

DRAFT MEETING MINUTES

TOWN OF APEX
TOWN COUNCIL WORK SESSION
TUESDAY, MAY 20, 2025
3:30 P.M.

The Apex Town Council met for a work session on Tuesday, May 20, 2025 at 3:30 p.m. at the Apex Town Hall located at 73 Hunter Street in Apex North Carolina.

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

https://www.youtube.com/watch?v=yCbMg_T-vA

[ATTENDANCE]

Elected Body

Mayor Jacques K. Gilbert (presiding)
Mayor Pro-Tempore Ed Gray
Councilmember Brett Gantt
Councilmember Arno Zegerman
Councilmember Audra Killingsworth (*arrived late see note below*)
Councilmember Terry Mahaffey

Town Staff

Town Manager Randy Vosburg
Deputy Town Manager Shawn Purvis
Assistant Town Manager Demetria John
Assistant Town Manager Marty Stone
Town Attorney Laurie Hohe
Town Clerk Allen Coleman

All other staff members will be identified appropriately below.

[COMMENCMENT]

Mayor Gilbert called the meeting to order at 3:33 p.m., welcomed everyone in attendance, and led the Pledge of Allegiance. He said it was his understanding from the Town Clerk that new, cordless-wireless microphones were included in the proposed fiscal year budget and he looked forward to having those installed. He said it is a priority for members of the public to be able to hear on the livestream but also for the sound to be heard clearly in the back of the meeting space on the 3rd Floor.

Town Clerk Coleman said that was correct and those should be installed in time for the August work session, following the Council's summer break.

1 **Mayor Gilbert** said the Town Manager will lead us through the work session items and
2 that the agenda was full.

3 **Town Manager Vosburg** said that the main topics for today's work session were
4 specifically related to public safety and that both the Fire Chief Tim Herman and Police Chief
5 Ryan Johansen would be providing a presentation on various topics, projects, and
6 initiatives.

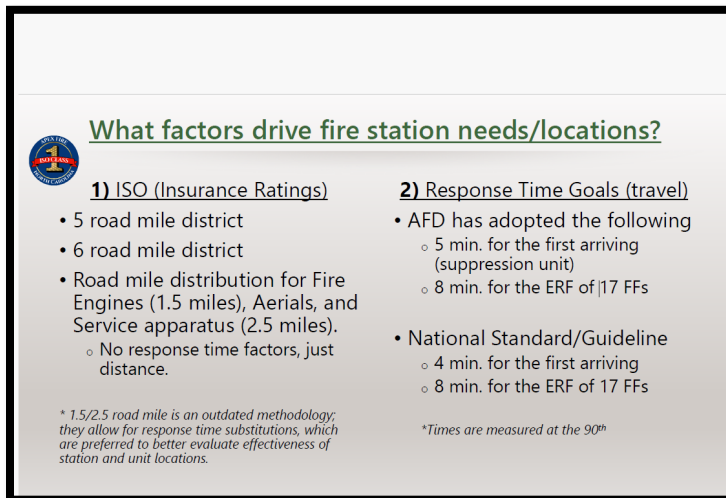
7
8 **[FIRE STATION LOCATION STUDY RESULTS AND RECOMMENDATIONS]**
9

10 **Fire Chief Tim Herman** provided the following PowerPoint presentation.
11 **CLERK NOTE:** Throughout the presentation questions were asked by members of the
12 elected body. Those questions and the staff's corresponding responses are denoted below
13 each PowerPoint slide as applicable.

14 **[SLIDE 1]**



15
16 **[SLIDE 2]**



What factors drive fire station needs/locations?

1) ISO (Insurance Ratings)

- 5 road mile district
- 6 road mile district
- Road mile distribution for Fire Engines (1.5 miles), Aerials, and Service apparatus (2.5 miles).
 - No response time factors, just distance.

2) Response Time Goals (travel)

- AFD has adopted the following
 - 5 min. for the first arriving (suppression unit)
 - 8 min. for the ERF of 17 FFs
- National Standard/Guideline
 - 4 min. for the first arriving
 - 8 min. for the ERF of 17 FFs

* 1.5/2.5 road mile is an outdated methodology; they allow for response time substitutions, which are preferred to better evaluate effectiveness of station and unit locations.

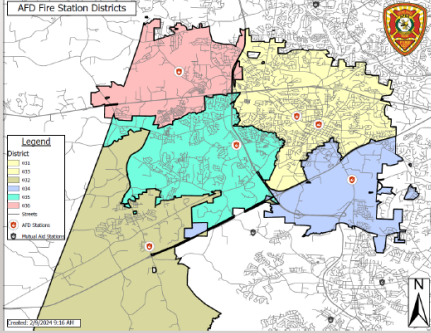
*Times are measured at the 90th

- 1 **Councilmember Killingsworth** arrived at the meeting at **3:43 p.m.**
2 **[SLIDE 6]**

Station Location Methodology

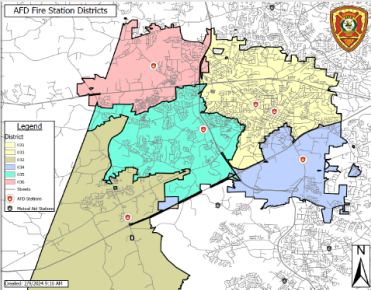
Distribution

- Fire Station locations throughout a fire district.
- Related to the first arriving travel times.
- Fire Stations are “distributed” in a manner to reach as much of an area within the 1st arriving response time goals and ISO road mile recommendations.



