

DRAFT MINUTES

1 **TOWN OF APEX**
2 **TOWN COUNCIL STRATEGIC PLANNING SESSION**
3 **FRIDAY, OCTOBER 25, 2024**
4 **2:00 P.M.**
5

6 The Apex Town Council met for a Strategic Planning Session on Friday, October 25, 2024, at
7 2:00 p.m. at the Apex Town Hall located at 73 Hunter Street in Apex North Carolina.

8 This meeting was open to the public. Members of the public were able to attend this
9 meeting in-person or watch online via the livestream on the Town's YouTube Channel:

10 <https://www.youtube.com/watch?v=6lQqnWGNrel>
11

12 **[ATTENDANCE]**

13 Elected Body

14 Mayor Jacques K. Gilbert (presiding)

15 Mayor Pro-Tempore Ed Gray

16 Councilmember Brett Gantt

17 Councilmember Arno Zegerman

18 Councilmember Audra Killingsworth

19 Councilmember Terry Mahaffey

20 Absent: None
21

22 Town Staff

23 Town Manager Randy Vosburg

24 Deputy Town Manager Shawn Purvis

25 Assistant Town Manager Demetria John

26 Assistant Town Manager Marty Stone

27 Town Attorney Laurie Hohe

28 Town Clerk Allen Coleman

29 Budget and Performance Management Director Amanda Grogan

30 Finance Director Antwan Morrison

31 Transportation Infrastructure and Development Director Chris Johnson

32 Parks, Recreation and Cultural Resources Director Craig Setzer

33 Planning Director Dianne Khin

34 Electric Utilities Director Eric Neumann

35 Information Technology Director Erika Sacco

36 Economic Development Director Joanna Helms

37 Public Works Director John Mullis

38 Diversity, Equity, and Inclusion (DEI) Director Linda Jones

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- 1 Community Development and Neighborhood Connections Director Marla Newman
- 2 Human Resources Director Mary Beth Manville
- 3 Water Resources Director Michael Denton
- 4 Building Inspections and Permits Director Rudy Baker
- 5 Communications Director Stacie Galloway
- 6 Fire Chief Tim Herman
- 7 Deputy Police Chief Trevor Materasso
- 8 All other staff members will be identified appropriately below.

9

10 **[COMMENCMENT]**

11

12 **Mayor Gilbert** called the meeting to order, welcomed everyone and thanked all in
13 attendance. He then asked Town Manager Vosburg to speak.

14

15 **Town Manager Vosburg** said that the meeting would begin with the Year in Review.
16 He said that it would start with the Directors reporting on some accomplishments and each
17 portfolio manager would tie these into the Council initiatives.

18

19

20 **[YEAR IN REVIEW]**

21

22 **Town Manager Vosburg** asked who wanted to begin with the first portfolio for the
23 Year End Review.

24 **Dianne Khin, Planning Director,** said she is reporting out what has been finished,
25 and they are working on several other things. She said the first thing is UDO Amendments in
26 support of Environmental Advisory Board goals, including lighting ordinance updates, EV
27 parking amendments, limiting temporary signs and providing a public-facing map of the EV
28 Charging Stations. She said the second is the initiative supporting multimodal goals,
29 including installing sidewalk murals at 12 bus stops, conducting interviews with all Apex Area
30 School principals to update safe routes to school needs, completing the S-Line Study with
31 DOT, adding bike lanes to the Apex Transportation plan for major collectors, completing the
32 transit prioritization study and developing a crosswalk lighting standard.

33

34 **John Mullis, Public Works Director,** said that there are four divisions and that he
35 would be reporting on three of them to keep it clear and concise. The first was implementing
36 repair maintenance replacement schedules for all public works assets to ensure asset
37 availability and consistent public quality service. He said they completed the Town Hall
38 generator replacement, along with the rooftop unit. He said for the Fleet Division, they
39 completed the installation of Geotab telemetry devices on all Town vehicles to monitor
40 utilization, repair, and downtime and that is part of the goal two initiative. Also, they were able
41 to continue to build relationships with yard waste disposal output.

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1 **Chris Johnson, Transportation and Infrastructure Development Director** reported
2 on three items. He said the first was part of implementing transportation projects in the CIP.
3 He said they have completed the design and acquisition of the Southwest Peakway
4 Connector, which is now under construction. He said that also completed was design on
5 several projects, including the Saunders parking lot, Columbarium Phase Two, which will be
6 starting in January, the GPS emergency preemption Phase One, and two of the bike lane
7 markings that Director Khin mentioned, Milano Avenue and Horton Ridge Boulevard, and
8 construction on the Lower Laura Duncan Road sidewalk project and the 2024 bridge
9 preservation contract. He said that the second goal to report on was the use of pavement
10 preservation treatments to maximize the impact of funding, and in addition to the resurfacing
11 contract that finished earlier this year, there is an asphalt rejuvenators contract that just began,
12 which will cover 11 neighborhoods. The department is also finalizing quantities to put out a
13 new micro-surfacing contract, that will be finalized for advertising by the end of this year. He
14 said the last report is that the implementation of the Vision Zero plan has been an ongoing
15 effort that the town been working on for several years, and as Town Manager Vosburg
16 recently mentioned, the Town was officially recognized by the Vision Zero Network as a Vision
17 Zero community, and have also continued implementation of monthly task force meetings
18 across several departments and developed reporting and tracking of the 28 actionable
19 strategies that were adopted in the action plan.
20

21 **Rudy Baker, Building Inspections and Permits Director,** said they have continued to
22 provide permits on a day-to-day basis. He said they have provided excellent customer service
23 by adding an online portal to the department's webpage so people can submit information
24 they need from us or anything in general. He said that there had been public outreach to the
25 community, and 50% of our staff has been involved in public outreach, attending PeakFest
26 and the Housing Fair. He said one of the department has been to continue to be fully staffed
27 through various retention and recruitment efforts. He said that one the supervisors attended
28 three of the events for Wake County Public Schools through Connect for Success for the
29 students to build sheds and that they had attended three of those to raise awareness about
30 available special positions. He said that there had been participation in two community
31 college career fairs, and two ride-alongs with high school seniors to help fill positions.
32

33 **Michael Deaton, Water Resources Director,** said that there are three departments he
34 would report on. He said that the first one is Operations. He said that in 1991, the EPA created
35 the Copper Rule, and recently we had a Copper Rule provision which required us to identify
36 service lines as non-lead, and as of October 16, the town does not have any. He said the next
37 phase, will involve additional sampling requirements throughout town, including schools. He
38 said that that Stormwater Engineering started the utility fee back in 2022, and since then, our
39 first project has been the stormwater condition assessment project, which is currently in
40 phase two, which is looking at a baseline condition for all infrastructure and determining the
41 risk of failure and the consequence if it happening, and this would help understand where
42 things are very high or low in terms of risk, which will help us develop future projects as our

