



Town Council Retreat Day One

Wednesday, February 11, 2026 | 8:00 AM – 4:00 PM

Apex Town Hall | 73 Hunter Street, Apex, NC

3rd Floor Training Rooms A and B

- | | |
|---|-----------------|
| I. Breakfast / Agenda Review | 8:00 AM |
| <i>Open Discussion / Mayor Jacques K. Gilbert</i> | |
| II. Strategic Plan Review | 8:05 AM |
| <i>Randy Vosburg, Town Manager, and
Shawn Purvis, Deputy Town Manager</i> | |
| III. Portfolio Update – Performance and Strategy | 8:35 AM |
| <i>Shawn Purvis, Deputy Town Manager
Department Directors within Performance and Strategy
Portfolio</i> | |
| IV. Portfolio Update – Development and Operations | 9:05 AM |
| <i>Marty Stone, Assistant Town Manager
Department Directors within Development and Operations
Portfolio</i> | |
| V. Portfolio Update – Community and Safety | 9:35 AM |
| <i>Demetria John, Assistant Town Manager
Department Directors within Community and Safety Portfolio</i> | |
| VI. Break - 15 minutes | 10:05 AM |

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 or (phone) 919-249-60.



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| VII. Peak Plan 2055 Update
<i>Shannon Cox, Long Range Planning Manager</i>
<i>Consultants TBD</i> | 10:20 AM |
| VIII. Facilities Update
<i>Daniel Edwards, Senior Capital Projects Manager</i> | 11:20 AM |
| IX. Lunch – 30 Minutes | 12:00 noon |
| X. UNC Workplace Check-Up Review
<i>Linda Graham Jones, Director, Organizational Excellence Dept.</i>
<i>Leisha Dehart-Davis, Director, Local Government Workplace Initiatives, UNC School of Government</i> | 12:30 PM |
| XI. Dashboard of Current Initiatives Review
<i>Celeste Sherer, Administrative Project Manager, Town Manager's Office</i> | 1:30 PM |
| XII. Budget Overview and Financial Condition
<i>Jessica Hoffman, Director, Budget and Performance Management Department</i>
<i>Jon Griffin, Director, Finance Department</i> | 2:00 PM |

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| XIII. Break – 15 Minutes | 2:30 PM |
| XIV. Capital Projects Survey Results
<i>Jessica Hoffman, Director, Budget and Performance
Management Department</i> | 2:45 PM |
| XV. Special Projects Team Report
<i>Celeste Sherer, Administrative Project Manager, Town
Manager's Office</i> | 3:15 PM |
| XVI. Wrap-up and Adjournment
<i>Mayor Jacques K. Gilbert and Town Manager Randy Vosburg</i> | 4:00 PM |

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Strategic Plan Review



A Welcoming Community



High Performing Government



Environmental Leadership



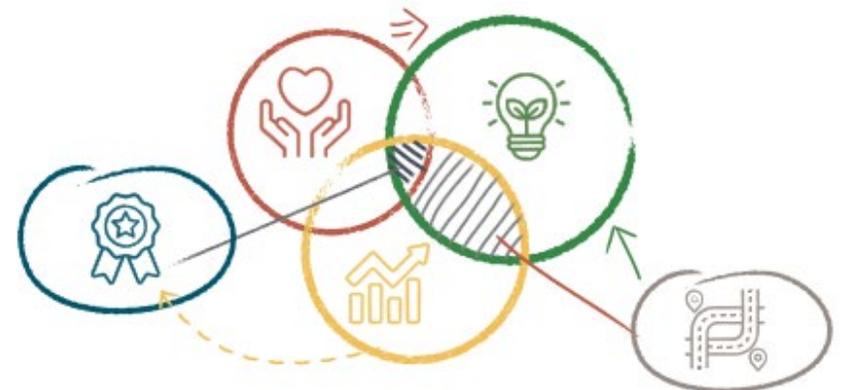
Responsible Development



Economic Vitality

GAME PLAN APEX

*A Strategic Playbook
for the Next Five Years*





Goal: A Welcoming Community

Create a safe and welcoming environment fostering community connections and high-quality recreational and cultural experiences supporting a sense of belonging

Objectives

- Ensure safe places and spaces
- Foster community connections
- Create a sense of belonging
- Encourage a healthy and active lifestyle
- Enhance communications for a more informed community



Goal: High Performing Government

Deliver exceptional service valuing an engaged workforce with an emphasis on efficiency, collaboration, innovation, and inclusion

Objectives

- Use resources efficiently and effectively
- Provide customer-focused service
- Attract, retain, and develop our workforce
- Promote a culture of innovation and creativity
- Maintain transparency in stewardship of public resources
- Enhance communications for a more informed workforce



Goal: Environmental Leadership

Commit to sustaining natural resources and environmental well-being

Objectives

- Adopt clean energy and efficiency measures
- Preserve natural resources and habitats
- Reduce environmental waste
- Proactively address climate vulnerability



Goal: Responsible Development

Encourage equitable and sustainable development that provides accessibility and connectivity throughout the community

Objectives

- Plan for and invest in infrastructure
- Provide and promote mobility
- Support diverse housing options
- Balance impacts of growth and development

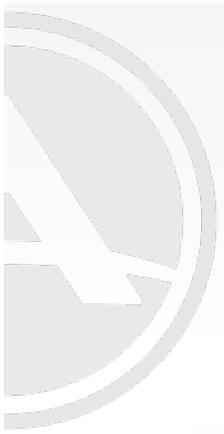


Goal: Economic Vitality

Improve and sustain an environment that invites and retains a diversity of residents, employment opportunities, and businesses

Objectives

- Recruit, retain, and develop businesses
- Leverage community assets to benefit businesses and residents
- Engage in placemaking
- Identify key opportunities to strengthen economic environment



Discussion



PEAK PLAN

2055

Our Plan. Our Peak.
Our Future.

Town Council Retreat

February 11, 2026

Apex Town Hall | 73 Hunter Street



PEAK PLAN

2055

Our Plan. Our Peak.
Our Future.

Agenda

Welcome

Project Update

Stakeholder Engagement

Peak Plan Goals (Refined)

Scenario Planning Update

Next Steps



Project Update



PLANNING PROCESS



Phase 1: Discovery

Months 1-5

- Stakeholder Engagement Plan
- Data Collection
- Existing Conditions Assessment
- Topic-Specific Focus Groups
- Public Forum #1



Phase 2: Development

Months 5-10

- Land Use + Conservation Scenarios
- Public Forum #2
- "Vision" Plan
- Subarea Concepts



Phase 3: Direction

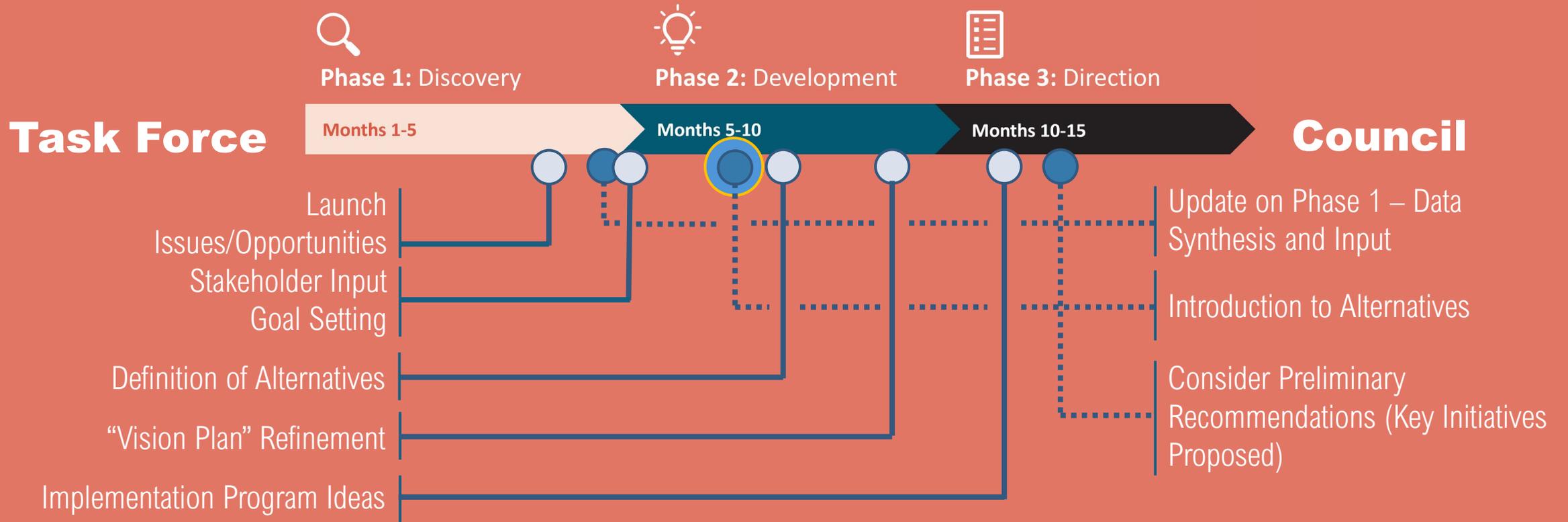
Months 10-15

- Policy Recommendations & Action Plan
- Public Forum #3
- Plan Production (Review Drafts)

This 3-phase process concludes with the publishing of the Public Review Draft of the updated comprehensive plan and transportation plan. The adoption process will follow. The adoption schedule will be established by the Town.



PLANNING PROCESS



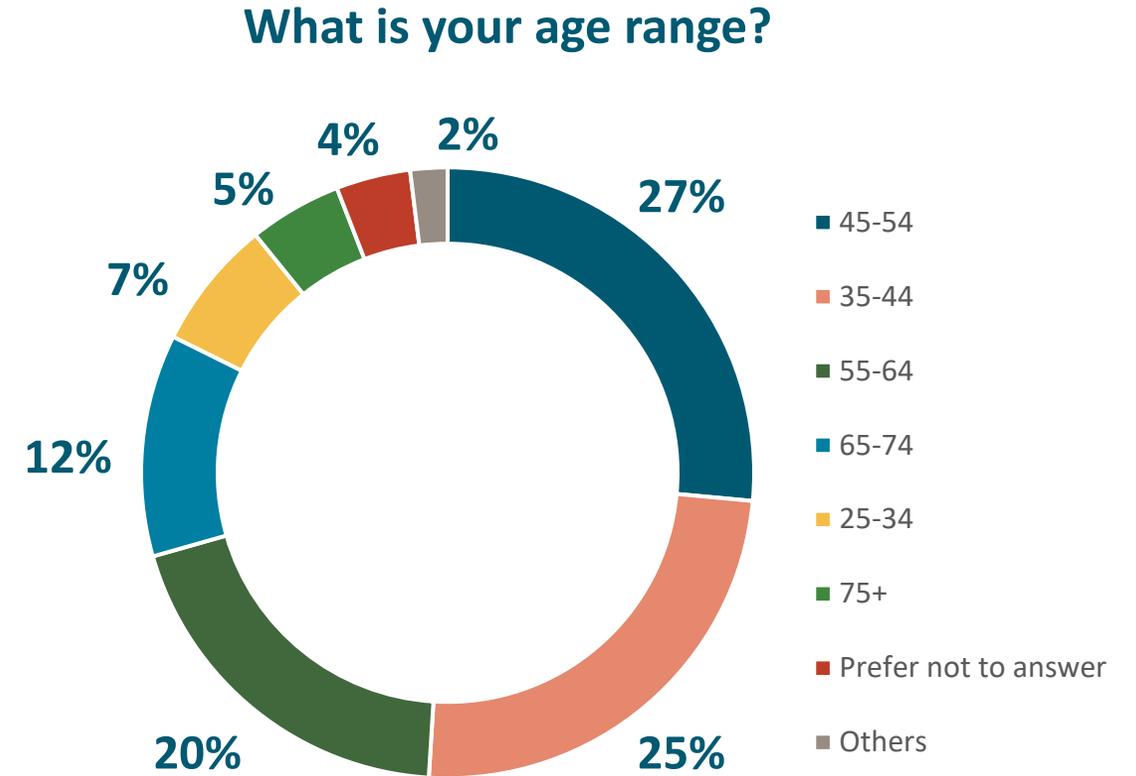
Task Force & Town Council Participation



Stakeholder Engagement

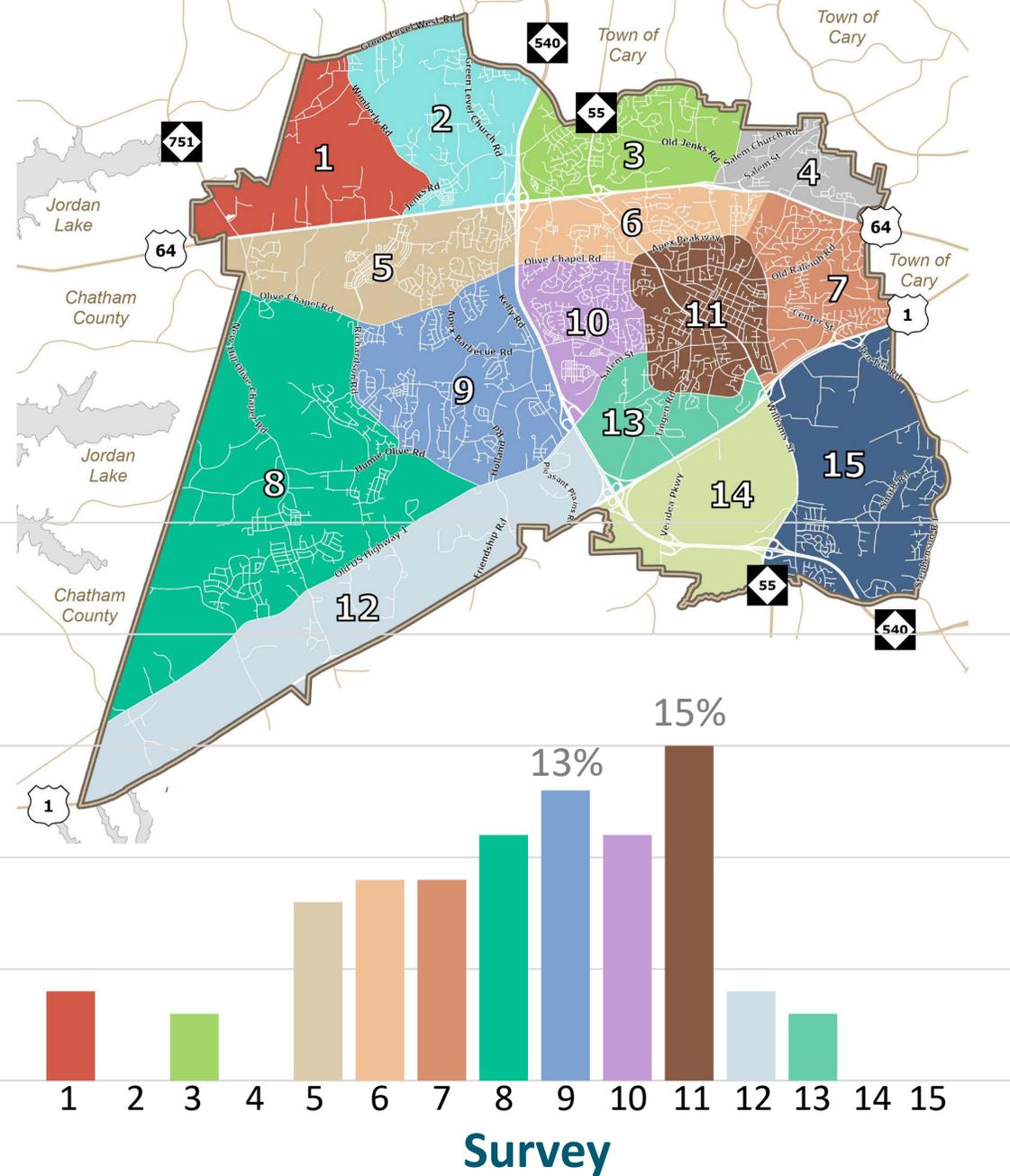
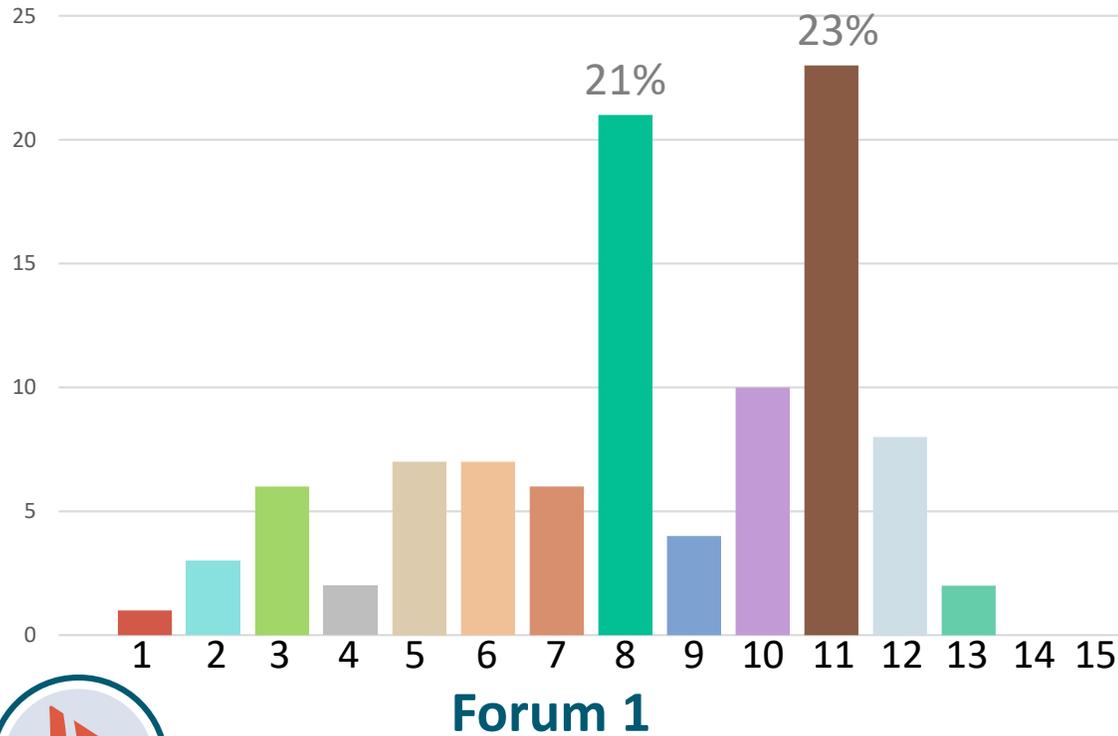
Under-represented

- Age Groups:
 - People under 25, Youth
 - Adults 25-34
 - Seniors – over 75
- Geographic Areas:
 - Areas 1, 2, 4, 13, 14, 15 (forum and survey)
 - Areas 3, 9, 12 (forum or survey)

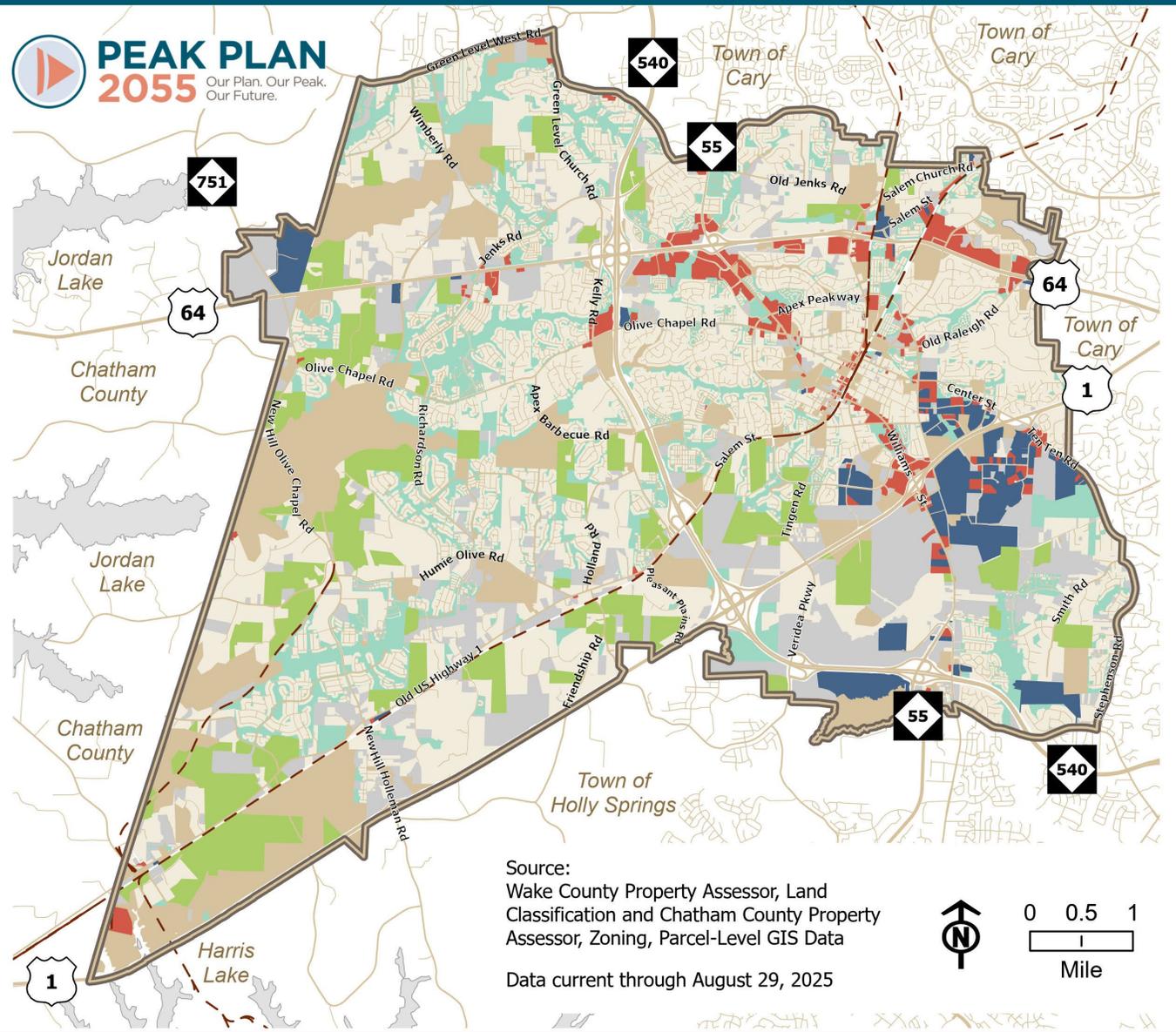


Participant Locations

- Live (and own property)



Participant Locations & Development



Existing Land Use



Upcoming Engagement Activities

- Public Forum 2 and Public Forum 3
 - Flyer, yard signs, social media posts, e-blasts and press release ahead of each
- Task Force meetings 4 and 5
- Website updates
- NC 55 Corridor (outreach and brief survey)
- NC 55 Open House (host with NCDOT)
- Focus Groups:
 - Youth Council, high school students
 - ASBN Group (Chamber)
 - Employees of corporations (i.e., Dell)
 - Seniors (Senior Center)
 - Minority community representatives



Additional Activities to Consider

Expanded Access to Forum 2

- High School Student Hour (before)
- Recorded presentation - online
- Presentation display boards - online
- Brief survey - online

Other

- Meeting-To-Go Packets
- Pop-Up Meetings* (April):
 - Planned Events (e.g., young professionals networking event, sports events at parks, etc.)
 - Church groups (including youth groups)
 - High schools
 - Local gathering spots

** If Staff determines need, pop-up meetings will be identified, scheduled, and hosted in April by Staff using online content and printed handouts and surveys.*





Peak Plan Goals

REFINED Goals

- Intentional development
- Connected, safe, and efficient multi-modal transportation network
- Reliable, high-quality, and strategic utilities, services, and schools
- Varied and attainable housing choices
- Protected, linked, and high-functioning green space
- Dynamic and creative local economy
- Authentic, historic, and celebrated downtown
- Enriching arts, history, and cultural scene
- Vibrant, abundant, and welcoming public and third spaces
- Healthy community for all
- Accessible and transparent public processes



REFINED Goals



PEAK PLAN
2055 Our Plan. Our Peak.
Our Future.

