unsignalized and signalized intersections, respectively, as well as the unsignalized operational descriptions assumed herein.

Table 6.0-A Vehicular LOS Control Delay Thresholds for Unsignalized Intersections		
Level-of-Service	Average Control Delay per Vehicle [sec/veh]	
A	≤ 10	Short Delays
B	> 10 – 15	
C	> 15 – 25	
D	> 25 – 35	Moderate Delays
E	> 35 – 50	
F	> 50	Long Delays

Table 6.0-B Vehicular LOS Control Delay Thresholds for Signalized Intersections	
Level-of-Service	Average Control Delay per Vehicle [sec/veh]
A	≤ 10
B	> 10 – 20
C	> 20 – 35
D	> 35 – 55
E	> 55 – 80
F	> 80

Using the signal timing plans provided by NCDOT, cycle lengths, splits, and offsets were optimized for the existing conditions analysis. A Congestion Management minimum cycle length of 120 seconds based on the phasing of the signalized intersections was also utilized. Intersection cycle lengths and splits were optimized in background conditions and utilized in build-out conditions.

The following modifications from the background data collected were applied to the capacity analyses to meet NCDOT *Congestion Management Capacity Analysis Guidelines*:

- Right-turn-on-red (RTOR) operations were not allowed.
- Protected-only left-turn phasing was used for analysis of future operations where protected/permitted left-turn phasing exists.
- Lost time adjust was added to the yellow and all-red times provided in the existing signal plans to maintain at total lost time of 5 seconds for each movement.
- A minimum of 4 vehicles per hour were used for permissible movements, excluding movements into and out of the proposed site.

In the existing condition, the observed peak hour factor (PHF) was used in the analysis. A weighted PHF was used for all future year conditions in the AM peak hour to account for the impacts of school traffic. A 0.9 PHF was used for all future conditions in the PM peak hour.

Capacity analysis reports generated by Synchro Version 10 software are included in the **Appendix**.

6.1 ROCKY RIVER ROAD AND ROBINSON CHURCH ROAD

Table 6.1 summarizes the LOS, control delay and 95th percentile queue lengths at the signalized intersection of Rocky River Road and Robinson Church Road.

Table 6.1 - Rocky River Road and Robinson Church Road										
Condition	Measure	EB		WB		NB		SB		Intersection
		EBL	EBTR	WBL	WBTR	NBL	NBT	SBL	SBTR	LOS (Delay)
AM Peak Hour										
2020 Existing	LOS (Delay)	C (25.6)		D (54.2)		E (59.9)		F (92.2)		E (56.9)
	Synchro 95th Q	88'	219'	54'	#1175'	-	394'	-	#655'	
2024 Background	LOS (Delay)	E (57.1)		F (200.0)		F (152.3)		F (159.7)		F (152.5)
	Synchro 95th Q	#265'	498'	#209'	#2055'	#101'	#734'	#140'	#794'	
2024 Build-out	LOS (Delay)	E (57.8)		F (213.8)		F (160.7)		F (173.4)		F (162.1)
	Synchro 95th Q	#265'	543'	#234'	#2128'	#101'	#757'	#170'	#794'	
PM Peak Hour										
2020 Existing	LOS (Delay)	D (48.4)		C (31.7)		D (42.6)		E (69.9)		D (48.0)
	Synchro 95th Q	136'	#907'	38'	404'	-	412'	-	#532'	
2024 Background	LOS (Delay)	F (136.3)		E (67.4)		F (105.9)		F (130.0)		F (115.1)
	Synchro 95th Q	#491'	#1709'	#198'	#849'	#102'	#738'	#187'	#770'	
2024 Build-out	LOS (Delay)	F (147.6)		F (89.4)		F (112.7)		F (142.1)		F (127.5)
	Synchro 95th Q	#491'	#1773'	#237'	#982'	#102'	#760'	#214'	#770'	
Existing/Background Storage		125'		125'		0/100'		0/200'		
Exceeds storage										
# 95th percentile volume exceeds capacity, queue may be longer										

The following laneage improvements were included in all future year conditions at this intersection based on committed improvements as part of the Grantham development:

- Construction of a northbound left-turn lane with 100 feet of storage.
- Construction of a southbound left-turn lane with 200 feet of storage (via \$50,000 contribution).

