



**Town Council**  
**Strategic Plan Work Session**  
**October 27, 2023 | 2:00 PM**  
**Apex Town Hall | 73 Hunter Street, Apex, NC**  
**3rd Floor Training Rooms**

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**1. Call to Order | Agenda Review**

*Mayor, Jacques K. Gilbert*

**2. Year in Review**

*Shawn Purvis, Interim Town Manager*

**3. Strategic Plan**

*Amanda Grogan, Director, Budget & Performance Management Department*

- Department Plan Update
- Initiatives Discussion – voting on top priorities
- Discussion regarding possible Metrics/ Performance Measures
- Dashboard Review

**4. Federal & State Funding Discussions**

*Shawn Purvis, Interim Town Manager*

**5. Adjournment**

**ANNOUNCEMENTS**

Members of the public can access and view the meeting on the Town's YouTube Channel <https://www.youtube.com/c/TownofApexGov> or attend in-person.

**Accommodation Statement:** Anyone needing special accommodations to attend this meeting and/or if this information is needed in an alternative format, please contact the Town Clerk's Office. The Town Clerk is located at 73 Hunter Street in Apex Town Hall on the 2nd Floor, (email) [allen.coleman@apexnc.org](mailto:allen.coleman@apexnc.org) or (phone) 919-249-1260.



# Town Council

## Work Session Agenda

### **Call to Order and Review of Agenda**

*Mayor Gilbert*

### **Year in Review**

*Shawn Purvis*

### **Strategic Plan**

*Amanda Grogan*

- Department Plan Update
- Initiatives Discussion – voting on top priorities
- Discussion regarding possible metrics / performance measures
- Dashboard Review

### **Federal & State Funding Discussions**

*Shawn Purvis*

### **Adjournment**

# YEAR IN REVIEW



# Strategic Plan: The Framework

**Vision:** A community unified in the stewardship of our small town character and natural environment, for a future where all succeed.

**Mission:** Provide exceptional public service that fosters opportunity for the individual and community to live, thrive, and reach their peak.

## Strategic Goals



**High Performing Government:** Deliver exceptional service valuing an engaged workforce with an emphasis on efficiency, collaboration, innovation, and inclusion.



**A Welcoming Community:** Create a safe and welcoming environment fostering community connections and high-quality recreational and cultural experiences supporting a sense of belonging.



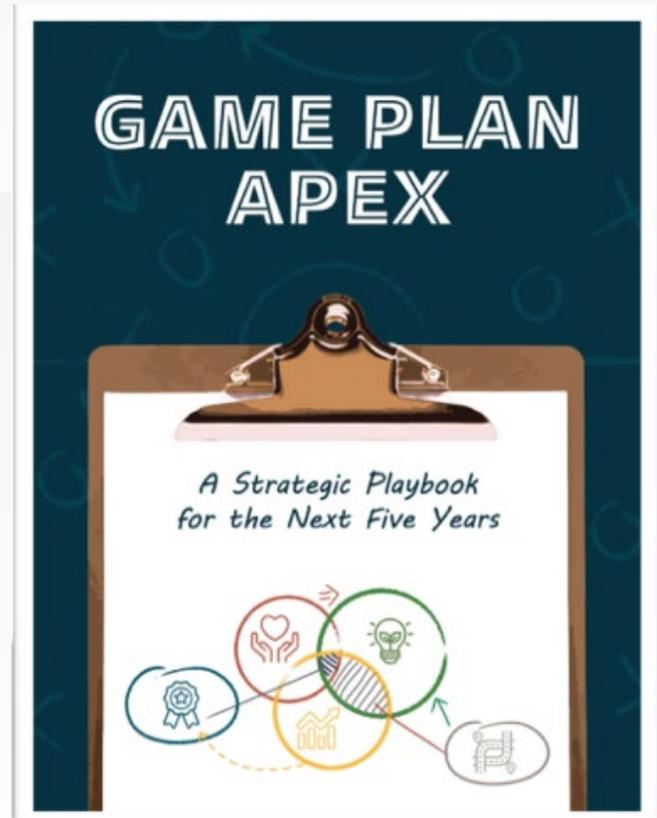
**Environmental Leadership:** Commit to sustaining natural resources and environmental wellbeing.



**Economic Vitality:** Improve and sustain an environment that invites and retains a diversity of residents, employment opportunities, and businesses.



**Responsible Development:** Encourage equitable and sustainable development that provides accessibility and connectivity throughout the community.



## Where we are...

- ✓ Organizational Strategic Plan
- ✓ First version of 90% of Departmental Plans
- ✓ Initial Meetings to discuss Department Performance Measures (DPMs)
- ✓ Continuing development of performance metrics & dashboards

Dept	Plan Ready	Phase 2 Meeting	Dashboard Draft	Data Entry Created	Champion Selected
Budget & Performance Mgmt	█	█			█
Building Inspections & Permitting	█	█			
Comm Devt & Neighborhood Connections	█				
Communications	█	█	█	█	█
Economic Development	█	█	█	█	
Electric	█	█	█	█	█
Finance	█	█			
Fire	█	█	█	█	█
Human Resources	█	█			
Information Technology	█	█	█	█	█
Legal	█	█			
Parks, Rec & Cultural Resources	█	█	█	█	█
Planning	█	█			
Police/911	█	█	█	█	█
Public Works	█	█			
Town Clerk					
Transportation & Infrastructure Devpt	█	█	█	█	
Water Resources	█	█	█		



# FY 2023 2024 Strategy & Performance Timeline

October

- 1<sup>st</sup> Draft of Updated Plans

November

- Metrics Draft
- Strategic Plan Discussion

December

- Strategic Plans Finalized

January

- Initial Targets set

February

- Metric Finalized
- Budget request alignment to Strategic Plans

March

- Public/Council Dashboards Draft

April

- Final Dept. Dashboards

May

- Other dashboards finalized

# Strategic Planning Budget- Evaluation Cycle

- Strategic and business planning should be seen as the first step of an organization's broader management framework
- Planning sets the stage for what follows:
  - Budgeting
  - Other resource allocation
  - Delivery of services
  - Measurement
  - Evaluation



# The Strategic Plan

## Peak Principles

### Vision, Mission

- The vision statement defines a long term view of the ideal future for the Town. The mission statement articulates our direction and commitment to realizing this future.

### Focus Areas

- A Welcoming Community,
- High Performing Government,
- Environmental Leadership,
- Responsible Development,
- Economic Vitality

### Initiatives

- Initiatives provide the key activities and continuous improvement opportunities that support each goal.

### Performance Measures

- Key Performance Measures provide an indication of how well the goals are being met.

# Strategic Plan Review & Terminology

## Poorly written initiatives:

- Address processes rather than results
  - “Improve communications”
- Are too broad
  - “Enhance the quality of life”
- Are not realistic
  - “Eliminate crime”

## Well-written initiatives:

- Reflect planned benefits to customers
- Allow measurement of progress
- Quantify what will be accomplished within a certain time frame

## Initiative Statement Template:

To improve/reduce/maintain (accomplishment) by (a number or percent), (from X to Y) toward a target of (a number) by (timeframe).

*Finding an exact number may not be the most important thing... as long as you know where you are going.*