DRAFT GOALS

The draft goals presented below reflect changes made in response to input from the community (Public Forum 1) and the Task Force (Task Force Meeting #2, December 17, 2025). The goals provide an aspirational framework. They have been supplemented with preliminary objectives created with input from the Task Force. These objectives are noted here to provide clarity. Later, they will inform ideas for recommendations where the goals will be paired with feasible implementation strategies based on best practices.

➤ Intentional development

- Proactively plan for future growth by directing development to locations that can be efficiently served by existing or planned infrastructure.
- Facilitate mixed-use development at the appropriate scale to support complete neighborhoods where people can live, work, shop, and access services with reduced reliance on automobiles. [Note: Examples include Veridea (as currently planned) and Sweetwater.]
- Encourage innovative development patterns that balance intensity, open space, and community character while reducing long-term infrastructure and service costs.
- Align land use decisions with fiscal sustainability by considering long-term public service, infrastructure, and maintenance costs as part of development planning.

➤ Varied and attainable housing choices

- Accommodate a range of housing types and densities in appropriate locations to respond to changing market conditions and household needs.
- Support a broader range of price points.
- Make decisions that





Scenario Planning Update

Five Scenarios

- See handouts





Next Steps

What's Next?



Scenario Development



NC 55 Corridor Workshop



Public Forum #2



Slow/No Growth Concept

DRAFT
FOR PROJECT BRIEFING
02.11.2026

Scenario A is included for illustrative purposes to demonstrate the difficulty of the no-growth scenario. It contemplates a future for Apex where growth and development stop with completion of Committed Development. For the scenarios, Committed Development is defined as the projects currently under construction or that had approved development plans before December 8, 2025, plus the remaining area of Veridea.

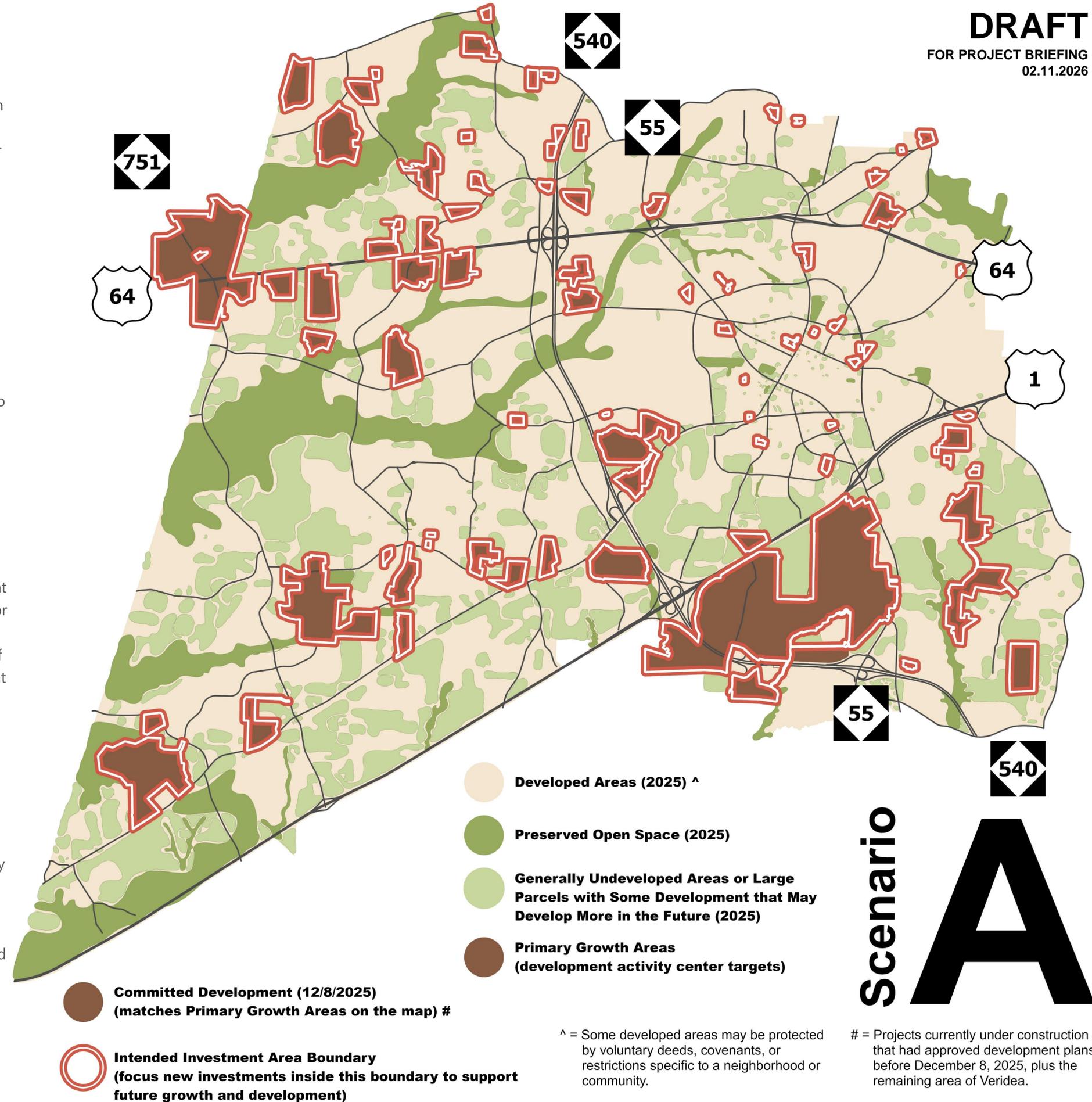
To stop further growth the Town could attempt to call for a temporary halt to development pursuant to Section 160D-107 in the North Carolina General Statutes to provide time to conceptualize a Town-led, and primarily Town-funded, land acquisition program aimed at preserving all remaining undeveloped land inside the Planning Area as passive or active open space. This temporary halt would not prevent any properties from developing within existing zoning rights. The Town could create a program to monetize development rights for private property owners and purchase the land (or its development rights). Simultaneously, the Town could support a separate initiative led by Wake County to preserve all remaining generally undeveloped land in the Planning Area outside of Town limits. There is no certainty if, when, or to what extent, Wake County would want to participate.

Two local bond referendums, one led by the Town and the other led by the County, would be needed to fund most of the program.

- The Town's bond would be used to purchase nearly XX% of the land still undeveloped and unprotected in Town limits (XX acres). The current total property value for undeveloped land inside Town limits is \$(TBD) per Wake County tax records.
- The County's bond would be used to purchase nearly XX% of the land outside Town limits that is still undeveloped and unprotected in Wake County (XX acres). The current property value for undeveloped land outside Town limits in Wake County is \$(TBD) per County tax records. Debt service for the County bond would be shared by all County residents; meaning people in all of the cities, towns, and unincorporated areas of Wake County would help pay to preserve vacant land and large parcels with limited development in the Planning Area outside of Town limits.

Both the Town and County bonds would require a local referendum, meaning voters would approve the two bonds before they are issued. While assumptions for the bond referendum are based on tax data, actual fair market value may be much higher, and a bond alone may be insufficient for the program.

At a minimum, Town residents could see their tax bills (CHANGE) each year for a period of twenty years to cover the debt service obligations under the Town's proposed bond program. Wake County residents could see their tax bills (CHANGE) each year for a period of twenty years to cover debt service obligations under the County's separate bond program. Town residents in Wake County would pay twice because they pay both Town and County taxes that would be used to retire (pay back) the two debt service assessments.



Decentralized Growth, Residential Emphasis

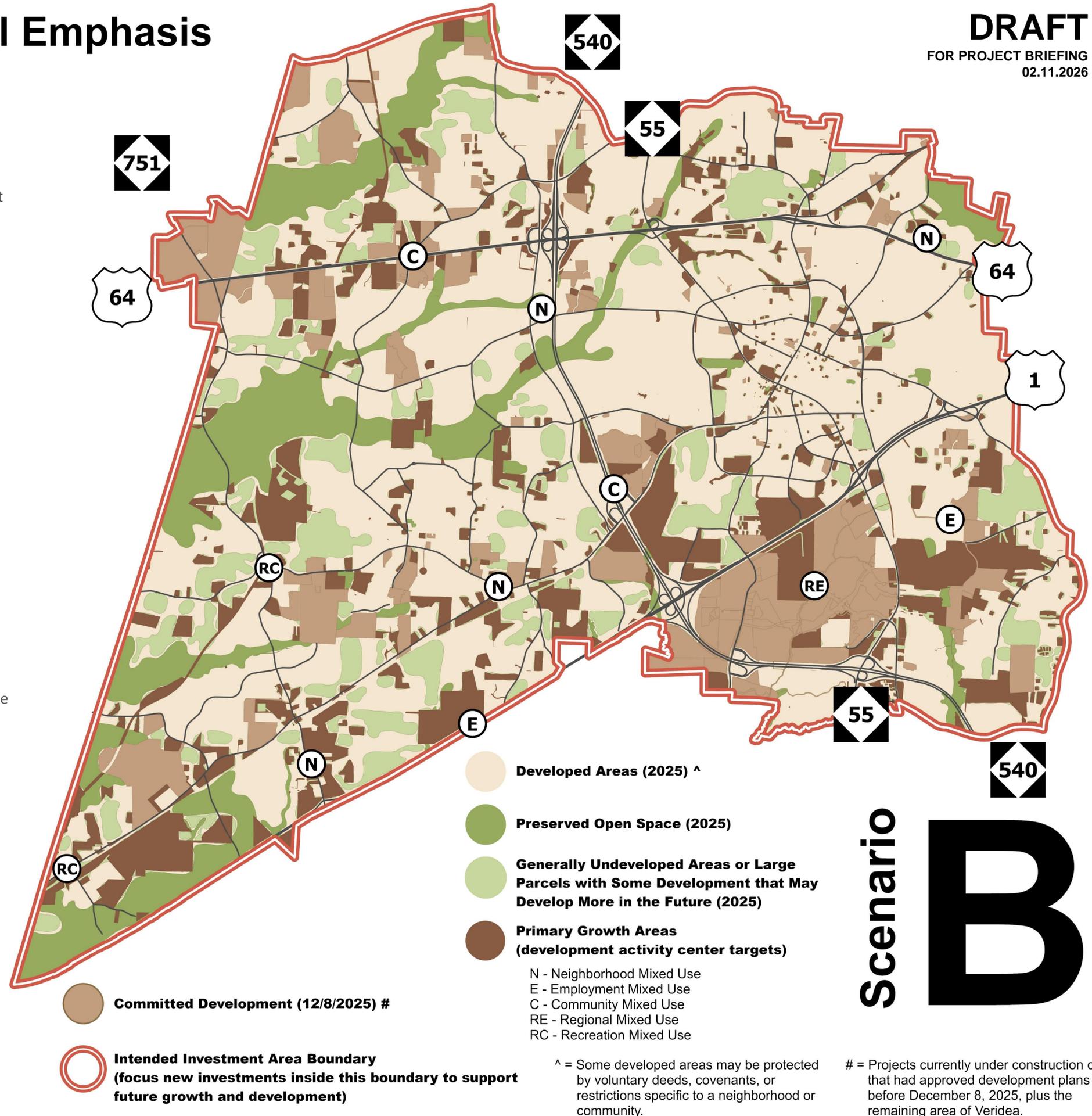
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Scenario B contemplates a future for Apex largely influenced by existing plans, policies, and ordinances (i.e., business-as-usual). Broadly speaking, the Town remains a suburban community characterized largely by low- to medium-density residential neighborhoods, large-scale apartment complexes, as well as secondary development areas reserved for auto-oriented shopping centers, standalone office buildings, and new industrial centers. Future development is dispersed throughout the Planning Area and influenced largely by the size and location of vacant parcels and large parcels with limited development. The number of parks, and the acres of preserved open space, in the Planning Area would increase consistently with targets in adopted plans only. New preserved green space is limited to required riparian buffers and resource conservation area associated with development. Residents generally drive from home to work, school, and shopping centers to meet their daily needs.

New development in the Planning Area is generally low- to medium-density, low-profile, and single-use, with limited connectivity to adjacent development. Large tree stands or natural landscapes may be lost to support new development. Home choices represented in the scenario respond to today's market trends, mainly including single-family detached neighborhoods, townhome communities, and apartment complexes. A few neighborhoods mix two or more housing types together on different blocks. Downtown remains quaint and charming with low-profile buildings and public spaces—emphasizing more restaurants, shops, and offices over new and different residential dwelling units in and around the downtown. Infill development and redevelopment are low priorities except as described below.

Eleven activity centers are depicted on the map, matching those presented in the Advance Apex 2045 Land Use Map. They support low-to-moderate development where visitors largely drive-to, park-once, and walk-between shops, restaurants, or civic spaces. A limited number of residents may live nearby and walk directly to destinations inside the activity center. Sweetwater Town Center, on the south side of US 64 near Richardson Road, is one example of a successful suburban mixed-use activity center in Apex. Veridea, at the southeast quadrant of the interchange between US 1 and NC 540, is a new, more urban, mixed-use activity center currently under construction.

Infrastructure will need to expand outward to support new growth and development located farther away from existing service areas. The Town and regional infrastructure partners and service providers will need to plan for, fund, and schedule future improvements to keep up with an expanding development footprint (i.e., water, sewer, schools, transportation, fire protection, police protection, parks and recreation facilities, etc.).



Scenario B

Decentralized Growth, Employment Emphasis

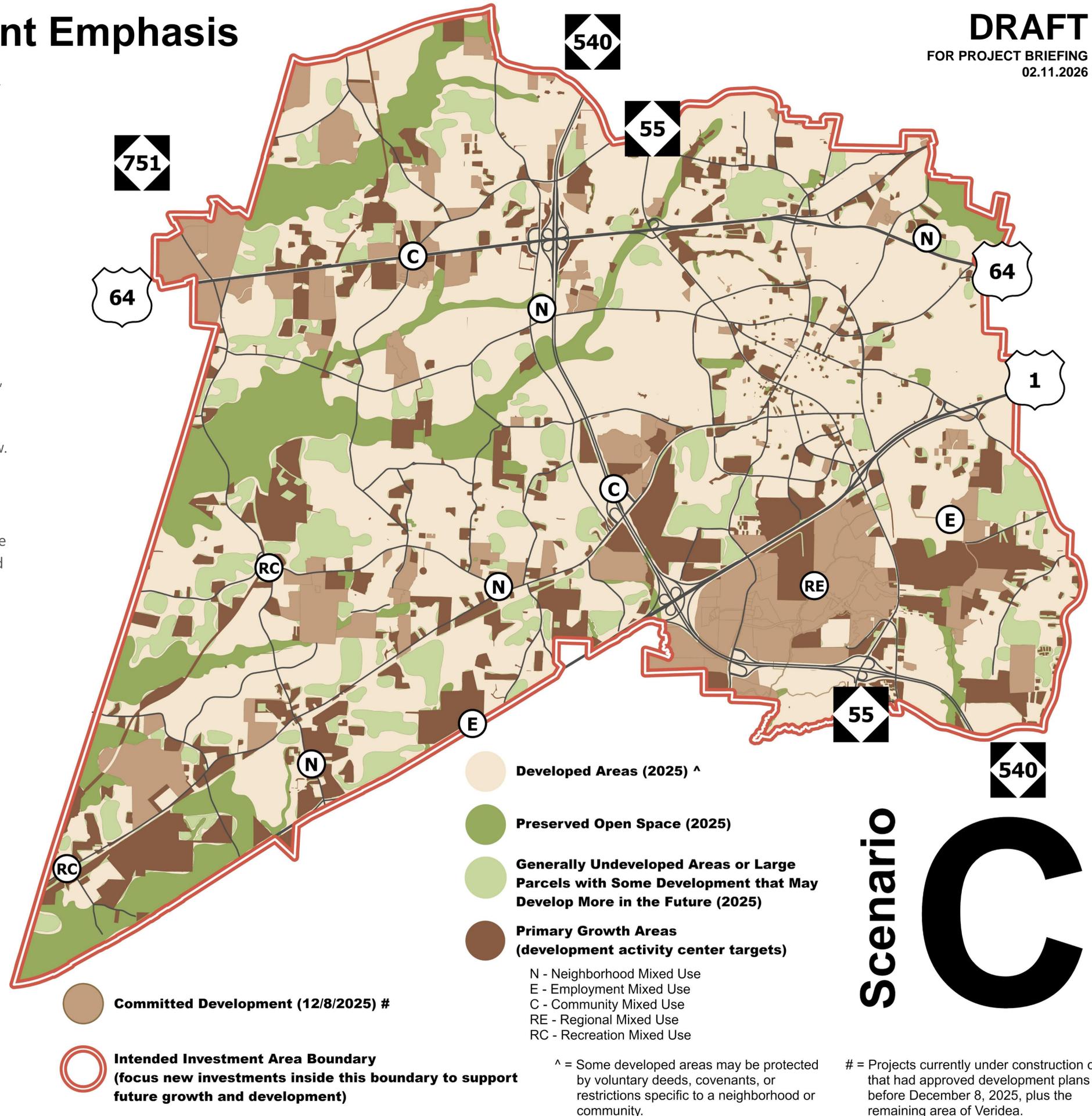
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02.11.2026

Scenario C assumes similar development principles to Scenario B—low- to medium-density, low-profile development patterns and intensities, standalone land uses with limited connectivity, and a limited number of development activity centers. This scenario has more emphasis on targeting employment uses for remaining vacant properties and large parcels with limited development as a means to encourage economic development and increase the total number of jobs in Apex. Future development is dispersed throughout the community and influenced largely by the size and location of vacant parcels and large parcels with limited development. The number of parks, and the acres of preserved open space, in the Planning Area would increase consistently with targets in adopted plans only. New preserved green space is limited to required riparian buffers and resource conservation area associated with development. Residents generally drive from home to work, school, and shopping centers to meet their daily needs.

Employment uses targeted for the scenario respond to today's market trends: warehouse, manufacturing, small assembly, flex space, general office, medical office, institutional, restaurants, and shopping centers. Large tree stands or natural landscapes may be lost to support new development that is predominantly characterized by low-profile buildings and large surface parking areas. Infill development and redevelopment are low priorities except as described below.