Based on projected volumes, these turn lanes were assumed to operate as permitted in all future year scenarios. As shown in **Table 6.1**, under 2024 background conditions, the overall intersection is expected to operate at LOS F in both peak hours.

It should be noted that the significant increase in LOS and delay from existing to background conditions is due to the changing of permitted protected phasing to protected only as well as the approved development volumes. The approved developments contribute to almost a quarter of the background volume.

With the addition of site traffic, the overall intersection is expected to remain at LOS F with increases in delay in both peak hours. However, the westbound approach is expected to drop from LOS E to LOS F in the PM peak hour. Due to the increases in delay and drop in LOS, mitigation should be considered at this intersection.

Per coordination with the Town and NCDOT, the proposed development should make a \$50,000 contribution to the left-turn lanes being constructed by the Town and the Grantham development.

6.2 ROCKY RIVER ROAD AND HICKORY RIDGE ROAD

Table 6.2 summarizes the LOS, control delay and 95th percentile queue lengths at the signalized intersection of Rocky River Road and Hickory Ridge Road.

Table 6.2 - Rocky River Road and Hickory Ridge Road													
Condition	Measure	EB			WB			NB			SB		Intersection
		EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	
AM Peak Hour													
2020 Existing	LOS (Delay)	B (13.4)			C (29.2)			C (32.8)			C (34.6)		C (24.2)
	Synchro 95th Q	35'	190'	32'	17'	418'	31'	70'	80'	-	33'	77'	
2024 Background	LOS (Delay)	D (53.6)			F (82.1)			E (70.1)			F (124.1)		E (73.0)
	Synchro 95th Q	149'	479'	194'	231'	#983'	52'	375'	200'	97'	60'	#231'	
2024 Build-out	LOS (Delay)	E (55.9)			F (88.4)			E (77.2)			F (128.5)		E (78.0)
	Synchro 95th Q	149'	#522'	216'	237'	#1031'	55'	#434'	204'	101'	70'	#246'	
PM Peak Hour													
2020 Existing	LOS (Delay)	C (20.4)			B (19.2)			C (30.4)			C (32.0)		C (22.6)
	Synchro 95th Q	40'	453'	36'	9'	202'	33'	30'	85'	-	57'	155'	
2024 Background	LOS (Delay)	D (43.8)			C (29.2)			E (60.3)			E (75.4)		D (46.9)
	Synchro 95th Q	156'	#960'	105'	81'	390'	42'	#217'	158'	70'	95'	#400'	
2024 Build-out	LOS (Delay)	D (45.3)			C (30.4)			F (93.4)			E (79.3)		D (53.0)
	Synchro 95th Q	156'	#1006'	119'	87'	435'	46'	#299'	168'	78'	102'	#408'	
Existing/Background Storage		150'		100'	150'		165'	125'/425'		0'/100'	150'		
Exceeds storage													
# 95th percentile volume exceeds capacity, queue may be longer													

The following laneage improvements were included in all future year conditions at this intersection based on the identified mitigation in the *Hickory Ridge Road Development TIA*:

- Construction of a northbound right-turn lane with 100 feet of storage.
- Extension of the northbound left-turn lane to provide 425 feet of storage.

As shown in **Table 6.2**, under 2024 background conditions, the overall intersection is expected to operate at LOS E and LOS D in the AM and PM peak hours, respectively. With the addition of site traffic, the overall intersection is expected to remain at LOS E and LOS D in the AM and PM peak hours. However, the eastbound approach is expected to drop from LOS D to LOS E in the AM peak hour and the northbound approach is expected to drop from LOS E to LOS F in the PM peak hour. Due to the increases in delay and drops in LOS, mitigation was considered at this intersection.

Per coordination with the Town and NCDOT, the site should dedicate future right-of-way along the frontage of the site on Rocky River Road and Hickory Ridge Road per the Town's Community Transportation Plan (CTP).

In the AM peak hour, the northbound left-turn queues are expected to exceed the background 425-foot storage length and the northbound right-turn queues are expected to exceed the background 100-foot storage length. The increase for each queue is less than one car; therefore, extension of these turn lanes is not recommended as developer mitigation.