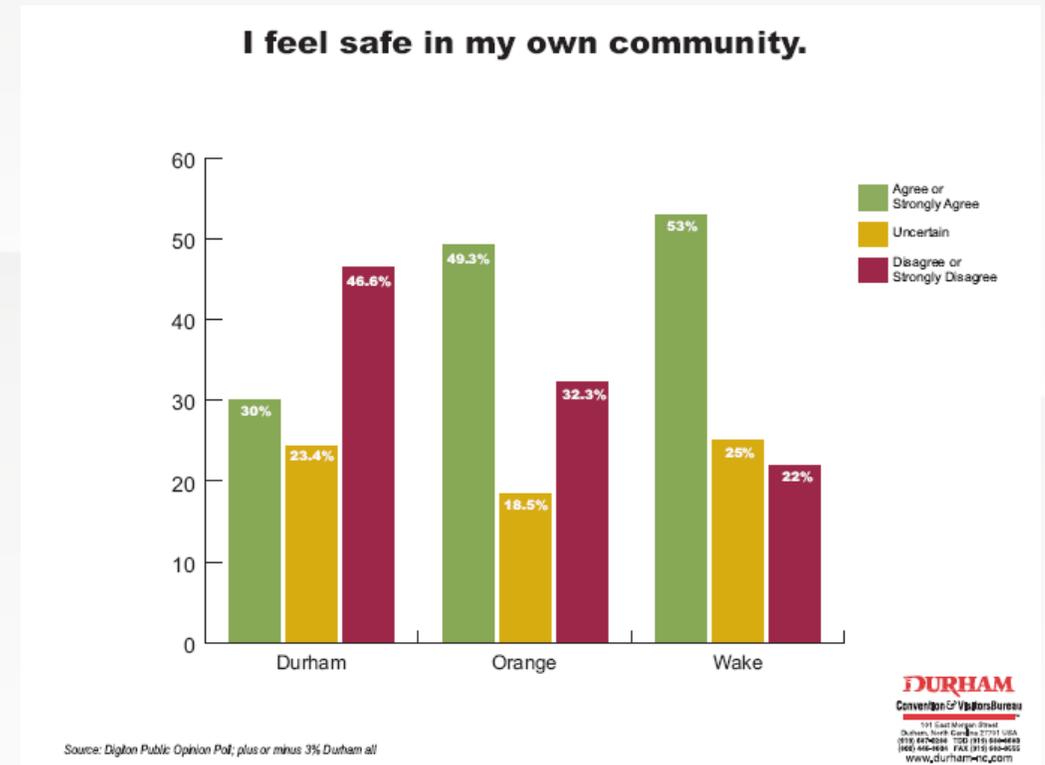
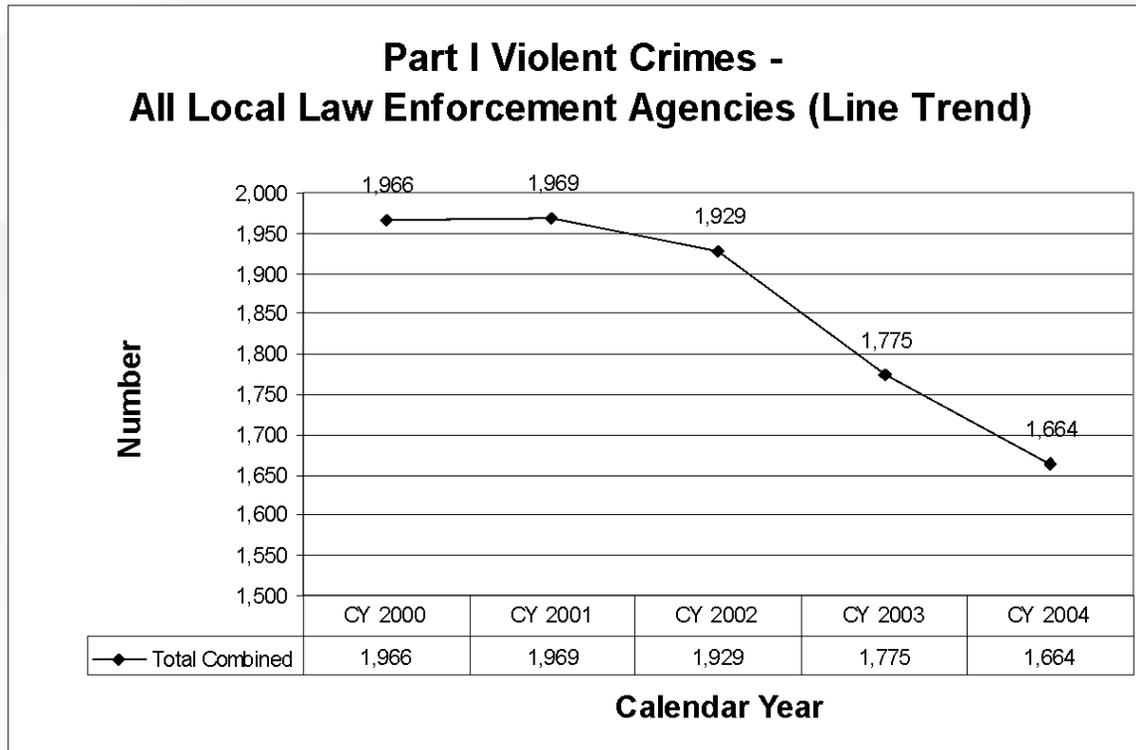
# Initiatives Discussion

- Use sticky notes to write 1 initiative per sheet
  - Can use initiatives from departmental plans if you would like to prioritize
  - Any new or additional initiatives you think should be added to the list
- Give to staff to place on boards or place under goal you feel most aligns with
- Brief review/discussion consolidation
- Use dots to vote for top priorities
  - Can use all some or none



# Why Measure Performance?

- Measuring the outcome



# Performance Measures

	Quantity	Quality
Effort Input	How much service did we deliver?	How well did we deliver it?
Effect Output	How much change / effect did we produce? #	What quality of change / effect did we produce? % 

# Fire Department

Quantity

Quality

Effort

How much did we do?

**Number of responses**

How well did we do it?

**Response Time**

Is anyone better off?

**Number of fire related deaths (in catchment)**

**Rate of fire deaths per 100,000**

Effect

# Water Quality

Quantity

Quality

Effort

How much did we do?

**Number of stream stations monitored**

How well did we do it?

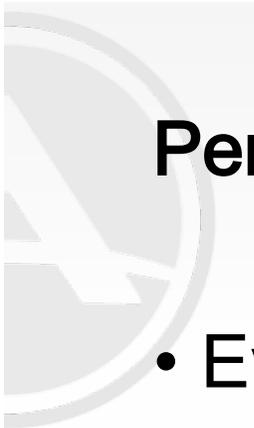
**Average sites per monitor per month**

Is anyone better off?

**Number miles of healthy streams**

**Percent miles of healthy streams**

Effect



## Performance Measures should...

- Evaluate initiatives
  - Be quantifiable and measurable
  - Be relevant, understandable, timely, consistent, comparable and reliable
  - Constitute a family of measures
    - Workload
    - Efficiency
    - Effectiveness
- 

# Types of Performance Measures

## Workload Measures

- Output indicators tell you how much or how many
  - Quantity of units produced
  - Typically under managerial control
- Questions to ask
  - What services were delivered?
  - What volume was provided?
  - How many units of service?

## Efficiency Measures

- Ratio of inputs used per unit of output (or outputs per input)
- Input indicators
  - *Cost per unit*: cost per ton of refuse collected, cost per prisoner boarded, cost per transaction, etc. (\$)
  - *Productivity*: hours per consumer complaint, plans reviewed per reviewer (TIME and FTEs)

## Effectiveness Measures

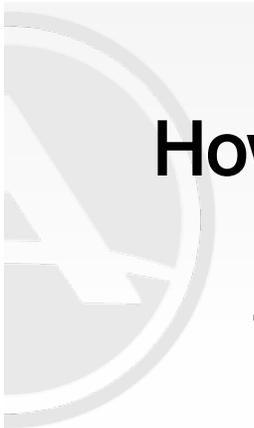
- Results and outcomes based on the quality of service
- Focus on the ultimate “WHY” of providing the service

### *Service Quality Indicators*

- Measures of customer satisfaction, timeliness and/or accuracy of service

### *Outcome Indicators*

- Describe the impact or benefit of the service on the customer
- Describe what was changed or accomplished as a result of the service



# How measures will be used in the Town of Apex

## 1. First Purpose is to Improve Performance

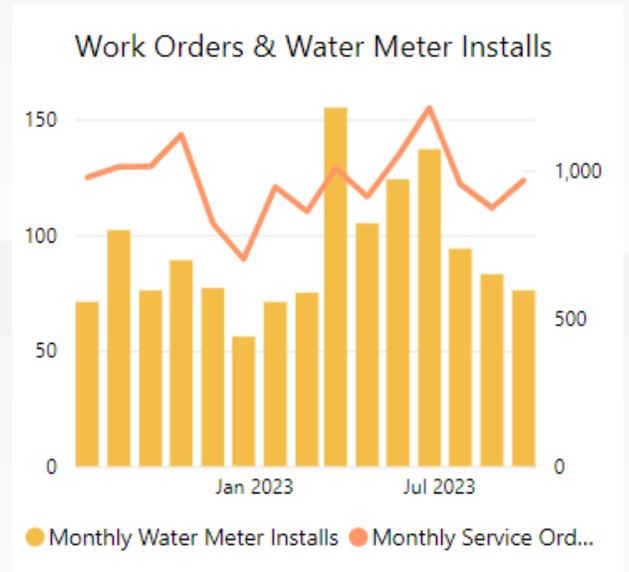
- As a contribution to improving results
- Increases transparency and accountability

## 2. Avoid the Performance Measurement Equals Punishment Trap

- Acknowledge the experience as real.
- Work to create a healthy organizational environment
- Start small.
- Build bottom-up and top-down simultaneously.

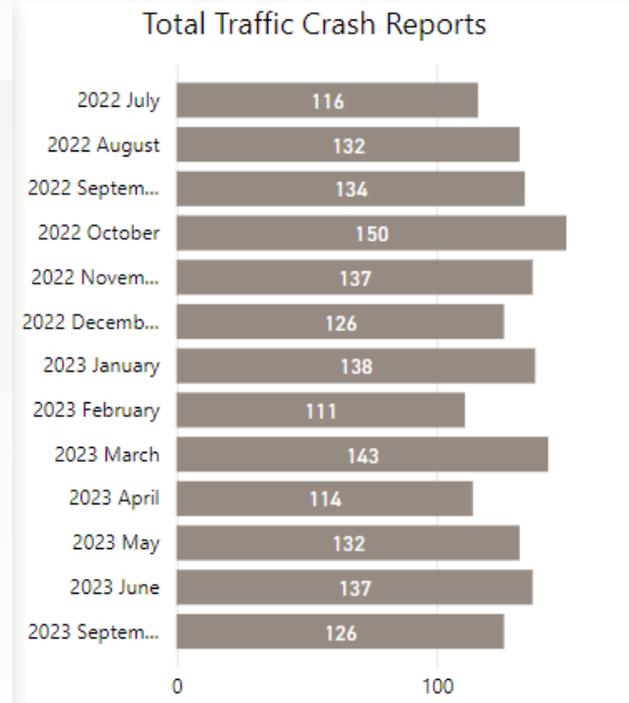
# Discussion regarding possible Metrics

- Currently monthly reports updated on Power BI dashboard <https://apexncorg.sharepoint.com/sites/reports>
- Currently house majority workload data, as performance dashboards are built out will transition to these
- What numbers or trends does Council want to see reported regularly
  - E.g.) population estimates



