

DRAFT MEETING MINUTES

**TOWN OF APEX
TOWN COUNCIL WORK SESSION
TUESDAY, SEPTEMBER 16, 2025
3:30 P.M.**

The Apex Town Council met for a work session on Tuesday, September 16, 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=hr5nsXyQC9o>

[ATTENDANCE]

Elected Body

Mayor Pro-Tempore Ed Gray (presiding)

Councilmember Brett Gantt

Councilmember Audra Killingsworth (arrived late - noted below)

Councilmember Terry Mahaffey

Absent: Mayor Jacques K. Gilbert and Councilmember Arno Zegerman

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.

[COMMENCEMENT]

Mayor Pro-Tempore Gray called the meeting to order at 3:30 p.m., welcomed everyone, and led everyone in the pledge of allegiance. He then asked Town Manager Vosburg to give updates.

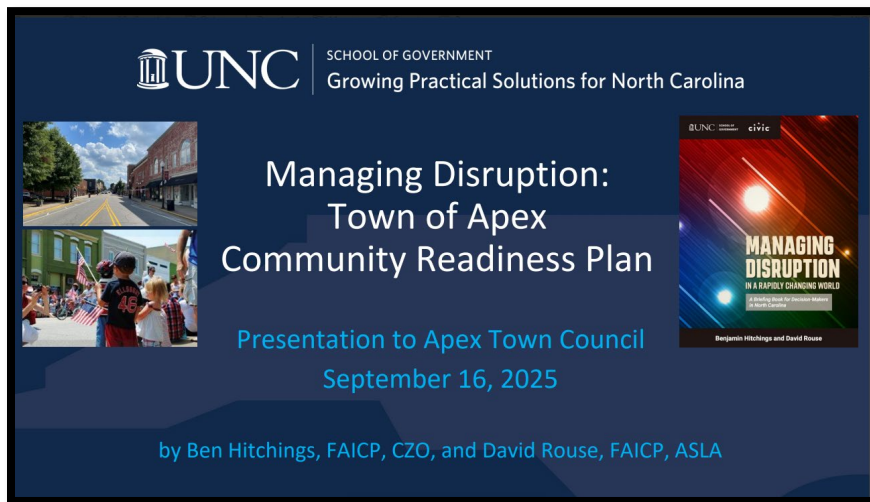
Town Manager Vosburg asked Shannon Cox, Long-Range Planning Manager, to introduce the Community Readiness Plan.

[COMMUNITY READINESS PLAN ISSUE SCAN]

Ms. Cox said this was the town's first community readiness plan with the School of Government. She introduced Ben Hitchings and David Rouse of the School of Government that would facilitate an in-depth description of the Community Readiness Plan. She asked Mr. Hitchings to begin.

Mr. Hitchings said that he was a fellow at the School of Government and Principal of Green Heron Planning Consulting in Durham. He introduced David Rouse, a Fellow of the School of Government and Principal of David Rouse Consulting and former Research Director for The American Planning Association and Michael Welker, the Director of Research and Policy Partnership Programs. He gave the following presentation:

[SLIDE 1]



[SLIDE 2]



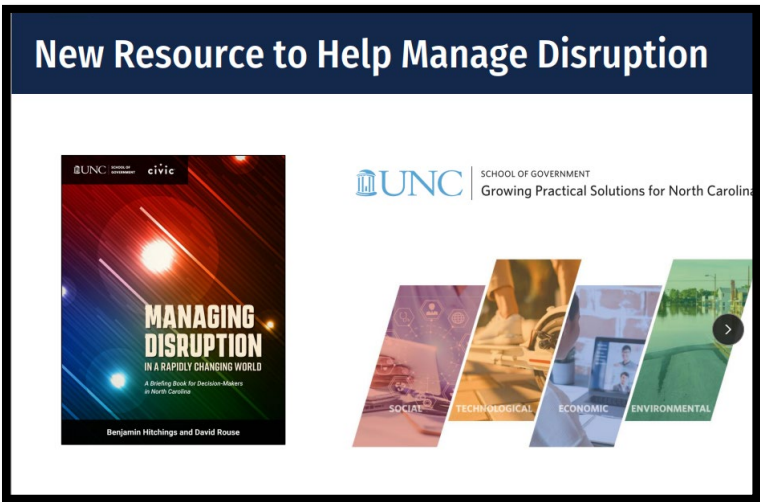
1 [SLIDE 3]



2
3 [SLIDE 4]



4
5 [SLIDE 5]

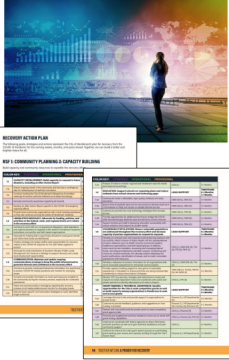


6

1 [SLIDE 6]

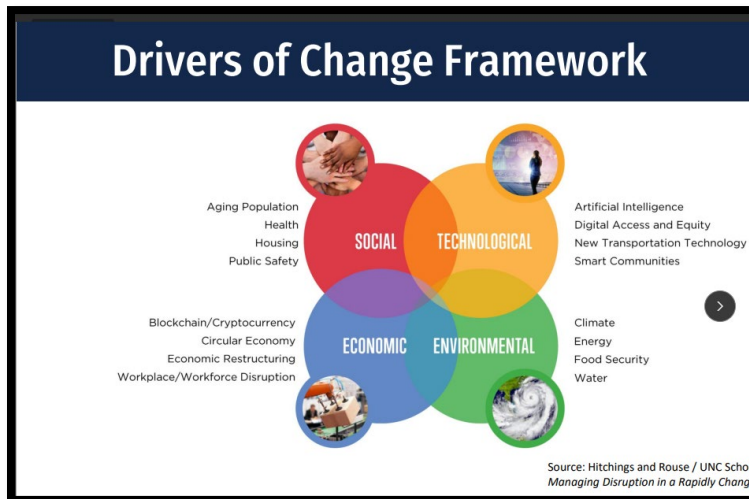
Community Readiness Plan

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina



- Future-focused, action-oriented strategic plan
- Designed to help your community improve its readiness and resilience to manage disruption
- Provides way to inject more of future focus into daily operations
- Have integrated project with new Peak Plan initiative

2
3 [SLIDE 7]



4
5 [SLIDE 8]