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1 infrastructure ages. He said that the last thing to report on are various projects that has been
2 underway on the utility side. He reported on the Lawrence Crossing rehab project near Perry
3 Road that has been completed, as well as the advertising for the tank project, which has been
4 advertised and bids will be opening next week.
5

6 **Eric Neumann, Electric Utilities Director**, said there were few things to highlight that
7 have been completed this year. He said that the first group would fall under sustainability and
8 reliability, in support of high-performing government. He said that there had been an
9 increased focus on maintenance, and there had been some rather large investments in
10 capital. He said that the substation transformers have not been tested in many years, so
11 testing has begun and that we have completed our Mt. Zion substation this year and that will
12 be going back to Laura Duncan and East Wing substations this upcoming year, and then this
13 will put us on a good cycle to continue that maintenance. He said that there will be
14 replacement with the high-voltage breakers in the Laura Duncan substation this year, which
15 has been part of the town's plans. He said that maintenance is difficult to balance with growth
16 in the town, but it has been a priority it and the money has been put forward to get that done
17 soon. He said that as far as what he would classify as responsible development, some
18 projects fall under that category, although it's not complete and may take a while, the MSU
19 project, placing the meters throughout the town, is highly critical for the Electric Department
20 going forward. He said that the project has started, the initial phase has been completed,
21 and now we will be going on to the main phase of that project shortly, so hopefully next year
22 we'll have that all complete and have that system in place so that the town can do some
23 innovative things. He said that LED replacement has been going on for many years and is
24 continuing, and he is hopeful of it being completed this year. He said that there are more
25 phases of it, and they are hoping to get a majority of the decorative fixtures complete this
26 year, and potentially flow in some of the general streetlight replacements as well this year. He
27 said that the recent increase to developer fees has allowed them to stay more in line with
28 reality, and it allows us to keep capital flowing into our revenue base so that we can make the
29 investments mentioned, because it requires a lot of dollars for better design and
30 development.
31

32 **Assistant Town Manager Marty Stone** reported on the initiatives from 23-24 because
33 it was never really reported back on and some of the Council initiatives and the portfolio that
34 was worked on so that will be for 23-24 and 24-25. He said for a Welcoming Community,
35 there is a neighborhood improvement grant. He said that the historical walkway program was
36 increased to \$4,000, and we contracted landscaping to maintain the park and improvements
37 in that program. He said that for environmental leadership, the town has provided free
38 electric car chargers in various locations, standardized EV charger specs, created a permit to
39 identify and map charger locations, and Stormwater added three electric trucks this past year.
40 He said that there was an Adopted Tree Preservation Ordinance to maintain and increase
41 Apex tree canopy cover, and something very similar with an ordinance to protect tree canopy
42 coming up this year. He said that there has been an increase in Plant the Peak from 100 to 234

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1 trees planted this year. He said that zoning conditions are being looked at and other potential
2 ways of increasing canopy in rural areas to address tree canopy loss, and that is an ongoing
3 process. He reported on responsible development and that one of the initiatives was public
4 transit options in the RTP area and increased transit operation frequency in 23-24, where
5 there was increased awareness of Apex, and continued to try to expand that program. He said
6 that under responsible development was focused on improving bike ability across Apex and
7 bike lane ordinances were updated, a policy update for bike lanes on major collector streets,
8 and there were updated standard details for Olive Chapel Road marking for bike lanes and
9 designs for Milano Avenue and Horton Ridge Boulevard bike lanes. He said that also under
10 responsible development was creating opportunities to expand affordable housing options,
11 and developed new expertise in Inspections. He reported that for the 24-25 items under
12 Welcoming Community included working with Wake County to provide a second library in
13 Apex, they met and provided information to the Wake County library staff in August of 2024,
14 and then in September of 2024, GIS provided a suitability analysis for possible friendship
15 library locations. He said that another Welcoming Community initiative was to purchase the
16 Williams property to create a park and that property was purchased, but there has not been
17 anything done with it at this time. He reported on responsible development, a pedestrian
18 bridge over Humie Olive by Friendship Campus has been looked at by staff preliminarily but
19 that the grade is not very conducive to a crossing, and the cost estimate to do that work
20 would be somewhere between \$5 and \$10 million. He reported on economic vitality, the
21 Western expansion master plan was completed, and then Big Branch 2 and force main design
22 is about to be bid soon, hopefully. He said that under environmental leadership, the
23 discussion off the ordinance protecting the tree canopy, and expanding Apex Cares by
24 identifying code enforcement issues ahead of Apex Cares projects. He said that his portfolio
25 is tremendously impacted by development, these are projects that address Council initiatives.
26 He said that this group does tremendous work for the development community.

27
28 **Erika Sacco, IT Director** reported on three goals from the Strategic Plan and these
29 goals are to maintain and improve service level agreements, ensure data technology is
30 accessible and presentable, and project management and facilitation for innovation. She
31 reported on the first one which is to maintain and improve service level agreements. She said
32 that's a bunch of technical stuff in the background, but she thought they would like to know
33 that there was a lot of money saved. She said it usually costs a lot of money, but there was a
34 lot of money saved. She said that the State awarded us another cyber grant for \$100,000
35 coming for the grant in 2024, and that will be put toward a lot of projects and assessments for
36 2025 in the area of security. She reported on the telecommunication expense project and
37 thanked her staff. She said that for the monthly savings, a company came in and did some
38 assessments on the circuits, what we're paying against other municipalities or other
39 companies, and how that relates back to us to make sure that our circuits weren't stagnant
40 with payments and what we were doing. She said that they worked with Spyglass, and that
41 Finance and Budget were a big assistance in that as well, so they were able to cut a bunch of
42 circuits that weren't needed and reduce our costs and increase savings, so they like to tout it

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1 as a three-year savings of about \$430,000. She reported on the second goal, ensuring data
2 technology is accessible and presentable, she thanked her staff and others that helped on the
3 enterprise resource planning software, which has been in the works for many years and there
4 has been lots accomplished this last year, and there are go-live dates in place. She said that
5 they have the AMI and are also working with Mill Soft and SCW for utility billing and metering,
6 and they are working on building out the AskApex call center. She said they are also working
7 on some other CRM customer management-type applications. She also reported that last
8 year the initiation of phase two on the IPS side, which is the development side, and they will
9 be heavy into that this upcoming year. She said that finally, the last one was the innovation
10 items and that they have been doing pilots with cameras and AI for parking and parks. She
11 said they are also working on a pilot for determining how long people have been parked in
12 preparation for the new Saunders Street lot.