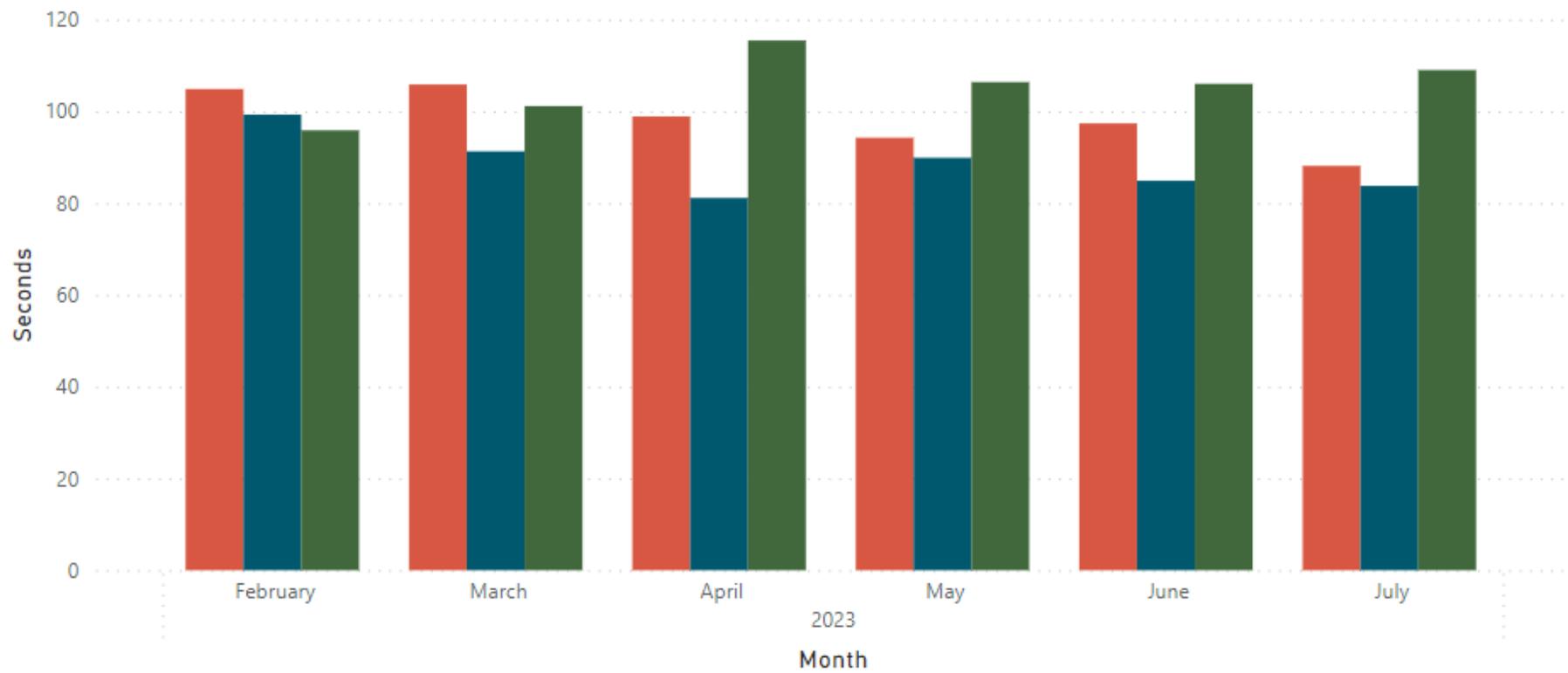
## Monthly Reports

Communications	Customer Utility Billing	Customer Utility Billing - Delinquency Info	Development Services
Economic Development	Electric	Finance	Fire Department
Greenhouse Gas Dashboards	Human Resources	Information Technology	Parks and Recreation
Permits and Inspections	Planning	Police and Emergency Communication	Streets and Solid Waste
Water and Sewer Utility			



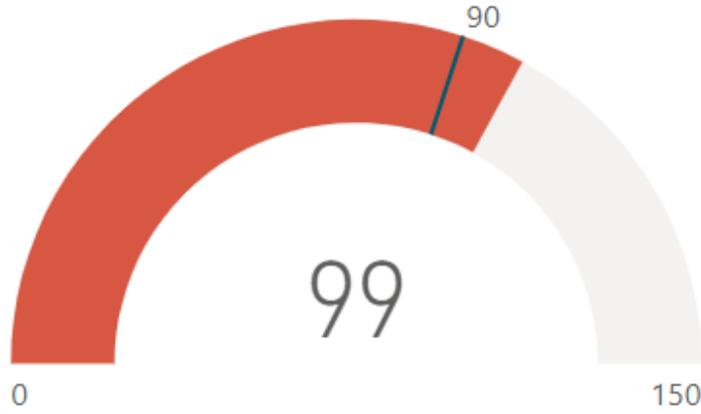
### 90th Percentile Turnout Over Time by Shift (Dynamic Chart)

Shift ● A ● B ● C



Vehicle

### 90th Percentile Turnout Time (Sec) Over Past 12 Months



### 90th Percentile Turnout Over Time

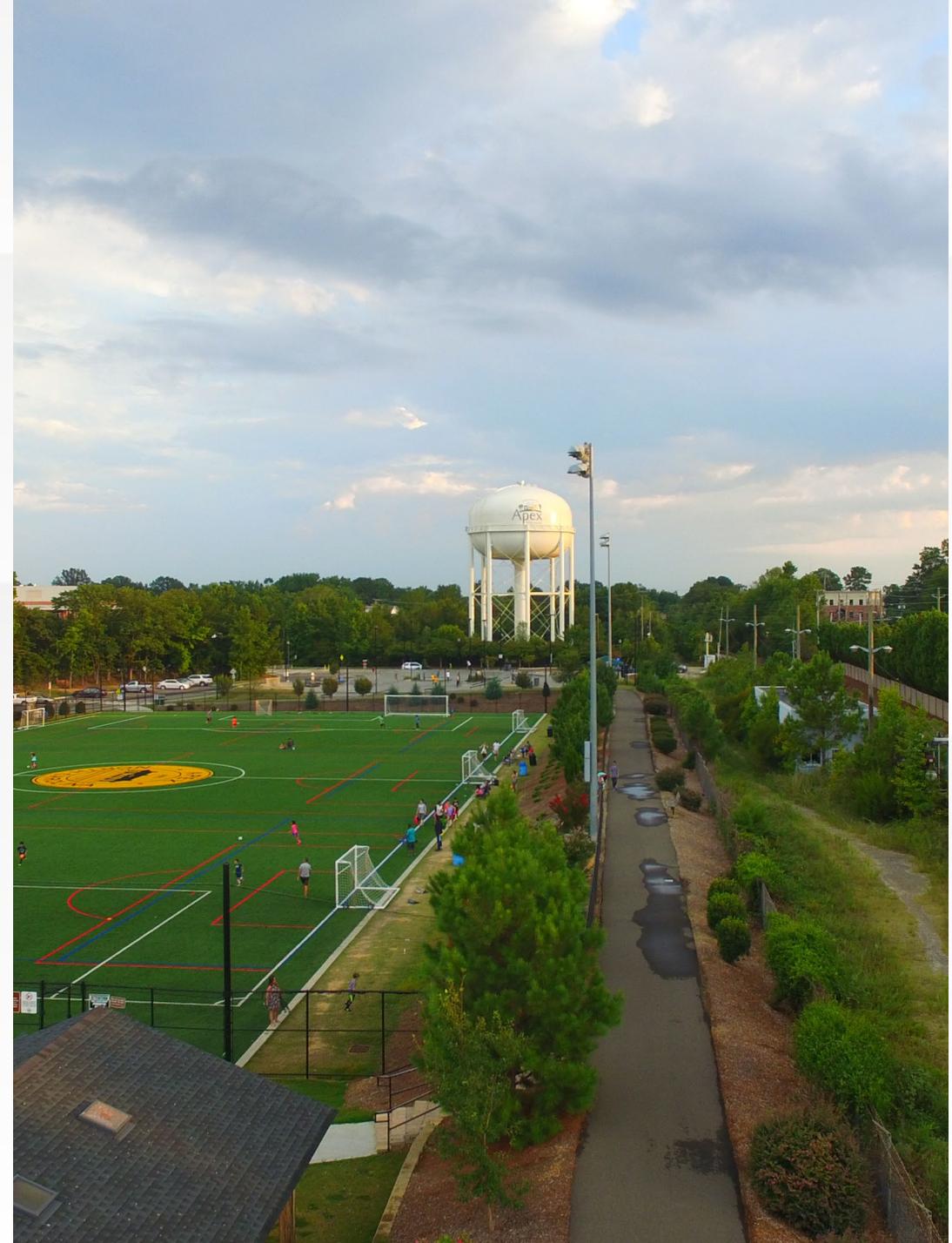
● Turnout Time (Sec) ● Target



Vehicle	Shift	Turnout Seconds	Year	Month
E31	A	83.00	2023	March
E31	B	93.00	2023	March
E31	C	93.00	2023	June
E31	B	94.00	2023	July
E31	B	95.00	2023	February
E31	B	96.00	2023	June
E31	A	97.00	2023	April
E31	A	99.00	2023	February
E31	B	99.00	2023	April
E31	A	104.00	2023	May
E31	A	107.00	2023	July

# Federal & State Funding Priorities

- Review existing list
- Add any new or additional projects you think should be added to the list
- Use dots to vote for top priorities
  - Can use all some or none





**THE PEAK OF GOOD LIVING**



# **LEADERSHIP RETREAT MEETING SUMMARY**

**SEPTEMBER 22, 2023**



**APEX**

NORTH CAROLINA

PREPARED BY

**FOUNTAINWORKS**

In this session, Warren instructed participants to write out the department’s accomplishments over the past year. Each participant wrote one accomplishment per sticky note and stuck it to the large poster for display.