Community Readiness Plan

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina



- Future-focused, action-oriented strategic plan
- Designed to help your community improve its readiness and resilience to manage disruption
- Provides way to inject more of future focus into daily operations
- Have integrated project with new Peak Plan initiative

6
7

1 [SLIDE 9]

Preparing a Community Readiness Plan



Two Major Tasks:

1. Prioritize drivers of change for Apex
2. Develop a customized set of implementation projects

2
3 [SLIDE 10]

Today's Group Exercise



TODAY

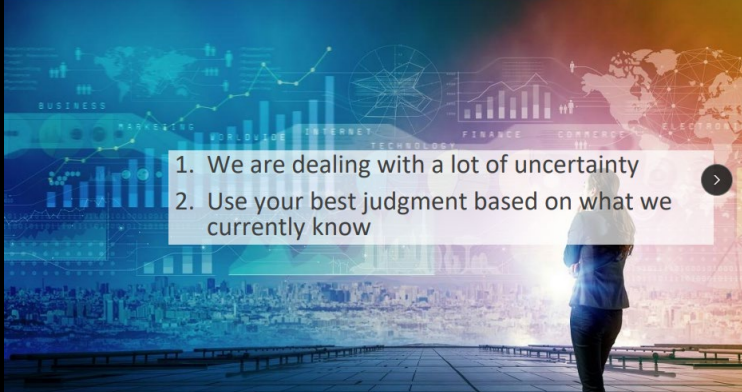
1. Scan “drivers of change”
2. Score each one based on four factors
3. Use instant polling and worksheet to help us
4. Rank drivers

MOVING FORWARD

1. Get more input
2. Hold work session with Town Council to finalize prioritization

4
5 [SLIDE 11]

Things to Keep in Mind

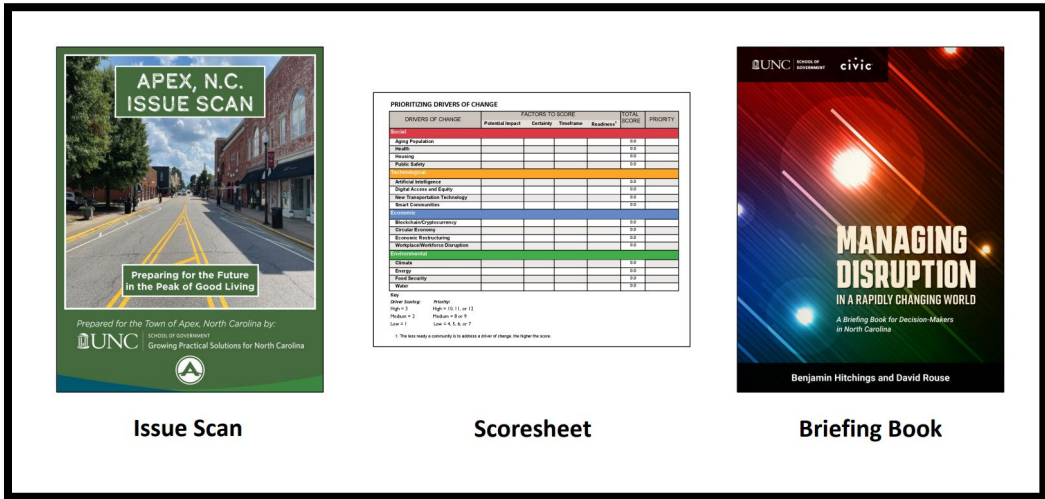


1. We are dealing with a lot of uncertainty

2. Use your best judgment based on what we currently know

6
7

[SLIDE 12]



Councilmember Killingsworth arrived at **3:47 p.m.**

Councilmember Gantt asked how Apex pays for the large cost of the risk that is being mitigated.

Mr. Hitchings said that some analysis is beyond the scope of the project and with the help of the Town Manager and staff can begin scoping out the different projects. He said that occasionally there are third party sources such as ARPA funds or grants from the Golden Leaf Foundation or a private foundation. He said these details will come into play with looking at different implementations of projects and these will be looking at later on in the project.

[SLIDE 13]

Four Factors to Score Drivers

- **Potential Impact (of driver on the community)**
 - The greater the impact, the higher the score
- **Certainty (of driver – how likely anticipated impacts will actually occur)**
 - The more certain, the higher the score
- **Timeframe (how soon driver might significantly impact your community)**
 - The sooner driver will impact community, the higher the score
- **Readiness (how prepared community is currently to address driver)**
 - Less ready community is to address driver, the higher the score

1 [SLIDE 14]

Points for Scoring Drivers of Change

- **Low:** 1 point
- **Medium:** 2 points
- **High:** 3 points

2
3 [SLIDE 15]

Points for Scoring Drivers of Change

Any questions?

4
5 [SLIDE 16]



Participant Poll

6

[SLIDE 17]

Social Drivers: Aging

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina

- **Potential Impact**
 - Impacts local governments, services, communities, economy
 - Apex overall is somewhat younger community**2**
- **Certainty**
 - Aging population is well-established state, national, global trend**3**
- **Timeframe**
 - Projections suggest impacts will grow over time**2**
- **Readiness**
 - Your input?**?**

Mr. Rouse gave this part of the presentation.

Councilmember Mahaffey asked for clarification in the scoring metrics and asked for clarification as it related to the potential impact being a 1 verses a 2.

Mr. Rouse said the Town of Apex had a lot to offer aging residents in terms of facilities and programming, which was not common in other jurisdictions.

Councilmember Killingsworth said that they were attempting to address aging with 55 plus communities and this is part of the planning.

[SLIDE 18]

Test Question: Apex is the high point of what?

Option	Percentage
Wake County	0%
The point between the Fairgrounds and RDU Airport	0%
The Chatham Railroad	0%

Start the presentation to see live content. For screen share software, share the entire screen. Get help at polllev.com/app

[SLIDE 19]

Social Drivers: Health

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina

- **Potential Impact**
 - Impacts local governments, businesses, service providers, and communities, particularly poor, minorities, and elderly
 - Apex and Wake County are some of healthiest places in state
- **Certainty**
 - Health care will continue to be a key issue, with costs rising
- **Timeframe**
 - Projections suggest impacts will grow over time
- **Readiness**
 - Your input?

2
3
2
2
?

Mr. Rouse encouraged discussions and thoughts.

