



Town Council Meeting September 2025 Work Session

September 16, 2025 | 3:30 PM

Apex Town Hall | 73 Hunter Street, Apex, NC
3rd Floor Training Rooms A and B

AGENDA

1. Call to Order | Pledge of Allegiance

Mayor, Jacques K. Gilbert

2. Community Readiness Plan Issue Scan

Dianne Khin, Director, Planning Department

Shannon Cox, Long Range Planning Manager, Planning Department

Taylor Sanchez, Emergency Management Coordinator, Apex Fire Department (AFD)

Ben Hitchings, Fellow, UNC School of Government

David Rouse, FAICP, ASLA

a) Overview and Purpose

b) Group Exercise

c) Next Steps

3. Adjournment

English	Spanish	Chinese (Simplified)
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. The meeting date, start time, and location details are included at the top of this agenda document.	ANUNCIOS Las personas interesadas pueden acceder y ver la reunión a través del canal de YouTube de la Ciudad en https://www.youtube.com/c/TownofApexGov o asistir en persona. En la parte superior de este documento de agenda se indican la fecha, la hora de inicio y la ubicación de la reunión.	公告 公众可通过镇政府的YouTube频道 https://www.youtube.com/c/TownofApexGov 在线旁听会议，或选择现场参与。会议日期、开始时间及地点详情见本议程文件顶部。
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 or (phone) 919-249-1260.	Aviso sobre adaptaciones: Si necesita adaptaciones especiales para asistir a esta reunión o requiere esta información en un formato alternativo, comuníquese con la Oficina del Secretario Municipal, ubicada en el segundo piso del Ayuntamiento de Apex, en 73 Hunter Street, por correo electrónico a través de allen.coleman@apexnc.org o llamando al 919-249-1260.	便利服务声明: 如需特殊便利服务以参加本次会议，或需要将本信息提供为其他格式，请联系镇书记官办公室。 办公地址：Apex镇政务厅二楼（Hunter街73号） 邮箱： allen.coleman@apexnc.org 电话：919-249-1260



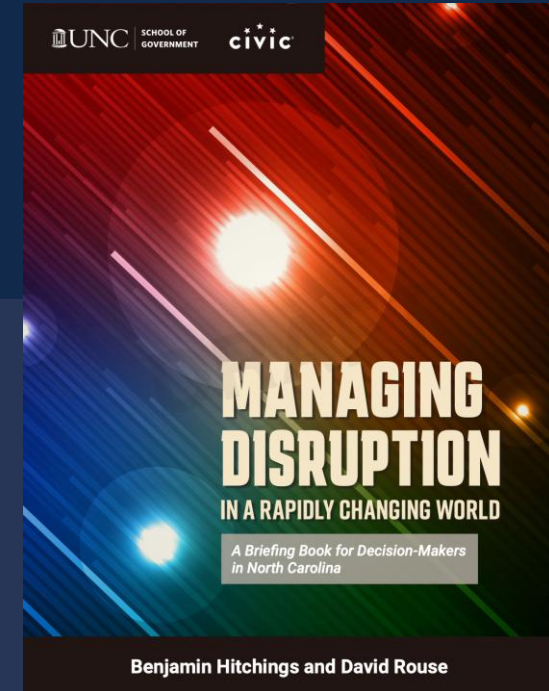
SCHOOL OF GOVERNMENT

Growing Practical Solutions for North Carolina

Managing Disruption: Town of Apex Community Readiness Plan

Presentation to Apex Town Council
September 16, 2025

by Ben Hitchings, FAICP, CZO, and David Rouse, FAICP, ASLA



Wake-Up Call



*(Photo by Marvin Joseph.
The Washington Post)*

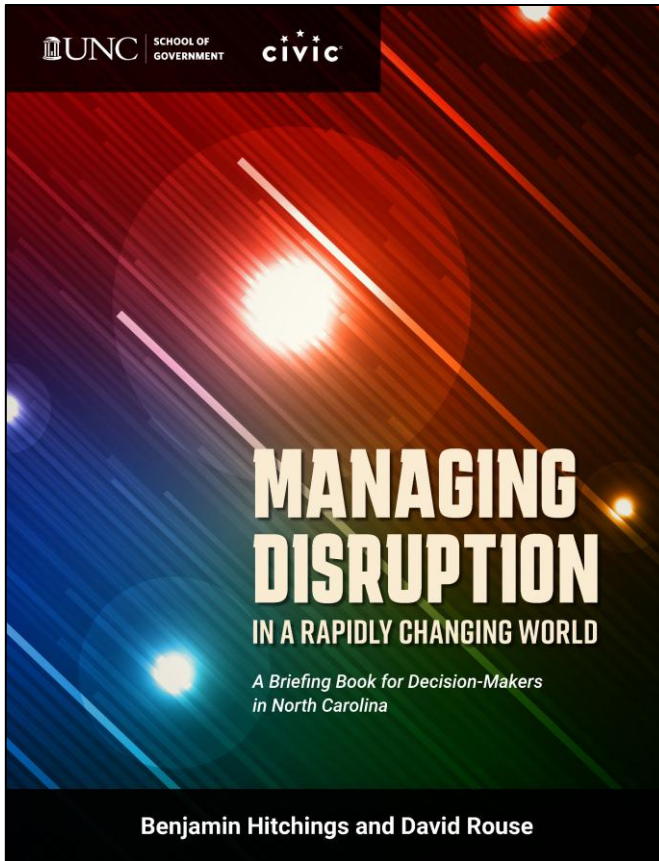


What Are We Trying to Do?