After posting their sticky notes, Warren asked each department/group to share some of the accomplishments that they wrote down with the group.

Participants shared the following ideas:

Month	Accomplishments
<b>July</b>	<ul style="list-style-type: none"> <li>• Purchase “Williams Tract” with Watershed Protection Funds (high quality wetlands)</li> <li>• First fireworks in Apex</li> <li>• New Benefits (80 hours peak time; \$1,200 peak lifestyle)</li> <li>• Hired 1<sup>st</sup> intern</li> <li>• Launched GoApex</li> <li>• Apex BBQ and Kelly Rd sidewalk constructed</li> <li>• IT Services survey</li> <li>• Lidar Implementation</li> <li>• E. Williams St sidewalk constructed</li> <li>• Hired another stormwater engineer</li> <li>• Created GoApex Door to Door service map</li> <li>• Redesigned Apex Development Report</li> <li>• Two new Planning Techs hired and trained</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• Vision zero action plan adopted</li> <li>• Completed dogwood ridge stream restoration</li> <li>• Using plug-in vehicle</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Apex Gateway</li> <li>• Solved front desk staffing issues</li> <li>• Downtown fiber</li> <li>• Implemented new compensation plan</li> <li>• Compliance manager hired</li> <li>• Digital forensics position</li> <li>• Dewayne cut his hair</li> <li>• Onboarded new Fire Chief</li> <li>• LAPP &amp; Wake Transit grant applications – Saunders &amp; Hinton St sidewalk project</li> <li>• Interactive Jurisdiction Map created for interdepartmental use</li> <li>• SS4A grant application submitted</li> <li>• Electric awards               <ol style="list-style-type: none"> <li>1. Reliability</li> <li>2. Promotion of Public</li> <li>3. Employee development</li> </ol> </li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• Bee city + Honey</li> <li>• Text Out Campaign Launch</li> <li>• Started employee pickleball opportunities</li> <li>• 1<sup>st</sup> Tour of Frights</li> <li>• Tracking for contracts/agreements</li> </ul>

	<ul style="list-style-type: none"> <li>• Camera audits &amp; upgrades</li> <li>• New/upgraded conference rooms</li> <li>• Active shooter training</li> <li>• Affordable housing finale closing</li> <li>• Town facilities security assessments &amp; active shooter training</li> <li>• Worked with Bella Casa HOA to design rain garden on Tordello Dr.</li> <li>• 9% tax credit affordable housing project funded through NC Housing Finance Agency (Abbey Spring)</li> <li>• 1<sup>st</sup> fire community risk reduction position</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• Expanded electricity outreach program</li> <li>• Game Plan Apex launch</li> <li>• Park &amp; ride (Go Apex!)</li> <li>• MFA Security</li> <li>• Small Business Saturday</li> <li>• Police Lieutenants Assessment</li> <li>• Developed process for Council vacancy</li> <li>• GIS Portal</li> <li>• Increased participation in youth sports leagues</li> <li>• Corresponded directly with Census Question Resolution staff to verify that all boundary changes to the Apex corporate limits were approved.</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> floor upfit</li> <li>• Added to Communications Team</li> <li>• Christmas with a Cop served more kids than ever before</li> <li>• Holiday bingo</li> <li>• Start of construction for Mason Street building</li> <li>• SGTs Assessment &amp; Promotions</li> <li>• Economic development Strat. Plan</li> <li>• Sustainability Action Plan</li> <li>• Parks planning office expansion</li> <li>• CALEA CSM Review</li> <li>• PRCR Department reorganization</li> <li>• Apex MWBE program</li> <li>• Implement Cityworks site inspection tracking</li> <li>• Start of construction of PW Operations renovation</li> <li>• First wayfinding signs installed</li> <li>• Created ZCO site plan checklist</li> </ul>
<b>January</b>	<ul style="list-style-type: none"> <li>• Wireless upgrades</li> <li>• 311 assessment</li> <li>• Updated town emergency operations plan</li> <li>• Budget Team lean six sigma certified</li> <li>• Kick off Solar/PV Town Facilities Study</li> <li>• Hired best finance director</li> <li>• SW Peakway right of way acquired</li> <li>• New text message system for employees</li> <li>• Broke ground on new building</li> <li>• Fire admin renovations</li> </ul>

	<ul style="list-style-type: none"> <li>• Hired clerk's team x2</li> <li>• Trained 4 new commercial inspectors</li> <li>• Language access plan town-wide</li> <li>• On boarded new Assistant Town Manager (Community &amp; Safety)</li> <li>• Reformatted &amp; updated EAB recommended zoning conditions list</li> <li>• New site inspection tool created in Cityworks with 559 site inspections logged in first 6 months</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• Updated hiring process</li> <li>• Oversaw expansion into Chatham Co (gateway)</li> <li>• Moving summer camp to JMB Community Center</li> <li>• All electronic plan review</li> <li>• WRF new barscreen</li> <li>• Electric Warehouse completed</li> <li>• Created new policies/procedures re: programs &amp; instructors</li> <li>• 1<sup>st</sup> floor upfit</li> <li>• Launched Apex 150 celebration year!</li> <li>• Public requests process (formal)</li> <li>• Veridea Environmental Enhancement plan</li> <li>• Veridea RYR</li> <li>• TID 1<sup>st</sup> Dept business plan</li> <li>• Firearms training center</li> <li>• ADA/Public Right of Way Accessibility Guidelines transition plan</li> <li>• Implemented consistent policies and procedures for all athletic leagues</li> <li>• Firearms training center project began</li> <li>• Tunstall House Design started</li> <li>• Chief Armstrong won Soup-R-Bowl trivia contest</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Revamped capital project reporting</li> <li>• Content planning group formed</li> <li>• Hired traffic safety engineer</li> <li>• Improved electronic inspections</li> <li>• Filled last open position</li> <li>• Adopt master plan for Parks, Recreation, Cultural Resources, Greenways &amp; Open space</li> <li>• Award Middle Creek Greenway construction</li> <li>• Expanded DEI staff</li> <li>• Council inquiry page and tool development</li> <li>• 1<sup>st</sup> annual Apex restaurant week</li> <li>• Dog park gate access improvements</li> <li>• Resolved hoarding situation on Laura Duncan Road</li> <li>• Created training for pre-application process for rezonings and site plans</li> <li>• Board of Adjustment quasi-judicial procedure training</li> <li>• Submitted a community funding request (Congressional appropriation) for the S. Salem bicycle connection right of way and construction</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Customer service training onsite</li> <li>• Diversified investment portfolio</li> <li>• Kicked off stormwater assessment</li> </ul>

	<ul style="list-style-type: none"> <li>• Hired/trained staff for Pleasant Park</li> <li>• Hospitality tax grant award (\$1.8M )</li> <li>• BCCDR at Zeno Rd Project constructed</li> <li>• Inspections performance measure dashboards</li> <li>• Special Olympics torch run</li> <li>• Rebranded Halle Cultural Arts media</li> <li>• White Oak Conservation Mgr Plan Study</li> <li>• CDL training &amp; program development (in house)</li> <li>• Employer branding projects</li> <li>• Small Biz Week</li> <li>• NC National Guard Assessment</li> <li>• Revised rezoning/PUD process and schedule for EAB timing &amp; to add 2nd neighborhood meeting</li> <li>• Earned notary public certification</li> <li>• Variance application and review process set up in IDT</li> <li>• Watershed variance application created</li> <li>• Census acknowledged annexation error in their 2020 Census count</li> <li>• Updated Design and Development Manual</li> <li>• Planning and Electric worked together on EAB’s recommended UDO lighting amendments</li> <li>• Engine 36 in service and BC 6 in service</li> <li>• Fire academy graduation and promotions</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Vendor access to cityworks (GFL customer services)</li> <li>• LIV code enforcement platform</li> <li>• DEI plan &amp; presentation</li> <li>• Historic Story Maps</li> <li>• ADA Repairs</li> <li>• EV Parking UDO Amendments</li> <li>• Moore St CSX parking lease</li> <li>• .gov domain</li> <li>• Finalized 2022 audit</li> <li>• ERP transition kickoff</li> <li>• Completed long range planning water resources plan (LRQRP)</li> <li>• 3 Greenway Feasibility studies completed</li> <li>• First arriving install</li> <li>• First Apex Housing Fair held</li> <li>• Graduated from Municipal and County Administration Course</li> <li>• EV parking UDO amendments</li> <li>• Made 655 edits to the Triangle Regional Model (CAMPO and Central Pines Regional Council)</li> <li>• 3<sup>rd</sup> Assistant Fire Chief added (Professional Standards)</li> <li>•</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Electronic meter reads for Town Accounts</li> <li>• Accepted 2 mils and completed public greenway by developers</li> <li>• Affordable Housing Zoning Incentive Policy Adopted</li> <li>• Added process technician</li> </ul>