Councilmember Killingsworth said she would rate each of these a three with the lack of people of going into health care and the wait to see providers with restricting of health care. She said that there were not enough mental health providers to support the needs.

Councilmember Gantt said that if this was in Greenville he would agree, but not in Apex. He said that Apex is comparable to health-related resources relative to others in the state.

Councilmember Killingsworth said that she disagreed.

Mr. Rouse said that there may be some adjustments made to potential impact and time frame.

Councilmember Killingsworth said that Apex is a young community and there are no OBGYN practicing in Apex.

Mayor Pro-Tempore Gray asked if this included resources 15 to 30 minutes outside of Apex.

Mr. Rouse said that it is a combination of the responsibilities to the community and the readiness and access to the residents.

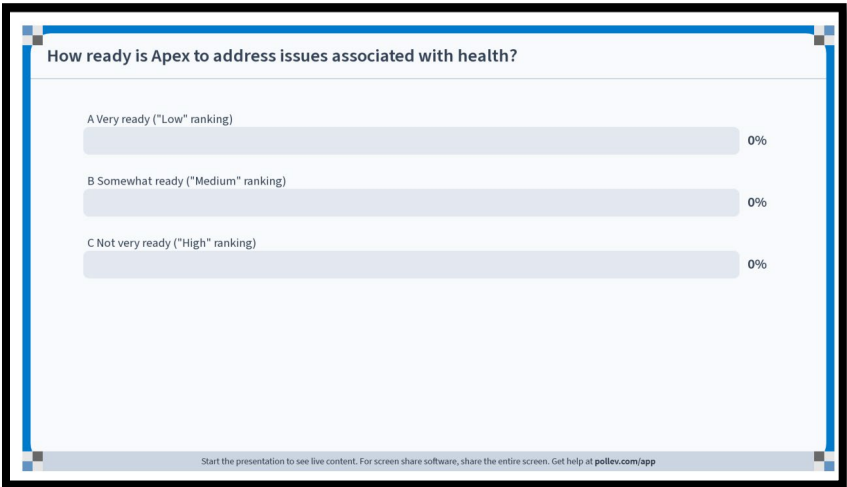
Councilmember Gantt said that other areas are less healthy and Apex needs to be better than those areas.

Mayor Pro-Tempore Gray said that that was his thought process too.

Councilmember Mahaffey said that he felt like there was good healthcare in Wake County.

Mr. Rouse said that the potential impact could be changed. There were continued discussions.

1 [SLIDE 20]



2
3 [SLIDE 21]

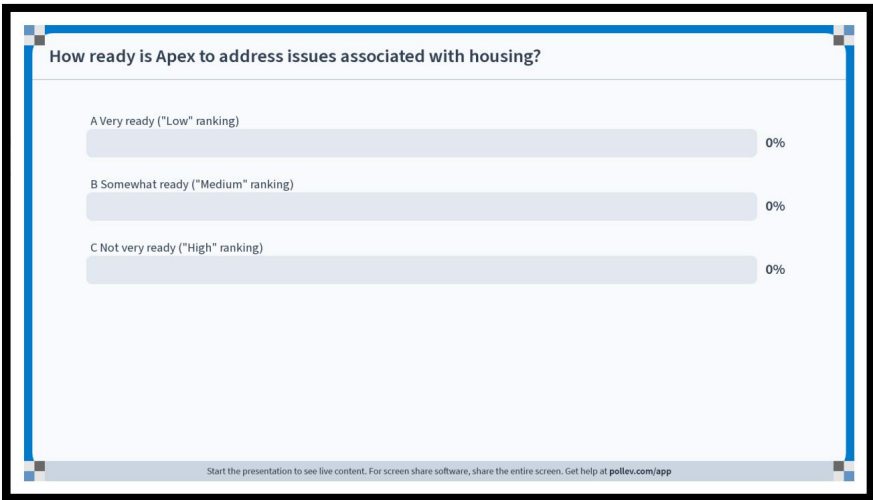
Social Drivers: Housing

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

- Potential Impact**
 - Lack of sufficient affordable housing is local and national crisis
- Certainty**
 - Driven by factors such as growing population, limited housing supply, and labor and supply challenges
- Timeframe**
 - Mismatch between current housing stock and future needs
- Readiness**
 - Your input?

3
3
3
?

4
5 [SLIDE 22]



6

[SLIDE 23]

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

Social Drivers: Public Safety

- Potential Impact**
 - Issue has significant impact on individuals and communities
 - Apex is one of the safer communities in the state
- Certainty**
 - Communities are experiencing behavioral health issues, staffing shortages, and technological changes
- Timeframe**
 - Many of issues are underway and continuing to evolve
- Readiness**
 - Your input?

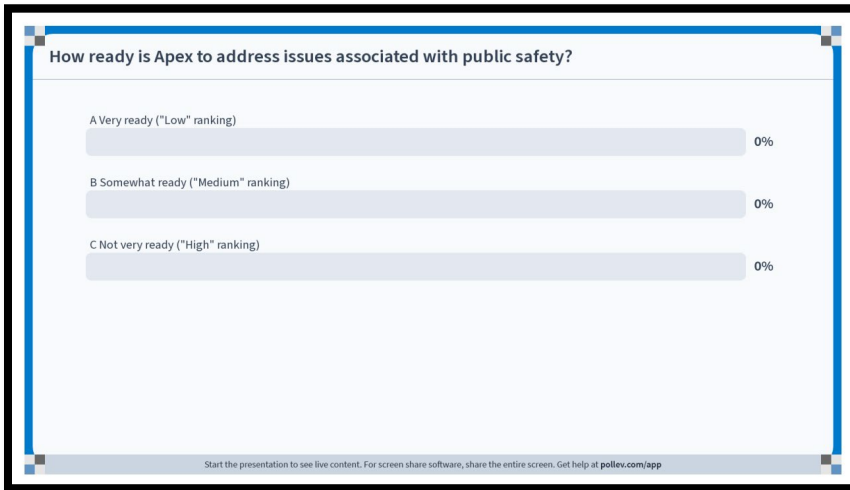
2

2

2

?

[SLIDE 24]



[SLIDE 25]

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

Technological Drivers: Artificial Intelligence

- Potential Impact**
 - AI is rapidly becoming useful in every aspect of daily life
- Certainty**
 - True impact is still unknown
- Timeframe**
 - Use of AI is in early stages but growing rapidly
- Readiness**
 - Your input?