- 3
4 **[SLIDE 7]**

Station Location Methodology



Concentration

- The close gathering of resources to address effective response force (ERF) and reliability.
- Multiple crews and apparatus types at one fire station.
- Number of personnel on each crew.
- Types of resources in each area.
- Using our neighbors

5

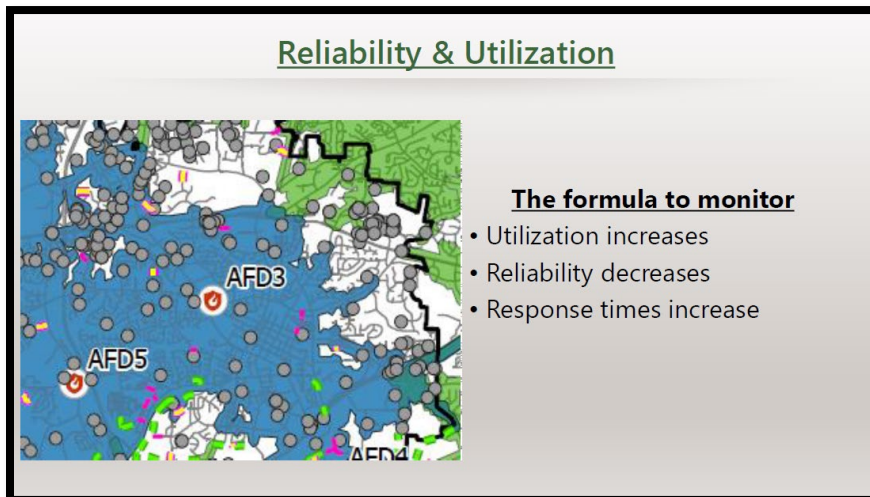
1 [SLIDE 8]

Effective Response Force (ERF) Example

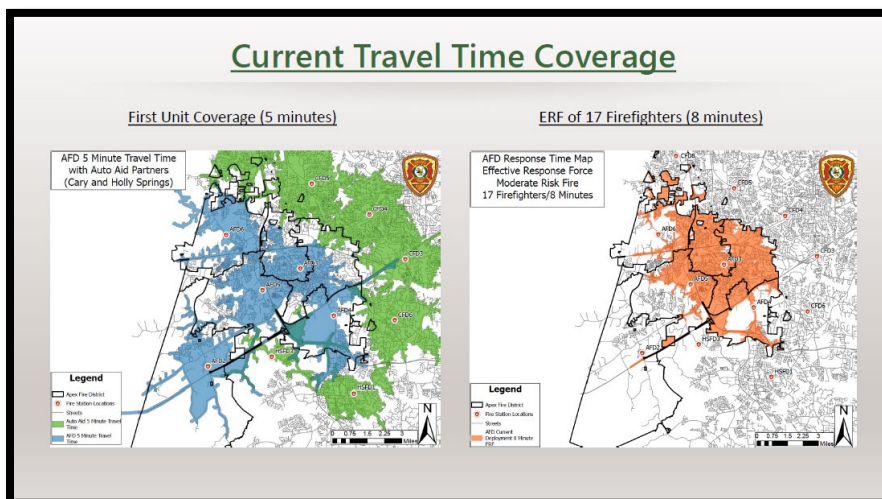
Single family residential structure fire (moderate risk)	
Critical Task	Number of Personnel
Command/Safety/Accountability	3
Fire Attack/Investigation Crew	2
Rapid Intervention Crew (OSHA Requirement)	4
Search/Rescue Crew	2
Pump Operator	1
Backup/Support Crew	2
Water Supply	1
Ladder/Vent Crew	2
Total ERF	17
Achieved with 4 Engines, 1 Ladder, 1 Rescue, and 2 Battalion Chiefs (CAM Wide)	

APEX

2
3 [SLIDE 9]



4
5 [SLIDE 10]



6

Councilmember Mahaffey asked what the colors meant

Chief Herman said if an area is not covered by blue, it would be a response time of over 5 minutes.

Councilmember Zegerman asked if deploying 17 firefighters is a national standard and if the equipment types that are deployed are also standard.

Chief Herman said that was correct.

Councilmember Mahaffey asked how mutual aid works in practice.

Chief Herman explained that within the Cary, Apex, Morrisville area each fire department dispatches units seamlessly within areas close to each other.

Councilmember Mahaffey said that he understood the dispatch but wanted to know about response if another incident arises after a significant response

Chief Herman said dispatch is County-wide, so if a significant portion of Apex's fire department was on a call for a large incident, Holly Springs personnel could move up into Apex to be ready to respond to additional incidents here if necessary. He said they could also move around units from other Apex stations to provide coverage.

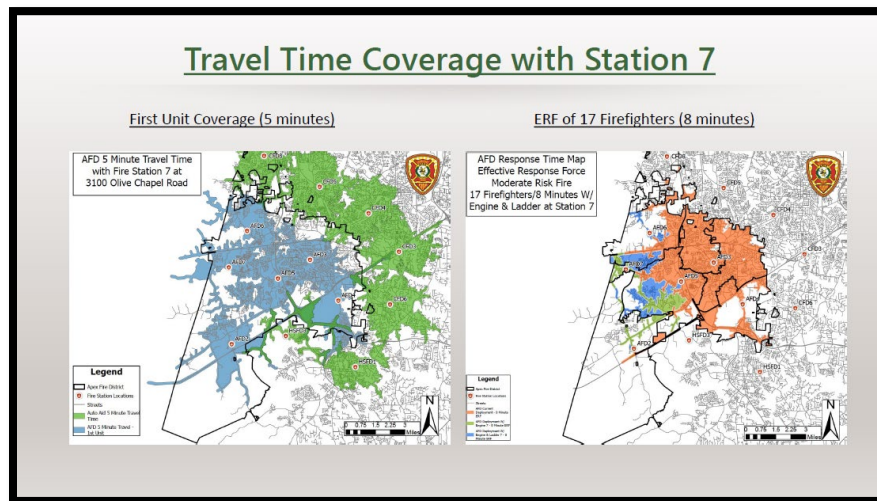
Councilmember Gantt asked why New Hill doesn't have any orange.

Chief Herman said that it's because there's just one engine at Station 2 and the next closest station is #5 with an engine and a ladder. He said those can arrive to the area within 8 minutes, but that would still be less than 17 people.

Councilmember Gantt said that there were multiple stations that work in these areas. He asked if any stations by themselves have 17.

Chief Herman said the most a station has is 8 personnel, and the minimum staffing is 7.