13
14 **Linda Jones, DEI Director** said that for the Welcoming Community, they had
15 achieved the following three goals. She started with the highest part, which was the adoption
16 of the Language Access Plan by Council on April 23rd of this year. She said that from that they
17 have implemented ReciteMe, which is the website accessibility software, and that has been
18 very positively received by the community and the staff. They were also able to hire a lead
19 fellow from the UNC School of Government, and she is creating the implementation plan that
20 proposed back in April, and that there would be an update in February regarding that. She
21 said that with our ReciteMe website, there is some data and analytics that she will be able to
22 share. She said that they had completed several DEI foundational trainings for departments
23 around the value and importance of what diversity, equity, and inclusion is, and how that is
24 being incorporated into the social fabric of the Town of Apex. She added that in January, they
25 would be rolling out another phase of trainings.

26
27 **Stacie Galloway, Communications Director**, said Communications spends a lot of its
28 time ensuring the other projects going on in the room are successful and the information gets
29 out properly. She reported that this past year, they were excited to celebrate the town's 150th
30 anniversary, and that was led by the communications department. She said another goal
31 within Strategic Plan was to increase awareness of special events, including both town events
32 and community events. She said they established a communications plan for all those events,
33 which has helped to establish expectations for event organizers. She reported that the third
34 initiative is the launch of Team Apex Brand, which partnered with the HR Department on an
35 internal communications piece to celebrate the culture of the town. She said they wrapped
36 everything into this Team Apex branding with a reformatted landing page and also a
37 reformatted e-newsletter, which is being really well received by staff. She said that there's a lot
38 more input into that product and a lot more output, and it's really getting a lot of appreciation
39 and that's always great to hear from staff.

40
41 **Antwan Morrison, Finance Director**, reported that they had two stated goals. He said
42 Finance has several objectives they have met or will be meeting. He said that they had been

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1 working with the town’s surplus supplies in departments to make sure that we’re turning over
2 unnecessary supplies. He said that they had posted an internal training for accounts payable,
3 and they are researching several processes they can update. He said that one of the first ones
4 is the large ERP conversion that the town is getting ready to go through. He also reported on
5 enhancing the financial reporting so that the town can get better and more user-friendly
6 information, as well as a focus on our external electronic vending process, which would help
7 the town with its bid processes. He said they have partnered with Economic Development
8 and DEI to ensure they are reaching a broad network on vendors. He said for fiscal
9 responsibility, they have been focusing a lot on debt planning and focusing on what the next
10 5 to 10 years look like, as well as providing complete information and diversifying investment
11 strategy. He said that the management strategy makes changes in how the town pays, giving
12 the town more opportunity to earn more money. He said they have been working with
13 DebtBook, which allows the town to plan and centralize all of its debt administration, which
14 has helped across the town. He said that they are still working through some of the
15 challenges but have made strong strides in that process. He said that something went out to
16 staff yesterday showing that the town increased its rebate by 264%, just from using town
17 cards more efficiently. He said changing thinking to not always use checks can help the town
18 save more money.

19
20 **Joanna Helms, Economic Development** reported on goals under the Economic
21 Vitality Town goal. She said the first goal was to strengthen and grow the existing business
22 and industry community. She said that the objective there this year was to engage the existing
23 Apex business and community to implement strategies and other things. She said in the past
24 year they have created the Apex Small Business Advisory Group, which is open to any
25 business in Apex, large or small. She said they hold quarterly meetings with that group to get
26 their specific feedback and input on different programs, workshops, and promotions that the
27 town is proposing throughout the year. She said the group provides valuable feedback on
28 town programs and ways to help the business community in Apex. She said that goal number
29 two is attraction of new business and industry. She said that the objective was to maintain
30 Apex as a choice business and industry location. She said they hosted a team from the
31 Economic Development Partnership of North Carolina (EDPNC) for a familiarity tour of Apex
32 Gateway, which is a development near Highway 54 and 751. She said EDPNC is the State's
33 agency for recruitment and marketing, and this event was to help make sure that all those
34 folks understood what the town’s product and community were like. She said getting people
35 familiar with the actual business locations is very helpful in recruitment. She said another goal
36 was to establish the town as a tourism destination, and the objective is to plan and invest in
37 the tourism infrastructure. She said that they had completed identifying the current
38 infrastructure in the town, which allowed them to determine where the gaps or opportunities
39 are for new tourism initiatives, including experiential-type businesses that can attract people
40 to Apex. She said that they also created a new tourism website and upgraded the interior of
41 the depot as a welcome center to boost the town's profile.

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1 **Mary Beth Manville, HR Director**, reported on their accomplishments in HR this past
2 year. She said that one goal of the department was enhancing leadership and managerial
3 skills of Town supervisors. She said that they completed an in-house developed core
4 foundations training that is unique to Apex, and all of our supervisors will go through the
5 program between October 2024 and January 2025. She said that it will be an ongoing course
6 that will be offered regularly as both newly hired and newly promoted employees come on
7 with the town. She reported that under their goal of creating exceptional employee
8 experience and fostering a positive workplace culture, they completed a townwide workplace
9 checkup survey and had a 70% response rate with 411 out of 588 employees responding,
10 which she thought that was a great response rate. She said that even amidst the timing of
11 when the town did the survey, which was in October and November of last year, when there
12 was still some anxiety about the vacant Town Manager position. She said that 80% of our
13 organization said that when they tell others where they work, they feel proud, and 77% of
14 those who participated said they would recommend the town of Apex to friends and family as
15 a great place to work. She said they hired an in-house training and development consultant
16 who provides training to all of Apex employees that is available to everyone in the
17 organization. She said that they launched three courses in the Spring that are on an open
18 calendar that anyone can sign up for and they are all voluntary. She added that there were
19 over 100 employees from across the organization that have taken advantage of these
20 courses, and they think this training is something employees have been craving, and they are
21 excited to continue building out that program.