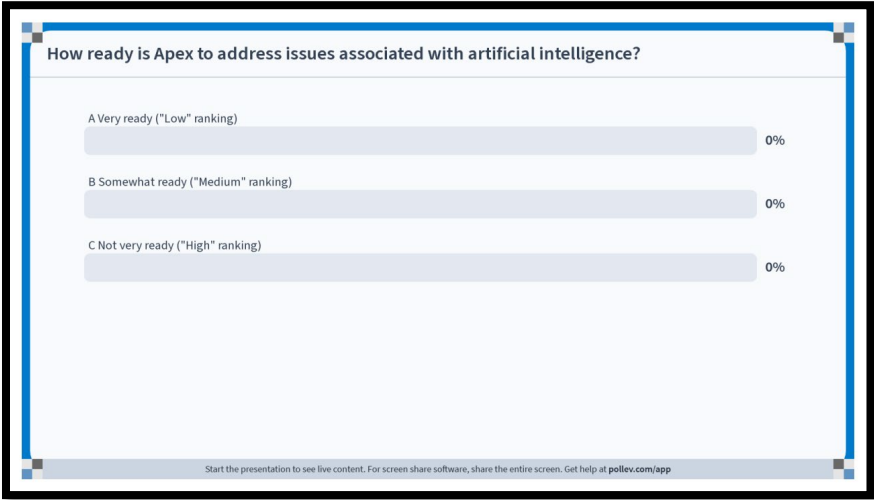
3

2

2

?

1 [SLIDE 26]



2
3 [SLIDE 27]

Technological Drivers: Digital Access & Equity

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

- **Potential Impact**
 - Digital access is key to participation in economy and society
 - Apex has very high levels of access and connectivity
- **Certainty**
 - Current need demonstrated by pandemic and beyond
- **Timeframe**
 - Immediate – virtually every govt. and business depends on access to internet
- **Readiness**
 - Your input?

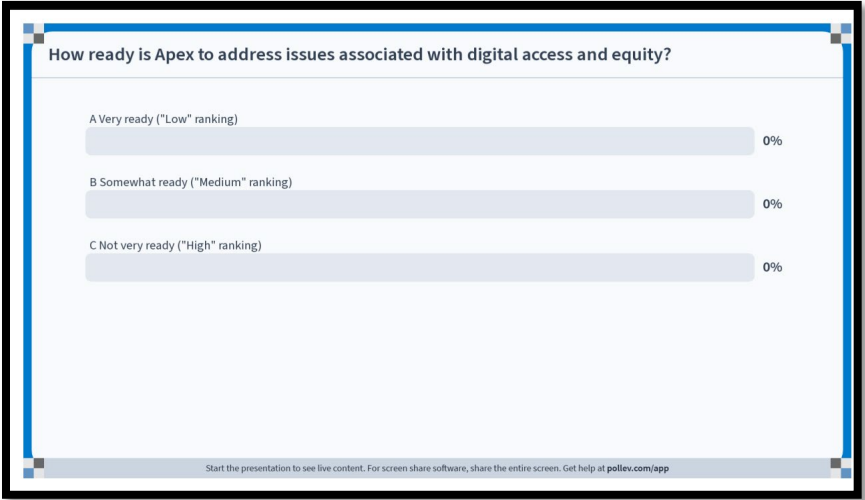
2

3

2

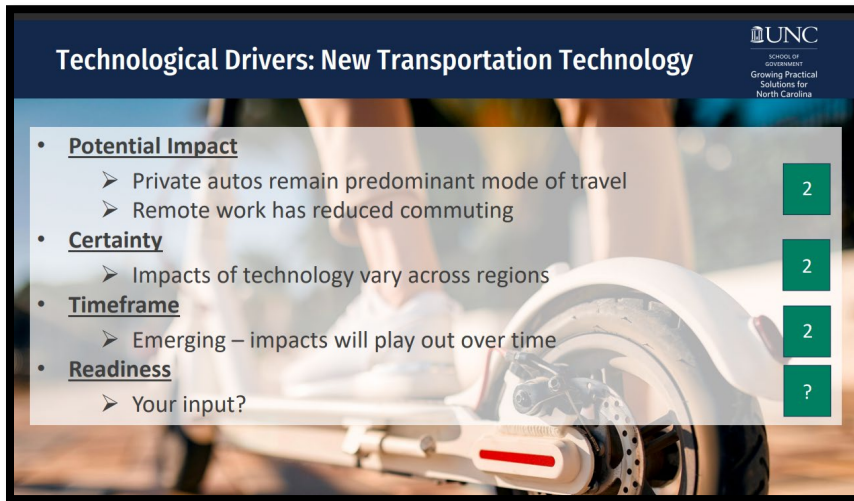
?

4
5 [SLIDE 28]



6

1 [SLIDE 29]



2
3 **Councilmember Gantt** said that he thought the traffic would get worse as Apex
4 moves forward with growth.

5 **Councilmember Mahaffey** said that the remote work helps with traffic.

6 **Councilmember Gantt** said that it does help.

7 **Mr. Hitchings** said that traffic could be a priority.

8 **Councilmember Gantt** said that in general he doesn't see the region doing what they
9 should be in terms of transit and that this should be moved to a 3 in the Technological
10 Drivers: New Transportation Technology slide.

11 **Mr. Rouse** said that in terms of transportation technology the next two topics may
12 come into play.

13 [SLIDE 30]



14
15 **Mr. Rouse** asked if there was 50% on each score did, they wanted to do 2 or 3. He
16 said that could be a 2.5 and the consensus was ok with that.

1 [SLIDE 31]

Technological Drivers: Smart Communities

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina

- **Potential Impact**
 - Smart community technologies are growing in availability, with the potential to improve many aspects of civic life
- **Certainty**
 - Apex is one of small but growing number of NC communities that are actively developing smart community programs
- **Timeframe**
 - Immediate – the future is now, with many technologies currently available, and others emerging
- **Readiness**
 - Your input?