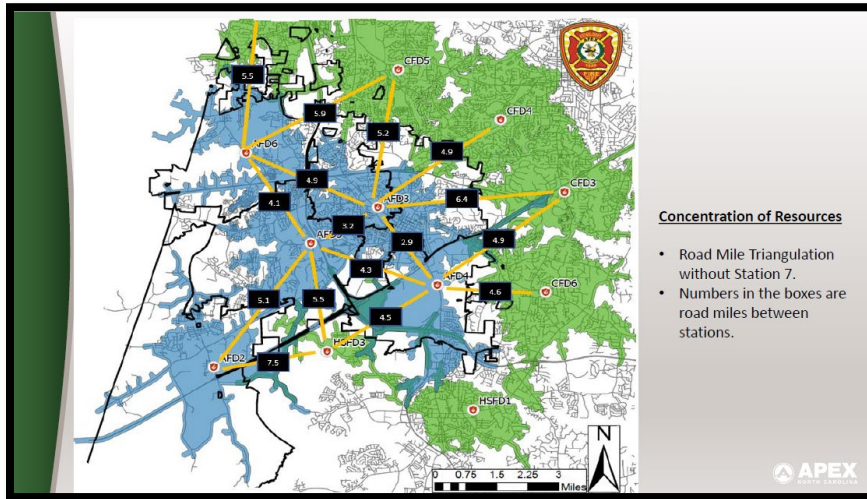
[SLIDE 11]



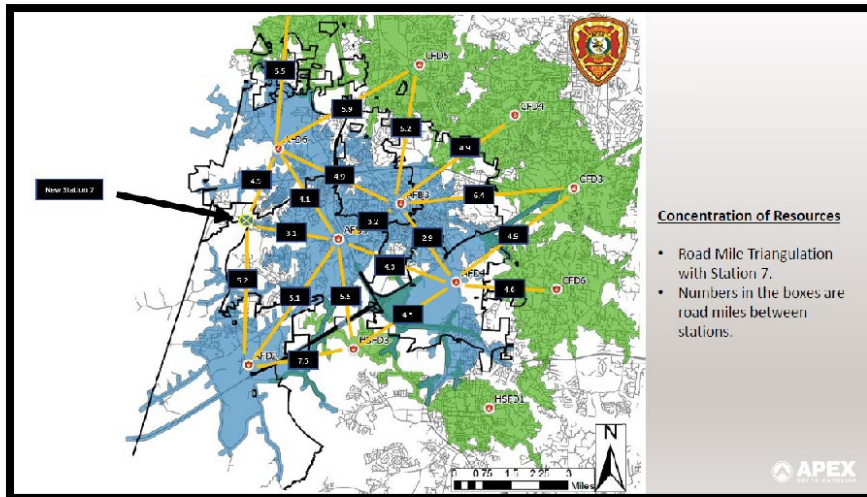
Councilmember Zegerman asked what the white area meant.

Chief Herman said that was an area that would never be developed, such as protected land, water, etc.

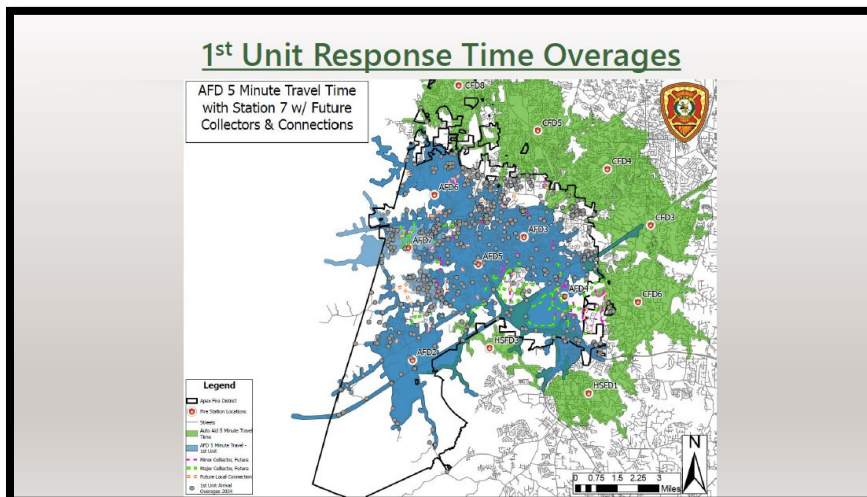
1 [SLIDE 12]



2
3 [SLIDE 13]

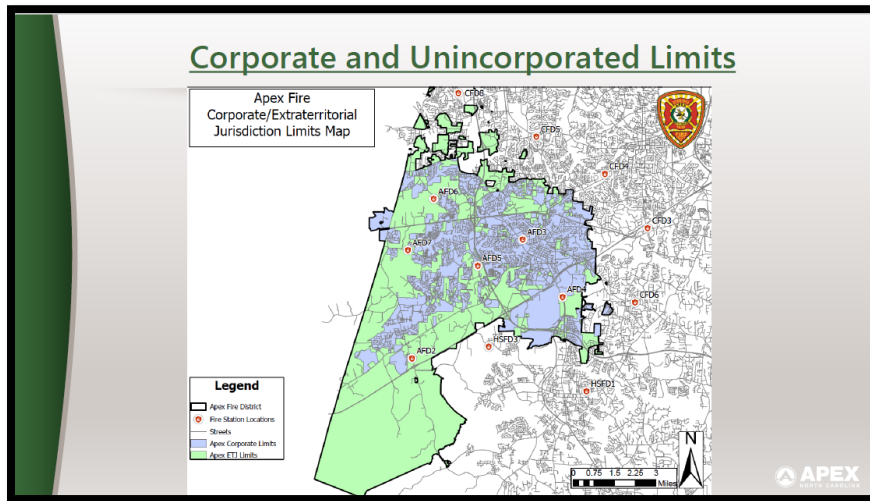


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5 [SLIDE 14]



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[SLIDE 15]



Mayor Pro Tempore Gray asked about the addition of stations in the surrounding communities.

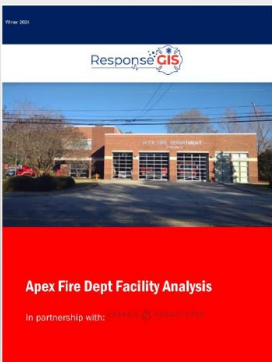
Chief Herman said that Holly Springs had recently opened a new one and there were more planned in the next 5 years. He said that Apex's Fire area may be growing soon with County realignment, and it may increase Apex's cost share some.

Councilmember Gantt asked if there were any County fire stations.

Chief Herman said no, and they contract with all surrounding municipalities, including the City of Raleigh and Cary.