6.3 ROCKY RIVER ROAD AND STALLINGS ROAD

Table 6.3 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized intersection of Rocky River Road and Stallings Road.

Table 6.3 - Rocky River Road and Stallings Road					
Condition	Measure	EB	WB	SB	Intersection
		EBLT	WBTR	SBLR	LOS (Delay)
AM Peak Hour					
2020 Existing	LOS (Delay)	A (0.4)	A (0.0)	E (38.6)	-
	Synchro 95th Q	1'	0'	72'	
2024 Background	LOS (Delay)	B (12.3)	C (21.7)	E (63.4)	C (22.3)
	Synchro 95th Q	174'	491'	#196'	
2024 Build-out	LOS (Delay)	B (18.2)	C (23.6)	E (69.0)	C (25.9)
	Synchro 95th Q	213'	525'	#202'	
PM Peak Hour					
2020 Existing	LOS (Delay)	A (0.2)	A (0.0)	F (56.7)	-
	Synchro 95th Q	1'	0'	160'	
2024 Background	LOS (Delay)	C (23.1)	B (14.0)	D (37.1)	C (21.5)
	Synchro 95th Q	#453'	283'	#224'	
2024 Build-out	LOS (Delay)	C (27.9)	B (13.2)	D (44.1)	C (24.3)
	Synchro 95th Q	#504'	300'	#229'	
# 95th percentile volume exceeds capacity, queue may be longer					

As shown in **Table 6.3**, under 2020 existing conditions, the stop-controlled southbound approach of Stallings Road is expected to operate with moderate delays in the AM peak hour and long delays in the PM peak hour.

Based on the identified mitigation in the *Stallings Road Subdivision TIA*, the installation of a traffic signal was included in all future year conditions at this intersection.

Under 2024 background conditions, the overall intersection is expected to operate at LOS C during both peak hours. With the addition of site traffic, the overall intersection is expected to continue to operate at LOS C in both peak hours.

Therefore, no capacity improvements are recommended at this intersection due to the proposed site.

6.4 ROCKY RIVER ROAD AND LIVE OAK ROAD/ACCESS 1

Table 6.4 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized tee-intersection of Rocky River Road and Live Oak Road/Access 1.

Table 6.4 - Rocky River Road and Live Oak Road/Access 1							
Condition	Measure	EB	WB	NB		SB	
		EBLTR	WBLTR	NBL	NBTR	SBL	SBTR
AM Peak Hour							
2020 Existing	LOS (Delay)	A (0.6)	A (0.0)	-		C (16.9)	
	Synchro 95th Q	1'	0'	-	-	-	17'
2024 Background	LOS (Delay)	A (1.2)	A (0.0)	-		F (61.3)	
	Synchro 95th Q	3'	0'	-	-	-	87'
2024 Build-out	LOS (Delay)	A (1.2)	A (0.9)	F (607.9)		F (157.7)	
	Synchro 95th Q	3'	2'	-	139'	-	148'
2024 Build-out IMP	LOS (Delay)	A (1.2)	A (0.9)	F (453.0)		F (71.0)	
	Synchro 95th Q	3'	2'	101'	3'	54'	30'
PM Peak Hour							
2020 Existing	LOS (Delay)	A (1.3)	A (0.0)	-		B (14.9)	
	Synchro 95th Q	4'	0'	-	-	-	9'
2024 Background	LOS (Delay)	A (2.1)	A (0.0)	-		E (44.5)	
	Synchro 95th Q	6'	0'	-	-	-	45'
2024 Build-out	LOS (Delay)	A (2.2)	A (1.3)	F (Err)		F (180.7)	
	Synchro 95th Q	6'	3'	-	Err	-	110'
2024 Build-out IMP	LOS (Delay)	A (2.2)	A (1.3)	F (5785.4)		F (106.6)	
	Synchro 95th Q	6'	3'	Err	11'	49'	8'

As shown in **Table 6.4**, under 2024 background conditions, the stop-controlled southbound approach of Live Oak Road is expected to operate with long delays in the AM peak hour and moderate delays in the PM peak hour. With the addition of site traffic and Access 1 (creating the 4th leg of this intersection), the stop-controlled southbound and northbound approaches of Live Oak Road and Access 1 are expected to operate with long delays in both peak hours. Due to the increase in delay, mitigation was considered at this intersection.