22
23 **Amanda Grogan, Budget and Performance Management Director**, reported on the
24 goal of responsibly developing and supporting the town’s financial plans and projects. She
25 said one of the things the department has been working on is public engagement. She said
26 they have been trying to expand opportunities for the community to be involved in the
27 budget process and be more aware of it, through budget surveys and videos. She said this
28 year’s resident survey engagement rate was increased this year by almost 2.5%, with over
29 12,000 social media accounts engaged. She said that another goal is to guide the town’s
30 strategic plan and measure its performance, and this was something that was done with all
31 departments. She said it ensures that the majority of our departments have at least 90% of
32 their performance measures being quantitatively tracked, exceeding the target. She said they
33 received the Distinguished Budget Presentation Award for the FY25 budget, which was
34 developed in 2024, and also got outstanding recognition for the strategic plan and
35 performance measures. She said that the last goal is to enhance the sustainability of the Town
36 operations to conserve resources and reduce the town's carbon footprint. She said staff did
37 an amazing job adopting that in August, but it was put together prior to that with KPIs to track
38 our progress toward our goals, and metric tons of CO2 equivalent decreased significantly
39 from 2023 to 2024, from over 5,700 to around 4,700, which is a great success, and attributed
40 to all of the different teams here today.

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1 **Deputy Town Manager Purvis** said this was the performance strategy portfolio, and
2 their work incorporates every other department as well. He spoke on the initiatives that
3 Assistant Town Manager Stone did. He said that he wanted to continue on a few things this
4 group has worked on, starting with the EV chargers. Assistant Town Manager Stone
5 mentioned some of the things we've done, but within the Budget Group and sustainability
6 team, they have been working with the fleet staff for developing a plan for setting up the
7 necessary infrastructure. He said that they had received some grants to install chargers, and
8 those are either coming or have been put in place. He said that they are looking at possible
9 options for setting up a fee system for the public to be able to use the chargers as well as
10 directed by Council, and there is more discussion to be had on that, which will happen at the
11 next Finance Committee meeting. He said that the other initiative they've been working on
12 under economic vitality is implementing regional and public-private partnerships, which
13 involves a lot of work with Economic Development. He said that they have worked with Apex
14 Gateway, and continue to partner with the private sector out there to assist with recruitment in
15 the area. He said that Phase one is almost completely full and that they have all their buildings
16 in Phase one under contract. He said there is still work being done preparing for Veridea,
17 though making connections and establishing partnerships there. He also mentioned the
18 partnership with Wake Tech. He mentioned Fire Station One in downtown, as you know, is
19 part of the downtown plan and is coming up, and the town is putting together an RFQ to
20 advance that work to see what it may can look like as part of that. He said that study will be
21 coming this upcoming year.

22
23 **Trevor Materasso, Deputy Police Chief**, said there are three highlighted three areas
24 he wanted to share with the Council. He said they have been working with other departments
25 on the completion of the firearms training facility. He said they are looking forward to having
26 Council out there to see it. He said it has been a big project, but it is important to keep the
27 force well-prepared and trained. We're very excited that that is now in place, and they will be
28 using it soon. He said the past year has been low on violent crime, but there have been
29 several impactful tragedies in the community. He said there were three homicides, which is
30 very rare for the department. He noted the bravery and expertise on display when officers
31 stopped an active shooter event, which tragically killed two community members. Those
32 arrests have led to a case that will be presented through the court for a high probability of a
33 very good prosecution and conviction. From a law enforcement perspective, that's a
34 significant impact because it's incumbent on them to serve the community, the victims, and
35 their families after the fact by being able to present a case to the district attorney. He said the
36 domestic incident that led to a murder at Molly Maid's is another example, where after the
37 tragic event the department quickly identified the perpetrator and took them into custody.
38 There was collaboration and partnerships with State and Federal counterparts in that search,
39 so those connections helped greatly. The last thing to highlight is the CAR Team, Crisis and
40 Advocacy Response Team. That has been in place for over a year, but the mission has
41 changed, and the focus has really shifted from a reactive response, where it was assigned to
42 the Criminal Investigation Unit, and it has now moved to the Patrol Division. He said this was

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1 done because of the times these calls were often received. He said the focus for it now is
2 responding to the crisis first, and working with them to offer support second.

3
4 **Marla Newman, Community Development and Neighborhood Connections**

5 **Director,** highlighted the new hires this year that have made of the work in her department
6 possible. She said they enhanced the Apex Cares Program in June and expanded it to create
7 urgent repair program, an architectural barrier removal program, and a weatherization
8 program. She also mentioned working with the County on the housing stability programs
9 which will help those who may be experiencing housing instability or homelessness and
10 connecting them with the services that currently can only be accessed to Raleigh. She said
11 they also were able to raise the cap on what could be expended on these repairs from
12 \$20,000 to \$40,000, which has helped make the funding for the program more secure and
13 predictable. She also said the town did its first full Housing Fair this past year, as well as a
14 community revitalization project in Justice Heights as part of Think Apex Day. She added they
15 have also completed their community needs survey. She said that survey had 1,912 views,
16 815 participants, 13,837 responses, and 775 comments. She said she is very proud of the
17 department getting so much engagement on this, and gave credit to all of the new hired that
18 have hit the ground running with their work.

19
20 **Tim Herman, Fire Chief,** said the Fire Department has three overarching goals that

21 have 12 objectives, all in support of our goal of high performing government. The first
22 accomplishment he highlighted was enhancing our training and professional development to
23 prepare and retain employees for a successful career with the Apex Fire Department. He said
24 they created a new division within the fire department called Professional Standards. He said
25 they implemented a new internal training program, revised all professional development
26 guidelines, procedures, and job descriptions, aligning them with the town's HR's recent
27 career progression and job description update project. They also created internal
28 development programs for our firefighters, drivers, and officers. Additionally, they updated
29 and streamlined external training and professional development opportunities. The next one
30 he highlighted is related to fire department performance evaluations and data-informed
31 decision making. For human input, they created data input guidelines and workflows and
32 implemented training. They've also introduced new technology, including rugged computers,
33 updated internet GPS devices in vehicles, and regular data reports for staff. They are
34 evaluating response times from both first-arriving apparatus and effective response forces,
35 doing this both in-house and through a third party. They've also started the international fire
36 service accreditation process, which will related to everything he mentioned already and
37 much more. He also spoke about the accomplishment of improving community outreach
38 efforts, including the education of residents, and that was done through hiring the town's first
39 Community Risk Reduction Coordinator, Courtney Queen, who is doing a fantastic job. She is
40 creating intentional programs targeting audiences ranging from children to older adults, and
41 she is enhancing presence at town events to provide resources, education, and support. She
42 has provided resources to our staff, requiring them to participate in education programs. She

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1 provides lesson plans, PowerPoints, and guidelines to ensure they hit the most important
2 points when speaking on education. Additionally, she has formed partnerships, both internal
3 and external, and has created PR definitions.
4