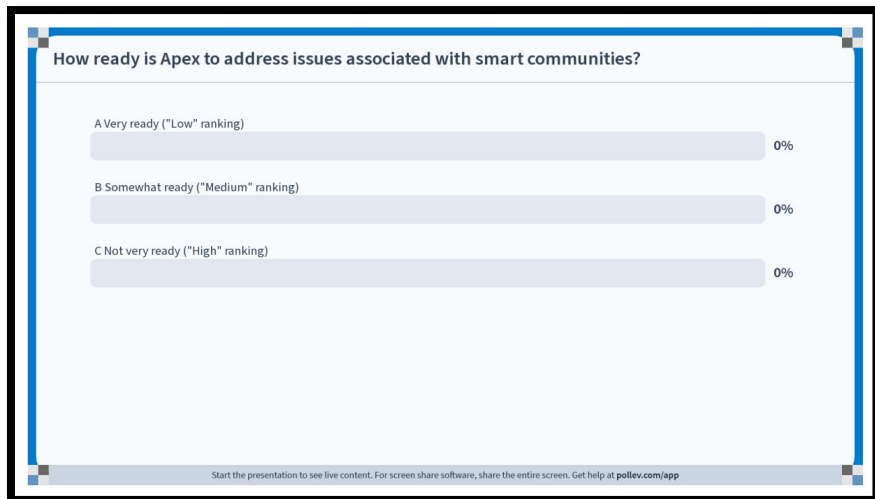
2

2

2

?

2
3 [SLIDE 32]



4
5 [SLIDE 33]

Economic Drivers: Blockchain/Cryptocurrency

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina

- **Potential Impact**
 - Has potential to provide targeted solutions that don't appear to be broadly transformative at present
- **Certainty**
 - Potential uptake of this technology is unclear, with hiccups in cryptocurrency market increasing consumer caution
- **Timeframe**
 - Emerging – applications are available; broad uptake, especially in government, is uncertain
- **Readiness**
 - Your input?

1

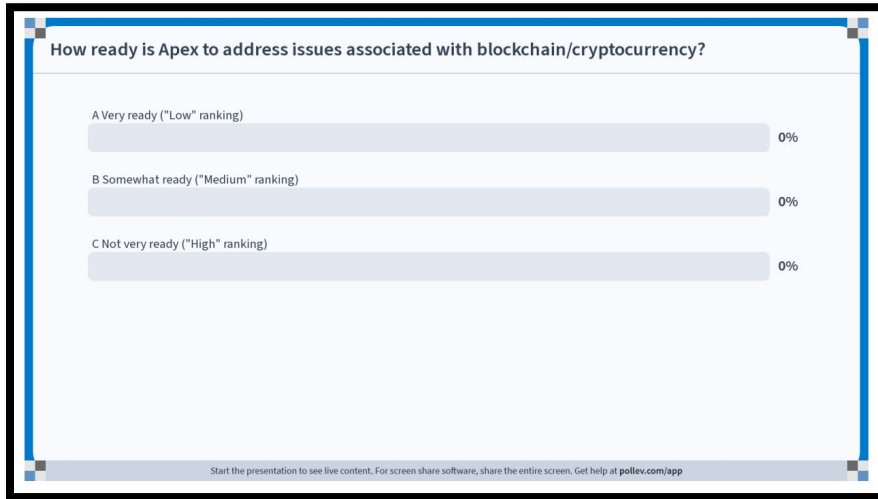
1

2

?

6

[SLIDE 34]



Mr. Rouse asked what the thought of the readiness of the blockchain/cryptocurrency.

Councilmember Gantt said that Apex has a very science and engineering technical base and it would be fine.

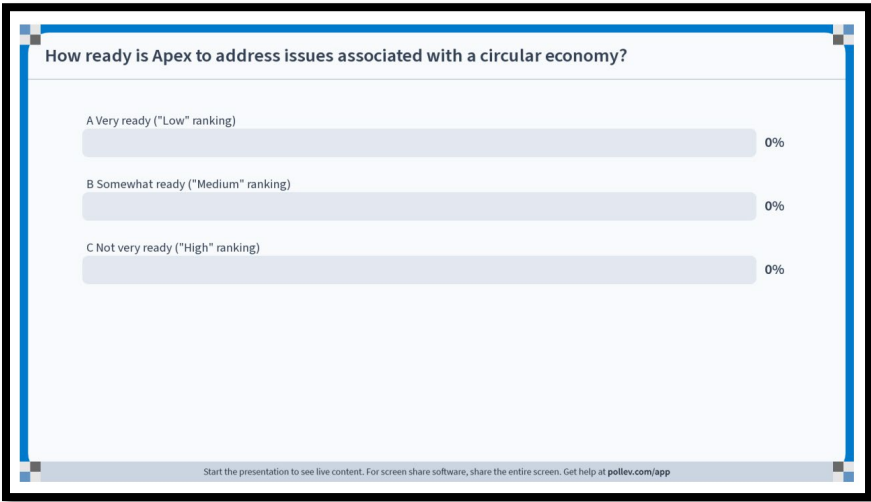
Mayor Pro-Tempore Gray asked what the real risk is from a crisis management standpoint.

Councilmember Killingsworth said that as long as we don't invest in it as a town.

[SLIDE 35]



1 [SLIDE 36]



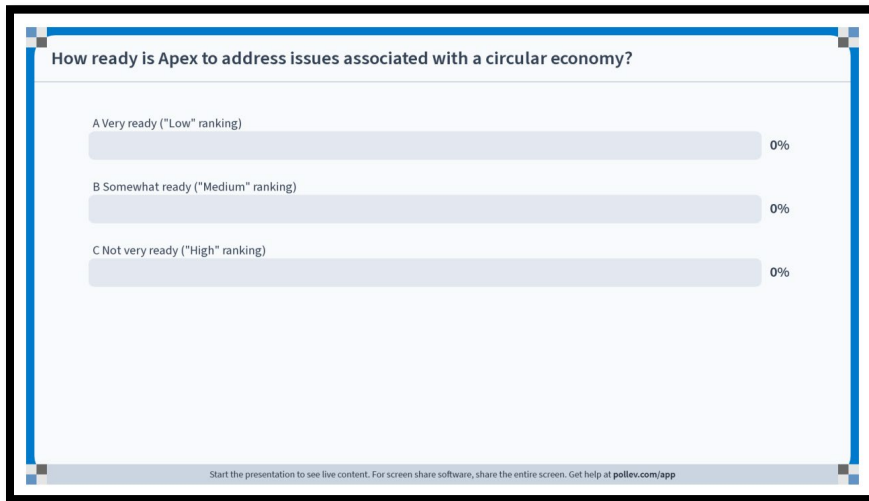
2
3 [SLIDE 37]