- Apex Police Dept storybook
- Tourism plan
- PSS6 Fiber Install
- Kickoff facilities masterplan
- Almost completed PSS#6
- AMI
- Completed key staffing
- Added approximately 3,000 electric customers
- DocuSign implementation for contracts
- Solved office space issues (JMBCC)
- Launch Apex cohort #6 completed
- Completed Western Transmission Main Project PH I
- Compliance training for all employees
- FY24 budget adoption with tax rate information
- 1<sup>st</sup> Budget in Brief published
- New Budget communication methods developed (infomap, video)
- S-Line TOD Study
- ED Director Joanna Helms named president NCEDA
- System development fees – update
- Squad team building luncheons
- Fully staffed
- New events policies in progress
- All Around Apex brochure (1<sup>st</sup> edition)
- SS4A grant application
- Implemented market adjustment increases
- Full day track out camps
- Purchase of Smith tract to expand future Wimberly Rd Parkland
- Police camera upgrade to AXON
- Planning Department paper file scanning project - Phase 1 completed
- 86 TRC pre-application meetings scheduled in FY 22-23
- Updated Pond Drainage and Tree Removal Plan schedule and application
- Wake Transit FY24 Annual Work Plan awarded \$869,882 in matching funds
- GoApex achieved 12,000+ unlinked passenger trips and maintained 92.7% on-time and 99.9% scheduled hours operated in FY 22-23
- Updated Board of Adjustment templates
- Apex Community Virtual Tours published
- 157 zoning complaints resolved in FY 22-23
- Coordinated with Wake County GIS to have Apex Open Data included in the County's open data site

**TOWN OF APEX**  
**Town Council Strategic Plan Work Session**  
**Draft Departmental Initiatives**

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# Planning

## **Goal 1: Provide coordinated, efficient, predictable, fair, and transparent resources and guidance related to development and community vision**

- Enhance and promote interactive dashboards, reports, and maps to provide a one-stop-shop for public information on development and population, including Certificate of Occupancy Map, Housing Gap Analysis, Affordable Housing Dashboard, Historic District Story Map, and Demographic Depository
- Implement enhancements to the Planning Department Map Viewer based on needs of the Planning Department and Technical Review Committee
- Collect and analyze geographic data on various transportation infrastructure to benefit the Town's production of web maps for staff analyses and public consumption
- Develop and follow a schedule of regular maintenance and updates for all existing and new geographic dashboards, analyses, maps, and tools
- Develop a community engagement plan for carrying out small area plans in order to better serve the public
- Establish and follow procedure for regular and frequent website updates
- Promote use of email list and provide regular updates for planning efforts
- Identify and propose amendments to expand housing opportunities for affordable and market-rate housing
- Identify and propose possible amendments to expand entrepreneurial opportunities for food truck operators

## **Goal 2: Protect, preserve, and promote what is special about Apex**

- Utilize the Wake County Land Cover Analysis and Tree Cover Analysis Study to inform the Town's environmental policies
- Collaborate with and advise the Environmental Advisory Board
- Enforce the Unified Development Ordinance (UDO) fairly, efficiently, and equitably
- Implement the Wayfinding Program
- Update the Design and Development Manual
- Complete a feasibility study for moving CSX operations
- Completion of updates to Design and Development Manual

## **Goal 3: Passionately implement projects and priorities in long range plans**

- Establish small area plans for rapidly-changing areas, including the area north of US 64 adjacent to and inside Chatham County, the New Hill area between US 1 and Old US 1, and the Friendship area
- Complete a corridor plan for NC 55
- Identify and implement changes to the Land Use Map supportive of multi-modal transportation and emerging needs and innovations
- Complete a comprehensive update to the Transportation Plan and Land Use Plan
- Provide land use, development, and transportation network data to update the CommunityViz model and Triangle Regional Model for the Metropolitan Transportation Plan
- Identify and prioritize sidewalk needs with an emphasis on pedestrian routes to schools and transit with connections to parks, greenways, and mixed-use centers consistent with Advance Apex
- Work with regional partners to identify, study, prioritize, and fund transportation needs

- Participate in the Town’s Vision Zero Task Force and work towards implementing Vision Zero strategies
- Conduct communication, marketing, and outreach related to biking, walking, transit, and safety

**Goal 4: Strive for continued improvements in processes and workflows**

- Maintain applications and checklists for new development to be consistent with adopted plans and Unified Development Ordinance
- Create and use a template of frequent comments related to transportation plan requirements.
- Develop and implement a schedule for annexation review

**Goal 5: Foster a workplace culture where skilled professionals want to work**

- Develop and implement department-specific onboarding and offboarding processes for new and separating employees

# Building Inspections & Permitting

## Goal 1: Issue permits in compliance with state law and within stated timelines

- Increase initial document review efficiency by using electronic submittals for all project types
- Increase plan review accuracy with continual training within the Department and continual cross-training with other Departments

## Goal 2: Perform field inspections in compliance with state law within state timeline

- Determine best practice for performing field inspections with IDT
- Hold software tutoring sessions with inspectors to increase efficiency and accuracy in reporting
- Gather questions during the week from field inspectors and hold weekly meetings with topics from previous week's questions
- Develop tracking tool(s) and associated processes to ensure tasks are resolved

## Goal 3: Provide excellent customer service focused on convenience

- Provide a resource to answer Building Code questions through consistent staffing of the permit desk
- Develop an online tool to allow asking and responding to Building Code questions outside of normal business hours
- Prepare a FAQ of written documentation to answer common questions and provide general guidance to customers on Building Code related items

## Goal 4: Build citizen understanding of community safety through the built environment

- Create a website that provides accurate, relevant information regarding our purpose, our processes, and general Building Code regulations
- Develop and present workshops for interested parties who may be preparing a project submission

## Goal 5: Provide record retention and disposal in accordance with policy and with state law

- Implement schedule for digitizing records with a retention plan to reduce required digital and physical storage resources and increase efficiency with a completely paperless process
- Update Code of Ordinances to align with state approved record retention policy
- Train all inspection staff to use electronic plans on their tablets instead of paper plans, including navigation within IDT, dead spots in wi-fi/cell coverage, and plan mark-up
- Organize and streamline existing records for all Existing Commercial Buildings to include ONLY:
  - Approved Building Code Summary
  - Approved Life Safety Plan(s)
  - Approved Site Plan showing egress paths, assumed property lines, and other Code related items
- Create a mechanism for records to be searchable and available to the public (where appropriate)

# Transportation & Infrastructure Development

## Goal 1: Create and Maintain a Sustainable Town Street System

- Review current pavement management practices with a consultant to tailor reports and recommendations
- Educate Town staff and residents about a more cost-effective and balanced approach to street repairs
- Develop a mechanism for reporting and tracking the 28 Actionable Strategies in the adopted Vision Zero Action Plan
- Utilize monthly Task Force meetings to assign, monitor, and report on action items
- Develop a reporting process to share progress on updates with residents, Town Council, and staff
- Expand streets and sidewalk network through Capital Improvement Program to serve town growth
- Maximize resource usage with in-house project design/management and consultants

## Goal 2: Improve Efficiency and Customer Experience Involved in Land Development

- Conduct individual assessment with IDT (Integrated DNA Technologies) and GeoCivix to determine the viability of integration with ERP (Enterprise Resource Planning) selected
- Create a dashboard to provide the status of development projects and work with the Data Governance Committee to update SOPs (Standard Operation Procedures) for fee entry and project naming conventions
- Create customized monthly progress reports to summarize quantitative data of current projects
- Create an electronic signoff system to integrate cross-departmental approvals for plats and certificates of occupancy
- Develop a staff review process for justifying eminent domain requests
- Create a prioritization process across departments through monthly real estate progress meetings

# Public Works

## **Goal 1: Maintain and replace Town assets to maximize their lifespan, reduce total cost of ownership, and eliminate critical failures**

- Update the inventory of Town-maintained assets and conduct condition assessments to ensure elements are in ideal condition
- Implement repair, maintenance, and replacement schedules for all Public Works maintained assets to ensure asset availability and consistent quality public service
- Track service levels for Public Works maintenance and repair services to improved service delivery
- Complete annual storm readiness and safety training to ensure the public can be served even during weather concerns.
- Inventory emergency response equipment and vehicles and ensure equipment is available to improve emergency response capability
- Re-evaluate Department's emergency response plan annually to ensure department is always prepared for new challenge

## **Goal 2: Ensure operations are safe and fiscally and environmentally sustainable**

- Increase operational efficiency and sustainability of the Town Solid Waste program
- Increase the use of renewable energy and energy efficient equipment in Town operations
- Determine long-term solutions for yard waste programming
- Right-size fleet size and vehicle types to improve operational efficiency across Town
- Reduce the greenhouse gas (GHG) footprint of Public Works operations on a per unit basis
- Complete installation of GeoTab telemetry devices on all Town vehicles to monitor utilization, repair needs, and downtime
- Establish parameters for vehicle replacement prioritization and provide sustainable replacement recommendations
- Implement the Fleet and Equipment Motor Pool (Reservation) System to allow shared resources
- Study municipal and regional partnerships for yard waste disposal for long-term disposal solutions
- Evaluate the desire, resource needs, and viability of a municipal composting program for expanded service delivery
- Develop and implement new Yard Waste Collection Model for improved efficiency
- Produce and review energy audits for all Town facilities to identify areas of waste
- Expand electric vehicle (EV) charging infrastructure at Town-owned facilities to support EV transition

# Electric

## **Goal 1: Maximize the customer experience through more accessible information and sustainable practices**

- Develop and conduct customer satisfaction survey to better inform decision making and process implementation
- Develop and implement recommendations informed by survey results
- Work with Town to capture customer interactions in CIS or Cityworks
- Participate in and present at 3 or more public education events annually
- Educate residents via literature and brochures
- Promote services on Town social media, analyze social media use, and develop recommendations for improvement
- Implement Advanced Metering Infrastructure (AMI)
- Create a communications plan to promote the Outage App and Outage Texting Service at special events and on social media
- Integrate TOA Outage Management System (OMS) with AMI
- Install battery-operated PTOs (Power Take Offs)
- Follow American National Standards Institute (ANSI) standards for tree pruning with a focus on tree health
- Install 10 megawatts of battery generation to better support Town's power supply