5 **Craig Setzer**, Parks, Recreation, and Cultural Resources Director gave updates. He
6 said that the first goal he would like to talk about is providing diverse, equitable, and inclusive
7 programs and opportunities. He said they were really excited to hire Ellison Lambert as our
8 Volunteer Coordinator, which was part of our objective to implement a Volunteer
9 Management Program, and she has produced a manual for that program for the first time. He
10 said the town has accumulated a little over 17,000 volunteer hours since July. He said
11 analyzing that a rate of about \$29 per hour, that's roughly \$500,000 worth of value added to
12 the department through volunteering. These numbers include Apex Youth Council, Dr. Park
13 Youth Athletic coaches, and volunteers who have also assisted with festivals like Latino Arts
14 Festival, Touch a Truck, and numerous other athletic leagues. This will be the first year that we
15 actually acknowledge and recognize them, so that will be exciting in the spring at a volunteer
16 recognition picnic. The next thing is goal number two, which is welcoming the community
17 and facility spaces that can satisfy diverse interests and provide services. He said the town
18 currently has Beaver Creek Greenway, Middle Creek Greenway, Apex West Greenway, and
19 Greedy Branch Greenways under construction. He said they have completed a feasibility
20 study for Middle Creek Phase 3 from Jesse Drive to Ten Ten Road. Ultimately, that will connect
21 Swift Creek Connector to the Town of Cary. Design contracts are in legal for the bike track,
22 and the design contract is also in legal for West Street. Street Hockey courts at Apex
23 Community Park are currently under construction. He said the department is working with
24 Daniel Edwards on the Environmental Education Center design, as well as finishing up any
25 changes to the design. He gave a shoutout to Angela Reincke, Parks Planning Manager, a
26 shoutout for all of her hard work in making these things possible. He said the last thing he'd
27 like to mention is Pleasant Park. Getting the park open, as it did in the Spring, was on the
28 major goals. This goal combines providing diverse, equitable, and inclusive programming
29 opportunities, as well as welcoming the community and providing facilities and spaces that
30 satisfy diverse interests and provide services. Since the park has opened, the department has
31 started a new flag football program with 12 teams and 120 participants. He said they have
32 also increased our fall soccer participation by 18 teams, which includes over 234 participants.
33 The expected park attendance over the first year is around two million visitors. They've also
34 hosted nine events, including spike ball, Gaelic football, and several cross-country and soccer
35 events.
36

37 **Assistant Town Manager John** reflected on the year and the most recent initiatives.
38 For fiscal year 2023-24, the beautification grant is in its final stages of development with a
39 launch date of January of 2025. Under the second goal, increasing the number of elementary
40 school resource officers, the SRO special assignment announcement was officially posted on
41 October 11th, and it closed on October 25th. For current testing, one was added on the
42 current fiscal year cycle, and there is one vacancy from retirement. For 2025 and 2026, they

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STRATEGIC PLANNING SESSION MINUTES**

1 will ask for the two positions which were deferred because the high school opening was
2 delayed. She mentioned Council will be receiving a full presentation at the Public Safety Work
3 Session in November. Regarding responsible development, she mentioned that for the Apex
4 Greenway and the Middle Creek Greenway, we did have the funding agreements expire, but
5 they were just executed those this week, so they have been extended with Wake County.
6 Under the opportunities to create or keep affordable housing options, Director Newman
7 mentioned the expanded Apex Cares program, and what the enhanced programs are under
8 that, but she added the town has a new multi-year contract with RTT to administer the Apex
9 Cares program. Regarding Stone Glen, as of September 1st, there were 94 of the 164 units
10 occupied. She said they are also looking at adding another opportunity for Think Revitalize
11 work that the community can engage with. She said she will be bringing more information
12 about the co-responder program and CART program with WakeMed and Helpline to them at
13 the Work Session in November. She said the CDNC team is working on a strategy to help
14 revitalize the Justice Heights neighborhood, and they should be able to bring more
15 information about that in the Spring. By then, there should be some proven successes on
16 some things, and we will have an update on the affordable housing plan as well as the
17 assessment of housing needs and that will also be coming in the Spring. As far as assisting
18 with real estate acquisition, the town will be closing on the 12 acres at the end of the year for
19 affordable housing and mixed-income housing. There will be an opportunity, hopefully, to
20 host a roundtable as we further define what affordability looks like in housing. The town
21 hopes to put together a roundtable or design session next year, where we can bring
22 developers to the table so that we can begin conversations with those interested in coming
23 into Apex and developing housing. She said they are continuing to work with other staff
24 within the town, shopping for land opportunities to develop housing, especially around
25 workforce housing. She mentioned the vision for a public-private partnership for Fire Station
26 One. She said that is underway and they will hear more about that at the Work Session. She
27 mentioned assistance with getting permits for Apex Cares, which is something that RTT is
28 already leading on the town's behalf, in terms of identifying code violations or issues with
29 construction for Apex Cares projects. Additionally, staff will be updating the Apex Cares
30 communication plan to reflect on any changes, so that will also come early next year.

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33 **Town Manager Vosburg** said this is a lot of information. He said they have a
34 document to give to them showing all of the highlights. He said he wanted Council to be
35 inspired and informed on all that was going on, and he thought this was a good way to get
36 things going.

37

38 **Mayor Gilbert** called for a ten (10) minute recess at **3:08 p.m.**

39

40 **Mayor Gilbert** reconvened the meeting at **3:16 p.m.**

41

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1 **Councilmember Gantt** asked if there was an organized effort to learn from Western
2 Carolina Utilities about lessons and recovery efforts.

3 **Director Neumann** said they learn from every storm that ever happens. He said they
4 will look at of the information in the reports when they come out. He said that they try to be
5 pro-active and they have a relatively new system. He said that trees are always the biggest
6 concern around the power lines. He said they prepare knowing the possibility coming
7 through the area is likely to happen at some point. He said they have a plan in place to
8 respond quickly, and they have a good setup for being able to access all of their lines.

9 **Councilmember Gantt** asked Police to speak more on the support for mental health
10 for the responding officers.

11 **Deputy Chief Materasso** spoke about the classes that police chiefs attended recently,
12 and how they learned a lot about post-traumatic stress and how to deal with it. He said he has
13 been pushing this heavily since arriving to the town. He said that Apex staff haven't been
14 exposed to this type of thing, and so they are working on a peer support program that
15 collaborates with the Chaplain program. He said they were developing a wellness group. He
16 added that they are looking at policies to ensure employee wellness by proactively stepping
17 in for officers who may need support. He said they are also working on programs and
18 initiative for immediate post-critical event support, and are working to secure grants for these
19 programs as well.

20 **Mayor Pro Tempore Gray** asked what resources are being provided for the family of
21 the Officers.

22 **Chief Herman** said that the resources that they use are offered to the families as well.

23 **Councilmember Mahaffey** asked when the Smart City program could be rolled out to
24 the residents.