Have an opportunity to help Town increase readiness and resilience to respond to change

New Resource to Help Manage Disruption



 **UNC** | SCHOOL OF GOVERNMENT
Growing Practical Solutions for North Carolina



Community Readiness Plan



RECOVERY ACTION PLAN

The following goals, strategies and actions represent the City of Henderson's plan for recovery from the COVID-19 Pandemic for the coming weeks, months, and years ahead. Together, we can build a better and brighter future for all.

RSF I: COMMUNITY PLANNING & CAPACITY BUILDING

Build capacity and community resources to expedite the recovery effort.

COLOR KEY:	STRATEGIC	OPERATIONAL	PROVISIONAL
1.1	CAPACITY DEVELOPMENT: Build capacity to respond to future disasters, including an After Action Report		
1.1a	Assess ongoing needs in the community and develop a contingency plan for management of staff and volunteers		
1.1b	Continue leading the City of Henderson's Resilience Committee meetings to monitor potential setbacks and adjust accordingly		
1.1c	Increase community awareness regarding all hazards		
1.1d	Develop an After Action Report specific to the COVID-19 emergency response efforts		
1.1e	Provide local community organizations with virtual meeting assistance so they can continue serving the needs of Henderson residents		
1.2	LEGISLATIVE ADVOCACY: Advocate for funding, policies, and priorities at the federal, state, and regional levels as it relates to the recovery effort		
1.2a	Continue to work with our congressional delegation, state legislators, and regional partners to respond to the needs of Henderson residents, businesses, non-profits, and faith-based organizations		
1.2b	Advocate for funding that is specifically directed to local governments and others how funds are distributed		
1.2c	Create a strategy and assign staff to seek opportunities for recovery related to the COVID-19 response for the 2021 State Legislative Session		
1.2d	Advocate for well distribution of Southern Nevada Public Lands Management Act funds as a strategy to support recovery and create local employment opportunities		
1.3	COMMUNICATIONS: Maintain and update ongoing communications strategy to keep the public informed and to generate interest and confidence in the recovery effort		
1.3a	Continue to provide a dedicated telephone information line specifically to answer COVID-19 related questions and monitor for emerging issues		
1.3b	Compile and provide information on tools and resources available to the community during the recovery process, especially for vulnerable populations		
1.3c	Share and promote positive messaging regarding the recovery process on all media platforms and monitor for emerging issues		
1.3d	Execute issue-specific communication strategies to reach identified target audiences		

TOGETHER

COLOR KEY:	STRATEGIC	OPERATIONAL	PROVISIONAL
1.3a	Analyze 2019 data to monitor regional and Henderson specific needs and respond accordingly	CDS (L)	3+ Months
1.4	EDUCATION: Support schools on reopening plans and reduce setbacks from school closures and technology gaps	LEAD/SUPPORT	TIMEFRAME: 0-3 Months; 3+ Months
1.4a	Continue to invest in affordable, high-quality childcare and early education	CMO-Ed (L), RDA (S)	3+ Months
1.4b	Ensure that all students have one-to-one access to devices (such as a Chromebook or iPad) and access to stable internet service	CMO-Ed (L), RDA (S)	3+ Months
1.4c	Continue to promote low-cost technology strategies that increase access	CMO-Ed (L), PIO (S)	3+ Months
1.4d	Provide opportunities for additional learning to bridge the COVID-able educational gap students experienced due to school closures	CMO-Ed (L), PAR (S)	3+ Months
1.4e	Support schools and staff in delivering education successfully with various solutions that respond to student needs	CMO-Ed (L), RDA (S)	3+ Months
1.5	VULNERABLE POPULATIONS: Ensure vulnerable populations are addressed throughout the recovery effort and increase capacity of partner organizations to respond to requests	LEAD/SUPPORT	TIMEFRAME: 0-3 Months; 3+ Months
1.5a	Develop an outreach plan and identify building training sessions with non-profits, UNLV School of Public Health, NV 211, representatives of senior networks such as AARP, minority community leaders, healthcare organizations, and faith-based groups, to address topics such as rent mediation, accessing and managing federal funds, recruiting and deploying volunteer support, conducting well checks to confirm foodbanks, and develop contact databases for such institutions, identification of issues, and to match vulnerable populations with resources	CDS (L), CMO-EM (S), PIO (S), PIO (S), PAR (S)	3+ Months
1.5b	Develop a database of contact information for all organizations that were vulnerable populations for enhanced communication	CDS (L), CMO-EM (S), PIO (S)	3+ Months
1.5c	Provide capacity building support to care givers of vulnerable populations, if requested, to ensure practices are being implemented consistently to reduce transmission of disease	CMO-EM (L), Fire(S), RNID (S), NV-DEM (S)	0-3 Months
1.5d	Monitor PPE, food services, clothing, and resources to receive and inspect to transit-dependent riders and coordinate with public and private partners to identify alternatives and other services	CDS (L), PW (S)	3+ Months
1.6	GRANT SEEKING & TECHNICAL ASSISTANCE: Identify opportunities for the City to seek competitive grants as well as build capacity among organizations in Henderson to seek and access grants	LEAD/SUPPORT	TIMEFRAME: 0-3 Months; 3+ Months
1.6a	Leverage private funds and provide support to organizations to access funds	Finance (L), All Departments (S)	0-3 Months
1.6b	Continue to provide feedback, guidance, and suggestions on how funding is directed	Finance (L), All Departments (S), Community Partners (S)	0-3 Months
1.6c	Partner with non-profits and the private sector to seek competitive grant opportunities	CDS (L), Finance (S)	3+ Months
1.6d	Promote and supplement technical assistance resources to assist with grant-writing capabilities	CDS (L), Finance (S), PIO (S)	3+ Months
1.6e	Continue to coordinate with federal agencies to share information and best practices as well as to gain technical assistance and peer community support	CDS (L)	3+ Months
1.6f	Continue to improve the City's grant award success by coordinating grant seeking, peer review, and capacity building through the City's Grants Team	Finance (L), All Departments (S)	3+ Months