[SLIDE 16]

3rd Party Vendor Study



- In conjunction with the town's facility and space needs master plan.
- Fire station assessments
- General fire district data, Town development and population information
- Response time analysis
- Vulnerability risk scoring
- Recommendations

* We are using this study as a planning tool

1 [SLIDE 17]

3rd Party Recommendations

Town of Apex, NC
Fire Facilities Location Analysis

ResponseGIS

Recommendations

1. This study supports the moving of Engine 31 into Station 3 after renovation and expansion as there is a very minor loss in first due response coverage and none in first alarm assembly coverage.
2. This study does not support forgoing the Engine in Station 3 for a Station in the potential future station 7 location as it is needed for the downtown area first due coverage and first alarm coverage as well.
3. Consider increasing the minimum staffing on Engines throughout CAM to be able to reduce the apparatus needs for first alarm assignments and increase geographic coverage.
4. Consider additional staff and apparatus in Station 6 as this improves the first alarm coverage geographically currently.
5. The additional station scenarios support an additional station on the westside of the fire district due to development, anticipated population, demand for services, and increased structural risk to the community. Stations should be at least 3 bays with an eye toward future expansion if found necessary in subsequent studies.
6. The best one-station VRI score first due coverage scenario is Station 7 at New Olive Church Road and Weaver Crossing. However, the better first alarm coverage is Station 7 at Kinship & Richardson. This location would also be a consideration for additional apparatus compared to Station 6.
7. If one additional station is constructed without consideration of additional, it should be operational within five years with an Engine, Ladder, Rescue and Battalion Chief.
8. A two additional scenario using the AFD given locations does not improve the VRI coverage and has a similar first alarm geographic coverage as a full staffing (Engine/Ladder/Battalion Chief) in the single station scenario Station 7 at Kinship and Richardson.

APEX

2
3 [SLIDE 18]

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APEX

4
5 [SLIDE 19]

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APEX

6

Councilmember Zegerman asked if adding more staff would change the 17-person target or the number of vehicles traveling.

Chief Herman said it would change the number of vehicles traveling.

Councilmember Mahaffey asked about what that meant for additions.

Chief Herman said for a goal of maintaining 4 staff per engine, it is standard to hire 5 for that engine. He said this would be an addition of 15 staff.

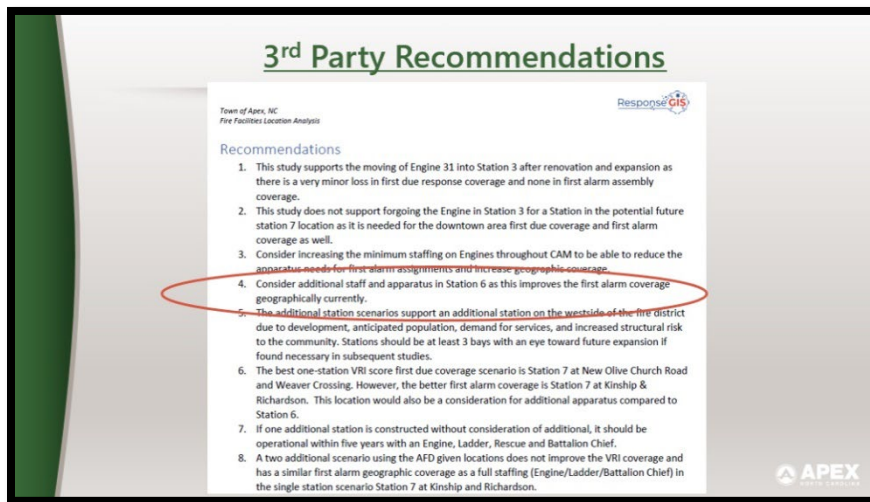
Councilmember Mahaffey asked if these numbers included the current year's request

Chief Herman said no, that would be in addition to this year's request.

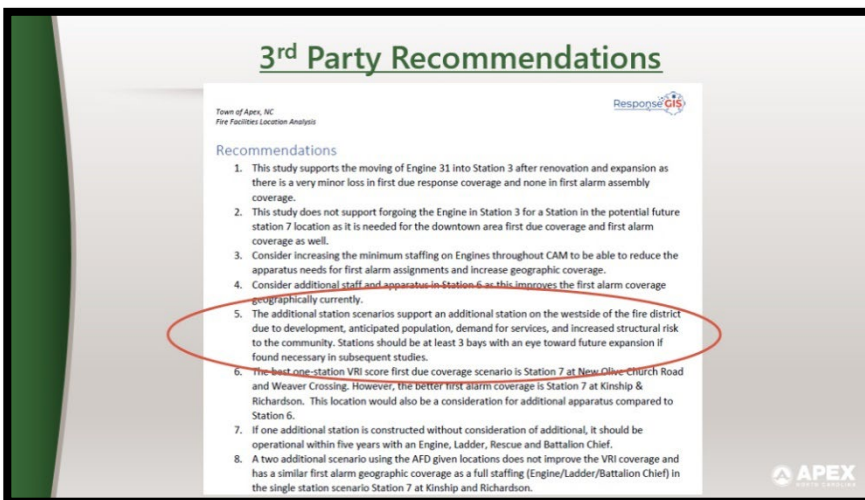
Town Manager Vosburg said that to that point, the six additional positions this year are to help maintain the current minimum standard.

Chief Herman said that more staffing allows time and flexibility for staff to utilize their time off, FMLA, or Workers' compensation.

[SLIDE 20]



[SLIDE 21]



1 [SLIDE 22]

3rd Party Recommendations

ResponseGIS

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APEX NORTH CAROLINA

2
3 [SLIDE 23]

3rd Party Recommendations

ResponseGIS

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APEX NORTH CAROLINA

4
5 [SLIDE 24]

3rd Party Recommendations (Timeline)

ResponseGIS

Town of Apex, NC
Fire Facilities Location Analysis

The following is a suggested timeline for recommendations discussed above.