Eleven activity centers are depicted on the map, matching those presented in the Advance Apex 2045 Land Use Map. Scenario C favors employment uses in all regional, community, and employment level activity centers, including industrial, office, and commercial uses or a mix of the uses in the same center. Veridea, at the southeast quadrant of the interchange between US 1 and NC 540, is an example of a new employment activity center that includes industrial, warehouse, office, life science, retail, hospitality, academic, and civic uses.

Infrastructure will need to expand outward to support new growth and development located farther away from existing service areas. The Town and regional infrastructure partners and service providers will need to plan for, fund, and schedule future improvements to keep up with an expanding development footprint (i.e., water, sewer, schools, transportation, fire protection, police protection, parks and recreation facilities, etc.).



Compact Growth, Residential Emphasis

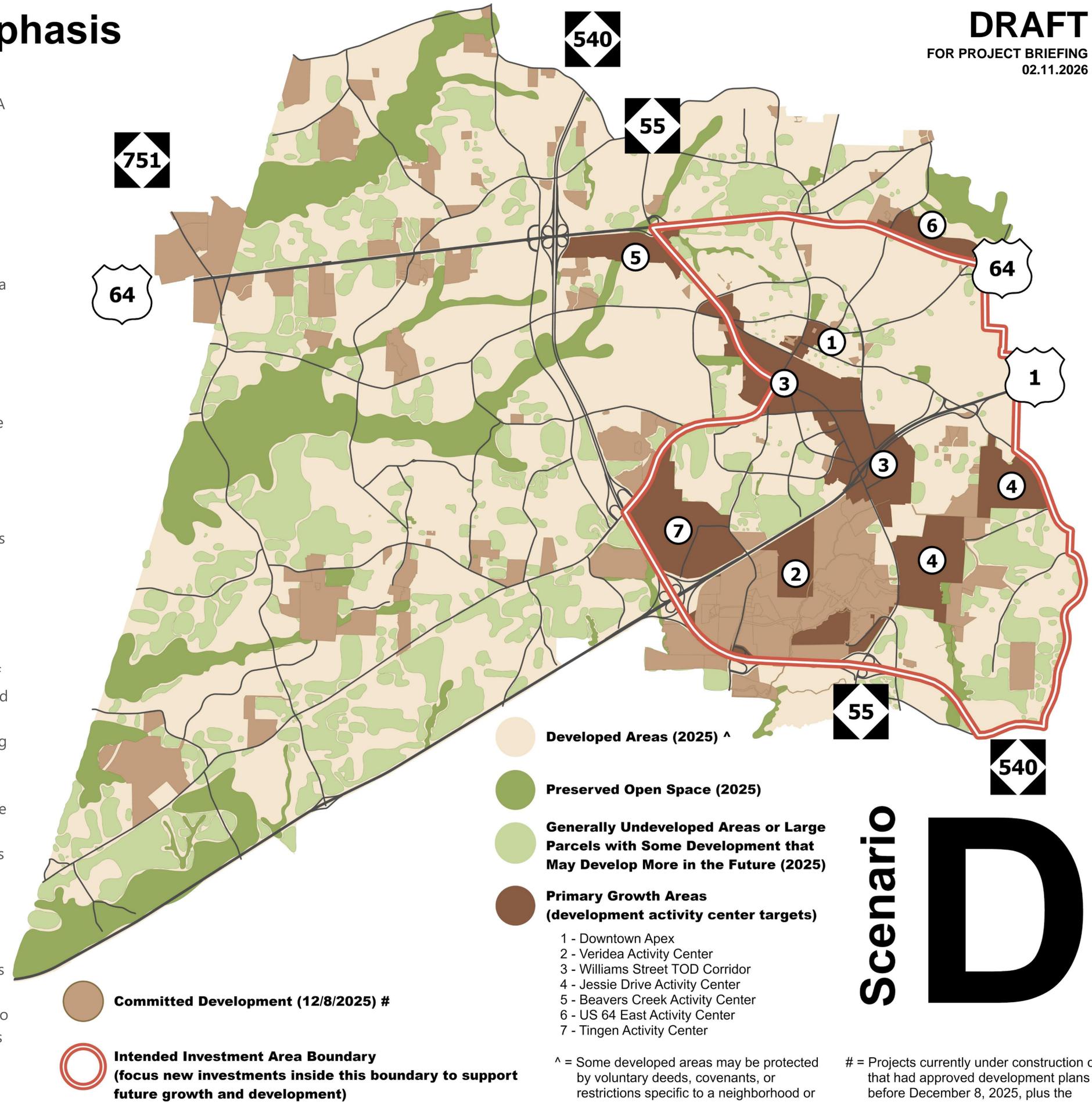
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Scenario D contemplates a future for Apex focused largely on creating more urban development patterns in central areas of the community while discouraging new development in other areas. A centralized intended investment area is defined by US 64 on the north; Williams Street, South Salem Street, and NC 540 on the west; NC 540 on the south, and the Peak Plan 2055 Planning Area boundary on the east. A hierarchy of different activity centers within or adjacent to the central area prioritizes small-, medium-, and large-scale development initiatives linked together by the alignment of the S-Line rail corridor, premium bus transit identified for Williams Street, premium bus transit identified for Salem Street, and a localized transit system connecting important destinations within the community. Infill development and redevelopment are high priorities. Generally speaking, the scenario safeguards areas outside the intended investment area from mounting development pressures.

An emphasis on more urban, and more compact, development principles in the centralized investment area promotes a shift from automobile to transit, walking, or bicycling for daily trips; new and different housing choices for Town residents; and more public open space within site developments because of taller buildings and smaller building footprints. An emphasis on bicycle and pedestrian infrastructure investment in the centralized area helps connect residents with nearby shopping, entertainment, recreation, and employment areas for shorter trips.

The scenario emphasizes development in six primary areas: (1) Downtown Apex, (2) Veridea, (3) the Williams Street corridor, (4) along Jessie Drive, (5/6) existing shopping centers redeveloped as new mixed-use activity centers along US 64 (e.g., Beaver Creek Crossings, Hendrick Toyota, Nichols Plaza, and Lake Pine Plaza), and (7) adjacent to Tingen Road. In Downtown, new housing units between Town Hall and the historic core—cottage courts, townhomes, small-scale apartments supporting up to six units each, and single apartments or condominiums above storefronts—increase the number of customers and the frequency of their visits to local businesses. Taller buildings in and around Veridea, some five to ten stories, change the skyline of Apex and visually set the Town apart from similar-size communities in the region. Transit-oriented development emphasized in the Williams Street corridor includes a mix of uses, medium-sized buildings (three to six stories), public spaces, walkable environments, and new residential dwelling units to maximize investments in premium bus transit (i.e., more potential riders). A new mixed-use activity center at Knight's Play Golf Center emphasizes new and different residential dwelling units, which are aimed at transforming the community into a more urban, energetic, and walkable community for residents and visitors. Similar mixed-use activity centers targeted for US 64 transform shopping centers into vibrant destinations for Town residents. Accessory dwelling units (ADUs) on any lot with a single-family detached home are actively supported in the scenario to increase the type, number, and location of affordable housing options throughout the community.

More urban development principles and intensities favored in existing infrastructure service areas are aimed at accommodating future year growth in a much smaller, more efficient development footprint. Increasing capacity in existing services areas—as opposed to extending infrastructure to new service areas—maximizes the efficiency of existing systems, helping control the Town's costs for providing future public facilities and services



Compact Growth, Employment Emphasis

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FOR PROJECT BRIEFING
02.11.2026

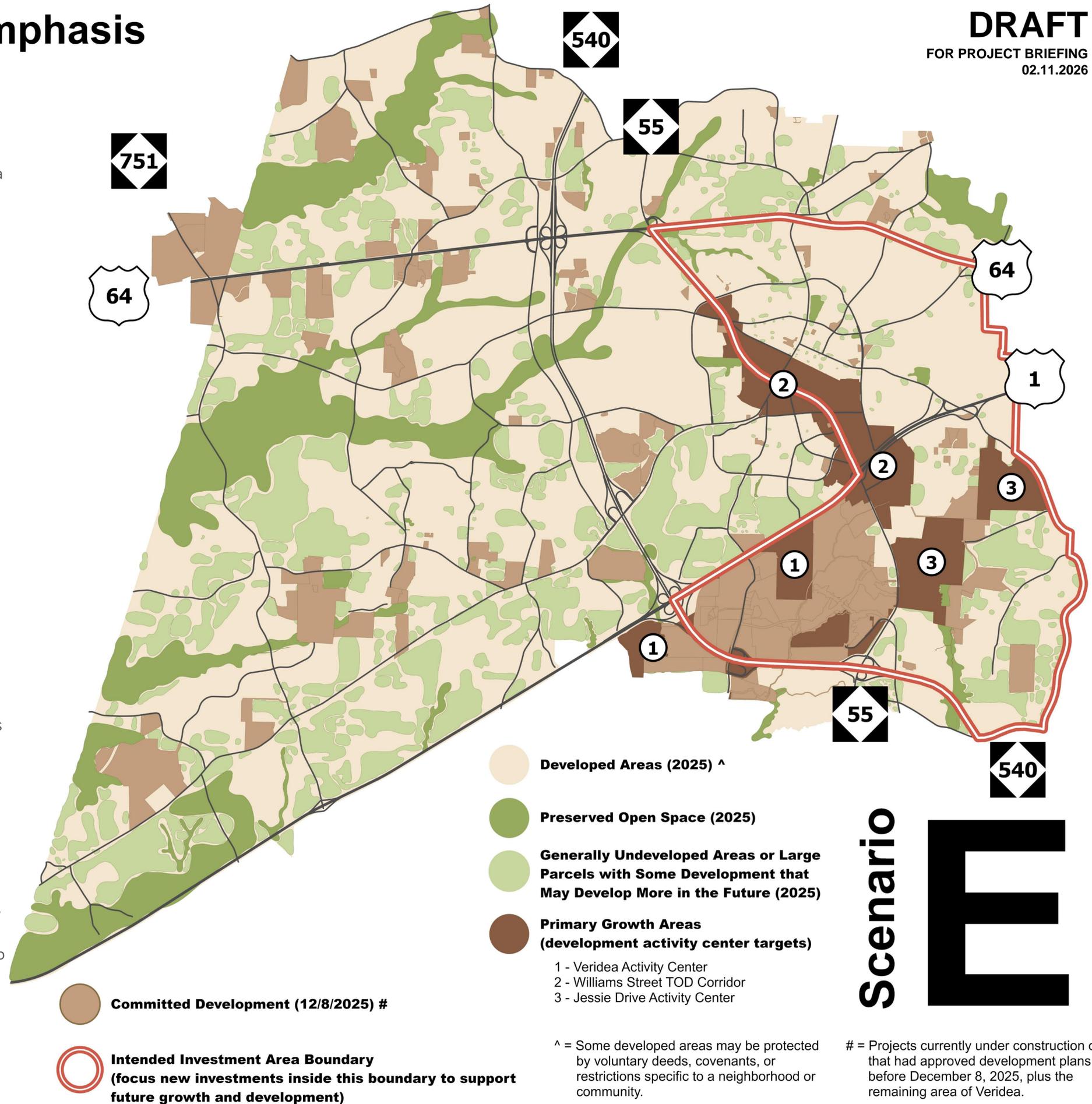
Scenario E assumes similar development principles to Scenario D—compact development patterns, concentrated activity centers, transit-oriented development, taller buildings, connected streets, and walkable environments—but with more emphasis on targeting employment uses for remaining vacant properties, large parcels with limited development, or redevelopment areas as a means to encourage economic development and increase the total number of jobs in Apex. Development in new or expanded employment centers emphasizes technology and creativity, which may support a corporate headquarters, research and development campus, manufacturing center, light industrial uses, or other centers of excellence.

The centralized intended investment area for the scenario is similar to the one assumed for Scenario D: US 64 on the north; Williams Street and US 1 on the west; NC 540 on the south, and the Peak Plan 2055 Planning Area boundary on the east. A hierarchy of different activity centers within or adjacent to the central area prioritizes small-, medium-, and large-scale development initiatives linked together by a passenger rail station in Downtown, premium bus transit, and a local transit system. Infill development and redevelopment strategies are high priorities for some areas to increase their development capacity and realize important themes identified for the scenario. Generally speaking, the scenario safeguards areas outside of the centralized area from mounting development pressures.

An emphasis on more urban and compact, development principles in the centralized intended investment area promotes a shift from automobile to transit, walking, or bicycling for daily trips, as well as new and different business recruitment opportunities. More public open space is incorporated in site developments because of taller buildings and smaller building footprints. An emphasis on bicycle and pedestrian infrastructure in the centralized intended investment area helps connect employees with nearby shopping, entertainment, recreation, and residential areas for shorter trips.

The scenario emphasizes development in three primary growth areas: (1) Veridea, (2) the Williams Street corridor, and (2) adjacent to Jessie Drive. Together, the three sites represent an opportunity to support real innovation centers, which highlight the advantages of business proximity, economies-of-scale, and opportunities to be centers of excellence. Nearby retail businesses and housing options needed for employees in the three primary growth areas are integrated into the sites following the design principles for a compact, walkable, and mixed-use activity center.

More urban development principles and intensities favored in existing infrastructure service areas are aimed at accommodating future growth in a much smaller, more efficient development footprint. Increasing capacity in existing services areas—as opposed to extending infrastructure to new service areas—maximizes the efficiency of existing systems, helping control the Town’s costs for providing future public facilities and services.



^ = Some developed areas may be protected by voluntary deeds, covenants, or restrictions specific to a neighborhood or community.

= Projects currently under construction or that had approved development plans before December 8, 2025, plus the remaining area of Veridea.



DRAFT GOALS (02.09.26)

The draft goals presented below reflect changes made in response to input from the community (Public Forum 1) and the Task Force (Task Force Meeting #2, December 17, 2025). The goals provide an aspirational framework. They have been supplemented with preliminary objectives created with input from the Task Force. These objectives are noted here to provide clarity. Later, they will inform ideas for recommendations where the goals will be paired with feasible implementation strategies based on best practices.

➤ Intentional development

- Proactively plan for future growth by directing development to locations that can be efficiently served by existing or planned infrastructure.
- Facilitate mixed-use development at the appropriate scale to support complete neighborhoods where people can live, work, shop, and access services with reduced reliance on automobiles. [Note: Examples include Veridea (as currently planned) and Sweetwater.]
- Encourage innovative development patterns that balance intensity, open space, and community character while reducing long-term infrastructure and service costs.
- Align land use decisions with fiscal sustainability by considering long-term public service, infrastructure, and maintenance costs as part of development planning.

➤ Varied and attainable housing choices

- Accommodate a range of housing types and densities in appropriate locations to respond to changing market conditions and household needs.
- Increase overall housing supply to support a broader range of price points.
- Encourage innovative housing models, including conservation subdivisions, that balance density and open space preservation.
- Support housing options that enable residents to age in place.

- Support housing options that allow essential workers to live closer to their jobs.
- Support strategies to preserve naturally occurring affordable housing.
- Discourage increased development densities in areas identified as Rural and Rural Transition.

➤ **Protected, linked, and high-functioning green space**

- Create a connected and accessible network of improved community green spaces—such as parks, trails, and recreational amenities—that support recreation, access to nature, and community well-being.
- Conserve and clearly define contiguous natural resource areas and their immediate surroundings, clearly distinguishing them from improved green spaces, to protect habitats and ecosystem services.
- Preserve viable agricultural lands where working landscapes contribute to the local economy, ecology, and community identity.
- Encourage development styles (or choices), such as conservation subdivisions, that permanently protect meaningful open space while accommodating growth.

➤ **Dynamic and creative local economy**

- Support the expansion of existing businesses and the attraction of new employment for commercial and industrial uses.
- Strengthen the long-term viability of small, locally-owned businesses by addressing challenges related to access (e.g., parking), space (e.g., availability, lease rates), property investment (e.g., renovations, upfits), and visibility.
- Support creative entrepreneurs who contribute to economic vitality, community character, and local identity.
- Bolster tourism as a component of the local economy.
- Promote innovation in economic development initiatives, positioning the Town to attract and retain certain types of businesses and employers to improve fiscal sustainability.

➤ **Authentic, historic, and celebrated downtown**

- Reinforce Downtown as the historic and civic heart of the community, serving as a focal point for daily activity and community events.
- Enhance Downtown’s role as a destination for residents and visitors by continuing to implement recommendations from the Downtown Master Plan and Parking Study.

- Protect and celebrate historic buildings, adjacent legacy neighborhoods, and cultural landmarks that contribute to Downtown’s identity.
- Support continued investment, infill, and adaptive reuse that strengthens Downtown, while maintaining its scale, character, and sense of place.

➤ **Enriching arts, history, and cultural scene**

- Foster an environment that celebrates the community’s diverse cultures through festivals, events, and shared experiences.
- Creatively interpret and share the community’s history through visual, performing, and experiential arts.
- Support innovative and nontraditional forms of cultural expression that reflect evolving community demographics and interests.
- Use arts and culture to activate public spaces and strengthen community identity.

➤ **Vibrant, abundant, and welcoming public and third spaces**

- Expand recreational opportunities through parks, community centers, and public spaces that serve residents of all ages and abilities.
- Support a broad range of public and private third spaces that foster social connection, belonging, and well-being.
- Design and program public spaces to reflect the cultural diversity of the community and welcome residents of different backgrounds and life stages.
- Encourage partnerships with private development to deliver high-quality public gathering spaces.
- Prioritize access to public and third spaces through integration of multimodal planning and consideration of geographic distribution.

➤ **Healthy community for all**

- Promote development design that supports active, healthy lifestyles throughout the community.
- Improve access to healthcare, community services, and amenities, with particular attention to aging populations, people with disabilities, and those facing social, mental health, or economic barriers.
- Address social isolation and access challenges through coordinated land use and transportation planning, equitable service delivery, events/programming, and outreach efforts.

➤ **NEW: Accessible and transparent public processes**

- Increase access to information and expand education about planning processes, tradeoffs, and the long-term implications of growth.
- Broaden opportunities for community members to meaningfully engage in decision-making and express perspectives in local public processes.
- Encourage volunteerism and civic participation as essential components of community stewardship.
- Improve public understanding of the purpose and role of the comprehensive plan in guiding future decisions.
- Increase public understanding of how infrastructure, services, and schools are funded and how development patterns affect long-term costs and fiscal sustainability.
- Clearly define and illustrate what “sustainable development” means in practice through examples and place-based development patterns to improve public understanding.



February 11, 2026

Facilities Update
Council Retreat



The background of the slide features a close-up, high-angle shot of a yellow hard hat and a yellow pencil resting on a blue-tinted architectural blueprint. The hard hat is positioned in the upper right quadrant, and the pencil lies horizontally across the top left. The blueprint shows detailed technical drawings of a building or site plan, with various lines, rectangles, and annotations. The overall color palette is dominated by blues and yellows, creating a professional and technical atmosphere.