- 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

Drivers of Change Framework



Source: Hitchings and Rouse / UNC School of Government,
Managing Disruption in a Rapidly Changing World (2024)

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



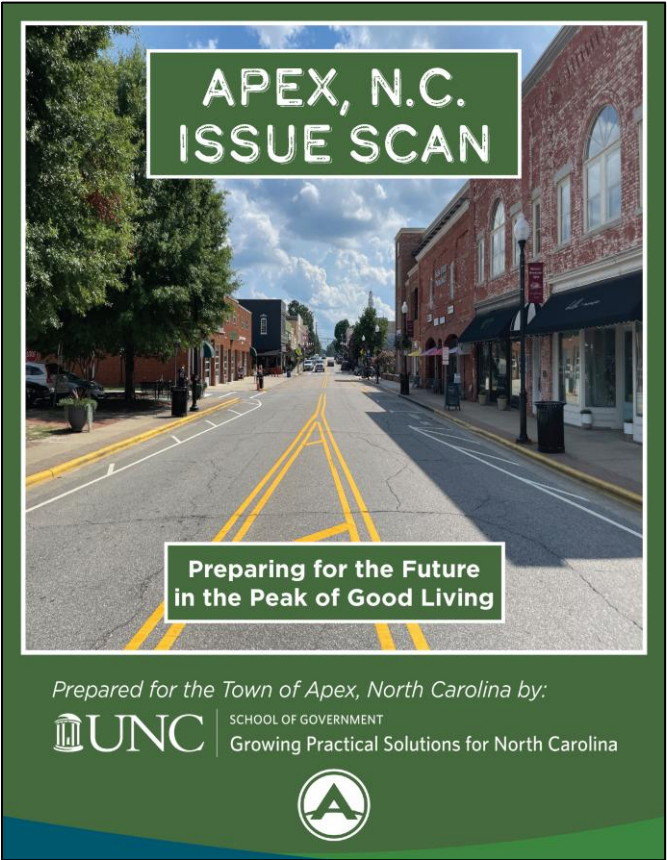
MOVING FORWARD

1. Get more input
2. Hold work session with Town Council to finalize prioritization
3. Identify implementation projects to help address top drivers

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

Resources



Issue Scan

PRIORITIZING DRIVERS OF CHANGE

DRIVERS OF CHANGE	FACTORS TO SCORE				TOTAL SCORE	PRIORITY
	Potential Impact	Certainty	Timeframe	Readiness ¹		
Social						
Aging Population					0.0	
Health					0.0	
Housing					0.0	
Public Safety					0.0	
Technological						
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	

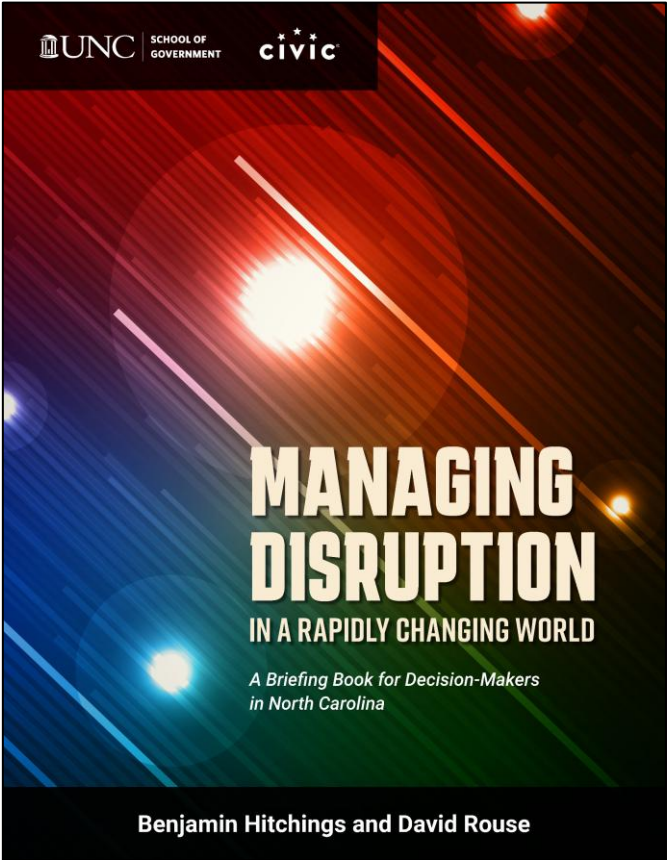
Key

Driver Scoring: 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.