Steps	Description	Notes	Year 1	Year 2	Year 3	Year 4	Year 5
1	Renovate/Expand Station 3	To accommodate Engine 31					
2	Move Engine 31 to Station 3	Close Station 1					
3	Acquire land for Station 7	Kinship/Richardson					
4	Consider increasing staff	Minimum Engine staffing to 4 in CAM					
5	Consider increasing staff	Adding Ladder, Rescue, and Batt. Chief to Stn. 6					
6	Construct Station 7 (3-4 Bay)	Kinship/Richardson					
7	Staff & vehicles Station 7	Engine, restation Ladder/Rescue/Batt. Chief from Stn 6.					

APEX NORTH CAROLINA

6

[SLIDE 25]

Recommendation	Status/Timeframe
1. Close Fire Station 1, relocating the Engine from station 1 to station 3 (station 3 does not currently have an engine, just a heavy rescue).	Currently in the works, station 1 slated to close after renovations to station 3.
2. Re-evaluate the response time gaps on the east side of Apex after Station 1 is closed. If the evaluation of response times on the east side of Apex continue to indicate the need for a fire station, add to CIP. This fire station would address distribution and be a single company fire station, (1 engine crew).	Evaluation period of 12-months and come back with any needed recommendations on the east side for a possible Station 8.
3. Build a 2-company fire station on the westside of Apex to address response time gaps (first arriving and ERF). Phase in the 2 companies over 2-3 years. <small>*based on the possible need on the east side, the 2nd company may be shifted to the east side station first, then add the 2nd company here.</small>	Based on current needs and future growth, we recommend this fire station open in 2030. This is already in the current CIP with dates below. <ul style="list-style-type: none"> • Land secured in FY26 • Design/Planning in FY28 • Start construction in FY29
4. Continue to monitor response time data as the town increases in population and road miles. Both will increase utilization and decrease reliability, resulting in the need of additional resources to maintain quality service delivery.	This is an on-going process.

Councilmember Killingsworth asked about if recommendation was that future station 7 would need to be expanded.

Chief Herman said that it was recommended that Station 7 would be a 3 to 4-bay fire station, which would hold 2 companies.

Councilmember Killingsworth asked if there was space for this recommendation.

Chief Herman said that there was space, and it would be built and be ready for two fire companies.

Town Manager Vosburg said it would be ready for expansion to 2 companies when needed.

Councilmember Killingsworth asked did the land have the ability for expansion in the future if needed.

Town Manager Vosburg said that it would be appropriate for the maximum of what is being recommended.

Councilmember Zegerman asked what fire station Apex has as a two-company fire station currently.

Chief Herman said station #5 and #4.

1 [SLIDE 26]

Other Items

- The locations of stations 3, 4, 5, and 6 are recommended to stay where they are. This is based on assessment of current station location, age/condition of station, and current infrastructure in place.
- Station 2 is also recommended to remain in its current area; however, it is in need of replacement.
- Fire Administration was not part of the location study, but was part of the space needs study.
 - Showed the need for a 315% space increase.
 - In CIP for FY26 Design, FY27 Construction @ Hunter Street Public Safety Campus.
 - HWY 55 Project, 2030, 5 years away.



2
3 **Councilmember Zegerman** asked what was driving the 3x increase in space
4 requirements.

5 **Chief Herman** said the space they have is already full with current positions without
6 conference room and lobby space, and with the additional position needs it adds space
7 needs as well.

8 **Councilmember Gantt** asked if there is a possible opportunity to build a station with
9 Cary.

10 **Chief Herman** said that Cary was reaching the district line fairly well and he reiterated
11 that all areas aren't going to be filled in completely, and this was a fairly large area. He said
12 that if a new station was built that it would take care of most of the area.

13 [SLIDE 27]

Apex Station 2



- Recommended to remain in current location.
- Labeled as "end of life".
- Deficient in many areas outlined in facility and space needs master plan.
- Is in our CIP to replace in the "future", after Station 3, 7, and Fire Administration Office.

We have an opportunity to consider...

1 **Mayor Pro Tempore Gray** said that the next meeting information would help make
2 the decisions. He said that if Wake is heavily invested in this and it is an offer that goes away,
3 that's something the Council would have to decide.

4 **Councilmember Mahaffey** asked about

5 **Councilmember Zegerman** asked about a scenario in which station 2 was
6 redesigned to be a 2-company station.

7 **Chief Herman** said that scenario was not modeled here.

8 **Councilmember Mahaffey** said that Station 2 looks like a shed and asked what was
9 inside.

10 **Chief Herman** said that it is turn out gear storage, workout rooms, and other things
11 that are needed.

12 **Councilmember Mahaffey** asked if the ballpark amount of cost share for a new
13 station with Wake County would be \$10 million.

14 **Chief Herman** said that would probably be close, as the total cost of a new station
15 today would be around \$12 million.

16 **Mayor Pro Tempore Gray** said he would like to see more about the budget for this.

17 **Chief Herman** said at the meeting that he could get more of an estimate.

18 **Councilmember Killingsworth** said that Wake is going to build this regardless of if
19 Apex is part of this.

20 **Councilmember Mahaffey** said that there were 2 stations at least that were going to
21 be replaced in the next 10 years, and those could be more expensive that this opportunity for
22 the town.

23 **Councilmember Killingsworth** asked Chief Herman to ask if they had programmed
24 the money and if not, would they consider delaying this project a year or two.

25 **Chief Herman** said that they have already delayed this and wanted to start in FY 2026.
26 He said they will know more soon.

27 **Councilmember Zegerman** asked if they could own the building with Apex doing a
28 35% cost share.

29 **Chief Herman** said they seemed to want Apex to own the building in this scenario,
30 but they could discuss that.