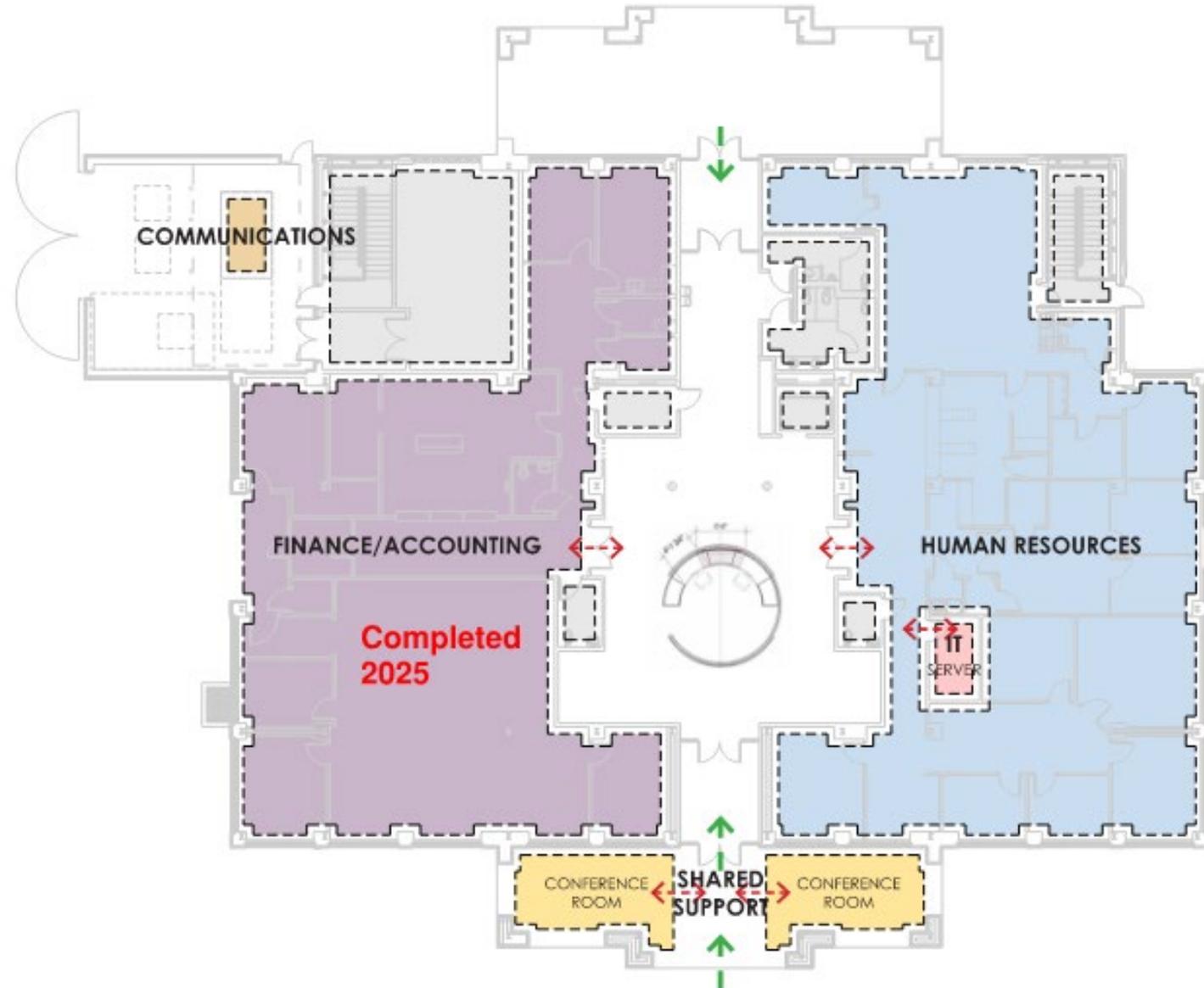
AGENDA

- Facilities Plan Update
 - Town Hall
 - Hunter Street Public Safety Campus
 - Police Department
 - Perry Road Site
 - Public Works Site
- Tunstall House Progress
 - Available Space

Background

- Facilities Master Plan Completed August 2023 – May 2025
 - Final Presentation to Council May 2025
 - Space Needs Assessment (29 departments/divisions within 9 town facilities)
 - Facility Condition Assessment (21 Facilities)
 - Master Planning
 - Town Hall (10- and 20-year plans)
 - Public Safety Campus (Fire Station 3 and Public Safety Administration Building)
 - Police Department
 - Perry Road Site (Proposed Water Resources Campus)
 - Public Works Campus

Town Hall Progress 1st Floor



Finance

- Renovation completed April 2025
- Finance Department moved in May 2025

Human Resources

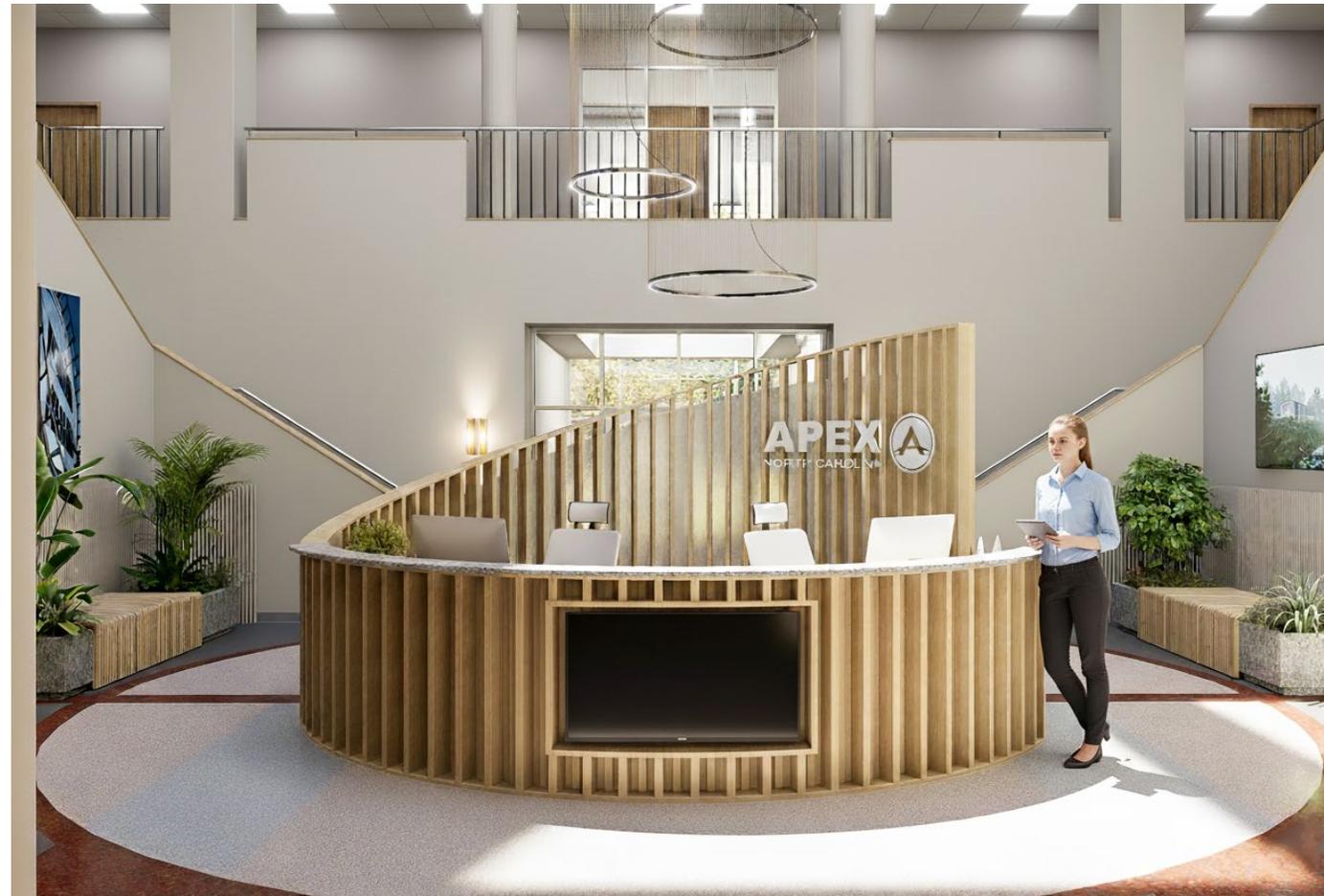
- Design- May 2025 to March 2026
- Bidding/Contracting- April to June 2026
- Renovation- July 2026 to February 2027
- Human Resources Department projected move in Spring 2027

Town Hall Progress 1st Floor Cont.



Lobby Desk

- To be completed with HR Renovation
- Added Security
 - Restricts access to the stairs
 - Line of sight with public entry
 - Centrally located to serve as information desk for Town Hall Visitors
 - Doors behind desk to be staff access only via card readers



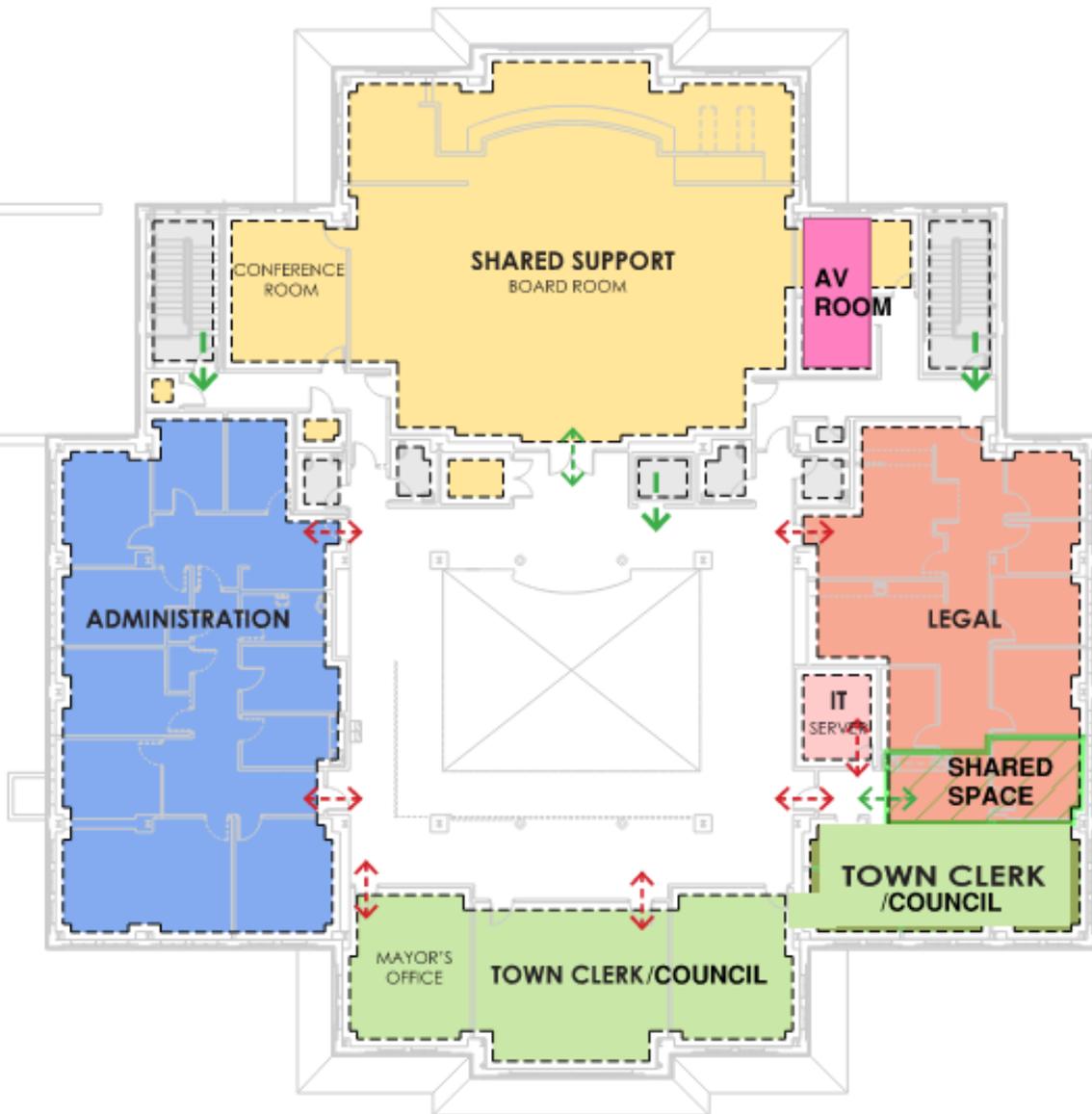
Town Hall Progress 1st Floor Cont.

Administration Department

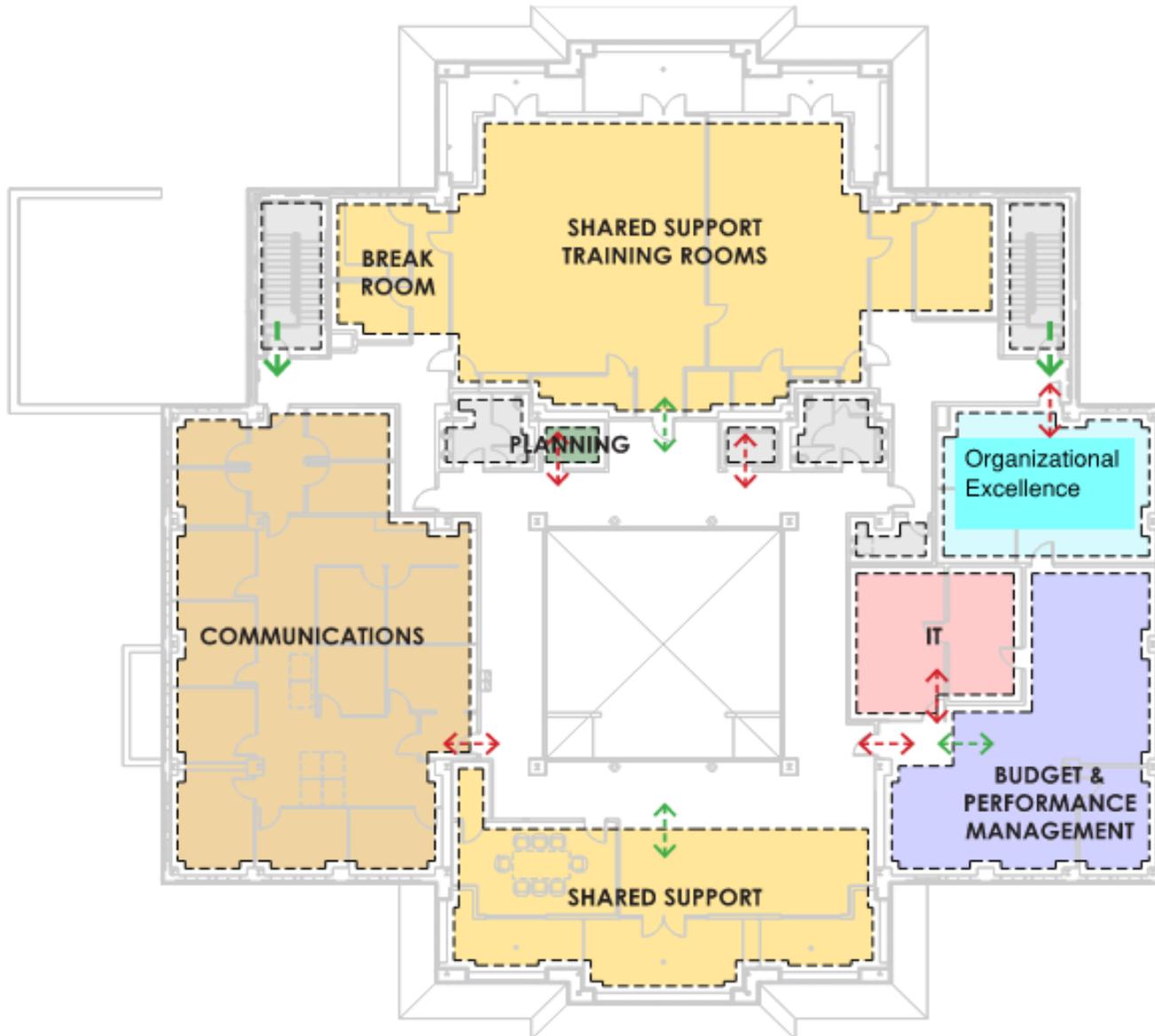
- Design- July 2026 to Dec. 2026
- Bidding/Contracting- Jan. to March 2027
- Renovation- April to Sept. 2027
- Move in Fall 2027

Legal Department / Town Clerk

- Design- May to Dec. 2027
- Bidding/Contracting- Jan. to March 2028
- Renovation- April to Dec. 2028
- Move in early 2029



Town Hall Progress



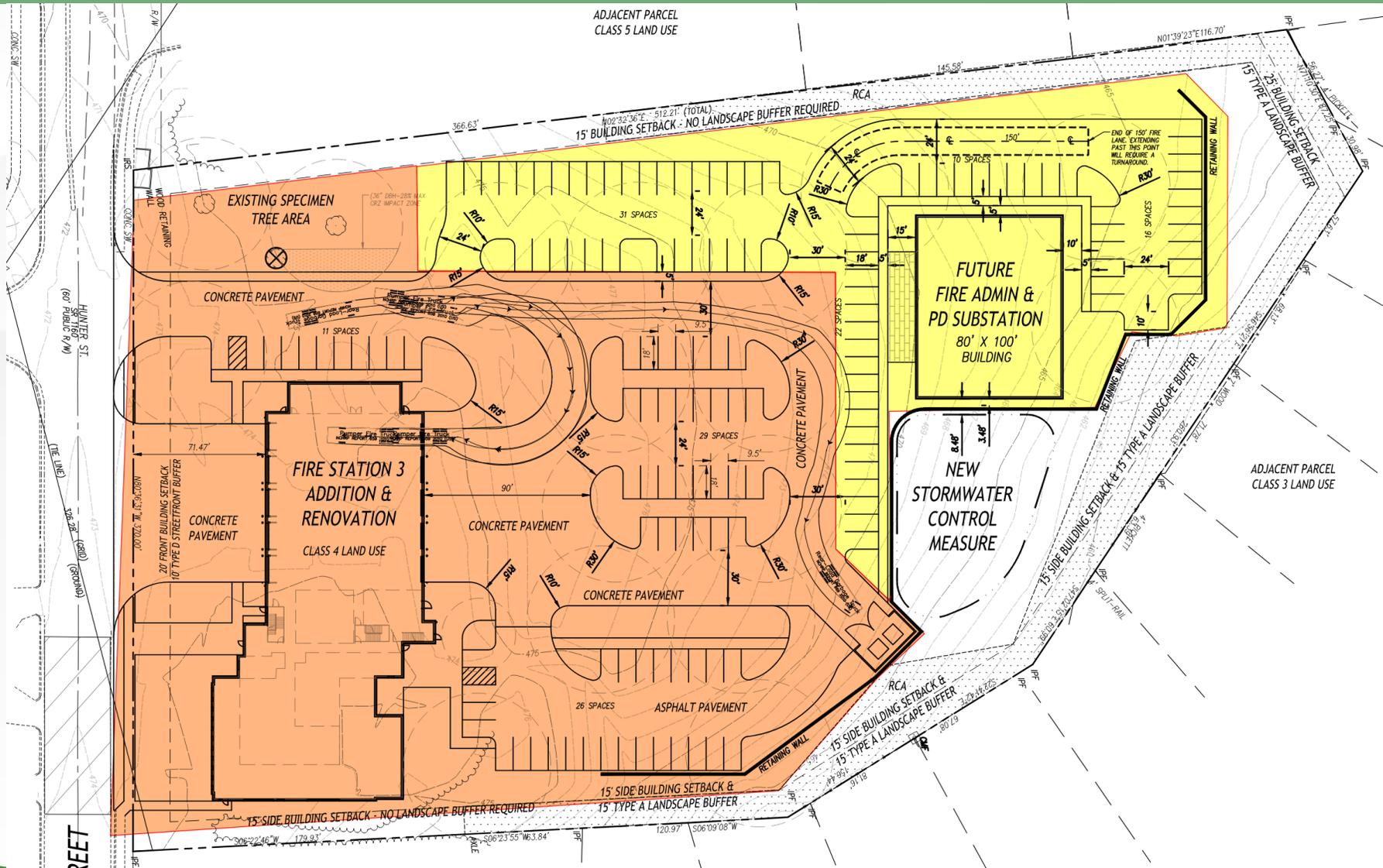
Budget & Performance / Organizational Excellence

- Design- July 2028 to March 2029
- Bidding/Contracting- April to June 2029
- Renovation- July 2029 to March 2030
- Move in Spring 2030

Communications

- To be determined

Hunter Street Public Safety Campus



Fire Station 3 Renovation and Additions (16,400 SF)



Timeline

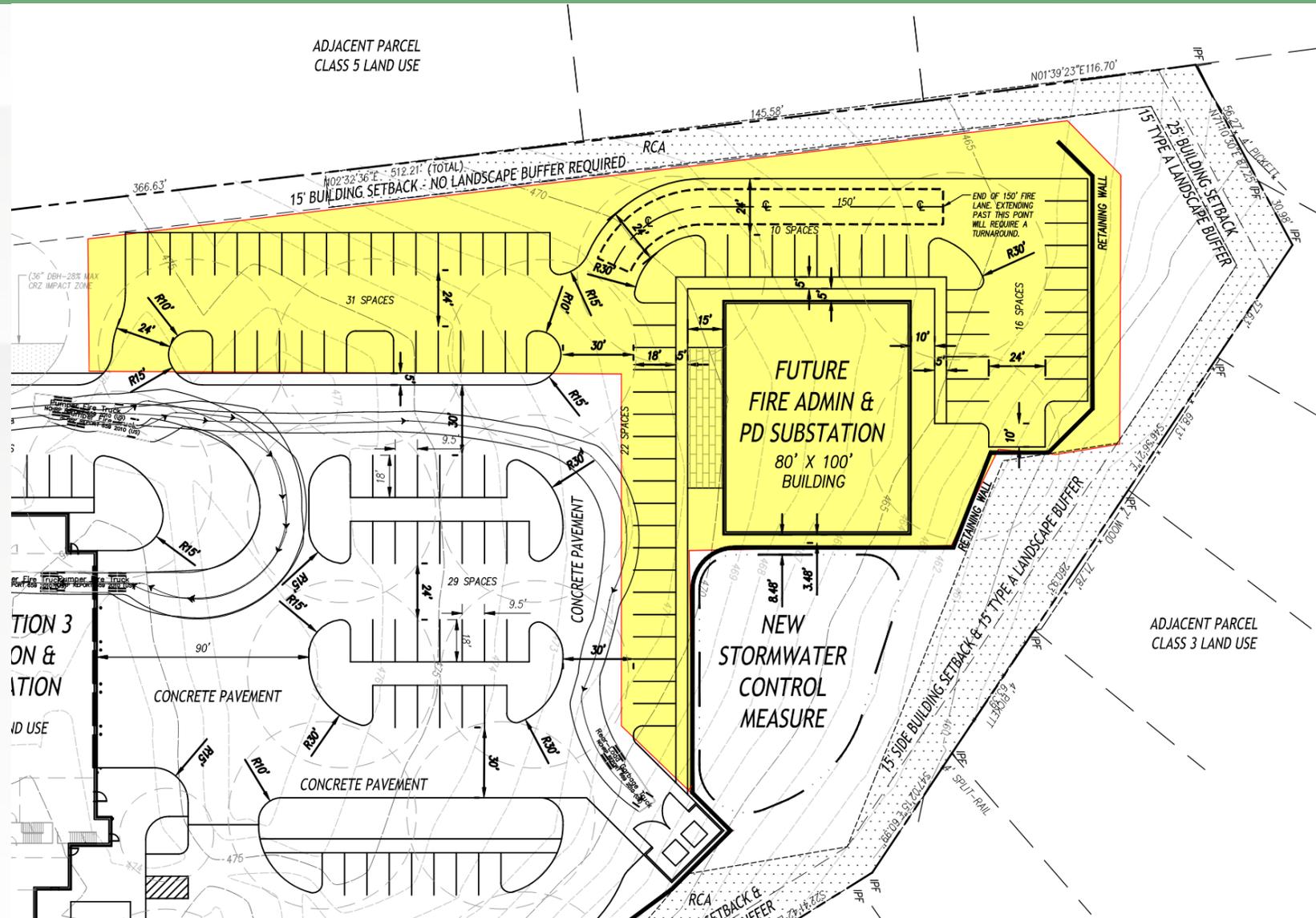
- Advanced Planning- July 2025
- Design- Oct. 2025 to Oct. 2026
- Bid*- Nov. 2026 to Jan. 2027
- Construction*- Feb. 2027 to June 2028
- Move in August 2028
- Estimated Cost = \$13,800,000