25 **Director Sacco** said that this is a pilot currently and they wanted to know how well the
26 technology works. She said that once everyone is more comfortable with it, they will roll it out.
27 She said they want to ensure everything works well before investing more money. She said
28 they are looking at expanding the platform as they learn more about, and it will gradually
29 become more complete.

30 **Councilmember Mahaffey** asked if they could get a demonstration at the 2025
31 Council retreat.

32 **Director Sacco** said that would work.

33 **Councilmember Mahaffey** asked Director Morrison about the electronic bids
34 platform and has it had been deployed, or was it coming.

35 **Director Morrison** said that it is new and just getting started. He said the evidence has
36 shown that using something like this will get the bids in front of more eyes.

37 **Councilmember Mahaffey** asked Parks and Rec about the cricket pitch.

38 **Director Setzer** said that it is going really well, and it is more of a practice pitch, and
39 they are looking at additional ideas to address cricket in the community. He said overall the
40 feedback had been great.

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STRATEGIC PLANNING SESSION MINUTES

1 **Town Manager Vosburg** said they have had several meetings with members of the
2 community closely involved with cricket, and they are working with the town on additional
3 planning.

4 **Mayor Pro Tempore Gray** said that it was amazing to see all of the accomplishments
5 that all of the departments have done. He said consistency amongst contracts would be
6 helpful so that processes could be more defined for bidding, quality assurance, and data. He
7 said improving the process would help enforcement and provide incentives for exceptional
8 work.

9 **Councilmember Zegerman** talked about Council priorities regarding transit. He
10 wanted to see if there were any updates.

11 **Director Khin** read information from Long Range Planning Manager Shannon Cox
12 regarding Apex's work in this aspect. She said Apex is heavily involved in planning for
13 Regional Connections with RTP and other regional transit connections, and these would be
14 included in the scenarios for public engagement. She added additional information about
15 other regional transit agencies, and added Sunday Service is planning to be added for Route
16 1 in April. She spoke about challenges around vehicle procurement as well.

17 **Councilmember Killingsworth** thanked the staff for all of the work that they are
18 doing. She said that all of the goals that she had for her 6-year tenure so far have been
19 checked off. She said that all that has been accomplished is amazing.

20 **Councilmember Zegerman** said that all of these initiatives that have been completed
21 should be celebrated and put out in the community so that they can see what the staff is
22 doing and can be recognized. He asked that staff work to inform the community on all of the
23 things they are doing to inform them and let them celebrate these things with us.

24
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26 **[COUNCIL INICITIVE PRIORITIES ACTIVITY]**

27 **Town Manager Vosburg** asked Council to take some time to come up with initiatives
28 they felt were important for the upcoming year. He said to focus on initiatives that weren't
29 included in last year's exercise.

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1 [SLIDE 1]



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CLERK NOTE: The Mayor and Members Council discussed different priorities amongst themselves, and consulted with staff.

Council placed their priorities one of 5 boards, each signifying one of the Town's Strategic Goals. Each goal and their corresponding initiatives were read aloud and noted below.

10 **Assistant Town Manager John** read the initiatives put under "A Welcoming
11 Community" Goal:

- 12 Rosenwald School Preservation
- 13 Expand CART (Personnel and Service)
- 14 Create/Work with a Community Organization to Support Mobile Home Owners
- 15 Apex Welcome Signs
- 16 Parking Finders
- 17 Increase SRO Program
- 18 Crosswalk Infrastructure
- 19 Court Reservation Systems (Tennis, Basketball, etc.)

20
21 **Councilmember Mahaffey** said he thinks it would be appropriate to make the
22 Rosenwald School Preservation a priority this year. He said staff has been working on it this
23 past year, and there are several ways the town can help preserve it.

24 **Director Khin** said GIS staff has looked at 7 sites for possible feasibility to move the
25 school to.

26 **Director Setzer** noted that there is a Reservation System in place, but they have
27 chosen not to use it for Courts because of staffing limitations and heavy court usage.

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1 **Councilmember Zegerman** said he was thinking about addressing the issue of
2 people not knowing what courts are available and having to drive around town looking for
3 one to use.

4
5 **Town Clerk Coleman** read off the initiatives places under the “High Performing
6 Government” Goal:
7 Infrastructure/Town CIP Project Development Map
8 Leader in Smart Cities Technology
9 Integrated Call Center
10 Contracting and Procurement Management Policy
11 Sister Cities
12 Debt Planning

13
14 **Councilmember Mahaffey** said he wanted a place residents could access easily that
15 showed town development and projects.

16 **Assistant Town Manager Stone** said they are working on that right now.

17
18 **Town Manager Vosburg** read the initiatives placed under the “Economic Vitality”
19 Goal
20 Second GoApex Bus Route
21 Development of Apex Gateway
22 Investment in Tech Infrastructure
23 Improvement and Development of Downtown Between Justice Heights and Holloman
24 Jordan Lake Branding and Connections
25 Expand Salem Street Streetscape Plans
26 New Hope Valley Railway Northern Station

27
28 **Mayor Pro Tempore Gray** said that he wants to see the town invest in infrastructure
29 that could support a workforce that is remote. He said he also wanted to have the
30 infrastructure necessary to support remote workers who live here but work remotely for
31 another company. He said that’s another category of resident to attract and support.

32 **Councilmember Gantt** said he wasn’t sure about the role of municipalities in
33 supplying and supporting broadband.

34 **Director Sacco** said it used to be allowed, but companies won the fight over being
35 able to supply that. She said in some cases, the town can provide fiber to a business if there is
36 no way the company can, then the company would take over service. She said the town
37 cannot be a provider. She added that some towns, like Wilson and Salisbury, are providers,
38 but were grandfathered in.

39 **Mayor Pro Tempore Gray** said this is an area where he thinks a public-private
40 partnership can be beneficial.

41

**DRAFT | OCTOBER 25, 2024 TOWN COUNCIL
STRATEGIC PLANNING SESSION MINUTES**

1 **Assistant Town Manager Stone** read the initiatives under the “Responsible
2 Development” Goal:
3 Investment in Safe Crosswalks
4 Alternative Road Design
5 Salem Street Pedestrian Zone
6 Update Priority List
7 New GoApex Routes
8 American Tobacco Trail to Humie Olive
9 Mobility Hub
10 Mixed Use Developments
11 Land Use Updates
12 Encourage/Protect Mobile Home Development
13 CSX Switching Station Relocation
14

15 **Director Khin** said they are working on a Mobility Hub with NCDOT.

16 **Councilmember Zegerman** said he would like to see Salem Street be able to be
17 closed off for a few hours and made into a pedestrian only space for a few hours, such as on a
18 Friday Evening.