Scoresheet



Briefing Book

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

Points for Scoring Drivers of Change

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

Points for Scoring Drivers of Change

Any questions?



Participant Poll



Test Question: Apex is the high point of what?

Wake County

0%

The point between the Fairgrounds and RDU Airport

0%

The Chatham Railroad

0%

Social Drivers: Aging

- **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

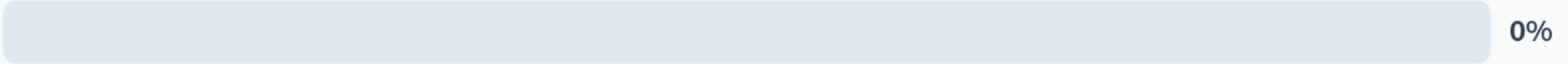
- **Readiness**

- Your input?

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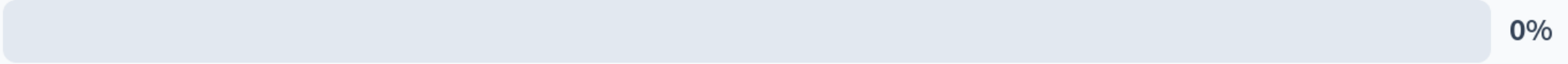
How ready is Apex to address issues associated with an aging population?

Very ready ("Low" ranking)



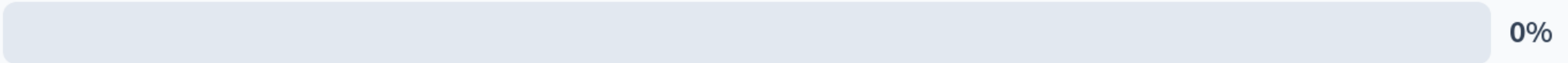
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Somewhat ready ("Medium" ranking)



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Not very ready ("High" ranking)



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Social Drivers: Health

- **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

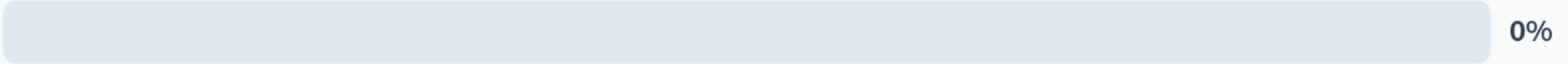
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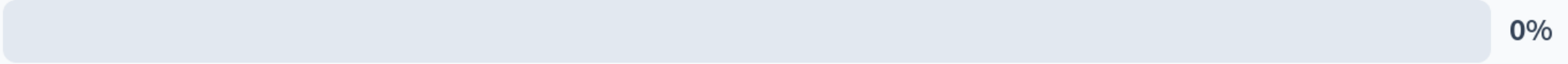
How ready is Apex to address issues associated with health?

A Very ready ("Low" ranking)



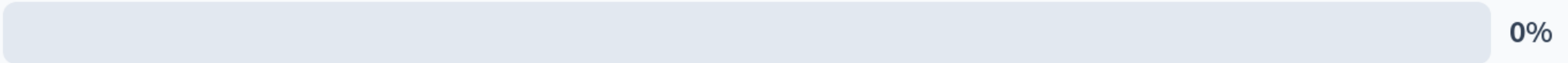
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Social Drivers: Housing

- **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

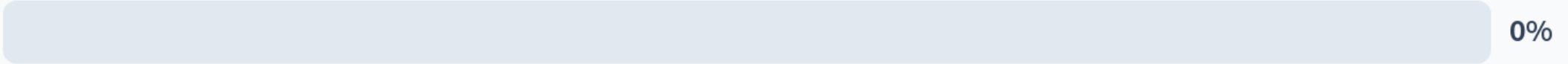
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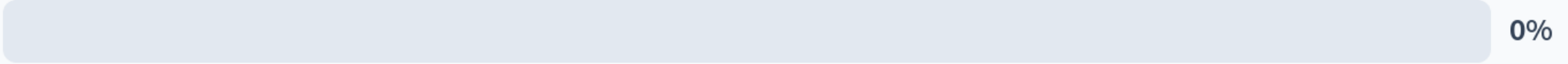
How ready is Apex to address issues associated with housing?

A Very ready ("Low" ranking)



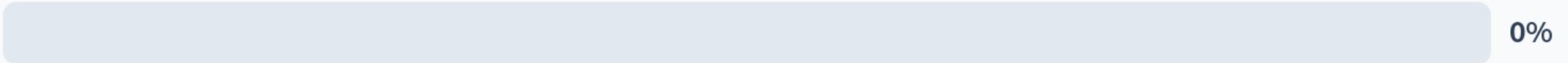
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Social Drivers: Public Safety

- **Potential Impact**

- Issue has significant impact on individuals and communities
- Apex is one of the safer communities in the state

2

- **Certainty**

- Communities are experiencing behavioral health issues, staffing shortages, and technological changes

2

- **Timeframe**

- Many of issues are underway and continuing to evolve

2

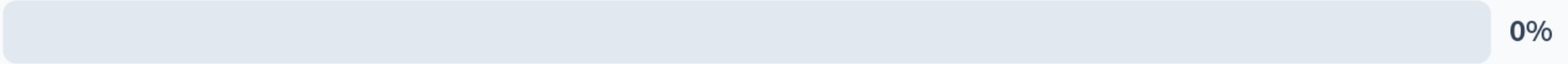
- **Readiness**

- Your input?