* Recommend delaying and combining with PSA Building in single construction contract

- Saves money
- Improves site coordination
- Delays FS move-in to March 2029

Public Safety Administration Building (24,000 SF)

- Advanced Planning- Oct. 2025 to Apr. 2026
- Design- May 2026 to May 2027
- Bid- June 2027 to Aug. 2027
- Construction- Sept. 2027 to January 2029
- Move in March 2029
- Cost \$16,000,000
- Programming includes:
 - Fire Administration
 - Information Technology
 - Emergency Operation Center (EOC) / Double as Training Room
 - Police Simulator Room



Police Department



LEGEND		
DEPARTMENTS	PROPOSED	SHOWN
PD RENOVATION & ADDITION		
RENOVATE EXISTING PD	34,645 GSF	34,645 GSF
NEW 3-STORY OFFICE SPACE ADDITION	20,649 GSF	7,285 GSF
NEW 1-STORY 6-BAY SALLY PORT ADDITION	3,726 GSF	3,780 GSF
EXTERIOR SUPPORT AREA	960 GSF	0 GSF
COVERED SUPPORT AREA	2,378 GSF	0 GSF
ENCLOSED SUPPORT AREA	14,817 GSF	0 GSF

- Advanced Planning- 2031
- Design- 2031 to 2032
- Bid- 2032
- Construction- 2032 to 2034
- Cost \$30,000,000
- EOC to move to Public Safety Administration Building March 2029

**This design includes a new driveway within a regulated riparian buffer and is contingent upon approval through the Town of Apex's "No Practical Alternatives" determination process. While classified as "Allowable with Mitigation" per UDO Table 6.1.11.G.1, the project has not yet received formal approval. If approved, mitigation measures per Sec. 6.1.15 will be required to minimize environmental impact and preserve water quality, aquatic habitat, and buffer integrity.*

Perry Road Site (Future Water Resources)

- Advanced Planning- 2033
- Design- 2034 to 2035
- Bid- 2035
- Construction- 2035 to 2037
- Cost \$52,200,000

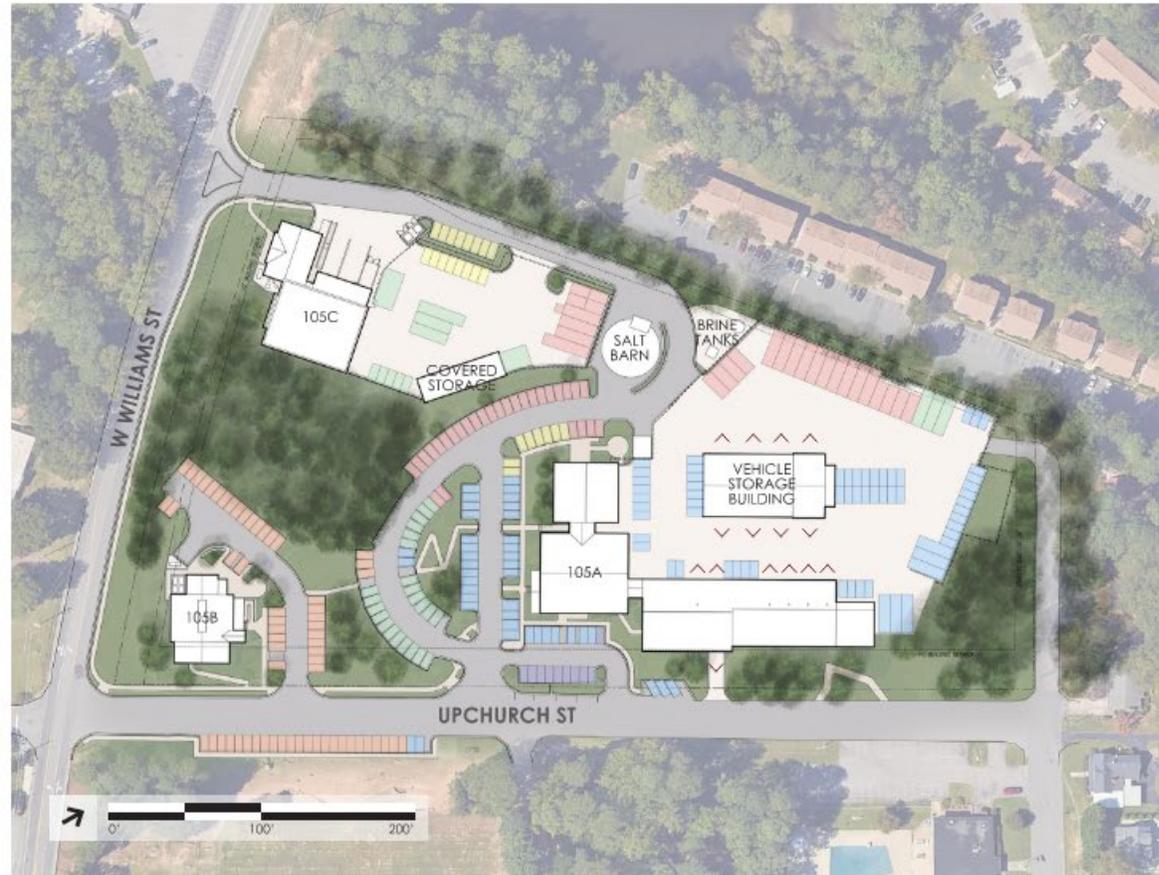


LEGEND		
DEPARTMENTS	PROPOSED	SHOWN
NEW 1-STORY BUILDING		
WR OPERATIONS	15,168 GSF	15,168 GSF
WR ADMINISTRATION & ENGINEERING	9,832 GSF	9,832 GSF
NEW 1-STORY PUBLIC WASTE CONVENIENCE CENTER	5,000 GSF	5,000 GSF
EXTERIOR PUBLIC WASTE YARD	87,120 GSF	118,00 GSF
EXTERIOR TRANSFER YARD	87,120 GSF	118,00 GSF
COVERED SUPPORT AREA	6,010 GSF	7,000 GSF
NEW 1-STORY WAREHOUSE ENCLOSED STORAGE		
WR OPERATIONS	12,798 GSF	13,000 GSF

Public Works Campus

PROPOSED PUBLIC WORKS CAMPUS | 105A, 105B, 105C

10-YEAR OPTION



LEGEND		
DEPARTMENTS	PROPOSED	SHOWN
PW OPERATIONS BUILDING 105 A	29,763 GSF	27,710 GSF
ADMINISTRATION	1,654 NUSF	1,350 NUSF
FACILITIES AND GROUNDS	1,929 NUSF	1,550 NUSF
STREETS	1,836 NUSF	1,500 NUSF
FLEET	7,366 NUSF	8,133 NUSF
SHARED SUPPORT	6,028 NUSF	4,900 NUSF
PW OPERATIONS BUILDING 105 B	9,914 GSF	10,529 GSF
SOLID WASTE	673 NUSF	673 NUSF
TRANSPORTATION AND INF. DEV.	3,640 NUSF	3,640 NUSF
AST. TOWN MANAGER OFFICE	248 NUSF	248 NUSF
CAPITAL PROJECTS DIR. OFFICE	146 NUSF	146 NUSF
SHARED SUPPORT	1,116 NUSF	1,058 NUSF
EXTERIOR SUPPORT	142,154 GSF	120,686 GSF
COVERED SUPPORT	10,362 GSF	2,220 GSF
ENCLOSED SUPPORT	29,989 GSF	18,461 GSF

- Advanced Planning- 2035
- Design- 2036 to 2037
- Bid- 2037
- Construction- 2037 to 2039
- Cost \$13,200,000

Tunstall House Progress

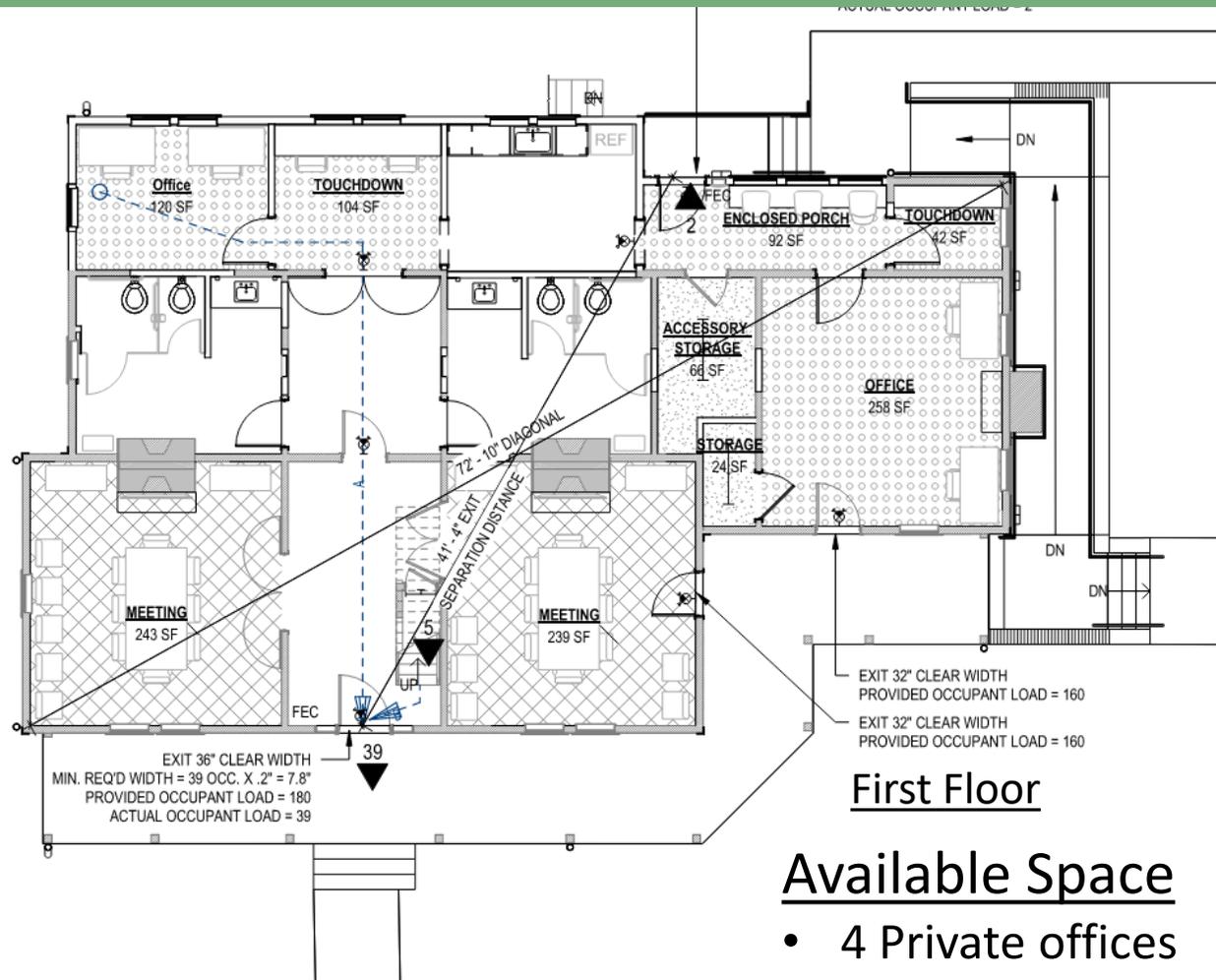


- Site Construction
 - Phase 1- 9/25 to 1/26
 - Phase 2- 7/26 to 12/26
- House Renovation
 - 10/25 to 8/26

Anticipated Project
Completion
December 2026

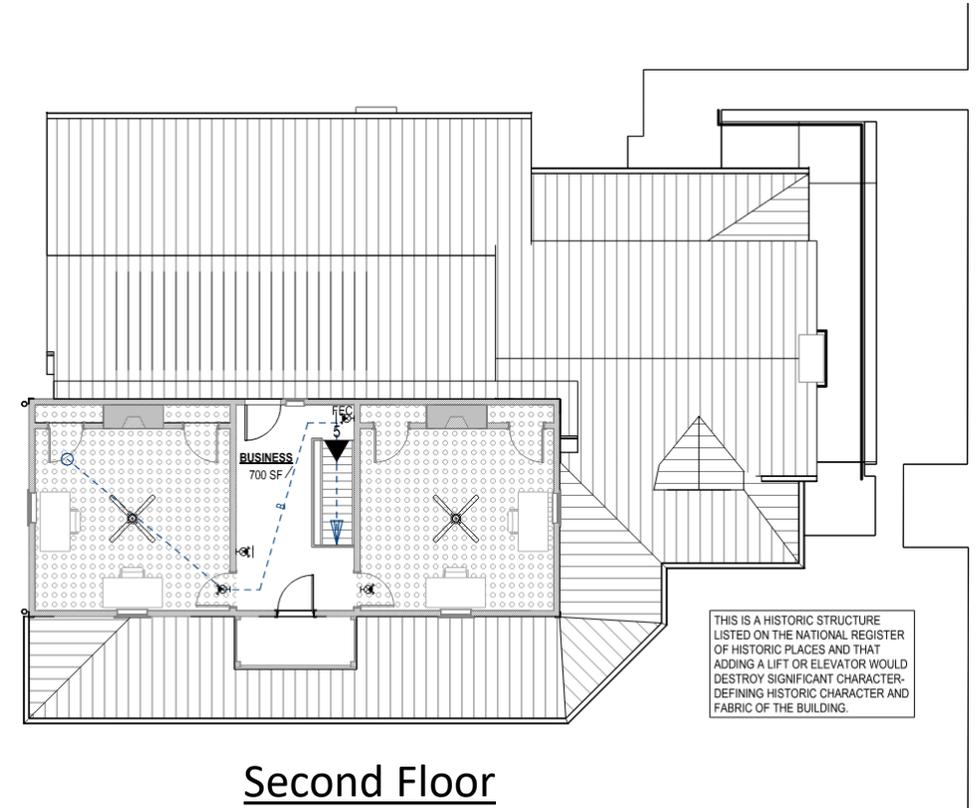


Tunstall House Space



Available Space

- 4 Private offices
- 2 touchdown spaces
- 2 conference rooms



Furniture

- To be selected based on use



Questions

2025 Town of Apex Workplace Checkup Results



Local Government
Workplaces Initiative



SCHOOL OF
GOVERNMENT

Overview

- ◆ Apex Efforts
- ◆ Response Rates
- ◆ Highlights, Hotspots and Mixed Results
- ◆ Compare individual survey items 2023 and 2025 surveys
- ◆ Compare question categories between 2023 and 2025
- ◆ Next steps



Apex Efforts Post-2023 Workplace Climate Survey

- ◆ Departmental Meetings
- ◆ Focus Groups
- ◆ Department Action Plans
- ◆ Coffee Chat with Randy and Linda
- ◆ Dedicated Survey Website
- ◆ Communications (i.e. flyers, videos, FAQs)
- ◆ Managing and Understanding Citizen Incivility Workshop



Final Response Rate 81%

Department	Response Rate
Community Development & Neighborhood Connections	100.00%
Electric Utilities	80.00%
Finance	100.00%
Fire	79.65%
General Government*	87.50%
Human Resources	100.00%
Information Technology	82.61%
Inspections	100.00%
Parks, Recreation & Cultural Resources	81.69%
Planning	100.00%
Police	70.37%
Public Works	69.23%
Transportation & Infrastructure Development	95.24%
Water Resources	76.81%
Grand Total	80.53%

2023 Response Rate: 70%

Survey Dates:

October 17-November 14, 2025

Incentives:

Chance to win one of 100 \$50 gift cards



Highlights, Hotspots and Mixed Results

Highlights	Hotspots	Mixed Results *
Attitudes towards Organization	Citizen Incivility: Emotional Labor	Autonomy 2/3
Inclusion	Emotional Exhaustion	Citizen Incivility 2/8
Morale	Silence	Communications 4/6
Respect in the Workplace	Workplace Incivility	Employee Engagement 3/4
Rules		Psychological Safety 2/3
Supervision: Empowering		Resources 3/5
Supervision: Evaluating		Satisfaction with Job Facets 4/6
Supervision: Steering		Social Support 2/3
Team Climate		Supervision: Encouraging 3/4
Teamwork		Top-Down Decision Making 1/4
Work Motivation		Voice 2/4
Work Life Balance		



Comparing 2023 and 2025 Individual Survey Items

- ◆ 78 survey items were on both surveys
 - ◆ 26 of these items were statistically different across surveys
 - ◆ Remainder mostly improvements, but not statistically significant
 - ◆ 25 of the 26 were improvements, 1 was declines
- ◆ Top Improvements
 - ◆ Supervisory communications
 - ◆ Top-down decision making
- ◆ Decline
 - ◆ Emotional exhaustion



2025 Departmental Comparisons

	CD&NC	Electric	Finance	Fire	Gen. Gov.	HR	IT	Inspections	PR&CR	Planning	Police	PW	T&IDev.	WR
Attitudes towards Organization			1/3									1/3		
Autonomy	1/3	2/3	2/3	2/3	2/3	1/3	2/3		2/3	1/3	2/3	1/3	2/3	2/3
Citizen Incivility	1/8	3/8	2/8	6/8	3/8	6/8	6/8	1/8	2/8	2/8		1/8	2/8	2/8
Communications	3/6		2/6	5/6	5/6		4/6	5/6	4/6	4/6		3/6		5/6
Emotional Exhaustion														
Emotional Labor			1/3		1/3		2/3						1/3	
Employee Engagement			2/4	3/4		2/4		2/4	1/4			3/4		3/4
Inclusion			2/3											
Morale			1/4						3/4	2/4		2/4		3/4
Psychological Safety	1/3	2/3	2/3	1/3				2/3	2/3	2/3		2/3		2/3
Resources		3/5		3/5	4/5	1/5			4/5		3/5	2/5		4/5
Respect in the Workplace	2/3													
Rules	5/6		2/6	5/6		2/6	5/6	4/6	5/6	3/6		2/6		
Satisfaction: Job Rewards	5/6		3/6	5/6				5/6	3/6	4/6	5/6	3/6		3/6
Silence					2/3	1/3							1/3	
Social Support	2/3	2/3	2/3	2/3		2/3			2/3		2/3	2/3		1/3
Supervision: Empowering								3/4	3/4					
Supervision: Encouraging	3/4					3/4		2/4	3/4			3/4		3/4
Supervision: Evaluating	2/3													
Supervision: Steering			1/3			2/3	2/3		1/3			1/3		2/3
Team Climate			2/3			1/3								
Teamwork	2/3					1/3	2/3			1/3		2/3		
Top-Down Decision Making		3/4	2/4		2/4	1/4	1/4	2/4	1/4		2/4	1/4	3/4	2/4
Voice			3/4	1/4		3/4	2/4	2/4	2/4	1/4	3/4	1/4		1/4
Work Motivation			5/6											
Work-Life Balance			2/3	2/3		2/3								
Workplace Incivility						2/4		1/4	2/4					2/4

	Highlight
	Mixed Result
	Hotspot

Conclusion

- ✦ Apex has made great progress
- ✦ Like all human organizations, there is always room for improvement
 - ✦ Incivility
 - ✦ Exhaustion
 - ✦ Silence
- ✦ Next steps are in motion



Next Steps



WHERE WE ARE





February 11, 2026

Town Council Retreat

Current Initiatives Review



Current Initiatives Update & Dashboard

Provided is an update on the Council initiatives that were prioritized at the Town Council Strategic Planning Session on October 10, 2025 *(that selected as needing more attention or clarification)*.