19
20 **Deputy Town Manager Purvis** read the initiatives under “Environmental Leadership”
21 Yard Waste Management Policy
22 Create More Alternatives for Use of Alternative Energies
23 Pollinators Planted on all Town of Apex Properties
24 Plant the Peak Expansion for HOAs
25 Yard Waste Reduction
26 Tree Canopy Preservation
27 More Public EV Chargers
28

29 **Town Manager Vosburg** instructed them Mayor and Council to place dots on
30 projects they wanted to focus on the most. Each Council Member and the Mayor was
31 allocated 14 dots they could place on initiatives they felt were most important for the
32 upcoming year. They were able to put as many of their dots on any given project that they
33 wanted.

34
35 The Projects with 5 or more dots assigned to them were:
36 Rosenwald School Preservation
37 Increase SRO Program
38 Expand CART
39 Personnel Service
40 Leader in Smart Cities Technology
41 Alternative Road Designs

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- 1 New GoApex Route
- 2 New Switching Station Location for CSX
- 3 Mobile Home Parks
- 4 Expanding Salem Streetscape
- 5 Plant the Peak Expansion to HOA's

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7

8 **Mayor Gilbert** called for a five (5) minute recess at **4:23 p.m.**

9

10 **Mayor Gilbert** reconvened the meeting at **4:29 p.m.**

11

12 **Mayor Gilbert** recognized Dianne Khin, Linda Jones, and Marla Newmann, each have
13 a birthday in the month of October.

14

15 **[FINANCIAL PLANNING OVERVIEW]**

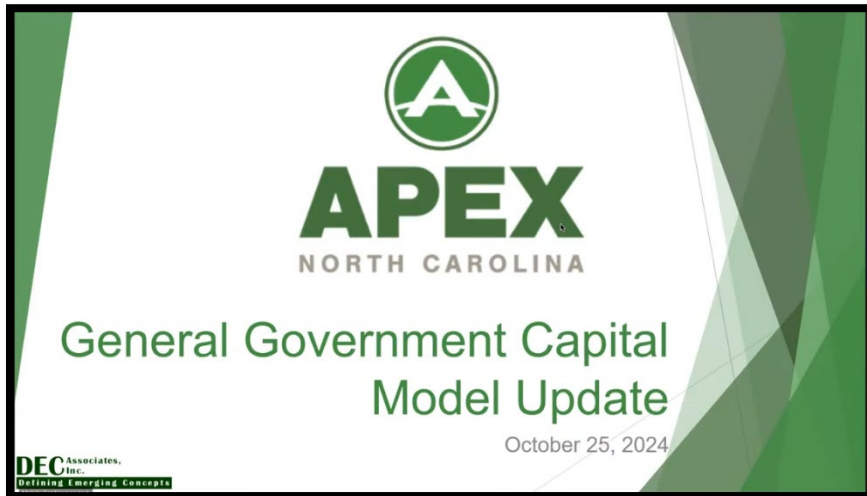
16

17 **Town Manager Vosburg** introduced DEC Financial advisors, Andrew and Jeremy
18 Carter, and they gave the following presentation on Financial Planning Overview.

19 **Antwan Morrison**, Director, Finance Department with DEC Associations, Inc talked
20 about the financial health of Apex.

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[SLIDE 1]



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**DRAFT | OCTOBER 25, 2024 TOWN COUNCIL
STRATEGIC PLANNING SESSION MINUTES**

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[SLIDE 2]

General Government Capital Model Update

- ▶ Planned new General Government investments:
 - ▶ 2025 Limited Obligation Bonds
 - Pleasant Park \$14,000,000
 - Tunstall House 2,500,000
 - Town Hall upfits 3,000,000
 - Land Acquisition 9,000,000
 - \$28,500,000
 - ▶ 2025 Installment Financing
 - Equipment & Rolling Stock \$1,890,000
 - ▶ 2027: 2021 General Obligation Bonds
 - Remaining Transportation \$24,500,000

Total: \$54,890,000

▶ With already issued debt service included, the models needs approximately 1.75¢ starting in FY25-26 to fund these projects

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[SLIDE 3]

General Government Capital Model Update

- ▶ Planned new General Government investments:
 - ▶ 2025 Limited Obligation Bonds
 - Pleasant Park \$14,000,000
 - Tunstall House 2,500,000
 - Town Hall upfits 3,000,000
 - Land Acquisition 9,000,000
 - \$28,500,000
 - ▶ 2025 Installment Financing
 - Equipment & Rolling Stock \$1,890,000
 - ▶ 2027: 2021 General Obligation Bonds
 - Remaining Transportation \$24,500,000

Total: \$54,890,000

▶ With already issued debt service included, the models needs approximately 1.75¢ starting in FY25-26 to fund these projects

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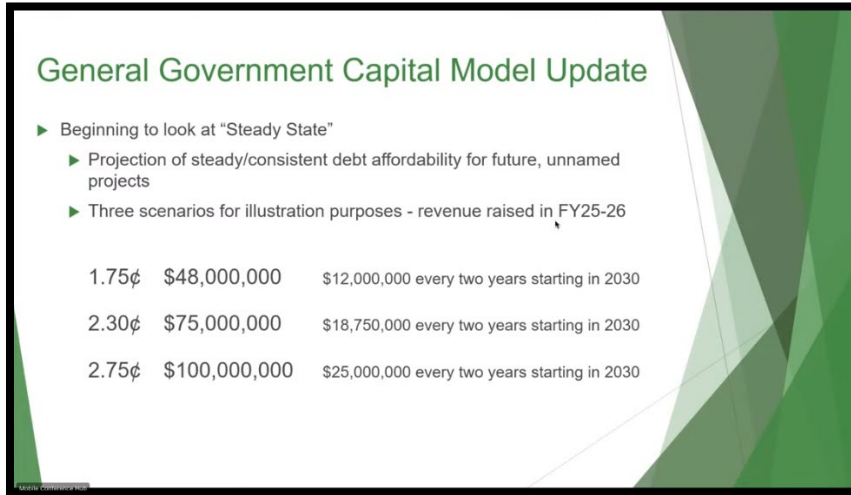
Councilmember Mahaffey asked for clarification of the scheduled tax increase for 25-2026 and asked if that was included in that tax increase or was that on top of the tax increase being talked about.

Director Morrison said that this was included in the tax increase being discussed in the slide.

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STRATEGIC PLANNING SESSION MINUTES**

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[SLIDE 4]



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Councilmember Zegerman asked if the numbers are adjusted for inflation.

Mr. Andrew Carter said that this is the dollars that can be afforded at the time of the project. He said that as inflation goes up then they would have to adjust.