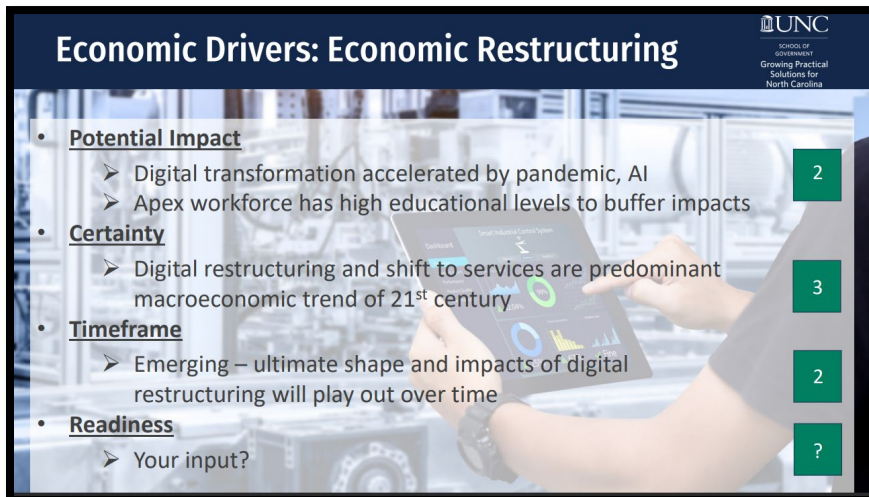
4
5 **Councilmember Gantt** said there should be a three because the landfills are going to
6 fill up and the recycling is not working.

7 **Councilmember Killingsworth** said that it is coming and Wake County is running out
8 of space.

1 [SLIDE 38]



2
3 [SLIDE 39]



4
5 **Mayor Pro-Tempore Gray** said Potential Impact should be 3.

6 **Mr. Rouse** said statewide they had Potential Impact as a 3.

7 **Councilmember Gantt** said that he was thinking about 3 as well, but in some ways,
8 Apex will be helped by these changes and not hurt.

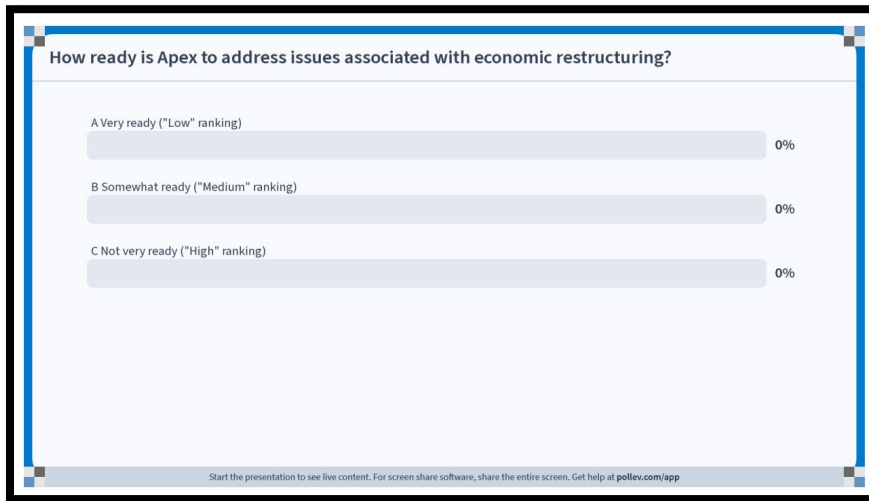
9 **Mayor Pro-Tempore Gray** said that he wasn't looking in terms of impact as necessarily
10 negative but more at it in terms of things that are going to drive some sort of change whether
11 positive or negative. He said that Apex is in a strong position because of location but if things
12 go bad that same advantage may not be enough.

13 **Councilmember Killingsworth** said or the fact that highly educated people lost
14 grants.

15 **Mr. Rouse** said that they tend to think about these drivers as changes. He said that
16 they are threats but they can also be opportunities to really do something significant for Apex.

17

1 [SLIDE 40]



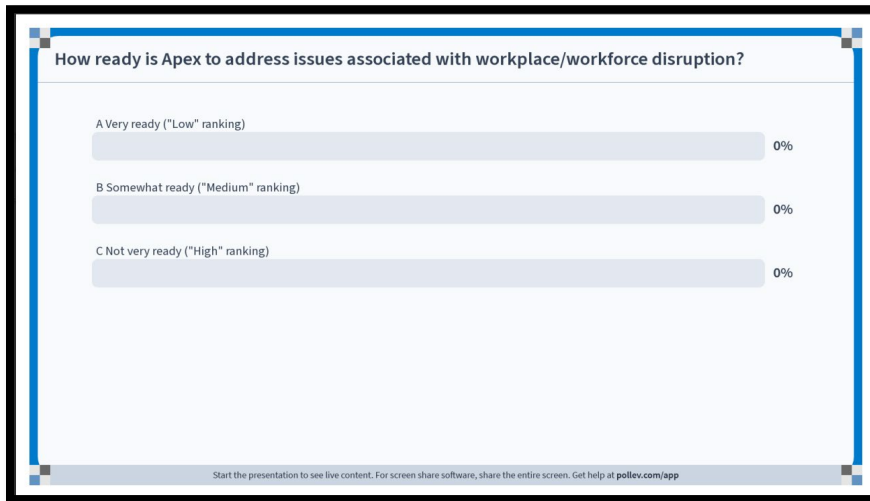
2
3 [SLIDE 41]

Slide 41, titled "Economic Drivers: Workplace Disruption", features the UNC logo and the text "SCHOOLS OF GOVERNMENT Growing Practical Solutions for North Carolina". The slide lists four key areas with associated scores:

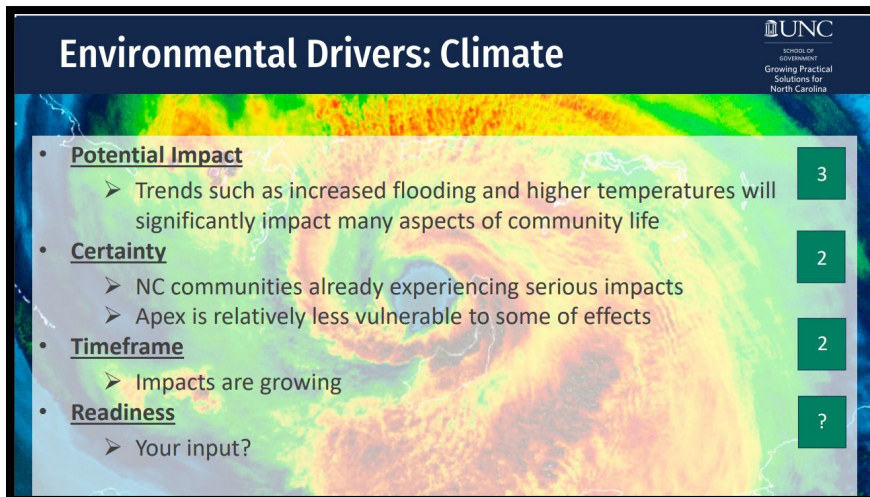
- Potential Impact**: Impacts accelerated by pandemic and economic uncertainties (Score: 2)
- Certainty**: Driven by convergence of short- and long-term trends (Score: 2)
- Timeframe**: Emerging – ultimate effects of trends on workplaces and the workforce will play out over time (Score: 2)
- Readiness**: Your input? (Score: ?)

4
5 **Mayor Pro-Tempore Gray** said that this could be a key driver of change and could
6 work in our favor because of our workforce, but if there was loss of essential grants or federal
7 funding or a major disruption in healthcare it could cause issues.

1 [SLIDE 42]



2
3 [SLIDE 43]



4
5 **Councilmember Gantt** said that they are not building in flood planes and everyone
6 has AC for the heat.

7 **Councilmember Killingsworth** said that she had Certainty as a 3 but Timeframe as a
8 2.

9 **Ms. Kihn** said that heat is the number one killer in North Carolina and Norah Skinner is
10 working with a new initiative with the Governor's heat cohort that they are joining.

11 **Councilmember Mahaffey** spoke about building houses to make them more
12 comfortable.

13 **Councilmember Gantt** said that there was a map showing Asheville having AC in 85%
14 of the homes.

15 **Councilmember Killingsworth** suggests increasing the Certainty to 3.

1 [SLIDE 44]



2
3 [SLIDE 45]

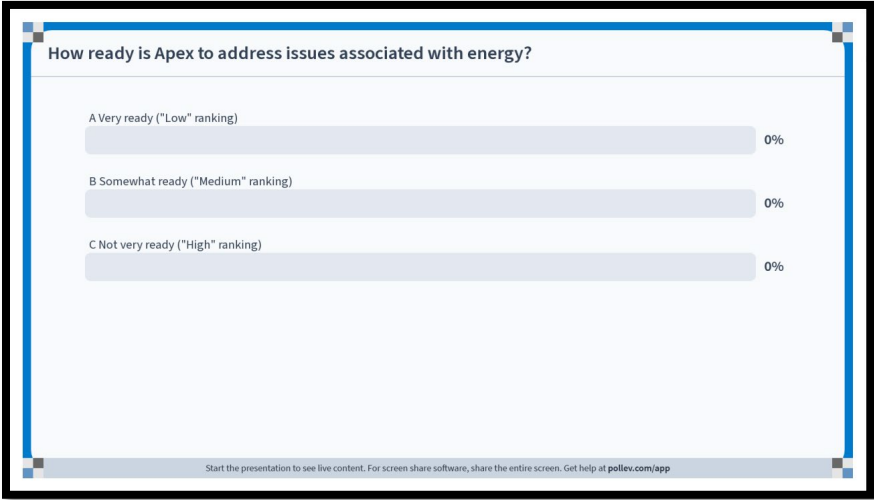
Environmental Drivers: Energy

UNC
SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina

- **Potential Impact**
 - Shift from fossil fuels to renewable energy sources is global trend
- **Certainty**
 - Shift is being driven increasingly by market forces
- **Timeframe**
 - Emerging – renewable sources will replace fossil fuels over time
- **Readiness**
 - Your input?

2
2
2
?

4
5 [SLIDE 46]



6

1 [SLIDE 47]

Environmental Drivers: Food Security

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

- **Potential Impact**
 - Impacts are high for a small but significant portion of population
 - Apex and Wake County have lower rates of food insecurity
- **Certainty**
 - While rates fluctuate, food insecurity is persistent problem
- **Timeframe**
 - About 11% of Wake County residents are food insecure
- **Readiness**
 - Your input?

2
2
2
?

2
3 **Councilmember Killingsworth** said that the concern was the unknown like tariffs and
4 the farmers subsidies going away. She said that Apex or Wake County has generally a better
5 position but it doesn't make us invulnerable.

6 **Mayor Pro-Tempore Gray** said that he was interested in seeing the public data on
7 this. He said that if they are in a privileged position where you may not fully notice or
8 experience the risks.

9 [SLIDE 48]



10

1 [SLIDE 49]

Environmental Drivers: Water

UNC
SCHOOL OF
GOVERNMENT
Growing Practical
Solutions for
North Carolina

- **Potential Impact**
 - Water is essential resource for communities
 - Apex has strong management system in place
- **Certainty**
 - Every community is already experiencing issues related to water, whether ensuring adequate supply, maintaining quality, or preventing flooding
- **Timeframe**
 - Long-standing issue will only become more significant as population grows and weather becomes more variable
- **Readiness**
 - Your input?

2
2
2
?

- 2 **Councilmember Gantt** said that he was thinking about a big draught.
- 3
- 4 **Mayor Pro-Tempore Gray** said he was thinking the same, either no water or too much
- 5 water could be a risk.
- 6 **Mr. Rouse** asked if everyone was comfortable with a 3 for Potential Impact.
- 7 **Councilmember Killingsworth** said that the water source is a concern.

8 [SLIDE 50]

How ready is Apex to address issues associated with water?