## **Goal 2: Increase operational efficiency with an emphasis on customer value**

- Promote and distribute load management switches to customers and contractors
- Promote benefits of load management switches through customer outreach
- Identify and implement load reduction opportunities on Town equipment
- Provide employee training and implement Cityworks work order management system
- Create and use templates for different customer needs in Cityworks

## **Goal 3: Attract, retain, and develop employees with skills and competencies that achieve utility goals**

- Develop and implement leadership career development program
- Provide continuing education and refresher training opportunities for all employees
- Develop and implement annual quality of life survey to determine employee satisfaction

## **Goal 4: Proactively maintain the equipment and infrastructure necessary to improve reliability and service delivery**

- Develop and implement a substation maintenance program and schedule

# Water Resources

## **Goal 1: Effectively manage water, sewer, and stormwater infrastructure to ensure the system operates efficiently**

- Attend regional workshops and conferences to meet professional development needs
- Stay informed of local, state, and federal standards changes by utilizing supporting organizations, such as the Environmental Protection Agency, North Carolina Rural Water Association, NC One Water, North Carolina Department of Environmental Quality, Triangle Water Partnership, Lower Neuse Basin Association, and the North Carolina Water Quality Association

## **Goal 2: Serve as water resource stewards**

- Ensure Water Reclamation Facility compliance with the National Pollutant Discharge Elimination System permit
- Implement new Floodplain Management Program
- Continue to implement the Stormwater Management Program
- Develop and implement stream monitoring program to better inform decision making
- Obtain and provide information for regional grant funding opportunities
- Use website and social media to keep the public informed on water resources infrastructure tips, new policies, projects completed, etc.

## **Goal 3: Protect public health**

- Expand educational opportunities and use community engagement strategies
- Increase residents' knowledge of how to positively impact water quality via advertising campaign

## **Goal 4: Attract, develop, and retain a talented workforce**

- Create a plan to increase professional growth and development by determining what positions have limited opportunities for upward mobility
- Review current job descriptions and revise to more accurately reflect job duties
- Conduct employee engagement events to create a cohesive environment
- Continue to hold regular meetings to share new policies, procedures, and ask for employee feedback
- Create a plan to provide additional benefits specific to essential staff (i.e. family-orientated time off) who do not qualify for other benefits, such as flex-time and remote work
- Identify new technology to enhance training opportunities and provide mobile and innovative approaches
- Continue to cross-train employees across divisions and send employees to training and certification classes to elevate their understanding and performance in the workplace

# Police

## Goal 1: Enhance safety with a community focus

- Develop and implement accountability structures that measure compliance with mandatory in-service training requirements
- Research and design additional leadership and succession training opportunities
- Develop job responsibilities and onboarding to help recruit exceptional CTOs (Correctional Training Officer) and FTOs (Field Training Officer) who are prepared to train new employees
- Map out cross-training opportunities for each police officer to enhance knowledge, skills, and abilities in professional growth areas
- Conduct a needs assessment to ensure a range expansion meets training requirements
- Create and maintain liaisons with TOA departments, other municipalities, and state and/or federal agencies
- Re-establish ISAAC (Information Sharing and Analysis Center) Fusion Center partnership and strengthen intelligence sharing
- Build and maintain Digital Forensics capabilities and partnerships with multi-agency team
- Build an information-sharing dashboard available to the community to better serve the public
- Create PSAs in various formats to reach all community members through social media and other outlets
- Develop and implement an onboard communication app for community members
- Conduct 12 traffic-safety education and enforcement initiatives
- Apply a data-driven approach to the Crime and Traffic Safety Model (DDACTS) to identify and address hotspot areas within the Town of Apex
- Recommend changes to TOA Vision Zero policies, processes, and evaluations
- Conduct monthly community education opportunities regarding Vision Zero
- Identify necessary resources (personnel and equipment) to meet the TOA's population trends

## Goal 2: Enhance quality of life to keep Apex the PEAK of Good Living

- Research and analyze quality-of-life models and best practices from other agencies
- Create policies in compliance with NCGS (North Carolina General Statutes) and CALEA (Commission on Accreditation for Law Enforcement) standards
- Conduct a community needs assessment identifying current services provided, evaluating quality, and identifying potential weaknesses
- Identify available services, refer them to community members, and conduct follow-ups to quality-of-life complaints to reduce reoccurrences

## Goal 3: Enhance community focus

- Partner with businesses in the area to increase communication and provide CPTED (Crime Prevention Through Environmental Design) assessments
- Increase officer ownership with assigned zone and beats to improve relationship with business owners and residents in those areas
- Create and implement Community Policing tracking module
- Develop and publish officer activity dashboard for increased public information
- Educate residents about how to prevent crimes via the Communications Center
- Provide law enforcement related classes at the TOA Community and Senior Centers
- Continue and expand the Community Police Academy to 30 residents a year

- Continue and expand the working relationship with CAPA (Citizens Assisting Police in Apex)
- Add summer Youth Enrichment Camps
- Focus and expand Public Safety Cadet Program recruitment
- Explore the interest and viability of adding Police Athletic League (PAL) program
- Work with a consultant to develop a framework for a social media and communications plan

**Goal 4: Enhance departmental accountability**

- Research and analyze accountability models and best practices from other agencies
- Conduct internal audits and inspections of department functions and personnel
- Enhance employee recognition program and hold supervisors accountable for participating
- Implement 360-degree employee-supervisor assessments and develop individualized improvement plans for supervisors where applicable
- Complete accreditation processes for NC League of Municipalities and State of NC
- Identify areas for departmental efficiency improvement through the accreditation process and implement changes while measuring impact

# Fire

## **Goal 1: Improve community resilience through departmental response readiness to quickly arrive at any emergency prepared and properly equipped**

- Evaluate all health and wellness programs offered to provide mental and physical health opportunities
- Re-establish annual job-related physical agility test (JRPAT) for all operational personnel
- Evaluate all current continuing educational training programs (Fire, EMS, Hazmat, TR)
- Evaluate current professional development guidelines for all positions for clarity and best practices and ensure alignment with ISO (Insurance Services Office) and accreditation
- Create internal and external opportunities for career development (e.g. Brave Fire Leader, Focus, Command & Control, and HR Management)
- Evaluate and establish apparatus and equipment replacement programs
- Evaluate current fire station locations, identifying any changes, and/or additional needs
- Implement recommendations from Town facilities study
- Evaluate current protocols and equipment for recording response time data to ensure data integrity
- Begin weekly, monthly, and annual review of response time with staff to identify issues
- Evaluate current response metrics and educate on importance of data entry for National Fire Incident Reporting System (NFIRS) reports
- Identify areas to improve fire response, if necessary, to minimize fire damage and property loss
- Evaluate and replace current mobile data terminals (MDT) hardware in apparatuses
- Implement new docking stations built specifically for the hardware purchased and with pass-throughs for connections

## **Goal 2: Provide education and assistance in community risk reduction through education, outreach, and code enforcement programs**

- Implement customer service survey and/or comment forum to determine educational needs within the community and create targeted educational programs
- Increase Apex Fire Department (AFD) community engagement through special events
- Conduct plan reviews and inspections of all new construction to promote additional growth for town
- Conduct proper periodical inspections on all existing businesses to promote safety
- Provide annual training to AFD personnel on all local, state, and federal occupational health and safety guidelines
- Establish after action review (AAR) procedures to include near-miss incidents
- Ensure general safety guidelines are established and engage with safety coordinator to develop and implement these guidelines

## **Goal 3: To establish and sustain ourselves as a high performing department through accreditation, recruitment, and retention**

- Update Standard of Coverage and Community Risk Assessment
- Develop AFD Strategic Plan to determine organizational objectives
- Complete the CPSE (Center for Public Safety Excellence) Self-Assessment Manual (SAM)
- Evaluate all major programs provided by AFD
- Achieve applicant agency status with CFAI (Commission on Fire Accreditation International)

- Establish recruitment and retention committee including diverse members of AFD and the Town's DEI Office
- Pilot programs for recruitment and retention efforts before scaling through budget requests

# Parks, Recreation & Cultural Resources

## Goal 1: Provide diverse, equitable and inclusive programming opportunities

- Develop a Recreation Programming Plan to guide future investment and planning opportunities
- Review progress of the Master Plan for Parks, Recreation, Cultural Resources, Greenways and Open Space quarterly
- Assess recreation, non-athletic, and cultural arts programming offered and if it meets community needs
- Develop inclusive programming and services for medical and special needs to residents who may be underserved
- Survey Apex residents attending events and programs for their suggestions on future events programming and potential improvements
- Develop a systematic process for evaluating programs, facilities, and services on operational efficiency and effectiveness
- Open Pleasant Park and begin hosting leagues and tournaments
- Assess programs and increase program sizes where possible to meet demands of a diverse population
- Identify underutilized space to accommodate additional programming
- Initiate Yard and Neighborhood Pollinator Habitat recognition program
- Increase event opportunities and participation by developing a media partnership for (at least) 1 event
- Complete proposal and planning for the transition to year-round full-day track out camp
- Complete volunteer management manual with relevant policies and procedures

## Goal 2: Welcome the community in facilities and spaces that can satisfy diverse interests and provide services

- Develop and implement ADA (Americans with Disabilities Act) transition plan to make Town facilities more accessible to all individuals
- Utilize assessment of programming needs to evaluate existing facility space
- Develop facility maintenance plans for the John M. Brown Community Center, Halle Cultural Arts Center, and Senior Center
- Develop and track the implementation of Park Maintenance plans for all parks
- Use best practices (Master Plan) and analysis of existing conditions to develop a maintenance and replacement plan for all greenways and trails in the system
- Utilize assessment of programming needs to identify future needed resources and buildings
- Create a Master Plan for the West Street Park
- Design and build the Hunter Street Bike Park
- Create an operational survey for all parks, greenways, and facilities
- Develop a schedule for initial, full system, and asset collection of all amenities within parks and greenways system (for CityWorks)
- Identify position specific training
- Identify and create departmental standard operating procedures (SOPs)
- Establish standardized job duties and task
- Develop a standardized onboarding plan
- Evaluate public information sharing including method, lack of or gaps in information, and clarity and consistency of messaging
- Establish consistent branding for all publications so public can easily identify the Department (logos, fonts, etc.)