To mitigate the impact of site traffic, it is recommended that the southbound approach be restriped to provide a southbound left-turn lane and a shared through-right lane along Live Oak Road. Based on review of aerial imagery, the southbound approach appears to be between 20 and 24 feet, which would allow for the restriping.

The northbound approach of Access 1 is recommended to be constructed with a left-turn lane and a shared through-right lane to lower delay experienced on this stop-controlled approach. As shown on the site plan, the proposed cross access is about 125 feet back from the intersection. The northbound left-turn lane along Access 1 should extend back 125 feet to this point.

It should be noted that Access 1 is still expected to operate with long delays and queues even with separate turn lanes. Should drivers making the northbound left-turn movement not want to experience these delays, they have the option of using Access 2 along Hickory Ridge Road in order to reach the Hickory Ridge Road and Rocky River Road intersection. Sending the majority of northbound left-turn movements to Access 2 would result in LOS D at Access 1 in both peak hours while not impacting Access 2's delay.

6.5 HICKORY RIDGE ROAD AND ACCESS 2

Table 6.5 summarizes the LOS, control delay and 95th percentile queue lengths at the unsignalized tee-intersection of Hickory Ridge Road and Access 2.

Table 6.5 - Hickory Ridge Road and Access 2				
Condition	Measure	WB	NB	SB
		WBLR	NBTR	SBLT
AM Peak Hour				
2024 Build-out	LOS (Delay)	E (40.1)	A (0.0)	A (1.7)
	Synchro 95th Q	29'	0'	4'
PM Peak Hour				
2024 Build-out	LOS (Delay)	B (12.8)	A (0.0)	A (1.0)
	Synchro 95th Q	13'	0'	3'

This intersection provides site access via a full-movement connection to Hickory Ridge Road. As shown in **Table 6.5**, the stop-controlled westbound approach of the intersection is expected to operate with short to moderate delays under build-out of the site. No improvements are recommended at this intersection for capacity purposes.

As discussed in **Section 6.4**, if the majority drivers making the northbound left-turn movement at Access 1 utilize Access 2 instead, the delay is not expected to be negatively impacted.

Based on the anticipated queues on the westbound approach, an internal protected stem of 100 feet is recommended.

7.0 Auxiliary Turn Lane Warrants

Warrants for additional turn-lane improvements for unsignalized intersection beyond those necessary for capacity were determined based on a review of the figure titled 'Warrant for Left and Right-Turn Lanes' found on page 80 in the *NCDOT Policy On Street And Driveway Access to North Carolina Highways*. The results of the warrants for left and right-turn lanes under 2024 background and build-out conditions are summarized by intersection below and included in the **Appendix**.

Rocky River Road and Live Oak Road/Access 1

2024 Background Conditions

- Eastbound left-turn lane along Rocky River Road with a minimum storage length of 75 feet

2024 Build Conditions

- Eastbound left-turn lane along Rocky River Road with a minimum storage length of 75 feet
- Eastbound right-turn lane along Rocky River Road with a minimum storage length of 50 feet
- Westbound left-turn lane along Rocky River Road with a minimum storage of 50 feet

Based on coordination with NCDOT, an eastbound left-turn lane with a minimum of 100 feet of storage will be required on Rocky River Road. This should create a three-lane section along Rocky River Road, between Hickory Ridge Road and Live Oak Road.

An eastbound right-turn lane and a westbound left-turn lane along Rocky River Road are recommended as mitigation for the Shoppes at Hickory Ridge development. Based on NCDOT Congestion Management Capacity Analysis Guidelines, full storage for both right- and left-turn lanes should accommodate a minimum of 100 feet. Therefore, an eastbound right-turn lane and a westbound left-turn lane with a minimum of 100 feet of storage is recommended as mitigation.

Hickory Ridge Road and Access 2

2024 Build Conditions

- Southbound left-turn lane along Hickory Ridge Road with a minimum storage length of 50 feet

Based on coordination with NCDOT, a southbound left-turn lane with a minimum of 100 feet of storage is recommended as mitigation for the Shoppes at Hickory Ridge development.