Councilmember Gantt asked for the growth rate model assumed for the Town of Apex for revenue.

Director Morrison said that it is 3%.

Councilmember Mahaffey asked where the capacity for borrowing for years from 2026 - 2030 shown on the slide.

Mr. Andrew Carter said that there is 2025 - 2027 issuance that has to be gotten through and the capacity wouldn't be available until around 2029 or 2030 time period until additional debt could be added and not violate policies that may be set up in the model.

Mr. Jeremy Carter said that it would incorporate the projects that are already identified that will be occurring and that has been taken into consideration from the current funds.

Councilmember Mahaffey said that they are fixed and asked why it wouldn't be 1.75 cents in 2025-2026 and 2.75 cents for 2029-2030.

Mr. Carter said that they could look at different scenarios and decision points to decide when revenue might be needed.

Mr. Jeremy Carter said that is guidance that will be needed by Council and staff. He said some organizations delay it, and some "rip the band-aid off", building capacity on the front end. He said Council can choose to do it however they like.

Councilmember Mahaffey asked if in this model they would be funding a debt servicing bond each year at a certain rate, and if we needed a bond and it was approved then taxes would not be raised, and the money would be available. He asked if other Towns use that model.

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1 **Mr. Andrew Carter** said yes. He said that legislature has added a requirement of
2 showing the tax implication on every \$100.00 of the value of homes. He said in some cases
3 municipalities have been able to show that number as 0, since taxes would not need to be
4 raised in the funding model. He said that Asheville is going to ask four GO bonds questions.
5 He said it was much less impactful to the citizens. He said Apex may be in a situation where
6 they need to raise less revenue than is actually needed for the debt service, since they would
7 have some capacity already.

8 **Councilmember Mahaffey** said they could show on a question for bonds that the tax
9 implication would be 0 if they were funding through a debt service fund. He said that would
10 help eliminate confusion.

11 **Director Morrison** said that this is above and beyond what the expectation will be for
12 operations, and this is just for capital.

13 **Mr. Andrew Carter** said that if it was a project that added personnel or operation
14 pressure, it would go on the operational side of the budget.

15 **Councilmember Mahaffey** asked if there was a way to phase in the 2 cents or 2 ½
16 cents over the 5 or 6 years so that there is not a surprise if there is a large project. He said
17 there would be a ramp up.

18 **Mr. Jeremy Carter** said yes, there are many different scenarios that can be done in the
19 future depending on the Town's desire.

20 **Councilmember Gantt** said that he would not want to lock in future Council's items.
21 He said they may not want to do these projects.

22 **Councilmember Zegerman** said that future Council's can also lower taxes if the
23 money is not needed. He said that these policies can be changed in the future.

24 **Councilmember Gantt** said that doing GO bonds and having them on the ballot is
25 different than internal bonds where the public never votes on them adds to uncertainty when
26 it locks in a project.

27 **Councilmember Mahaffey** said he doesn't think this is locking anything in. He said it's
28 important to set the right expectations for the public in regards to the debt servicing.

29 **Councilmember Gantt** asked if the debt service being discussed will increase the
30 reliance on a GO bond vs. other types of bonds.

31 **Director Morrison** said they still have to issue the debt, and this is planning for the
32 debt. He said this is about getting the most value, and the GO bonds do that.

33 **Councilmember Gantt** asked if it was because of the rates being lower.

34 **Director Morrison** said that it is a better opportunity to get a lower rate.

35 **Councilmember Gantt** asked what was backing the obligation bonds.

36 **Deputy Town Manager Purvis** said the assets.

37 **Director Morrison** said this is planning for the near future, and trying to give Council
38 more options for projects.

39 **Deputy Town Manager Purvis** said that this is for exploring options so that when CIP
40 projects that are coming and the expenses are adding up then one way to do these is with a
41 bond, and it is good to see what the options are.

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1 **Councilmember Gantt** asked if this was being planned for next year.

2 **Deputy Town Manager Purvis** said that they will look at it further at the Finance
3 Committee in January. He said there will be a stronger model coming from the information
4 given today. He said this was mostly to get more information to Council before they see the
5 CIP Project estimates.

6 **Councilmember Zegerman** asked what their ideal expenditure is on the annual
7 capital projects. He asked if they could see what was committed in 24-25 and what the annual
8 bucket is. He wanted to know how much additional funding was needed versus what was
9 already possible.

10 **Deputy Town Manager Purvis** said that they have that information and will present it
11 to them for the January Finance meeting.

12 **Councilmember Mahaffey** said that there was a spreadsheet that showed what could
13 be funded in the CIP at each tax level, and the news is always grim. He asked if this type of
14 planning and financial practice is looked at positively by creditors.

15 **Mr. Jeremy Carter** said that this kind of planning is looked at very highly. He said that
16 the rating agencies and investors are looking more at long-term planning.

17 **Mayor Gilbert** thanked them for the information.

18

19 **Mayor Gilbert** noted that the Government Relations Strategy and Legislative Agenda
20 Process Update would be moved to the November 12th, 2024 Regular Town Council Meeting
21 since time was running short.

22

23 **[BUDGET AND STRATEGIC PLANNING PROCESS: NEXT STEPS]**

24

25 **Deputy Town Manager Purvis** presented the next steps and deadlines:

26 **[SLIDE 1]**



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STRATEGIC PLANNING SESSION MINUTES**

1 **Town Manager Vosburg** said that the February 13th Workshop could be more than
2 one day, so he asked for staff to clear their calendars tentatively.

3 **Deputy Town Manager Purvis** said they are showing Council the draft budget prior
4 to the committee recommendations this year. He said he thinks it gives them a better
5 opportunity to evaluate.

6 **Councilmember Gantt** asked what has happened from July 1st to current.

7 **Deputy Town Manager Purvis** said normally July and August is planning on the
8 performance side and working with departments to understand the plans and new things
9 being put in place. He said in September and October, staff is doing a lot of work putting
10 together CIP project plans and evaluations. He said that personnel requests are coming in
11 and being developed through November and December, and in January this is reviewed and
12 then getting ready for the February retreat.

13 **Mayor Gilbert** thanked everyone for all that they have done and for all of the
14 information and how much it is appreciated.

15

16 **[ADJOURNMENT]**

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18 **Mayor Gilbert** adjourned the meeting at **5:03 p.m.**

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Jacques K. Gilbert
Apex, Mayor

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27 Allen Coleman, CMC, NCCCC

28 Town Clerk to the Apex Town Council

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30 Submitted for approval by Apex Town Clerk Allen Coleman

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32 Minutes approved on _____ of _____, 2024.

33