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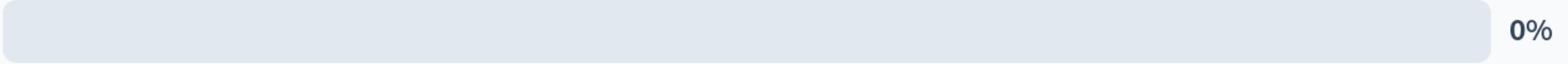
How ready is Apex to address issues associated with public safety?

A Very ready ("Low" ranking)



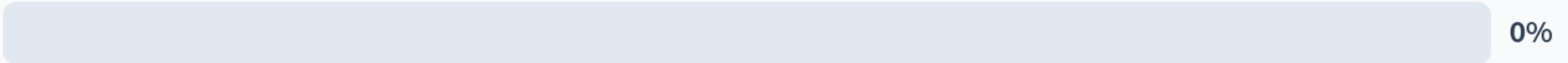
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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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

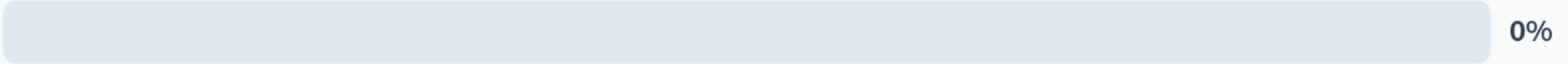
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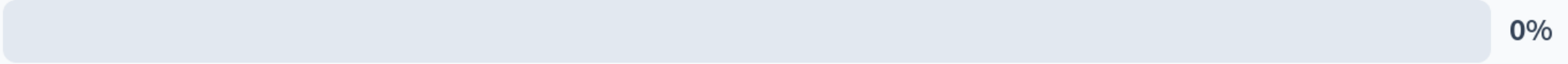
How ready is Apex to address issues associated with artificial intelligence?

A Very ready ("Low" ranking)



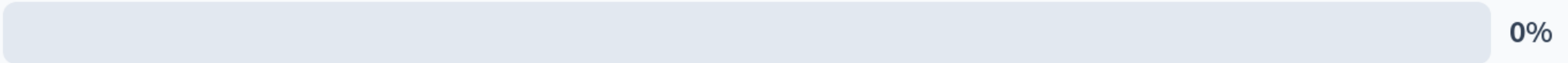
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Technological Drivers: Digital Access & Equity

- **Potential Impact**

- Digital access is key to participation in economy and society
- Apex has very high levels of access and connectivity

2

- **Certainty**

- Current need demonstrated by pandemic and beyond

3

- **Timeframe**

- Immediate – virtually every govt. and business depends on access to internet

2

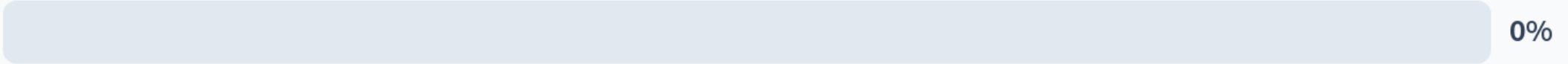
- **Readiness**

- Your input?

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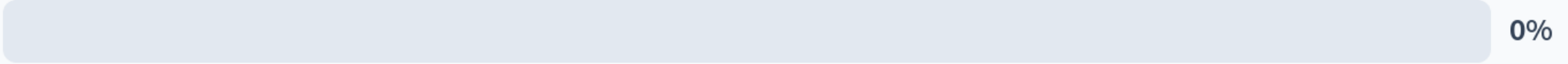
How ready is Apex to address issues associated with digital access and equity?

A Very ready ("Low" ranking)



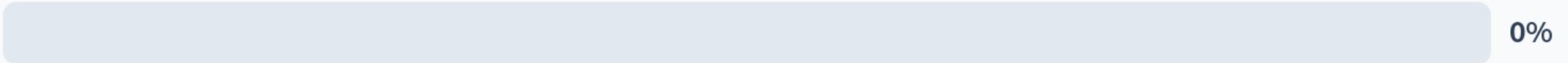
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



0%

Technological Drivers: New Transportation Technology

- **Potential Impact**

- Private autos remain predominant mode of travel
- Remote work has reduced commuting

2

- **Certainty**

- Impacts of technology vary across regions

2

- **Timeframe**

- Emerging – impacts will play out over time

2

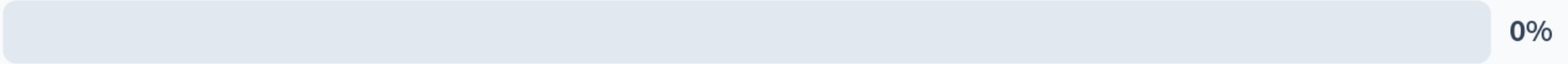
- **Readiness**

- Your input?

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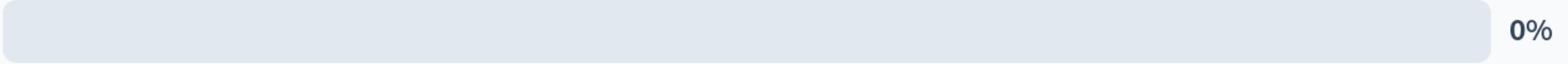
How ready is Apex to address issues associated with new transportation technology?