A Very ready ("Low" ranking) 0%

B Somewhat ready ("Medium" ranking) 0%

C Not very ready ("High" ranking) 0%

Start the presentation to see live content. For screen share software, share the entire screen. Get help at polllev.com/app

- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18

[SLIDE 51]

Scorecard for this Session					
PRIORITIZING DRIVERS OF CHANGE					
DRIVERS OF CHANGE	Potential Impact	Certainty	Timeframe	Readiness	PRIORITY
Social					
Aging Population					0.0
Health					0.0
Housing					0.0
Public Safety					0.0
Technology					
Artificial Intelligence					0.0
Digital Access and Equity					0.0
New Transportation Technology					0.0
Smart Communities					0.0
Economic					
Blockchain/Cryptocurrency					0.0
Circular Economy					0.0
Economic Restructuring					0.0
Workplace/Workforce Disruption					0.0
Environmental					
Climate					0.0
Energy					0.0
Food Security					0.0
Water					0.0

Key: Driver Ratings: High = 3, Medium = 2, Low = 1; Priority: High = 10, 11, or 12; Medium = 8 or 9; Low = 4, 5, 6, or 7.

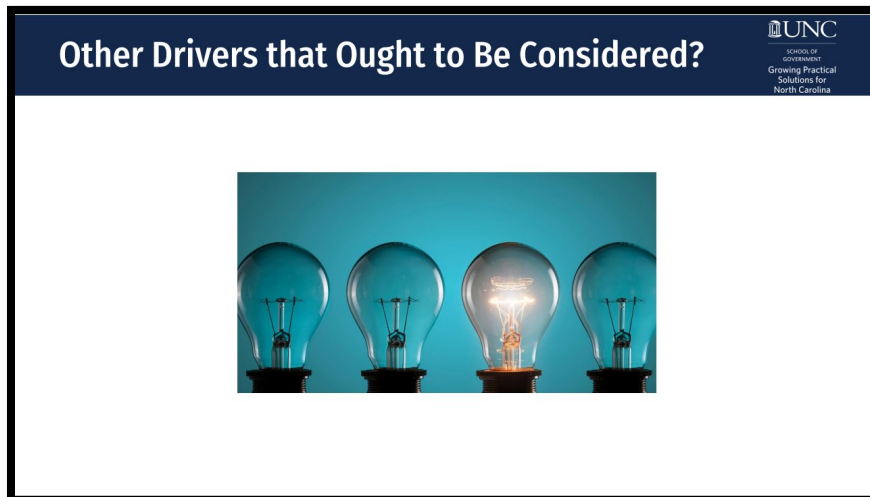
1. The less ready a community is to address a driver of change, the higher the score.

Councilmember Gantt asked Mr. Rouse if they were doing this with other communities.

Mr. Rouse said that Apex is the first pilot.

Mr. Hitchings gave the results of the study.

[SLIDE 52]



Mayor Pro-Tempore Gray said that what other government actions like the federal government, state government and county can impact towns. He asked how this fit into the categories and would they be considered social drivers or economic drivers.

Mr. Hutchings said that would come when actions are being prioritized and thinking about the implications about what is happening.

Mayor Pro-Tempore Gray said that it's much more moving away from the urgent question in terms of certain but much closer to higher on the impact lower on certainty lower for these kinds of issues in terms of readiness. He said like a hurricane is a sudden shock and government says they are not giving funding or requiring changes to DEI to something else is a change driver.

[SLIDE 53]

Next Steps



1. Get more input
 - A. Two more scanning sessions
 - B. Public input at Peak Plan 2055 Public Forum
2. Hold work session to review input and receive guidance
3. Identify implementation projects to help address top drivers
4. Prepare Community Readiness Plan for Council review and adoption

Councilmember Gantt asked how the budget planning be incorporated into these plans.

Mr. Hutchings said that he would take the first crack if Shannon and Diane and other staff want to please do. He continued to over the next steps.

Councilmember Gantt asked if the Peak Plan 55 an update to the Advanced Apex plan or more comprehensive and different.

Ms. Cox said the Peak Plan 55 is a replacement for Advanced Apex and more comprehensive and the advanced Apex focused mainly on transportation and included a limited land use map update, and this is a full comprehensive plan.

[SLIDE 54]

Adjourn



Mr. Hutchings thanked everyone and turned the meeting over to Mayor Pro-Tempore Gray.

Mayor Pro-Tempore Gray thanked Mr. Hitchings and Mr. Rouse and staff for the work that went into this.

- 1 **CLERK NOTE:** Scoresheet responses from Elected Body and their Top 5 Rankings on
- 2 Drivers of Change.

Town of Apex | Elected Body Rankings

DRIVERS OF CHANGE PRIORITIZATION SCORESHEET (Preliminary Draft, 9/5/25)						
DRIVERS OF CHANGE	FACTORS TO SCORE				TOTAL SCORE	PRIORITY
	Potential Impact	Certainty	Timeframe	Readiness ¹		
Social						
Aging Population	2	3	2	2.00	9.00	
Health	3	3	2	1.75	9.75	3
Housing	3	3	3	2.25	11.25	1
Public Safety	2	2	2	1.25	7.25	
Technological						
Artificial Intelligence	3	2	2	2.50	9.50	5
Digital Access and Equity	2	3	2	1.00	8.00	
New Transportation Technology	3	2	2	2.50	9.50	6
Smart Communities	2	2	2	2.00	8.00	
Economic						
Blockchain/Cryptocurrency	1	1	2	1.25	5.25	
Circular Economy	2	3	2	2.25	9.25	
Economic Restructuring	3	3	2	1.75	9.75	4
Workplace/Workforce Disruption	3	2	2	1.75	8.75	
Environmental						
Climate	3	3	2	2.50	10.50	2
Energy	2	2	2	1.75	7.75	
Food Security	2	2	2	2.00	8.00	
Water	3	2	2	1.75	8.75	
Key <i>Driver Scoring:</i> <i>Priority:</i> High = 3 High = 10, 11, or 12 Medium = 2 Medium = 8 or 9 Low = 1 Low = 4, 5, 6, or 7 1. The less ready a community is to address a driver of change, the higher the score.						

Responses from Town Council Work Session on September 16, 2025

- 3
- 4 **[ADJOURNEMENT]**
- 5 **Mayor Pro-Tempore Gray** adjourned the meeting at **4:55 p.m.**
- 6
- 7 Jacques K. Gilbert
- 8 Apex, Mayor
- 9 Allen Coleman, CMC, NCCCC
- 10 Town Clerk to the Apex Town Council
- 11 Submitted for approval by Apex Town Clerk Allen Coleman
- 12
- 13 Minutes approved on _____ of _____, 2025.
- 14