8.0 Crash Data Analysis

Crash data was obtained at study intersections for crashes that occurred between July 1, 2017 and June 30, 2020. Over this three-year period, 31 total crashes were reported at the four study intersections. The breakdown of crashes at these four study intersections by severity, frequency, and accident type can be seen the tables below.

Table 8.1 – Crash Severity Summary

Crash Type	Number of Crashes
Fatal Crashes	0
Class A	0
Class B	0
Class C	8
Property Damage Only	23
Total	31

Table 8.1 above displays the total number of crashes by severity type from most to least severe. As shown, there were no fatal or Class A crashes reported in the study area intersections over the past three years. 'Class A' incidents are crashes in which serious injury is suspected, which can include significant loss of blood or broken bones. 'Class B' incidents are crashes in which minor injury is suspected, such as bruises or minor cuts. There were none of these crash types within the study area reported over the three years. There were 8 'Class C' crashes reported, which are defined as crashes wherein possible injuries occur. Possible injuries are injuries reported by the person or indicated by his/her behavior, but no wounds or injuries are physically present, such as limping or complaint of neck pain. There were 23 crashes in which only property damage occurred, meaning no injury was reported in 74% of the recorded crashes at the study intersections.

Table 8.2 – Accident Frequency Summary

Location	Crashes/100 MEV
Robinson Church Road and Rocky River Road	55.70
Hickory Ridge Road and Rocky River Road	32.02
Rocky River Road and Stallings Road	52.91
Rocky River Road and Live Oak Road	34.42
Average	45.05

Shown in **Table 8.2** are the accident frequency rates for each study intersection, reported in crashes per 100 million entering vehicles (MEV). Their rates resulted in a weighted average crash rate of 45.05 crashes per 100 MEV, with the highest rate occurring at the intersection of Robinson Church Road and Rocky River Road.

Table 8.3 – Accident Type Summary

Crash Type	Robinson Church Road and Rocky River Road	Hickory Ridge Road and Rocky River Road	Rocky River Road and Stallings Road	Rocky River Road and Live Oak Road
Angle	3	2	0	0
Animal	0	1	0	0
Left-Turn, Different Roadways	0	0	7	1
Left-Turn, Same Roadway	2	0	0	0
Rear End, Slow or Stop	7	3	1	3
Right-Turn, Different Roadways	1	0	0	0
Total	13	6	8	4

As seen in **Table 8.3**, at the four study intersections, the most common crash type was a rear-end collision caused by slowing or stopping, with 45% of crashes. This crash type is often associated with mainline traffic along a corridor with unsignalized turning movements with the lack of turn lanes onto side-streets. The second most common crash type was a left-turn collision from different roadways.

9.0 Mitigation Improvements

Based on the capacity analyses performed at each of the identified study intersections, the following improvements have been identified to mitigate the impact of the proposed development on the adjacent street network:

Robinson Church Road and Rocky River Road

- Contribution of \$50,000 to the left-turn lanes along Robinson Church Road.

Hickory Ridge Road and Rocky River Road

- Dedication of future right-of-way along the frontage of the site on Rocky River Road and Hickory Ridge Road per the Town's CTP.

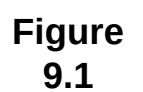
Rocky River Road and Live Oak Road/Access 1

- Restripe the southbound approach of Live Oak Road to include a separate left-turn lane with a minimum of 100 feet of storage and a shared through-right lane.
- Construction of the northbound approach of Access 1 with one ingress & two egress lanes and an internal protected stem of 125 feet.
- Construction of an eastbound right-turn lane along Rocky River Road with a minimum of 100 feet of storage.
- Construction of an eastbound left-turn lane along Rocky River Road with a minimum of 100 feet of storage. This should create a three-lane section along Rocky River Road, between Hickory Ridge Road and Live Oak Road.
- Construction of a westbound left-turn lane along Rocky River Road with a minimum of 100 feet of storage.

Hickory Ridge Road and Access 2

- Construction of a southbound left-turn lane along Hickory Ridge Road with a minimum of 100 feet of storage.
- Construction of the westbound approach of Access 2 with one ingress & one egress lane and an internal protected stem of 100 feet.

The mitigation improvement identified within the study area are shown in **Figure 9.1**. The improvements shown on this figure are subject to approval by NCDOT and the Town of Harrisburg. All additions and attachments to the State and Town roadway system shall be properly permitted, designed and constructed in conformance to standards maintained by the agencies.