- FY 23-24:
 - Increase Elementary school SROs
 - Adopt a Tree Preservation Ordinance- to maintain & increase Apex tree canopy cover
 - Focus on improving bike-ability across Apex
- FY 24-25:
 - Create Parklet (Williams Property)
 - Pedestrian Bridge over Humie Olive by Friendship Campus
- FY 25-26:
 - Expand Cart Personnel Service
 - Rosenwald School Preservation
 - Alternative Road Designs
 - Protect/ Encourage Mobile Home Developments (support community organizations to support mobile home owners)
 - Salem St. Pedestrian zone options/ expand Salem Streetscape plans



February 11, 2025

Mid-Year Financial Review

Jon Griffin | Finance Director

Jessica Hoffman | Budget Director





Purpose:

- Provide a financial overview for the current fiscal year
 - A preliminary overview of unaudited ending results for FY 2025
 - An overview of operating results for first six months of FY 2026

Requested Action:

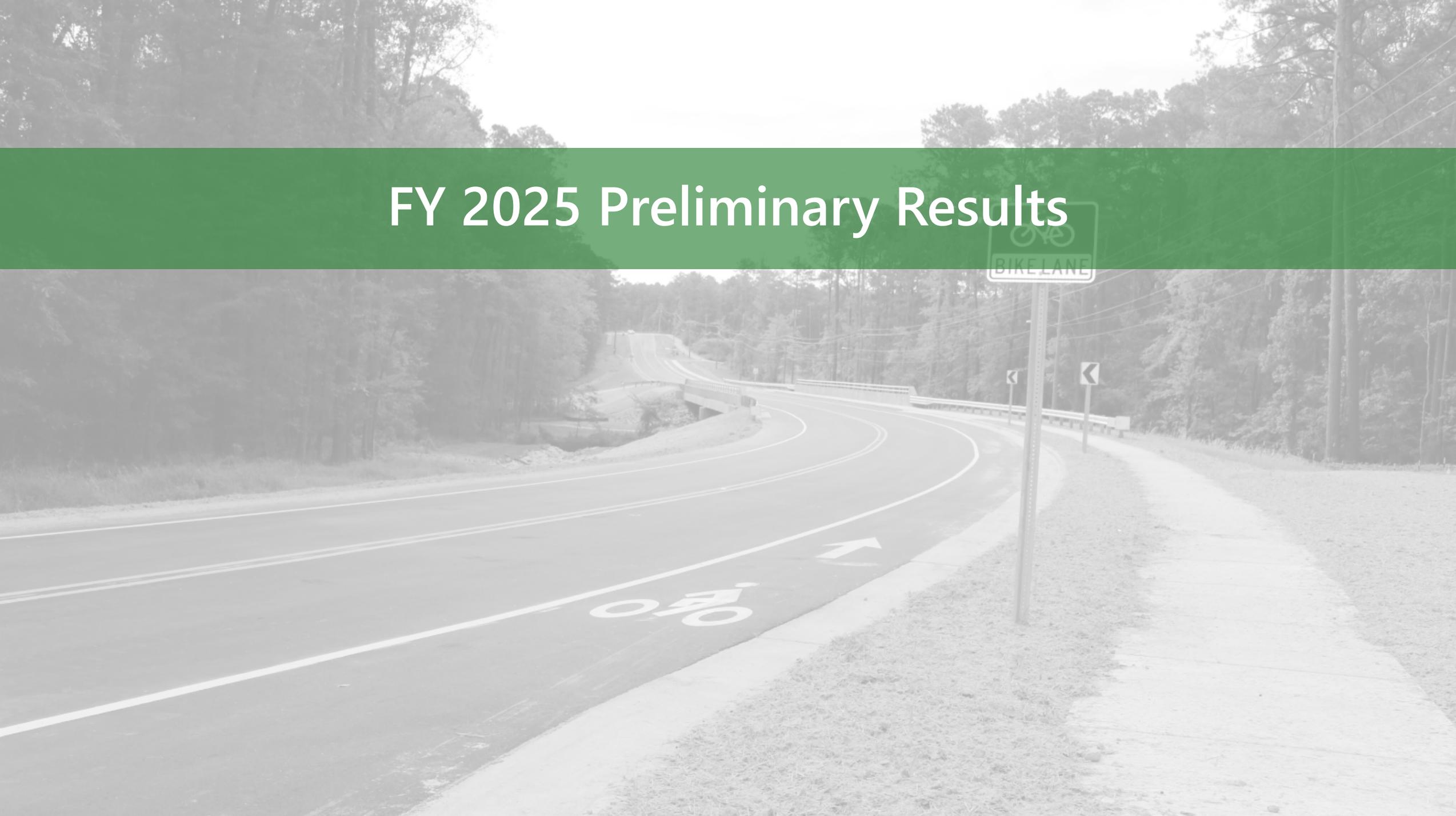
- Informational only
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AGENDA

- FY25 Snapshot
 - General Fund
 - Utility Enterprises
- FY26 Preliminary 6 Months
 - General Fund
 - Utility Enterprises
- Fund Balances
- Cash Availability and Investment Returns (Town Wide)
- Capital Reserves
- Capital Projects



FY 2025 Preliminary Results



General Fund FY '25 Snapshot

Revenues

	Budget	Actual	Var.	Pct
Ad Valorem Property Taxes	\$54,895,100.00	\$54,042,895.89	\$ 852,204.11	98%
Sales & Use Taxes	\$ 22,500,000.00	\$ 23,229,827.39	\$ (729,827.39)	103%
Other Taxes	\$10,564,790.00	\$11,602,806.89	\$ (1,038,016.89)	110%
Permits / Fines	\$3,032,200.00	\$4,043,686.62	\$ (1,011,486.62)	133%
Garbage/Waste Fees	\$7,623,700.00	\$6,533,165.73	\$ 1,090,534.27	86%
Interest / Finance Revenue	\$ 3,115,800.00	\$3,438,546.70	\$ (322,746.70)	110%
Parks/Cultural Fees	\$1,726,050.00	\$2,134,727.35	\$ (408,677.35)	124%
Miscellaneous	\$193,000.00	\$491,686.20	\$ (298,686.20)	255%
Other Financing Sources	\$9,787,245.00	\$1,890,000.00	\$ 7,897,245.00	19%
	\$113,437,885.00	\$107,407,342.77	\$6,030,542.23	95%

Expenditures

	Budget	Actual	Var.	Pct
Personnel	\$65,012,826.00	\$63,210,814.34	\$ 1,802,011.66	97%
Operating Costs	\$28,682,247.00	\$21,700,384.41	\$ 6,981,862.59	76%
Maintenance and Repair	\$2,993,337.00	\$2,609,942.76	\$ 383,394.24	87%
Pay-Go Capital	\$16,749,475.00	\$12,546,036.29	\$ 4,203,438.71	75%
	\$113,437,885.00	\$100,067,177.80	\$13,370,707.20	88%

General Fund Balance

FY '24 Fund Balance		\$51,769,700
FY '25 Net Revenue/(Expense)		\$7,340,165
FY '25 Ending Fund Balance		\$59,109,865
State Stabilization	\$	(15,661,502)
FY '26 Fund Balance Appropriated	\$	(3,985,000)
PY Encumbrance Carryforward	\$	(6,006,918)
Unassigned Fund Balance		\$33,456,445
25% Policy Target	\$	(28,473,650)
	Available to Use \$	4,982,795

Electric Operations Overview

	ELECTRIC			
	Budget	Actual	Var.	Pct
Operating Revenue	\$ 62,880,156	\$ 60,136,576	\$ 2,743,580	96%
Interest on Idle Funds	\$ 285,000	\$ 265,810	\$ 19,190	93%
	\$ 63,165,156	\$ 60,402,385.40	\$ 2,762,771	96%
Personnel	\$8,390,020	\$8,131,562.61	\$ 258,457.39	97%
Operating Costs	\$8,955,649	\$5,147,632.03	\$ 3,808,016.97	57%
Purchase for Resale	\$36,064,000	\$37,568,151.49	\$ (1,504,151.49)	104%
Pay-Go & Debt	\$9,755,487	\$8,511,186.70	\$ 1,244,300.30	87%
	\$63,165,156.00	\$59,358,532.83	\$ 3,806,623.17	94%
Balance	\$ 17,626,133	\$ 1,043,853	\$ 18,669,985	

Operating Balance	\$	18,669,985
FY '25 Expenditures	\$	59,358,533
		<u>31%</u>

Cash on Hand	\$	10,008,792
	365	\$162,626
		<u>61.54</u>

Water/Sewer Utility Overview

WATER OPERATIONS

	Budget	Actual	Var.	Pct
Operating Revenues	\$28,819,065	\$26,010,714	\$2,808,351	90%
Interest on Idle Funds	\$800,000	\$731,862	\$68,138	91%
	\$29,619,065	\$26,742,576	\$2,876,489	
Personnel	\$9,801,490	\$9,065,848	\$735,642	92%
Operating Costs	\$7,367,984	\$5,201,966	\$2,166,018	71%
Purchase for Resale	\$5,786,000	\$5,624,567	\$161,433	97%
Pay-Go & Debt	\$6,663,591	\$6,363,494	\$300,097	95%
	\$29,619,065	\$26,255,875	\$3,363,190	89%
	\$23,261,620	\$486,701	\$23,748,321	

Operating Balance	\$	23,748,321
FY '25 Expenditures	\$	26,255,875
		<u>90%</u>

Cash on Hand	\$	22,385,235
	365	\$71,934
		<u>311</u>

Stormwater Utility Overview

	STORMWATER OPERATIONS			Pct
	Budget	Actual	Var.	
Operating Revenues	\$3,005,000	\$2,814,443	\$190,557	94%
Interest on Idle Funds	\$50,000	\$164,138	(\$114,138)	328%
	\$3,055,000	\$2,978,581	\$76,419	
Personnel	\$1,393,084	\$1,327,831	\$65,253	95%
Operating Costs	\$1,879,966	\$630,009	\$1,249,958	34%
Pay-Go & Debt	\$128,246	\$64,172	\$64,074	50%
	\$3,401,296	\$2,022,011	\$1,379,285	59%
	\$2,815,984	\$956,570	\$3,772,554	

Operating Balance	\$	1,379,285
FY '25 Expenditures	\$	2,022,011
		68%

Cash on Hand	\$	6,066,377
	365	\$5,540
		1095

Fund Balance / Fund Equity - Snapshot

Fund	Net Rev/(Exp)	Operating Balance/Equity	Cash on Hand FY '25	FY '25 Expense Per Day
General Fund	\$7,340,164	\$59,109,865	\$54,866,152	\$274,156
Gov. Debt Service	\$295,426	\$8,513,090	\$8,457,459	\$30,117
Affordable Housing	\$1,574,359	\$6,985,820	\$5,312,138	\$1,479
Electric Fund	\$1,043,853	\$18,669,985	\$10,008,792	\$162,626
Water and Wastewater Fund	\$486,701	\$23,748,321	\$22,385,234	\$71,934
Stormwater Fund	\$956,570	\$3,772,553	\$6,066,376	\$5,540

FY 2026 – Preliminary 6 Month Results



AD VALOREM TAXES

	12/31/2023	12/31/2024	12/31/2025
Current Year Taxes	\$ 40,241,741	\$ 51,239,307	\$ 61,012,654
Vehicle Taxes	\$ 1,860,893	\$ 1,915,873	\$ 2,195,284
Prior Year Taxes	\$ 15,419	\$ 45,893	\$ 115,817
Vehicle Reg.	\$ 1,770	\$ 56,786	\$ 5,730
Interest	\$ 21,724	\$ 29,141	\$ 30,526
	\$ 42,141,546	\$ 53,287,000	\$ 63,360,012

Tax Rate

\$ 0.356

-

FY 26 Allocations

General Fund	0.274	76.98%	\$ 48,773,204
Affordable Housing	0.010	2.81%	\$ 1,779,776
Debt Service	0.072	20.21%	\$ 12,807,032
	0.3560	100.00%	\$ 63,360,012

SALES TAXES

	Budget	Actual Q1 Result	Year End Actual	Q1 vs Yr	Budget vs YE
FY '26	\$ 23,000,000.00	\$ 6,123,474.68			
FY '25	\$ 22,500,000.00	\$ 5,668,620.21	\$ 23,229,827.39	24.40%	103.24%
FY '24	\$ 20,698,500.00	\$ 5,382,834.18	\$ 22,225,885.36	24.22%	107.38%
FY '23	\$ 19,333,500.00	\$ 4,954,665.94	\$ 19,486,512.25	25.43%	100.79%

- Levied by Wake County, collected by the North Carolina Department of Revenue
- Distributed between County and municipalities based on proportion of population
(Apex = 3.29%)

General Fund Budget to Actual – 12/31/2025

Revenues						
Category	Budget	Actuals	Pct	Prior Year	Pct from PY	
Ad Valorem Property Taxes	\$ (56,711,800)	\$ (48,684,045)	86%	\$ (43,041,942)	13%	
Sales & Use Taxes	\$ (23,000,000)	\$ (6,123,475)	27%	\$ (5,668,620)	8%	
Other Taxes	\$ (10,156,200)	\$ (6,481,189)	64%	\$ (5,345,628)	21%	
Permits/Fines	\$ (3,350,000)	\$ (1,601,249)	48%	\$ (2,288,844)	-30%	
Garbage/Waste Fees	\$ (7,697,000)	\$ (2,255,145)	29%	\$ (2,775,795)	-19%	
Interest/Finance Revenue	\$ (3,150,000)	\$ (1,733,134)	55%	\$ (1,901,522)	-9%	
Parks/Cultural Fees	\$ (2,110,600)	\$ (1,333,922)	63%	\$ (1,337,166)	0%	
Miscellaneous	\$ (912,000)	\$ (537,935)	59%	\$ (601,809)	-11%	
Other Financing Sources	\$ (13,263,774)	\$ -	0%	\$ (1,971,517)	-100%	
Total	\$ (120,351,374.00)	\$ (68,750,093.12)	57%	\$ (64,932,844)	6%	
Expenditures						
Category	Budget	Actual	Percent	Prior Year	Pct from PY	
Personnel	\$ 71,707,900	\$ 32,616,075	45%	\$ 29,196,733	12%	
Operating	\$ 31,738,133	\$ 10,665,930	34%	\$ 11,715,116	-9%	
Maintenance & Repair	\$ 1,833,871	\$ 1,378,094	75%	\$ 573,782	140%	
Capital	\$ 10,296,770	\$ 5,671,009	55%	\$ 2,241,483	153%	
Other Financing Uses	\$ 4,774,700	\$ 4,674,200	98%	\$ 6,468,300	-28%	
Total	\$ 120,351,374.00	\$ 55,005,308	46%	\$ 50,195,414	10%	

FY26 General Fund Forecast

Revenues				
Category	Budget	Forecast	Variance	Percent
Ad Valorem Property Taxes	(56,711,800)	(55,672,146)	(1,039,654)	98%
Sales & Use Taxes	(23,000,000)	(24,606,228)	1,606,228	107%
Other Taxes	(10,156,200)	(12,721,264)	2,565,064	125%
Permits/Fines	(3,355,000)	(3,376,016)	21,016	101%
Garbage/Waste Fees	(7,697,000)	(7,574,526)	(122,474)	98%
Interest/Finance Revenue	(3,150,000)	(2,976,087)	(173,913)	94%
Parks/Cultural Fees	(2,110,600)	(2,887,132)	776,532	137%
Miscellaneous	(912,000)	(1,396,899)	484,899	153%
Other Financing Sources	(13,258,774)	(8,184,474)	(4,074,300)	69%
Total	(120,351,374)	(120,394,772)	43,398	100%
Expenditures				
Category	Budget	Forecast	Variance	Percent
Personnel	71,707,900	67,471,849	4,236,051	94%
Operating	31,738,133	30,756,987	981,146	97%
Maintenance & Repair	1,833,871	1,681,469	152,402	92%
Capital	10,296,770	10,289,901	6,869	100%
Other Financing Uses	4,774,700	4,674,200	100,500	98%
Total	120,351,374	114,874,407	5,476,967	95%

Water Sewer Fund Budget to Actual – 12/31/2025

Revenues					
Category	Budget	Actuals	Pct	Prior Year	Pct from PY
Operating Revenues	\$ (30,979,218)	\$ (10,352,680)	33%	\$ (14,803,537)	-30%
Interest on Idle Funds	\$ (650,000)	\$ (332,877)	51%	\$ (400,203)	-17%
Total	\$ (31,629,218.00)	\$ (10,685,557)	34%	\$ (15,203,739)	-30%
Expenditures					
Category	Budget	Actual	Percent	Prior Year	Pct from PY
Personnel	\$ 10,531,700	\$ 4,426,531	42%	\$ 4,268,657	4%
Operating	\$ 11,348,805	\$ 2,019,561	18%	\$ 3,595,810	-44%
Maintenance & Repair	\$ 2,376,311	\$ 669,833	28%	\$ 480,673	39%
Capital	\$ 1,446,002	\$ 778,515	54%	\$ 380,370	105%
Other Financing Uses	\$ 5,926,400	\$ 5,826,400	98%	\$ 5,444,800	7%
Total	\$ 31,629,218.00	\$ 13,720,840	43%	\$ 14,170,311	-3%

FY26 Water Sewer Fund Forecast

Revenues				
Category	Budget	Forecast	Variance	Percent
Operating Revenues	(30,979,218)	(33,147,794)	2,168,576	107%
Interest on Idle Funds	(650,000.00)	(570,647.02)	(79,353)	88%
Total	(31,629,218)	(33,718,441)	2,089,223	107%
Expenditures				
Category	Budget	Forecast	Variance	Percent
Personnel	10,531,700.00	9,279,163	1,252,537	88%
Operating	11,348,805.00	11,425,141.59	(76,337)	101%
Maintenance & Repair	2,376,311.00	1,569,590.57	806,720	66%
Capital	1,446,002.00	1,456,615.81	(10,614)	101%
Other Financing Uses	5,926,400.00	5,826,400.00	100,000	98%
Total	31,629,218	29,556,911	2,072,307	93%

Electric Fund Budget to Actual – 12/31/2025

Revenues					
Category	Budget	Actuals	Pct	Prior Year	Pct from PY
Operating Revenues	\$ (63,951,981)	\$ (19,415,023)	30%	\$ (34,042,573)	-43%
Interest on Idle Funds	\$ (250,000)	\$ (221,872)	89%	\$ (123,169)	80%
Total	\$ (64,201,981.00)	\$ (19,636,894.68)	31%	\$ (34,165,742)	-43%
Expenditures					
Category	Budget	Actual	Percent	Prior Year	Pct from PY
Personnel	\$ 8,459,600	\$ 3,878,857	46%	\$ 3,978,527	-3%
Operating	\$ 47,327,214	\$ 18,251,579	39%	\$ 18,940,383	-4%
Maintenance & Repair	\$ 774,657	\$ 291,101	38%	\$ 275,133	6%
Capital	\$ 4,880,810	\$ 2,330,476	48%	\$ 3,305,939	-30%
Other Financing Uses	\$ 2,759,700	\$ 2,759,700	100%	\$ 2,032,700	36%
Total	\$ 64,201,981.00	\$ 27,511,713	43%	\$ 28,532,682	-4%

FY26 Electric Fund Forecast

Revenues				
Category	Budget	Forecast	Variance	Percent
Operating Revenues	(63,951,981)	(57,108,065)	(6,843,916)	89%
Interest on Idle Funds	(250,000)	(391,109)	141,109	156%
Total	(64,201,981)	(57,499,173)	(6,702,808)	90%
Expenditures				
Category	Budget	Forecast	Variance	Percent
Personnel	8,459,600	8,201,680	257,920	97%
Operating	47,327,214	40,885,047	6,442,167	86%
Maintenance & Repair	774,657	535,000	239,657	69%
Capital	4,880,810	4,881,181	(371)	100%
Other Financing Uses	2,759,700	2,659,700	100,000	96%
Total	64,201,981	57,162,608	7,039,373	89%

Electric Fund Outlook

Areas of Increase	FY26	FY27	Increase
System Expansion	4,325,000	7,085,000	2,760,000
System Maintenance	588,000	705,600	117,600
Personnel (FT) Average Annual Increase	8,315,600	9,275,000	959,400
Personnel Additions Requested to support expansion	-	1,070,000	1,070,000
NCEMPA Rate Increase (4.5%)	40,539,900	42,364,195	1,824,295
NCEMPA Rider 1-24	-	801,700	801,700
Total	\$53,768,500	\$61,301,495	\$7,532,995

Stormwater Fund Budget and Actuals through 12/31/2025

Revenues						
Category	Budget	Actuals	Pct	Prior Year	Pct from PY	
Operating Revenues	\$ (3,370,894)	\$ (902,075)	27%	\$ (1,393,639)	-35%	
Interest on Idle Funds	\$ (90,000)	\$ (83,862)	93%	\$ (86,572)	-3%	
Total	\$ (3,460,894.00)	\$ (985,937.18)	28%	\$ (1,480,211)	-33%	
Expenditures						
Category	Budget	Actual	Percent	Prior Year	Pct from PY	
Personnel	\$ 1,496,800	\$ 739,917	49%	\$ 592,193	25%	
Operating	\$ 1,294,024	\$ 478,178	37%	\$ 313,033	53%	
Maintenance & Repair	\$ 640,656	\$ 108,536	17%	\$ 4,613	2254%	
Capital	\$ 29,414	\$ 13,414	46%	\$ 270	4868%	
Total	\$ 3,460,894.00	\$ 1,340,095.12	39%	\$ 910,112	47%	

FY26 Stormwater Fund Forecast

Revenues				
Category	Budget	Forecast	Variance	Percent
Operating Revenues	(3,370,894)	(3,380,350)	9,456	100%
Interest on Idle Funds	(90,000)	(143,763)	53,763	160%
Total	(3,460,894)	(3,524,114)	63,220	102%
Expenditures				
Category	Budget	Forecast	Variance	Percent
Personnel	1,496,800	1,548,373	(51,573)	103%
Operating	1,294,024	1,141,361	152,663	88%
Maintenance & Repair	640,656	447,214	193,442	70%
Capital	29,414	29,414	-	100%
Other Financing Uses	-	-	-	-
Total	3,460,894	3,166,362	294,532	91%