A Very ready ("Low" ranking)



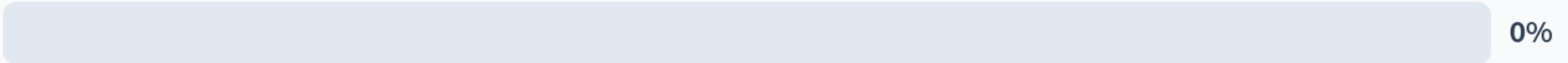
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Technological Drivers: Smart Communities

- **Potential Impact**

- Smart community technologies are growing in availability, with the potential to improve many aspects of civic life

2

- **Certainty**

- Apex is one of small but growing number of NC communities that are actively developing smart community programs

2

- **Timeframe**

- Immediate – the future is now, with many technologies currently available, and others emerging

2

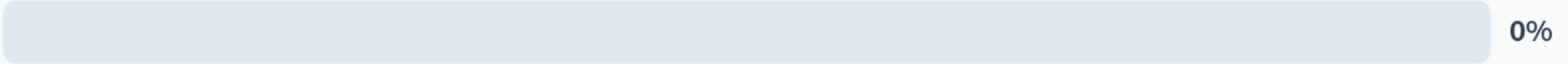
- **Readiness**

- Your input?

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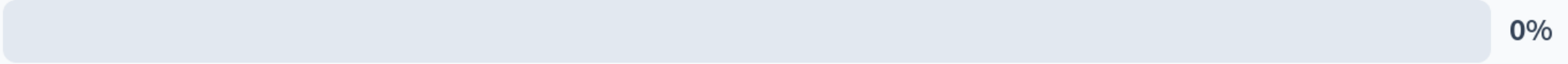
How ready is Apex to address issues associated with smart communities?

A Very ready ("Low" ranking)



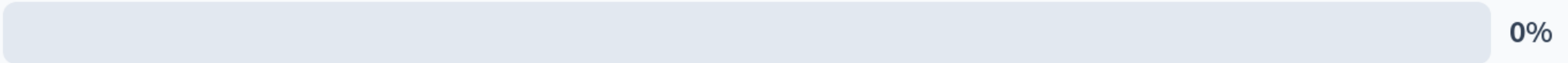
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Economic Drivers: Blockchain/Cryptocurrency

- Potential Impact

- Has potential to provide targeted solutions that don't appear to be broadly transformative at present

1

- Certainty

- Potential uptake of this technology is unclear, with hiccups in cryptocurrency market increasing consumer caution

1

- Timeframe

- Emerging – applications are available; broad uptake, especially in government, is uncertain

2

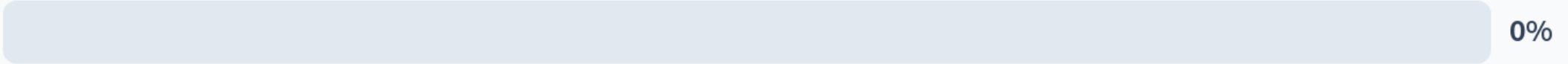
- Readiness

- Your input?

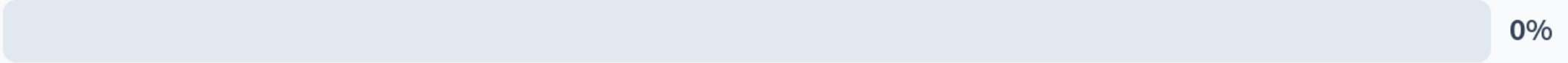
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How ready is Apex to address issues associated with blockchain/cryptocurrency?

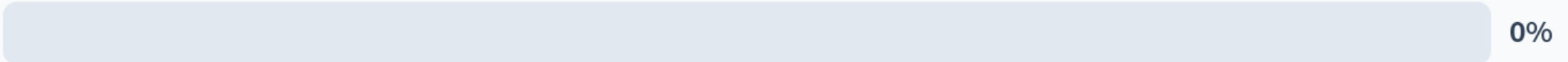
A Very ready ("Low" ranking)



B Somewhat ready ("Medium" ranking)



C Not very ready ("High" ranking)



Economic Drivers: Circular Economy

- **Potential Impact**

- More efficient materials use and recovery can increase jobs and reduce environmental impacts

2

- **Certainty**

- Technical know-how exists; need willingness to evolve systems

2

- **Timeframe**

- Communities are actively confronting these issues
- Apex/Wake County has 25 years of landfill space

2

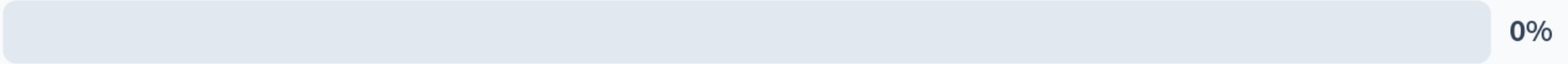
- **Readiness**

- Your input?