- Increase public awareness of Department offerings by developing a plan of action to distribute and disseminate information via various outlets (including Program Guide, Print Media, social media, signage, QR codes, emails, and PRCR website)
- Develop a standard procedure for updating information on websites, printed materials, maps, etc.
- Evaluate options for program guides including production and dissemination
- Work with Communications Department to extend special event marketing timeline from 3 months to preferably 6 months

# Human Resources

## **Goal 1: Deploy talent acquisition and recruitment strategies that attract highly qualified and diverse candidates**

- Develop training on the core aspects of legal techniques for interviewing, assessing, and selecting the best candidates
- Create a recruitment and hiring (R&H) guide for hiring managers and develop a process for HR review of interview questions
- Use technology to streamline selection and test administration procedures
- Partner with Diversity, Equity, and Inclusion Office to incorporate DEI into recruitment strategies
- Develop a structured and organized training plan for interview participants
- Develop a Communication Plan for the new employer brand and integrate key aspects of the branding plan into recruitment and selection activities
- Develop a Marketing Guide to include enhanced job postings, ad placement, and targeted recruitments
- Finalize job descriptions and organizational charts to implement Career Progressions and communicate all changes to employees
- Work with benefits consultant to explore needed enhancements to existing benefits programs
- Increase training for hiring managers with a focus on hiring practices and technology
- Conduct a Recruitment RFP (Request for Proposal) to evaluate current processes, review best practices, and identify opportunities to enhance recruitment efforts

## **Goal 2: Create an exceptional employee experience**

- Improve employee satisfaction and engagement through surveys and feedback mechanisms
- Develop, publish, and communicate the Career Path Program (and corresponding Pay Policies) that identifies opportunities for career progression and promotions
- Evaluate the Wake Med Mobile bus program for effectiveness and/or additional needed services
- Enhance employee assistance program (EAP) services for employees and first responders
- Provide on-site services and education on preventative screenings
- Finalize the employee driving policy including compliance with revised CDL requirements
- Prioritize and implement safety training for critical need areas as identified by the Safety Manager, departmental management, and unannounced OSHA (Occupational Safety and Health Administration) visits and audits
- Research and implement an Accident Board to review trends in employee injuries and illnesses and recommend solutions
- Conduct mandatory training at least every 3 years for all employees on preventing and reporting harassment and discrimination in the workplace and for all supervisors on preventing retaliation in the workplace

## **Goal 3: Invest in employee development**

- Leverage learning management system (LMS) technology to assign and track mandatory training for new hires during their probationary period

- Revise bi-weekly Onboarding program to include immediate-need tasks for new hires, such as benefits enrollment, new hire paperwork, sign off on key policies, safety topics, use of Apex systems like Cornerstone and New World, etc.  
Create a half- to all-day Orientation program held bi-monthly or quarterly to orient new employees to Apex's culture and values, including review of key policies and programs and learning and development opportunities

# Economic Development

## **Goal 1: Strengthen and grow the existing business and industry community**

- Develop a database of minority and women-owned businesses (M/WBEs) by trade, industry, number of employees, and revenue
- Engage with M/WBEs to identify needed support services, including workshops, training, and special programming

## **Goal 2: Attract new businesses and industries**

- Partner with the Wake County Economic Development (WCED) and the Economic Development Partnership of NC (EDPNC) to respond to business and industry inquiries matching criteria available in Apex.
- Host WCED and EDPNC staff for a familiarity tour of Apex
- Create a section on the Apex Economic Development website geared towards potential suppliers of current and future major employers in the region
- Complete the Wake ED Site Identification Study and begin next phase of implementation
- Utilize ElectriCities Site Assistance Program (SAP) to identify and/or acquire potential site
- Partner with private developers to market speculative buildings and sites, particularly to suppliers of current and future major employers in the region

## **Goal 3: Foster a Vibrant Small Business Community and Encourage Entrepreneurship through the Support of Startups**

- Conduct a feasibility study to explore opportunities for incubator and maker space
- Identify and assist small businesses with incentive and financing programs
- Expand the LaunchAPEX program beyond participant program graduation

## **Goal 4: Establish the town as a tourism destination**

- Create a database of existing tourism infrastructure to identify "gaps" and/or opportunities
- Recruit tourism infrastructure (hotels, destination restaurants, etc.) with a campaign targeting Triangle developers
- Create a tourism plan incorporating the "Love Local" campaign

# Budget and Performance Management

## **Goal 1: Responsibly and responsively develop and support the Town's resource plans and projects to promote fiscal transparency and accountability**

- Establish clear guidelines and instructions for budget submissions and review in the new ERP system
- Develop a process for engaging and working with other departments to submit budget requests and amendments
- Create and implement a Budget Adjustment Policy and documentation process
- Review budget engagement activities to determine areas of success and areas for enhancement (public hearings, social media, budget priority survey, etc.)
- Develop and implement a fair and equitable system for prioritizing resource allocation
- Expand in-person budget engagement opportunities to presentations at Town board and committee meetings and programs
- Partner with the Communications Department to create a budget engagement and community engagement plan
- Canvas Town departments for capital projects and determine prioritization rank based on Town needs and Council objectives
- Develop a ranking system and tools to explain CIP priorities to Council
- Evaluate and update staff and Town Council scoring and ranking exercises
- Identify way to link priorities to project timelines
- Schedule budget update meetings at least once per quarter with each department

## **Goal 2: Facilitate and monitor implementation of the Town's Strategic Plan (Game Plan Apex) and performance measurements**

- Oversee and facilitate the departmental strategic planning process and ensure alignment with overall Town goals
- Develop performance measures to determine and track progress and overall success of the Town's strategic plan
- Build an employee-led Goal Team focused on structuring plan implementation
- Implement Strategic Plan training for the annual review of plans and a process for updates
- Create tools for reporting strategic plan progress and identify and highlight successes organizationally and publicly
- Compile, validate, and submit data for UNC's annual Benchmarking 2.0 Project
- Facilitate project growth by enlisting at least 1 relevant departmental member and 1 budget member to attend the Benchmarking 2.0 best practices meeting
- Develop performance metrics and targets in conjunction with departments and the strategic plan
- Develop a program for piloting implementing best practices or new ideas from the Benchmarking 2.0 Project
- Utilize Lean Six Sigma training to create a framework for team members to conduct business process reviews

## **Goal 3: Enhance the sustainability of Town operations to better conserve resources and reduce our organization's carbon footprint**

- Work with Town staff to identify and implement sustainable alternatives for existing and upcoming Town facilities and operations
- Monitor our energy reduction program and make recommendations for future changes
- Implement a waste reduction strategy program
- Develop a plan for Fleet Transition to electric vehicles (EVs) and alternative fuel vehicles (AFVs) over next decade and to assist in infrastructure planning
- Develop a map of electric vehicle priority station locations for resource allocation and financial planning
- Identify and apply for grant funds for new EV stations as determined by station location process
- Develop dashboards demonstrating current and projected EV costs and fuel savings

# Information Technology

## Goal 1: Maintain and improve service level agreements

- Upgrade and expand the Town's fiber infrastructure, address fiber redundancy paths to redundant core, and updated plans for fiber and Town growth
- Expand and maintain Town-wide wired and wireless access and connectivity
- Negotiate expansions and contracts with providers to provide safe high-speed access, including Town-wide and regional fiber connections
- Analyze support ticket requests and services to identify, prioritize, and address areas for improvement
- Assess and adjust the Town's onsite and cloud-based application storage to meet departmental accessibility and record keeping needs
- Continue to evaluate and improve change request documentation and communication for all infrastructure changes and upgrades
- Ensure technology standards are weighed and considered prior to implementation to guarantee compatibility with the public, companies, and other government agencies
- Perform self-reviews on a regular basis to ensure IT accreditation and compliance, including CIS Controls, GMIS Dynamic Benchmarking, Infrastructure Technology Infrastructure Library (ITIL) Standards, and Service Lifecycle
- Assist departments with technology portions of their respective assessments (e.g. CALEA & APWA)
- Reduce waste by purchasing sustainable technology equipment and recycling used technology equipment and infrastructure
- Continue to make energy saving recommendations to reduce the Town's power cost that include designing and installing with low energy considerations
- Implement intelligent and SMART city initiatives where possible (e.g. solar panel, EVs, and solar poles)

## Goal 2: Ensure data and technology are accessible, presentable, and secure

- Collaborate with regional partners to ensure connectivity for projects, such as data sharing with Holly Springs, Cary, Morrisville, Raleigh-Wake, and the State of NC
- Implement and monitor a town-wide camera network including downtown and parking lots to enhance safety and news channel exposure
- Implement and integrate relational geospatial data in various software applications and analytical data reports
- Internalize Business Process Improvements through efficient and effective use of technology, dedicated staff for documentation, and communication of changed technology processes