Fund Balances as of 12-31-2025

Fund	Net Change	Fund Balance/Equity Balance	Cash Balances	Days Cash On Hand (Cash Divided by Daily Exp)
General Fund	13,744,785	\$72,854,650	\$73,675,259	
Water and Wastewater Fund	-3,034,284	\$15,635,701	\$20,613,656	286
Electric Fund	-7,874,819	\$15,873,502	\$9,925,714	61
Stormwater Fund	-354,158	\$3,418,395	\$5,825,482	1,051

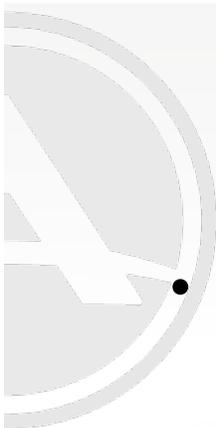
Cash and Investment Update

- Current basic rate of return is 3.6 - 3.8%
- FOMC Estimates rate cuts will continue to settle at 3% in 2027.
- Can expect lower interest earnings Town-wide in FY 2027

Availability	Cash Accounts	Investment
> 30 Days	\$ 80,972,694	\$ 149,882,285
FY 2026	\$ 16,856,981	\$ 6,905,478
FY 2027		\$ 6,856,187
FY 2028		\$ 2,232,503
FY 2029		\$ 499,645
	<hr/> \$ 97,829,675	<hr/> \$ 166,376,098

Active Capital Projects

Capital Fund	Budget	Expenditures	Encumbrances	Remaining Balance	Completion
ARPA Project Fund	22,739,500	18,963,316	3,059,583	716,601	97%
General Capital Project Fund	51,061,146	29,051,189	5,470,602	16,539,355	68%
Transportation Project Fund	112,217,717	43,377,256	17,543,385	51,297,076	54%
Recreation Project Fund	88,294,849	58,253,075	3,176,843	21,864,931	70%
Electric Project Fund	28,091,820	8,891,949	3,844,418	15,355,453	55%
Water Project Fund	83,438,000	28,374,605	4,279,125	50,784,270	39%
Total Project Funds	\$385,843,032	\$186,911,390	\$37,377,372	\$161,557,686	58%



Debt Update

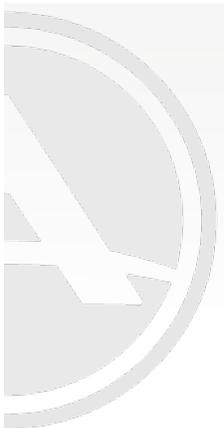
- Total Debt Budgeted Expenditures: \$15.3 million
 - General Government - \$10.8 million
 - Enterprise Funds - \$4.5 million
- Planned Issuances:
 - Limited Obligation Bonds (LOBs) - \$25 to \$30M – Summer 2026
 - Currently refining projects
 - Rolling Stock Loan (\$2.8M)
 - Transportation Streets and Sidewalks General Obligation Bonds (24.5m) authorized but not issued

Outstanding Debt

Total Outstanding Debt	\$133,126,293
Town Population	84,788
Debt Per Capita	\$ 1,570.11

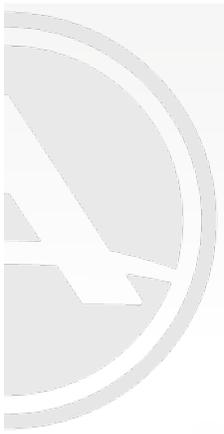
	Governmental Activities Debt		
	<u>Principal</u>	<u>Interest</u>	<u>Annual Debt Service</u>
2026	7,565,084	3,153,170	10,718,254
2027	7,560,084	2,862,556	10,422,640
2028	7,383,132	2,571,878	9,955,010
2029	6,750,043	2,299,802	9,049,846
2030	6,418,793	2,056,789	8,475,582
2031-2035	28,637,586	7,126,889	35,764,475
2036-2040	21,675,000	2,853,256	24,528,256
2041-2045	4,410,000	402,413	4,812,413
	<u>90,399,723</u>	<u>23,326,753</u>	<u>113,726,476</u>

	Business-Type Activities		
	<u>Principal</u>	<u>Interest</u>	<u>Annual Debt Service</u>
2026	3,704,676	780,990	4,485,666
2027	3,785,676	720,081	4,505,757
2028	3,832,479	657,283	4,489,761
2029	3,181,345	591,797	3,773,142
2030	3,261,345	537,007	3,798,352
2031-2035	16,951,050	1,763,101	18,714,151
2036-2040	8,010,000	329,389	8,339,389
	<u>42,726,570</u>	<u>5,379,649</u>	<u>48,106,219</u>



Capital Reserves as of December 31, 2025

Fund	Amount
Cemetery Fund	54,677
Recreation Capital Reserve Fund	7,399,846
System Development Fee Fund	25,335,580
Transportation Capital Reserve Fund	2,890,332





February 11, 2026

Capital Projects Prioritization Results & Discussion

Jessica Hoffman | Budget & Performance
Management Director



General Fund CIP Project Summary

Element	Submittals	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	Future
 Transportation	32	26,115,000	15,795,000	33,720,000	15,890,000	17,015,000	48,995,000
 Parks, Recreation & Cultural Resources	20	9,531,700	22,392,500	34,205,000	14,378,000	104,220,000	152,075,000
 Public Facilities	16	27,239,000	14,486,600	3,321,600	6,248,200	1,610,000	74,975,600
 Public Safety	12	3,654,000	4,100,000	1,600,000	1,400,000	2,837,500	1,546,720
 Public Works	18	3,666,000	2,984,000	225,000	460,000	-	225,000
Total All General Fund	98	70,205,700	59,758,100	73,071,600	38,376,200	125,682,500	277,817,320

Utility Fund CIP Project Summary

Element	Submittals	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	Future
 Water Sewer Utility	34	8,069,000	28,055,000	11,295,000	13,925,000	133,685,000	40,585,825
 Stormwater Utility	10	1,668,000	3,180,000	667,000	750,000	265,000	425,000
 Electric Utility	11	12,170,000	12,280,000	10,665,000	7,565,000	6,365,000	5,065,000

How are Project Selected to Rank?

- Each year the CIP is re-prioritized to align with initiatives and financial conditions as such it is possible that projects will be ranked during multiple years
- Projects excluded from ranking:

Ongoing

Fall outside the 5-year
funding purview

Required for operations
(i.e. facility maintenance,
equipment replacement)

- Projects within the CIP, outside of the above categories are selected for ranking

Scoring Criteria – Town Council

Intro

Prioritization

Considerations

Strategic Goals

* Please drag and drop **ALL** projects into the empty slot at the top of the page. Move projects into your preferred order with your **highest priority at the top** of the list and **lowest at the bottom**.

Click "Confirm Priorities" to finalize your ranking, and then click "Continue".

NEXT PRIORITY

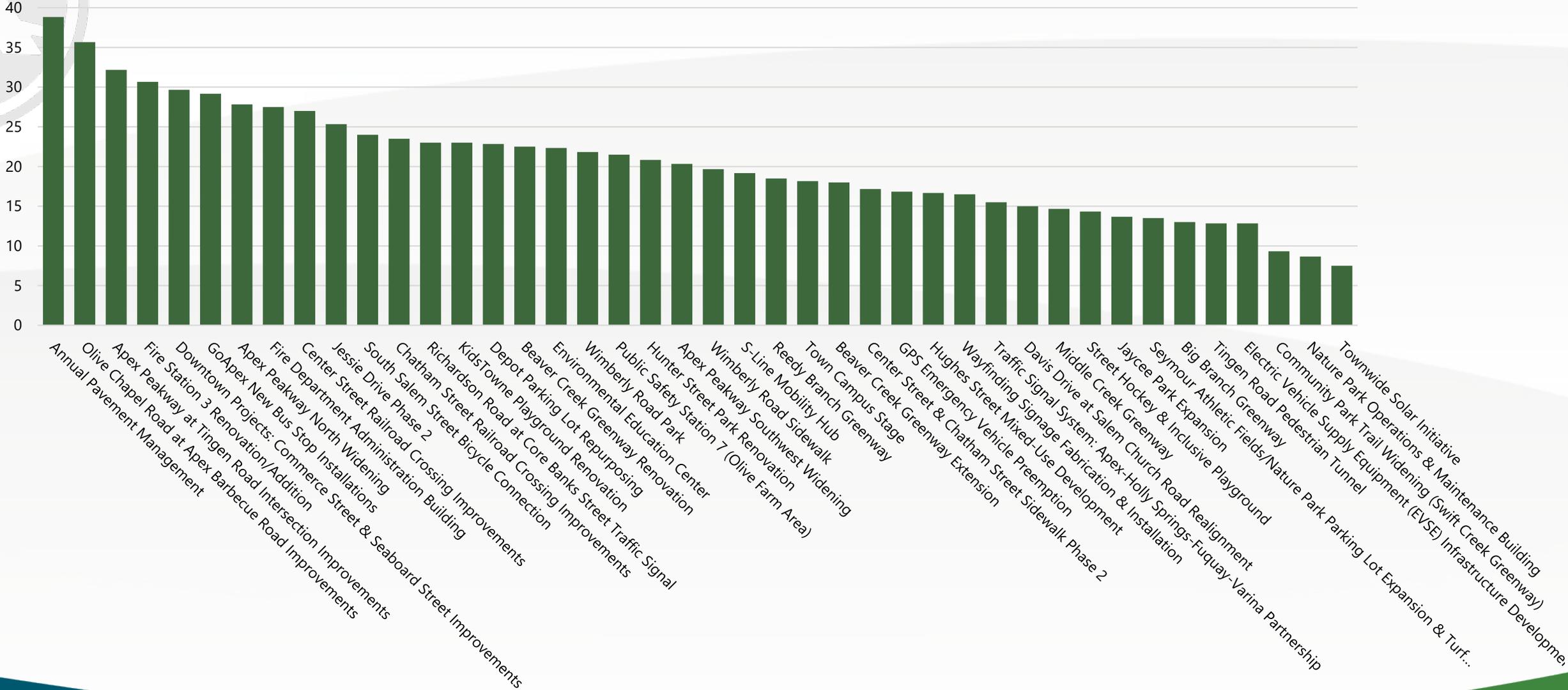
☰ Annual Pavement Management (pg. 2)

☰ Apex Peakway at Tingen Road Intersection Improvements (pg. 2)

☰ Apex Peakway North Widening (pg. 2)

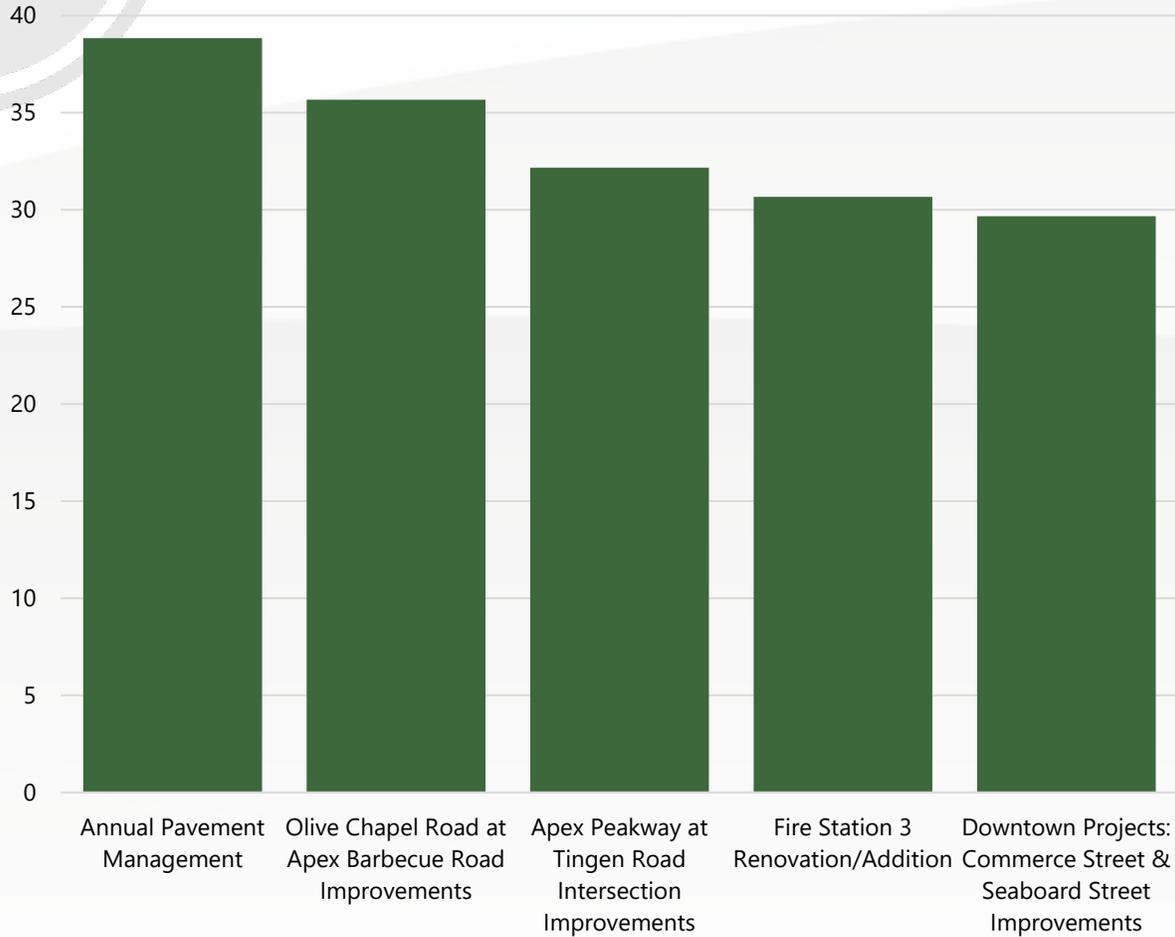
☰ Apex Peakway Southwest Widening (pg. 2)