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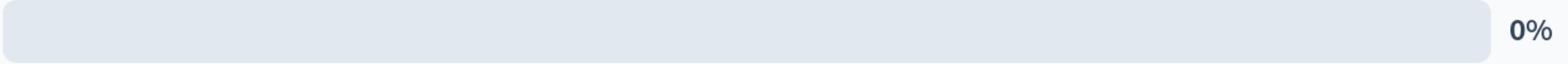
How ready is Apex to address issues associated with a circular economy?

A Very ready ("Low" ranking)



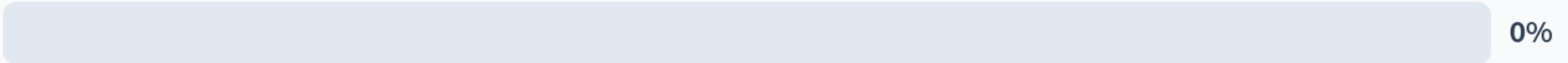
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Economic Drivers: Economic Restructuring

- **Potential Impact**

- Digital transformation accelerated by pandemic, AI
- Apex workforce has high educational levels to buffer impacts

2

- **Certainty**

- Digital restructuring and shift to services are predominant macroeconomic trend of 21st century

3

- **Timeframe**

- Emerging – ultimate shape and impacts of digital restructuring will play out over time

2

- **Readiness**

- Your input?

?

How ready is Apex to address issues associated with economic restructuring?

A Very ready ("Low" ranking)

0%

B Somewhat ready ("Medium" ranking)

0%

C Not very ready ("High" ranking)

0%

Economic Drivers: Workplace Disruption

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

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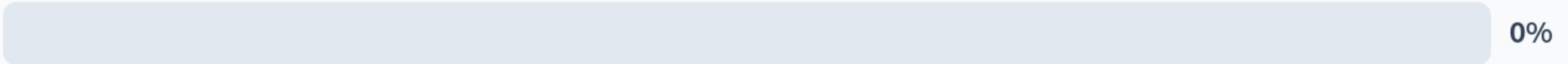
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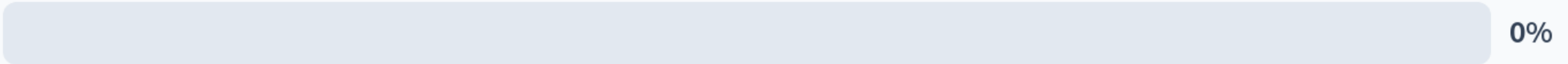
How ready is Apex to address issues associated with workplace/workforce disruption?

A Very ready ("Low" ranking)



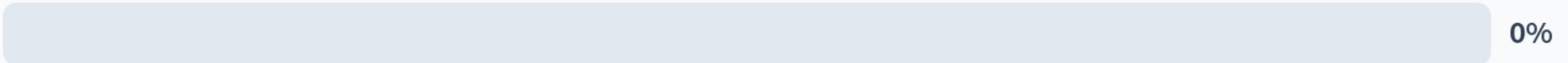
0%

B Somewhat ready ("Medium" ranking)



0%

C Not very ready ("High" ranking)



0%

Environmental Drivers: Climate

- **Potential Impact**
 - Trends such as increased flooding and higher temperatures will significantly impact many aspects of community life
- **Certainty**
 - NC communities already experiencing serious impacts
 - Apex is relatively less vulnerable to some of effects
- **Timeframe**
 - Impacts are growing
- **Readiness**
 - Your input?

3

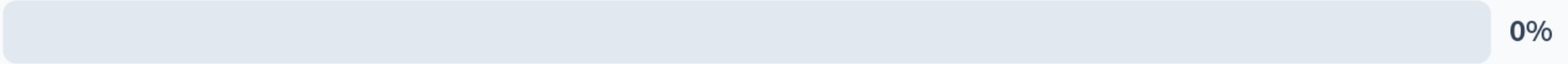
2

2

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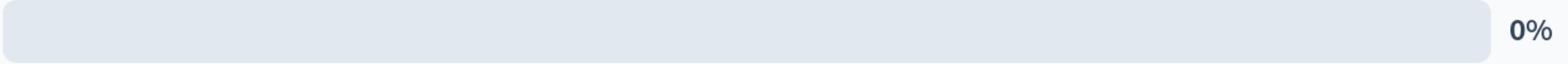
How ready is Apex to address issues associated with climate?

A Very ready ("Low" ranking)



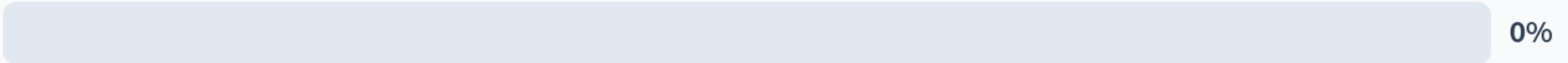
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B Somewhat ready ("Medium" ranking)



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C Not very ready ("High" ranking)



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Environmental Drivers: Energy

- **Potential Impact**

- Shift from fossil fuels to renewable energy sources is global trend

2

- **Certainty**

- Shift is being driven increasingly by market forces

2

- **Timeframe**

- Emerging – renewable sources will replace fossil fuels over time

2

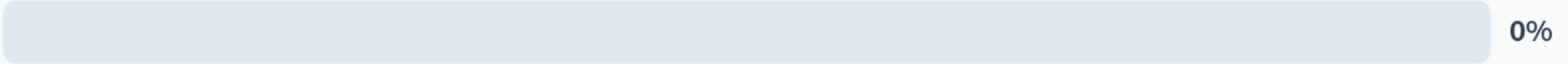
- **Readiness**

- Your input?