APPENDIX

July 22, 2021

Town of Harrisburg
Mr. Sushil Nepal
4100 Main Street
Harrisburg, NC 28075

Re: Public Open Space Dedication for Proposed Rezoning on Hickory Ridge Road

Dear Mr. Nepal:

True Summit Capital is applying for a mixed use development at Hickory Ridge Road and Rocky River Road (the Site). Per Ordinance, public open space dedication is required at a rate of 1/35 of an acre per the number of lots developed.

We would like to present payment in lieu of dedication of public open space. The recent purchase price for the overall 14.28 acre property is \$950,000. It is noted, the residential portion of the site 8.89 acres with a fair market value of \$40,000 per acre.

There are 55 lots proposed on 8.89 acres of the site thus the land dedication would be equal to 1.57 acres.

Total fee to be paid in lieu = $1.57 \times \$40,000 = \$62,800$

Payment will be provided at the time of lot platting.

Please do not hesitate to contact me if you have any questions or need additional information. We look forward to working with you and the Town of Harrisburg on the redevelopment of the Site.

Respectfully,

DocuSigned by:

6E3F2044934840E...
Mohammed Idlibi
True Summit Capital



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Appointment to the Fire Department Advisory Board

Presenting Personnel:

Bryan Dunn, Fire Chief

Suggested Motion or Action:

Motion to appoint Mr. Kennedy to the Fire Department Advisory Board for a term beginning July 1, 2021.

Description/Background:

The open position was advertised from July 25th to August 25th. One eligible application was received. We did receive one additional application but the applicant resides outside of the Town limits. The vacancy is for a Town resident. Position was held open and continued to advertise for another 30 days, which did not yield any additional applications.

William Kennedy's term expired on June 30, 2021. If approved, his term will be from July 1st, 2021 to June 30th 2023. The Fire Advisory Board has voted to recommend Mr. Kennedy for the appointment.

Recommendation:

Staff and the advisory board have voted to recommend Mr. Kennedy for the open seat.

Fiscal Impact:

None.

Attachments:

1. Advisory Board Application-William Kennedy 2021



TOWN OF HARRISBURG FIRE DEPARTMENT ADVISORY BOARD APPLICATION

Name William G. Kennedy Date of Application 05/22/2021
Home Address 4924 Wynford Court, Harrisburg, NC 28075
Phone (704) 455-4844 Email Address wgkennedy.cj@gmail.com
Fax _____

EMPLOYMENT AND EDUCATION

Employer Central Piedmont Community College High School East Lyme HS, East Lyme CT
Address PO Box 35009, Charlotte, NC 28035 College University of Connecticut
Phone (704) 330-4193 Graduate School UNCC
Occupation Assoc. Professor Criminal Justice Other _____
Work Email william.kennedy@cpcc.edu

ADDITIONAL INFORMATION

Are you a citizen of the United States? Yes
Length of residence in the Town of Harrisburg 18 years 3 months
The Fire Department Advisory Board meetings are normally held on the third Thursday of each month at 6:00 pm. Are you available to attend meetings at least once a month? Yes
Current Civic/Community Participation: Currently serving on the Towns Fire Department Advisory Board. Other activities include being involved in volunteer opportunities through my employer and church, including fundraising for scholarships and habitat for humanity

Are you currently serving or have you ever served on a public board or commission? If so, please list below:

Board Harrisburg Fire Advisory Board Dates July 2017 to present Contact Chief B. Dunn
Board _____ Dates _____ Contact _____

Relevant work or other experience relating to Fire Department: Former volunteer firefighter, EMT and part time driver. Director of Public Safety training at CPCC. Career dedicated to public safety and a strong educational background in the management and administration of public service agencies

Provide a brief statement outlining why you wish to serve on the Fire Department Advisory Board:
With 30+ years of experience in public service, I understand the challenges and rewards of community service. Continuing to serve on the Advisory Board would give me opportunity to give back to my community and share my experience, passion and skills


Applicant's Signature

May 22, 2021
Date

Please attach a resume to provide any additional relevant information.

Return application to: Janet Rackley, Town of Harrisburg, PO Box 100, Harrisburg, NC 28075