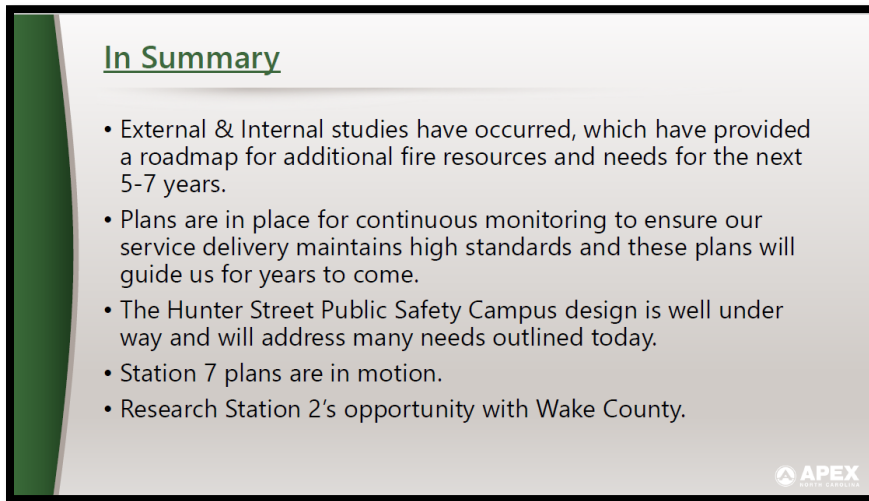
31 **Councilmember Gantt** asked if this would be better for the town to have this versus
32 two separate stations in the long term.

33 **Chief Herman** said yes. He said this would help them "call share" and it would save
34 taxpayer money

35 **Councilmember Gantt** asked if it is one building and parking.

36 **Chief Herman** said that they own this, and Apex leases and it would be an option to
37 purchase this so that the complex could be built.

1 [SLIDE 30]



2
3 [SLIDE 31]



4
5 **Mayor Gilbert** asked if more fire stations were built where training is for everyone.

6 **Chief Herman** said that there is training in various locations. He said that there is the
7 Wake County Fire Training Center, he said they also travel to Sanford Community College,
8 Central Carolina Community College and Fayetteville Tech to name some.

9 **Mayor Gilbert** asked if there was training while firefighters were on their shift.

10 **Chief Herman** said that 95% of Apex fire training is on duty.

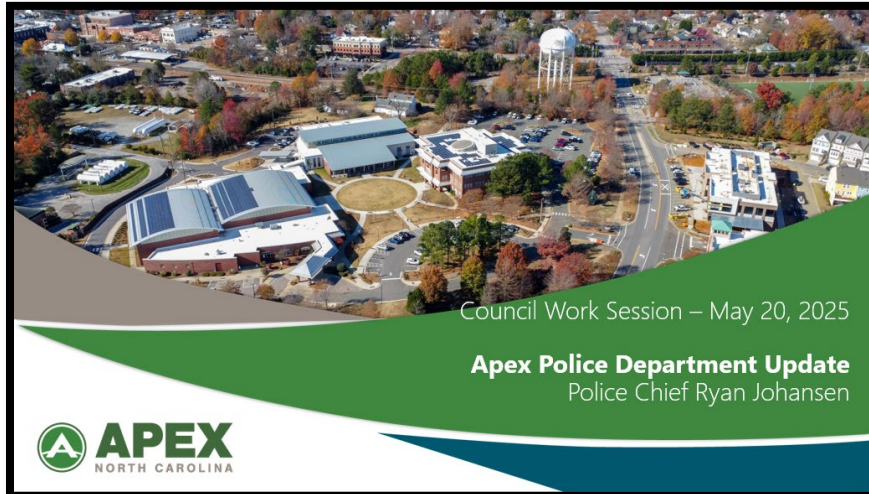
11 **Town Manager Vosburg** said that a big point is the ISO and that research shows that
12 it is in the top 1%, and that it is huge and asked that this to be kept in mind while making
13 decisions.

14
15 [BIANNUAL PUBLIC SAFETY UPDATE - POLICE]

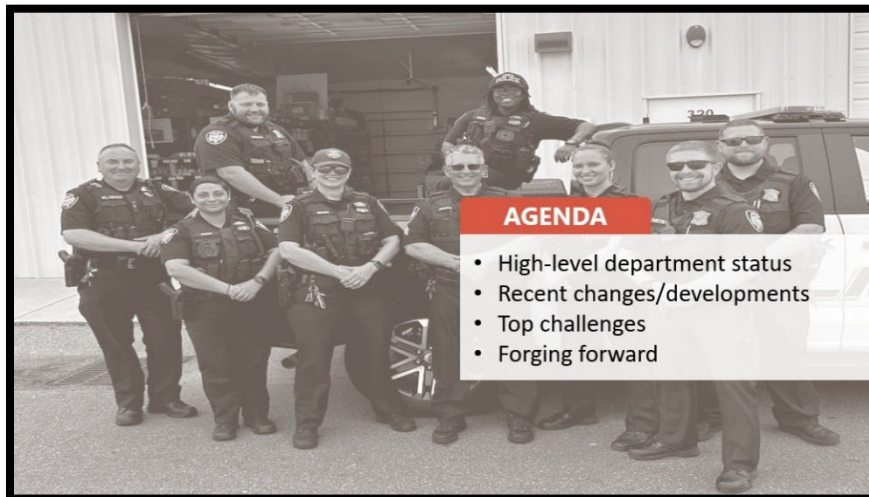
16
17 **Police Chief Ryan Johansen** provided the following PowerPoint presentation.
18

CLERK NOTE: Throughout the presentation questions were asked by members of the elected body. Those questions and the staff's corresponding responses are denoted below each PowerPoint slide as applicable.

[SLIDE 1]




[SLIDE 2]



1 **[SLIDE 3]**

High-Level Department Status


- Critical learning processes underway
 - 1-2 hour 1-on-1's with ALL staff
 - Professional and sworn
 - About 50 completed
 - Lens: collective success through individual success
 - Expanded Command Staff meetings
 - Identification of informal leaders/mavens
 - CALEA assessment
 - Exhaustive policy/procedure reviews
 - Community outreach
 - Surveys, meetings, Chat with the Chiefs



2
3 **[SLIDE 4]**

High-Level Department Status

- Early takeaways
 - Dedicated men and women here with purpose
 - Strength = Community Policing!!!!!!
 - Some deep hurt and frustration
 - But...with constructive suggestions
 - Excited, positive and optimistic about the future
 - Open to change
 - Lack of organizational identity (culture)
 - Technological shortcomings
 - Some duplicitous/unnecessary procedures
 - Deep love for the community...and one another



4
5 **[SLIDE 5]**

Recent Changes/Developments

- Introduction of new lenses for organizational culture
 - Challenge/Response
 - 4 Quadrants




	Internal	External
Individual	Consciousness Worldviews Values Purpose Knowledge	Behavior Habits Skills Communication Health
Collective	Culture Shared Values Shared Purpose Social Norms History	Systems Structure Processes Agreements Metrics