## Goal 3: Provide project management services and facilitate innovation

- Collaborate with departments to develop and maintain a project portfolio management system
- Provide IT support and project facilitation for expanding and new Town facilities, including Public Safety Station 6, Pleasant Park, and the new Mason Street facility
- Collaborate and facilitate the Enterprise Resource Planning (ERP) system transition to a cloud-based system, including resource alignment, business process mapping, and customer relations management
- Support the Utility Automated Meter Infrastructure (AMI) transition to ensure adequate data flow and integration with other applications
- Support data governance strategies and committees to improve data validity and analytics

- Facilitate and collaborate with departments to provide online forms for remote entry and payment including Laserfiche and SEW.
- Create and maintain the Police-to-Citizens (P2C) portal to improve resident accessibility
- Collaborate and facilitate the adopting of the new CRM (Customer Relations Manager) software in conjunction with the Customer Service Standards (CSS) project

# Communications

## **Goal 1: Communicate Apex's programs and initiatives to keep the community informed on what we're doing and why**

- Develop a communications plan template ahead of major infrastructure projects and work with Community Engagement staff to identify in-person outreach efforts
- Celebrate the Town's Sesquicentennial in a way that creates a shared understanding of the town's past, present, and potential
- Develop an overall strategy for consistent and reliable special event communication and promotion
- Increase the reach of information by creating and executing a communications plan for each event

## **Goal 2: Increase organizational awareness through internal communications**

- Create and enhance pipelines for learning about what is happening in the organization that employees might find helpful (i.e. Manager's Minute)
- Participate in internal teams to stay informed on issues affecting the organization
- Hold monthly cross-departmental communications task-force (Content Planning Group) meetings to strengthen information sharing and align communications processes across the organization
- Shadow 1 or 2 departments each month to gather content and context for a staff stories campaign

## **Goal 3: Guide the community through uncertain situations with effective communications planning**

- Develop a crisis communications plan to ensure the team, message, and communication processes are ready for real-time incident and crisis response
- Train and develop relevant staff, including departmental leadership and frontline staff, using the Crisis Communications Plan

# Legal

## **Goal 1: Protect and promote the interests of Town by providing sound legal advocacy**

- Provide in-house representation of the Town's interest while responding to petitions for release or requests for disclosure of body-camera video from the Police Department and subpoenas on behalf of various departments and personnel
- Monitor all court ordered mandates and timelines and respond accordingly, or direct staff as needed to comply

## **Goal 2: Maintain a high-functioning Legal Department that provides exceptional client service**

- Explore opportunities for advanced continuing education in municipal law, negotiation skills, and leadership skills for all staff
- Define parameters within the Matter Management Software to better track project progress and manager workload and to provide consistency in responses to Council and Staff inquiries while maintaining high level of service among competing requirements.
- Draft agreements, motions, and other legal documents, and lead discovery efforts to control costs on projects that require outside legal counsel.
- Develop departmental policy to provide direction in selection of continuing education opportunities to limit travel expenses and reimbursements incurred.
- Partner with Town Sustainability staff to reduce paper and ink usage by to save money, reduce waste, and maximize efficiency of limited records storage space.

# Finance

## **Goal 1: Providing excellent internal and external customer service**

- Decrease amount of time it takes for Accounts Payable Payment to be made
- Decrease time to convert from requisition to purchase order
- Decrease time for turnaround sale of surplus items
- Decrease customer accounts receivable days outstanding
- Host vendor workshop/expo to demonstrate process and answer questions
- Provide town-wide training on a quarterly basis for finance related matters

## **Goal 2: Promote fiscal responsibility and sustainability while managing Town resources**

- Obtain GFOA Award (Certificate of Achievement for Excellence in Financial Reporting)
- Implement overhaul of purchase Card program
- Decrease number of paper checks being used by creating more friendly electronic payment environment.

# TOWN OF APEX

## Town Council Strategic Plan Work Session

### Federal & State Funding Priorities



Below is an **initial** list of staff identified projects that have potential for submittal for federal or state funding earmarks. Please be thinking of any additional projects you would like to add for Town Council prioritization.

Projects previously receiving funding are:

- Capital in nature (with a couple of exceptions) and design is eligible.
- Projects ready to begin work on within the next year, either for design or construction.
- The best fits are likely infrastructure related for us, including transportation, water, and sewer.
- Projects with community backing score well. This can be achieved through long range plans or studies (e.g. Vision Zero, Downtown Master Plan, etc.)

#### Potential Project List

- 1. Old Raleigh Road Waterline Design** **\$850,000**  
The 10-inch water main in Old Raleigh Road was installed in the early 1960s and is now surpassing the designed 50-year life expectancy. Of additional concern are the improvements to Old Raleigh Road that have taken place over the years, subjecting this pipe to increasing vibration and stress from vehicle traffic.
- 2. Wimberly Road Water Supply Vault** **\$250,000**  
This project includes installation of a 3rd water meter vault to assist in quantification of water supply in conjunction with Town of Cary for our shared water plant distribution. The 3rd vault would ensure that Apex can receive enough water to meet our demand and provide redundancy should other transmission lines from Cary become disrupted. Contracting with design consultant in progress
- 3. Western Transmission Main – Phase 2** **\$850,000**  
This project includes the following sections: 24-inch waterline on Kelly Road from Olive Chapel Elementary School to Kelly Road Park, and 24-inch waterline from Kelly Road Park Pump station to Apex BBQ Road. The primary purpose of Phase II work is to provide adequate water flow at a manageable pressure to the entire water system as western portions of Apex, south of Olive Chapel Road, develop and demand grows.
- 4. Big Branch Pump Station & Force Main\*** **\$35,240,000**  
This project includes design and construction of Big Branch Pump Station (capacity of 3 million gallons per day) and approximately six miles of dual 20-inch force mains that will discharge at the Western Wake Regional WRF. This infrastructure is needed to serve the Big Branch Basin, which is generally located in the triangle between I-540, US 1, and NC 55.
- 5. Salem Street Downtown Streetscape, Gathering Space, & Alleys\*** **\$6,545,000**  
This project includes in the order of funding below: property acquisition for the streetscape and alleys in FY24-25, the curbless Salem Streetscape with 10 on-street spaces and street trees plus Saunders St gathering space in FY25-26, and improvements to Commerce, Seaboard, and The Peak Alley in FY27-28. Plans are based on schematic designs approved by Town Council in 2021. Final design for all projects is underway in 2023. Property acquisition is combined for the streetscape and alleys in the first year as noted, with most of those funds required for the alleys.

6. **Jessie Drive, Phase 1\*** **\$5,850,000**  
 This project will upgrade existing Jessie Drive from west of Ten Ten Road to the Horton Park development boundary based on half of a 4-lane divided roadway with 10' Side Path on both sides, increasing to the ultimate 4-lane width in advance of Ten Ten Road. Final design is in progress and staff will be ready to begin ROW acquisition in 2023-24 (construction start slated for spring 2025). The Horton Park development is extending Jessie Drive west to future Production Drive along with extension of a collector street south to Colby Chase Drive, and the Apex Commerce Center project will be extending Production Drive south to Jessie Drive, providing local connectivity north and south.
7. **Jessie Drive, Phase 2\*** **\$14,630,000**  
 This project would complete a 4-lane divided missing gap in Jessie Drive between Production Drive and the Jessie Commons development project boundary, providing a contiguous major thoroughfare route between Ten Ten Road and NC 55 south of US 1. This assumes private development will make the connection to NC 55 stubbing east of Middle Creek. The road would serve development of adjacent land, including industrial and commercial areas.
8. **Safe Routes to School** **\$4,200,000**  
 These projects will improve and add to existing Town infrastructure related to pedestrian and bicycle traffic to/from school. This five-phase project includes adding sidewalks, pedestrian facilities, and safe crosswalks in the areas surrounding Apex Elementary, Apex Middle, Apex Friendship Schools, Laurel Park Elementary, Baucom Elementary, Olive Chapel Elementary, Scotts Ridge Elementary, and Salem Schools. These phases were identified through an analysis of safe routes to school needs.
9. **South Salem Bicycle connection** **\$4,600,000**  
 This project includes sharrows along Salem Street from Apex Peakway to Hunter Street. Bike lanes along S Salem Street from Pleasant Park to Apex Peakway. This project was identified as the second highest priority in Bike Apex: The Comprehensive Bicycle Plan. If it is not completed, the Town will not meet the objective of prioritizing bicycle improvements along a designated bicycle route and major thoroughfare. *Project included as a Community Funding Request for congressional appropriations. Initial subcommittee recommendations were for \$850,000 toward construction. A final funding determination has not yet been made.*
10. **Vision Zero - Intersection Upgrades** **\$2,400,000**  
 This project will implement safety upgrades to the high injury network intersection & segment priorities, for example: Ten Ten Rd at Lufkin Rd, US 64 east bound ramps at NC 55, Lake Pine Dr at Pine Plaza Dr, Perry Rd at NC 55, Vision Drive at NC 55, and Beaver Creek Commons Drive at NC 55. Without improvements, the goals of the Vision Zero program are unlikely to be met and we will not be able to significantly reduce the potential for serious injuries and fatalities on the high-injury network.
11. **Olive Chapel Rd at Apex Barbecue Rd Improvements** **\$2,800,000**  
 This project would add a 150-foot westbound left turn lane, 6-foot paved shoulders which will allow for future bike lanes, rumble strips along the edge lines, a wider eastbound right turn radius, and wood-pole traffic signal on Olive Chapel Rd (at Apex Barbecue Rd) to address traffic congestion and reduce potential for crashes at the intersection. The project would not provide ultimate 4-lane widening but would complete a sidewalk gap with 500 feet 10-foot side path eastward along the north side of Olive Chapel Rd.

\* **Project is expected to have economic development impact**