?

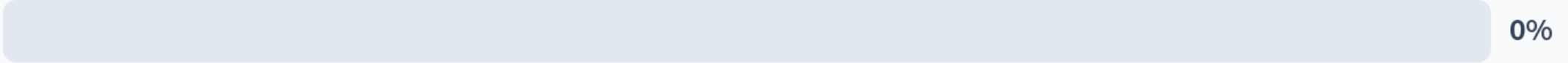
How ready is Apex to address issues associated with energy?

A Very ready ("Low" ranking)



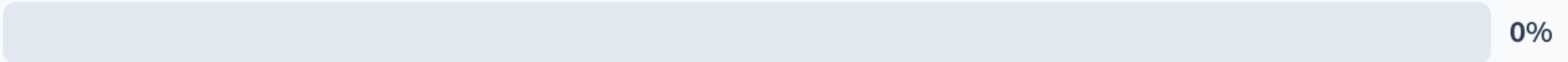
0%

B Somewhat ready ("Medium" ranking)



0%

C Not very ready ("High" ranking)



0%

Environmental Drivers: Food Security

- **Potential Impact**

- Impacts are high for a small but significant portion of population
- Apex and Wake County have lower rates of food insecurity

2

- **Certainty**

- While rates fluctuate, food insecurity is persistent problem

2

- **Timeframe**

- About 11% of Wake County residents are food insecure

2

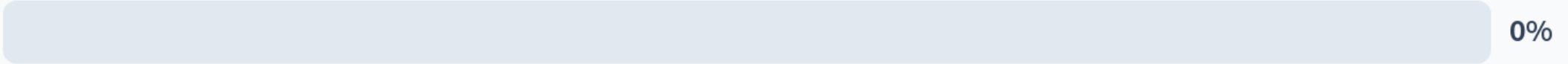
- **Readiness**

- Your input?

?

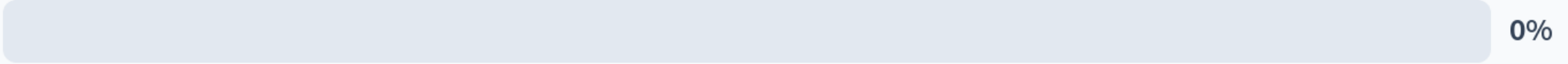
How ready is Apex to address issues associated with food security?

A Very ready ("Low" ranking)



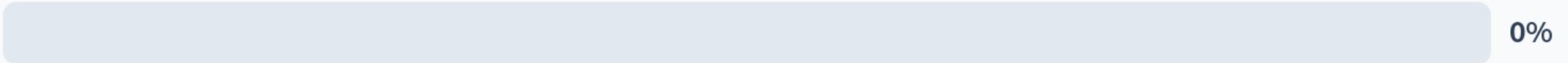
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B Somewhat ready ("Medium" ranking)



0%

C Not very ready ("High" ranking)



0%

Environmental Drivers: Water

- **Potential Impact**

- Water is essential resource for communities
- Apex has strong management system in place

2

- **Certainty**

- Every community is already experiencing issues related to water, whether ensuring adequate supply, maintaining quality, or preventing flooding

2

- **Timeframe**

- Long-standing issue will only become more significant as population grows and weather becomes more variable

2

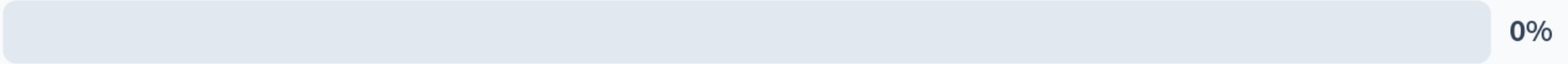
- **Readiness**

- Your input?

?

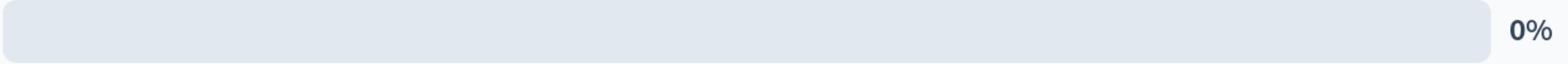
How ready is Apex to address issues associated with water?

A Very ready ("Low" ranking)



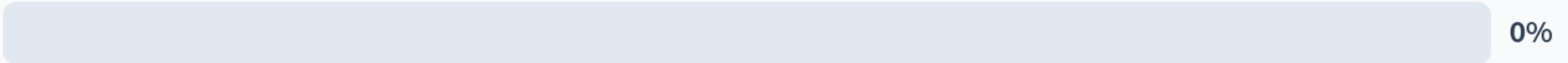
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B Somewhat ready ("Medium" ranking)



0%

C Not very ready ("High" ranking)



0%

Scorecard for this Session

PRIORITIZING DRIVERS OF CHANGE

DRIVERS OF CHANGE	FACTORS TO SCORE				TOTAL SCORE	PRIORITY
	Potential Impact	Certainty	Timeframe	Readiness ¹		
Social						
Aging Population					0.0	
Health					0.0	
Housing					0.0	
Public Safety					0.0	
Technological						
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 Scoring:

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.

Other Drivers that Ought to Be Considered?



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

Adjourn