1 **[SLIDE 6]**

Recent Changes/Developments


- Making wellness more accessible
 - P-Time for ALL staff (4x increase thus far)
 - P-Time not in lieu of meal time
 - Team fitness activities
 - CISD and destigmatizing mental health
 - Focus on recovery



2
3 **[SLIDE 7]**

Recent Changes/Developments

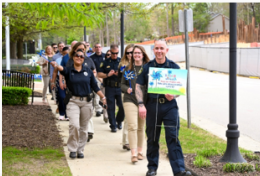
- Enhancing proactive policing
 - Critical for crime control and deterrence
 - Critical for reducing injuries on roadways
 - Previous 75% increase in collision injuries with 80% reduction in proactive traffic stops
 - Traffic stops up more than 3x in last 60 days
 - Rewarding proactive efforts
 - Overwhelmingly positive community feedback
 - Early warning systems well in place to mitigate risks
 - Random audits and BWC reviews
 - Robust complaint handling processes (CALEA)
 - CULTURE CHANGE – Big Picture Policing



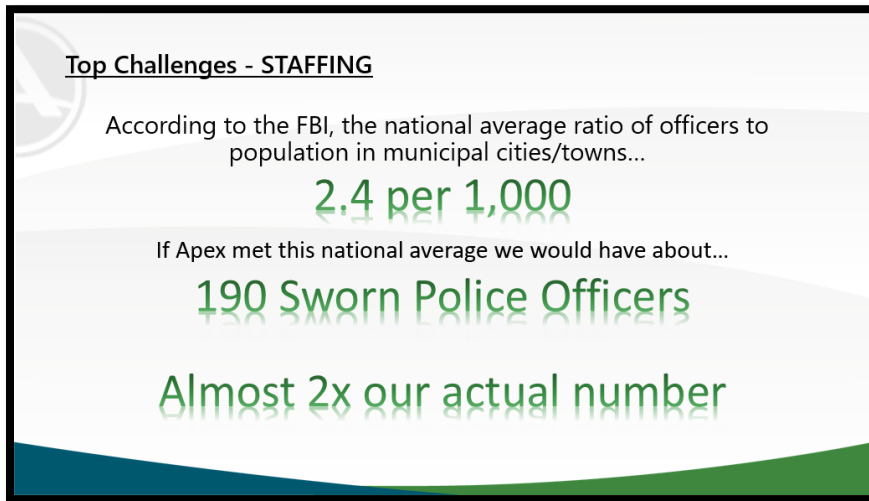
4
5 **[SLIDE 8]**

Recent Changes/Developments

- Here...people come first!
 - The Forgiveness Dichotomy
 - Accountability isn't just for line-level staff
 - Command...ORGANIZATION
 - How can every experience make us better?
 - The developmental lens
 - This is an incredibly difficult job being done by flawed human beings
 - Policy and procedure are important, cannot replace critical thinking in rapidly evolving circumstances
 - We must maximize our ability to deploy happy, healthy, well-adjusted human beings into our community in APD uniforms



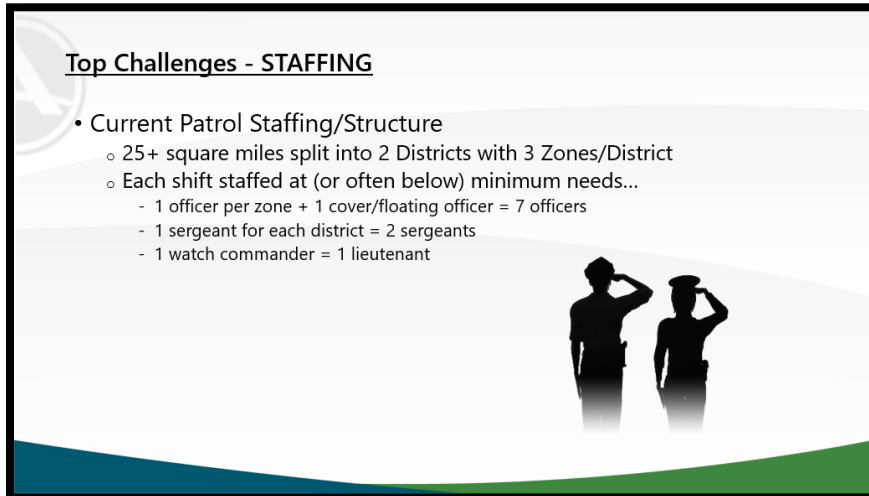
1 [SLIDE 9]



2
3 **Councilmember Zegerman** asked what the recommended ratio would be for a Town
4 the size of Apex.

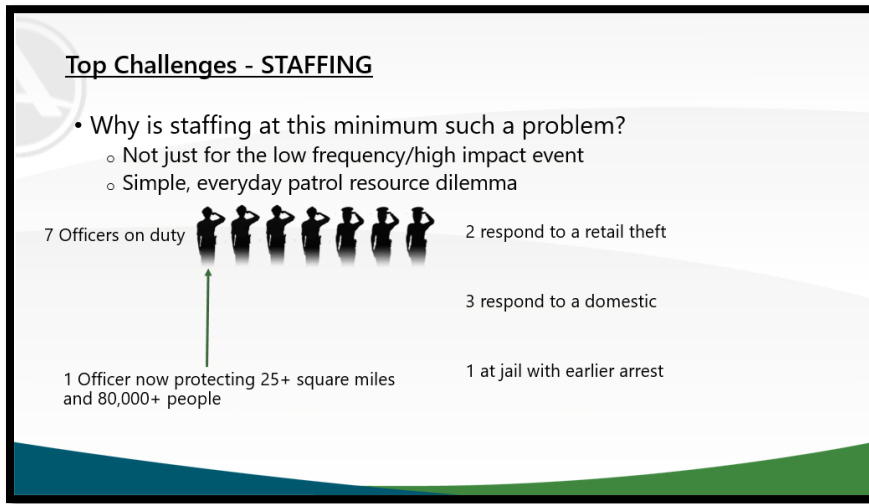
5 **Chief Johansen** said that the short answer is that there is not a recommended ratio.
6 He said that there is no one that is going to recommend a standard for staffing a Police
7 Department. He said that he is an advocate for a staffing model, and he would be working to
8 bring that to Council.

9 [SLIDE 10]



10
11

1 [SLIDE 11]



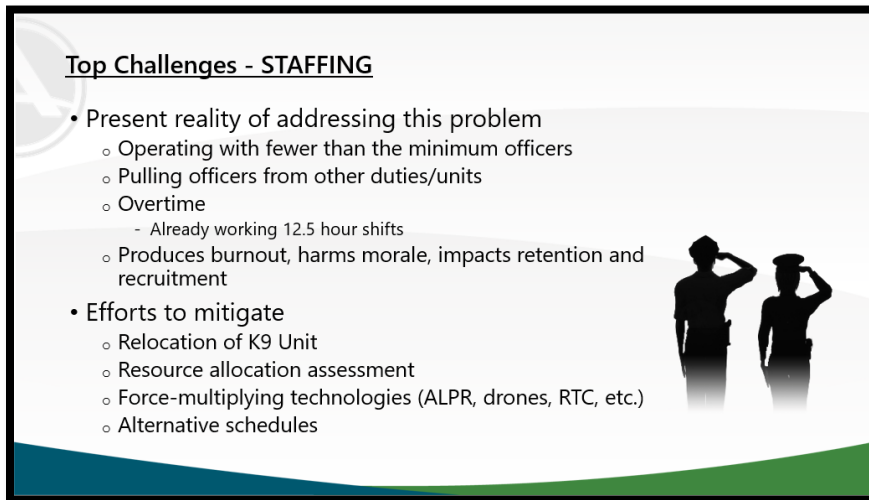
2 **Councilmember Zegerman** asked how many positions are currently open.

3 **Chief Johansen** said that technically zero because there are seven new officers
4 currently in some stage of the backgrounding process to be hired, but they are not actually
5 on duty as of now.

6 **Councilmember Zegerman** asked if that was from recruiting catching up since Chief
7 Johansen started.

8 **Chief Johansen** said that when he came, he believes there were 14 vacancies.

9 [SLIDE 12]



1 **[SLIDE 13]**

Top Challenges - SPACE

- Beautiful downtown police station
- Outgrew it the day we moved in
- Command has maximized use of space
 - Lieutenant office in a utility closet
 - Multiple staff in single person offices
- Lack of space for new programs
 - Real-Time-Crime-Center
 - Wellness equipment
 - CNT/SRT
- Use of public safety stations has been critical, but has issues
 - Siloes, social disconnection, subcultures, etc.



2
3 **[SLIDE 14]**

Top Challenges – CARS & TECHNOLOGY



- 30+ vehicles due for replacement
 - Less than half in budget (never catch up)
 - Police vehicles are different
- Outdated, substandard CAD/RMS
 - Replacement underway
- No police scheduling program
 - Police scheduling is highly-specialized
- Inability to work outside of vehicle
 - Wireless cards
- Lack of armor for victim rescue/de-escalation



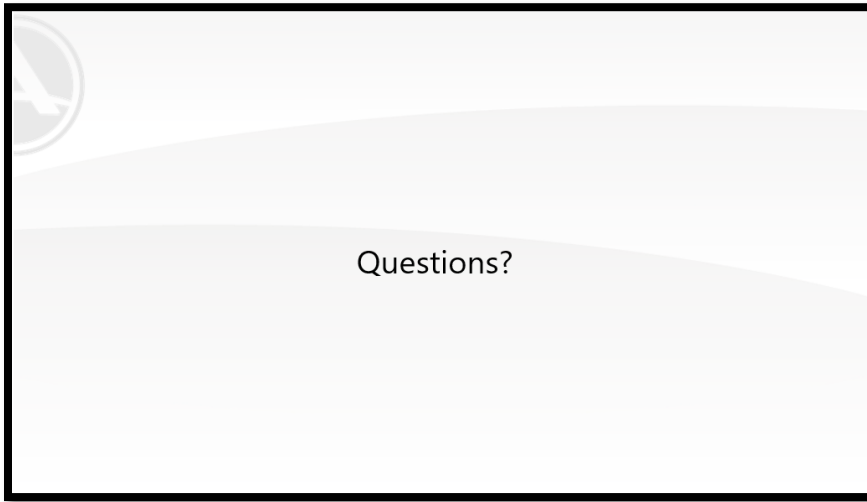
4
5 **[SLIDE 15]**

Forging Forward

- Chat with the Chiefs
- Integral Wellness Program
- Alternative patrol schedules under review
- Succession planning (vacancies)
- Full personnel allocation assessment
- 'Start With Why' and Team Building Workshop
- ALPR program starting (Flock)
- UAS/Drone expansion
- New CAD/RMS
- Ride-Along Program



[SLIDE 16]



Chief Johansen said that he appreciated everyone being so patient with him.
Mayor Gilbert thanked him and congratulated him on his 120 days.

Mayor Gilbert called for a recess at **5:13 p.m.** and announced the meeting was in recess.

Mayor Gilbert reconvened the meeting at **5:21 p.m.** and said that additional items were to be discussed in closed session.

[CLOSED SESSION]

A **motion** was made by **Councilmember Zegerman**, and seconded by **Mayor Pro-Tempore Gray**, to enter into closed session pursuant to NCGS §143-318.11(a)(4) and NCGS §143-318.11(a)(6).

VOTE: UNANIMOUS (5-0)

Council entered into closed session at **5:22 p.m.**

CS1 Mayor Jacques K. Gilbert
NCGS §143-318.11(a)(4):

"To discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body, including agreement on a tentative list of economic development incentives that may be offered by the public body in negotiations."

CS2 Mayor Jacques K. Gilbert
NCGS §143-318.11(a)(6):

“To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee.”

Council returned to open session at **7:17 p.m.**

[ADJOURNMENT]

With no additional business being presented before the Council, **Mayor Gilbert** adjourned the meeting at **7:18 p.m.**

Jacques K. Gilbert
Apex, Mayor

Allen Coleman, CMC, NCCCC
Town Clerk to the Apex Town Council

Submitted for approval by Apex Town Clerk Allen Coleman

Minutes approved on _____ of _____, 2025.