Council Prioritization Results

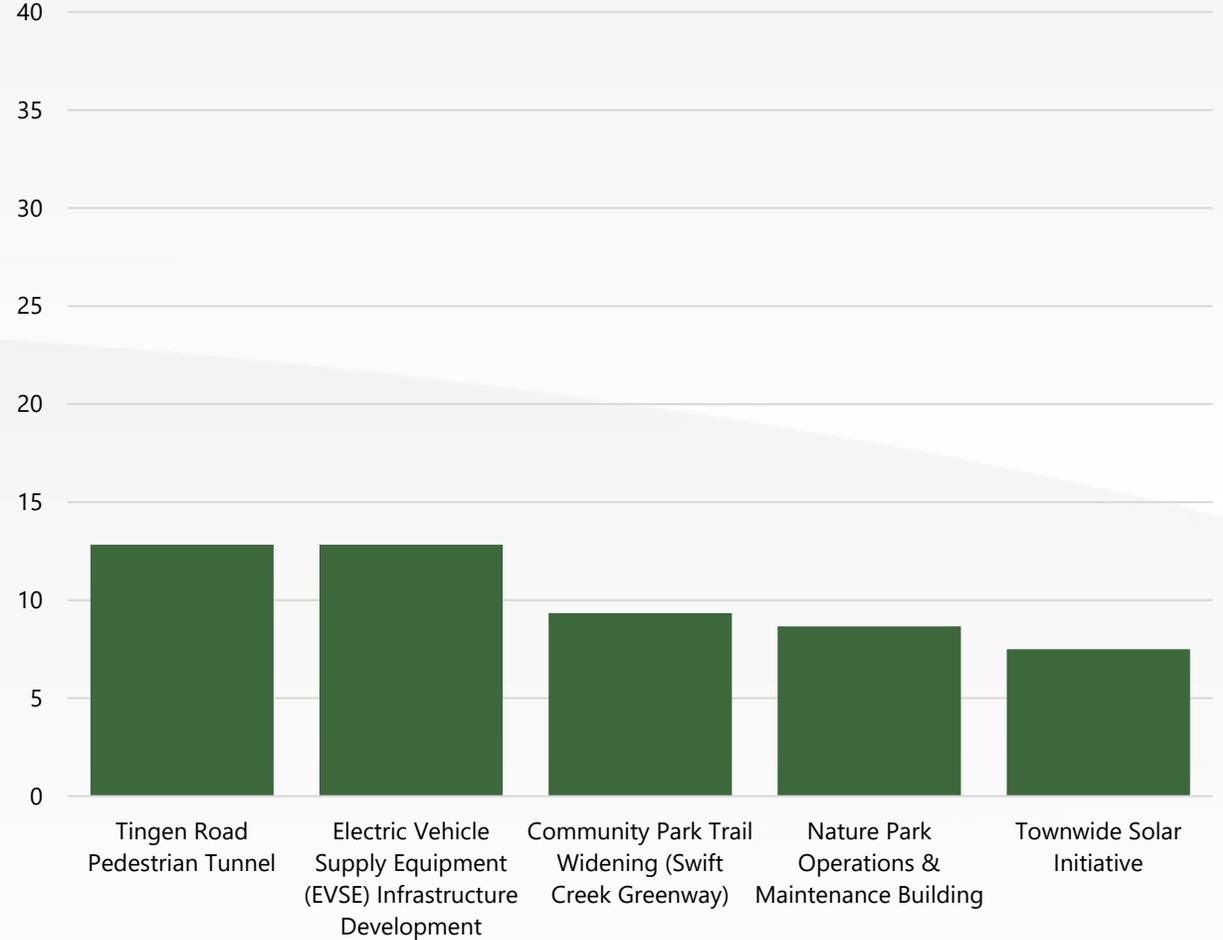


Council Prioritization Results

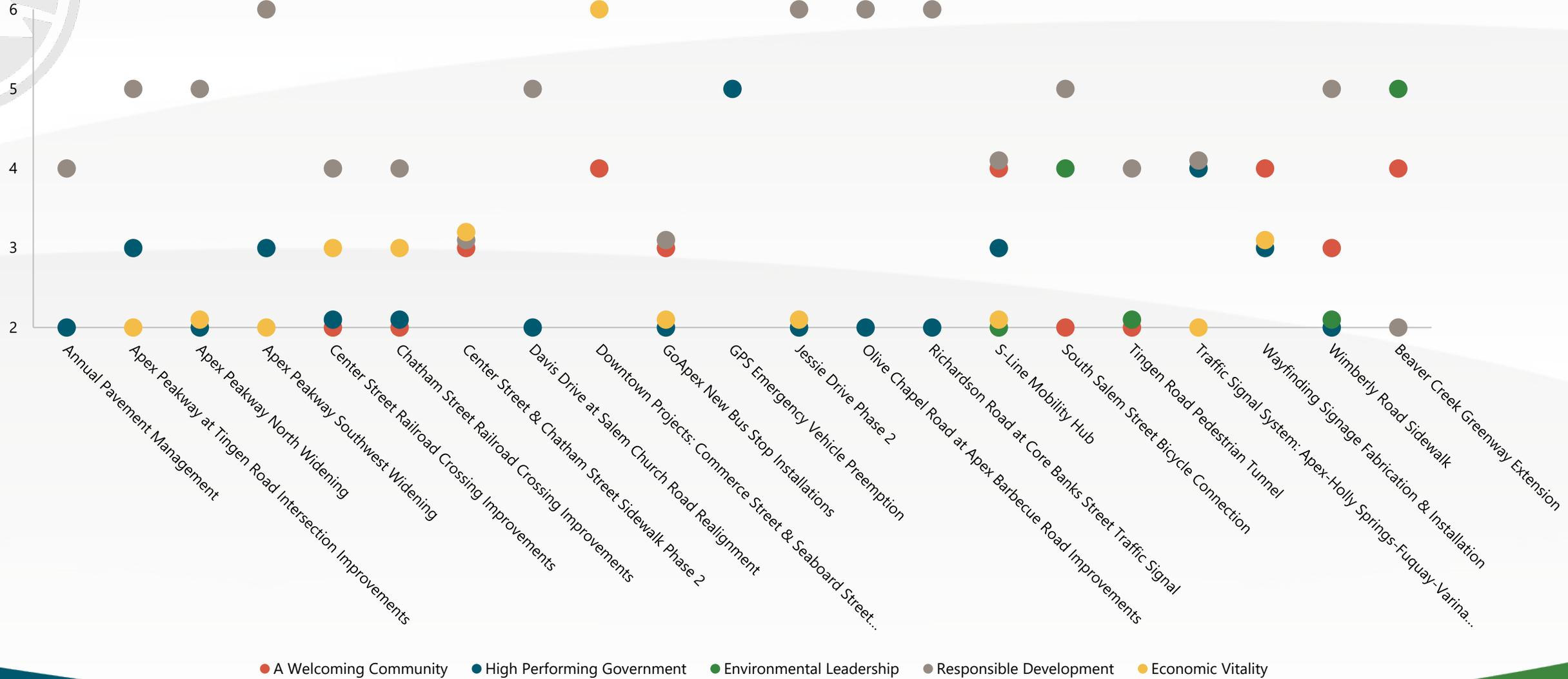
Council Top 5 Ranked Projects



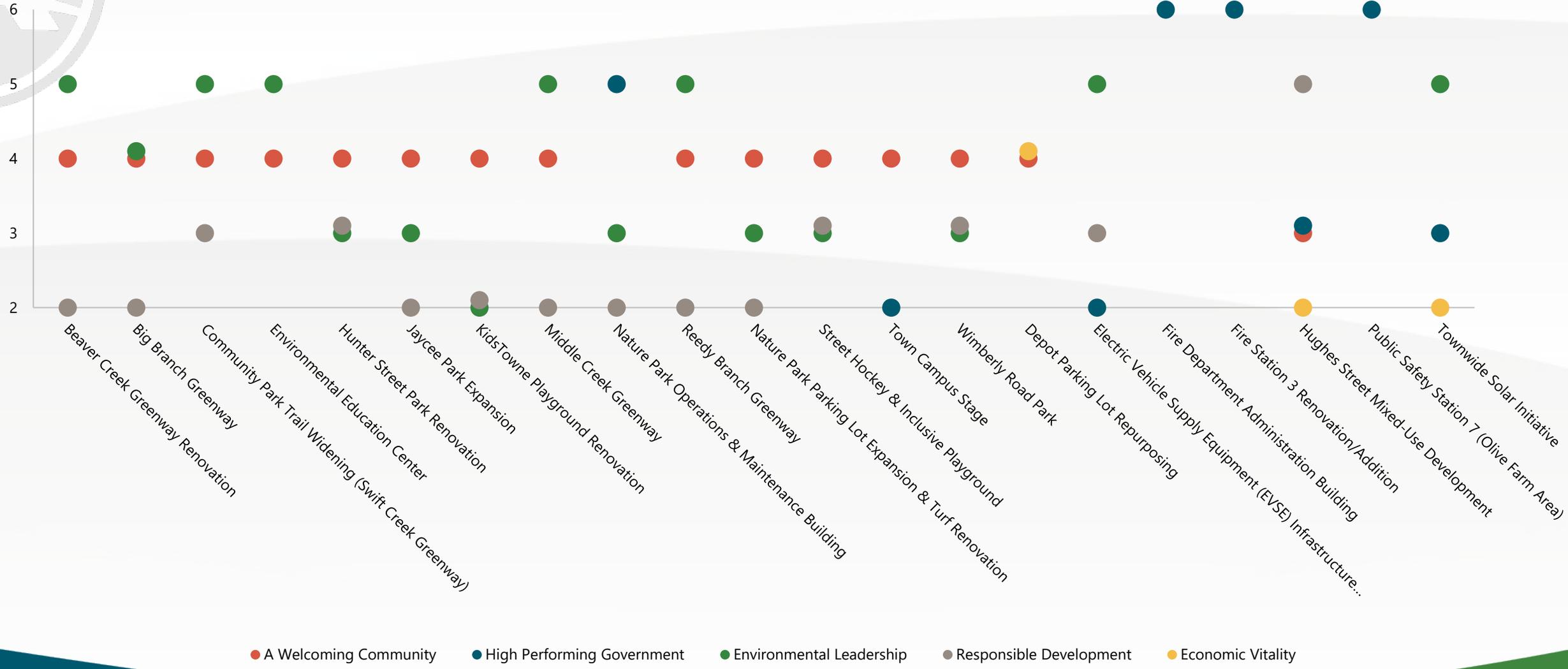
Council Bottom 5 Ranked Projects

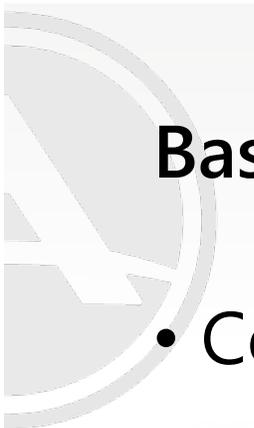


Strategic Plan Alignment



Strategic Plan Alignment Continued

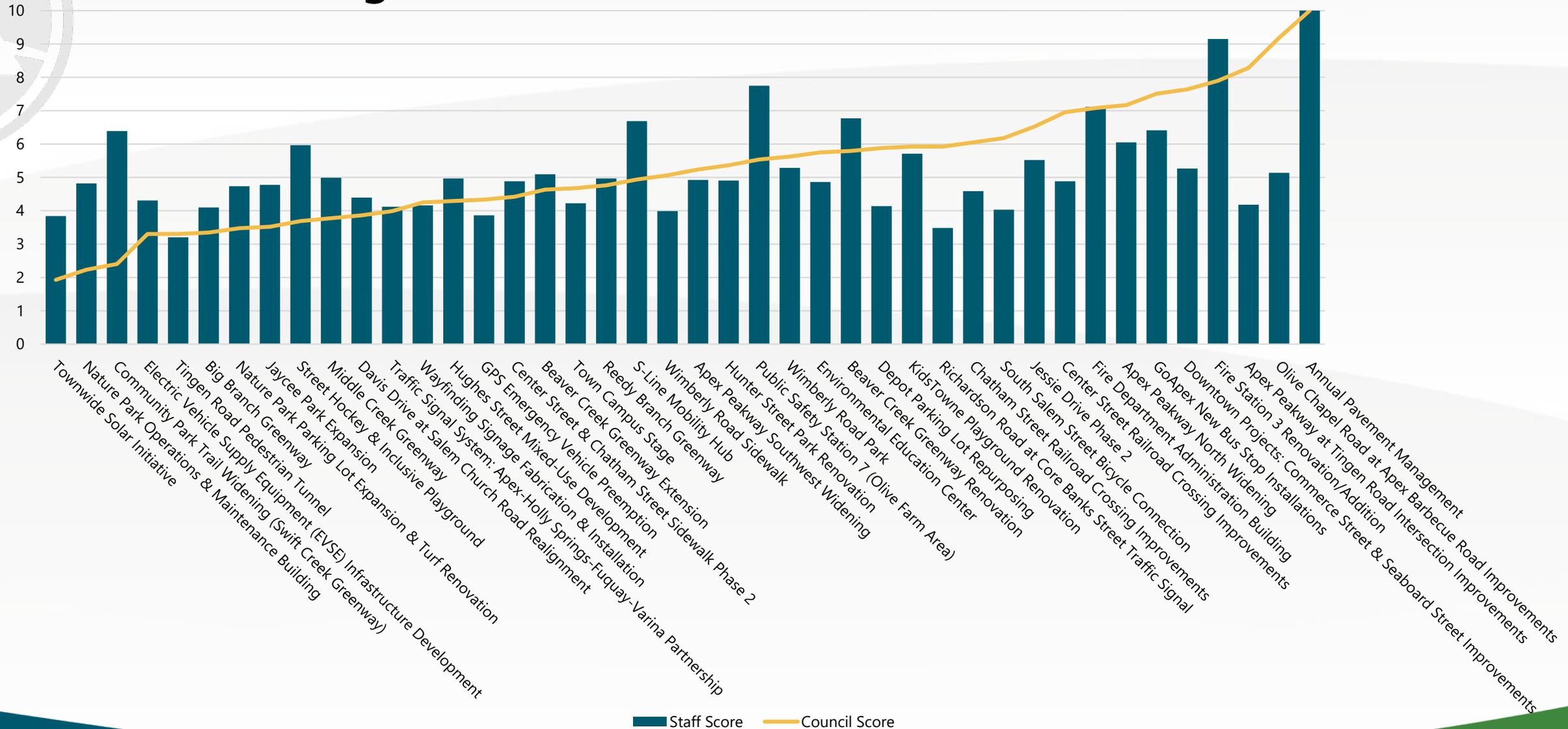




Basis of Scoring

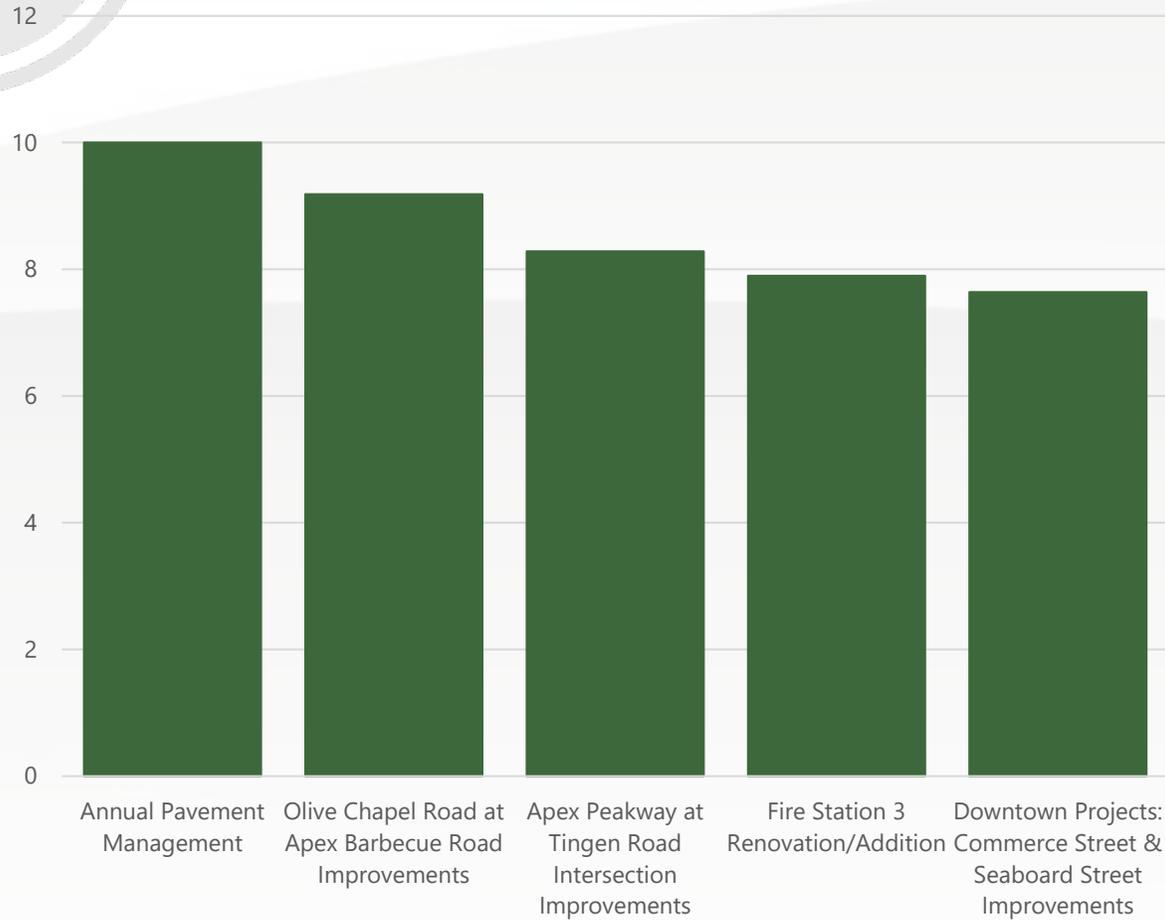
- Council
 - Priority Ranking
- Staff
 - Weighted question scoring across 8 categories
- Residents
 - Alignment with Strategic Goal
 - Alignment with Focus Area

Staff-Council Agreement

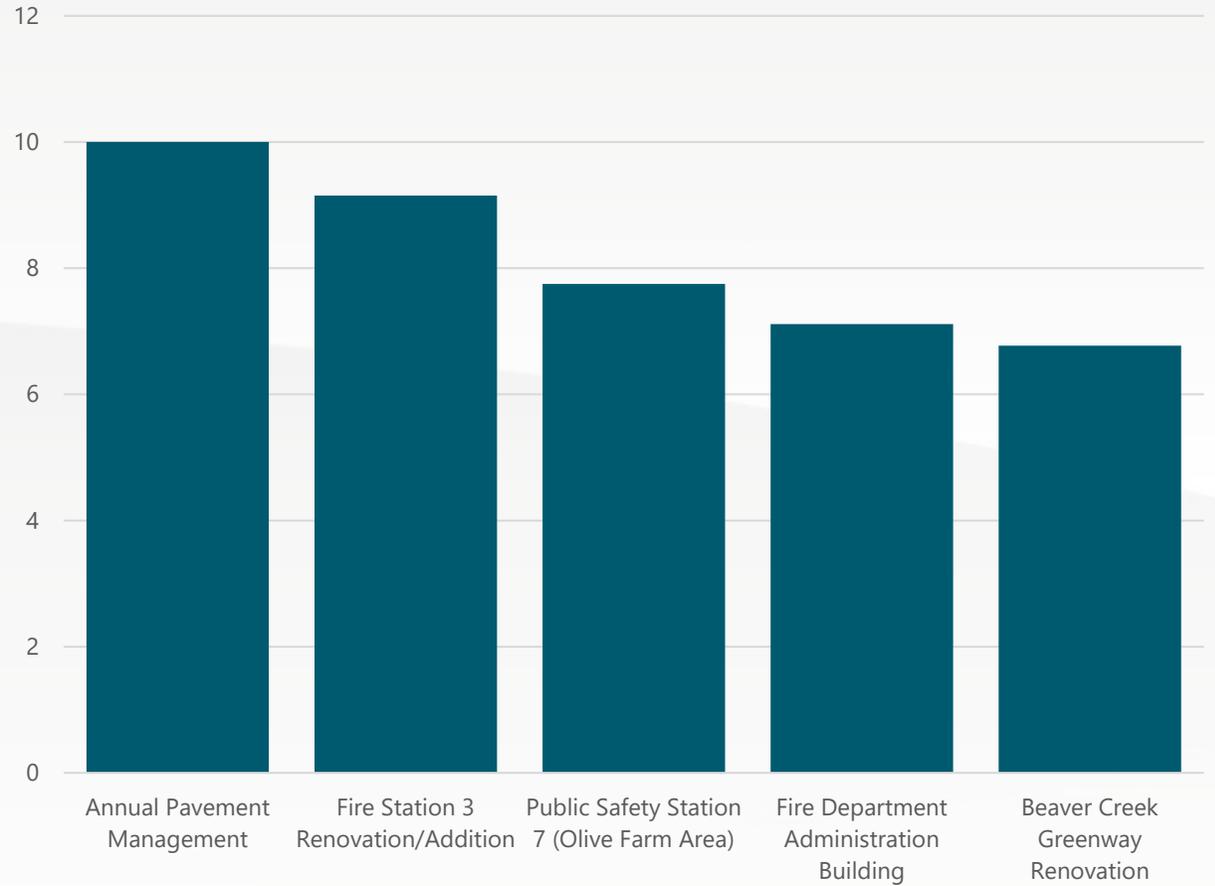


Staff & Council Top 5 Projects

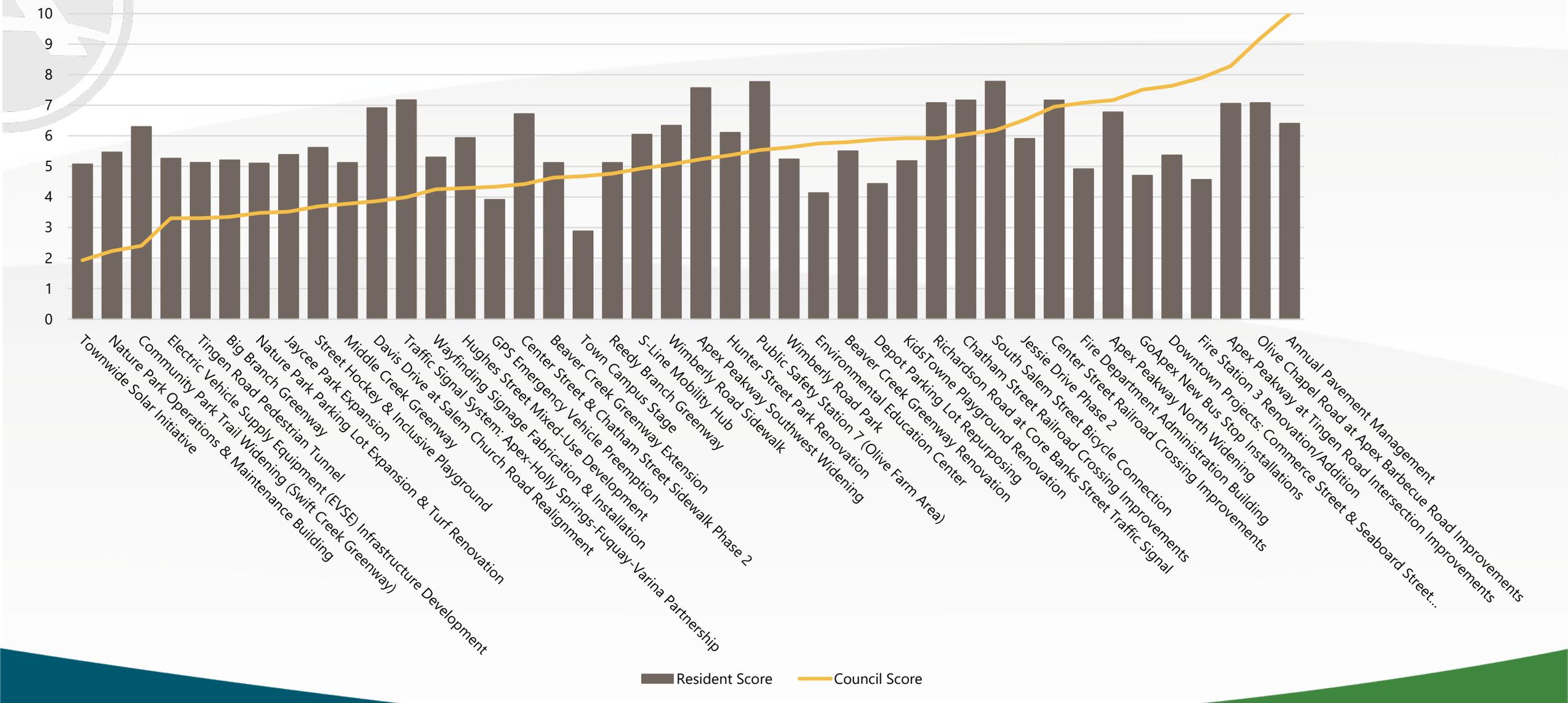
Council Top 5 Ranked Projects



Staff Top 5 Ranked Projects

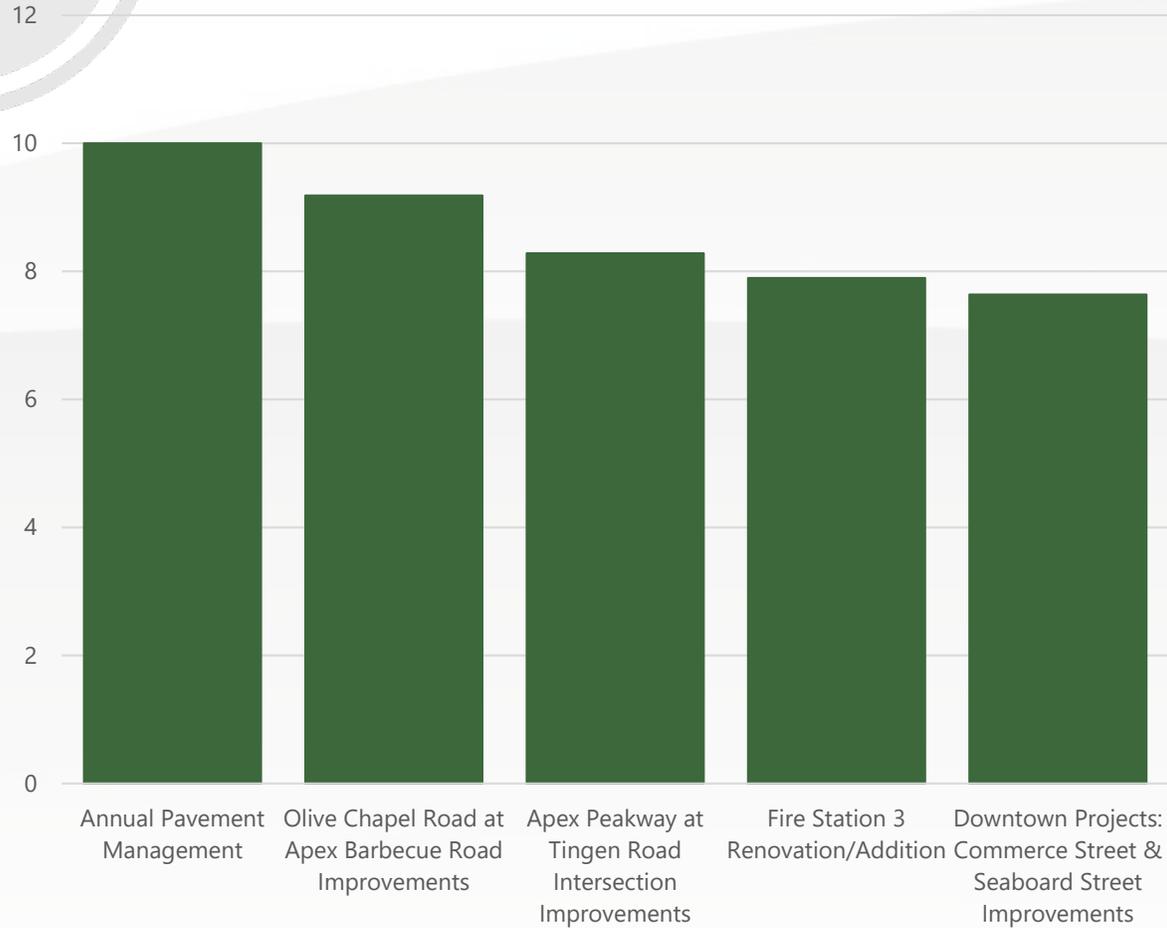


Resident-Council Agreement

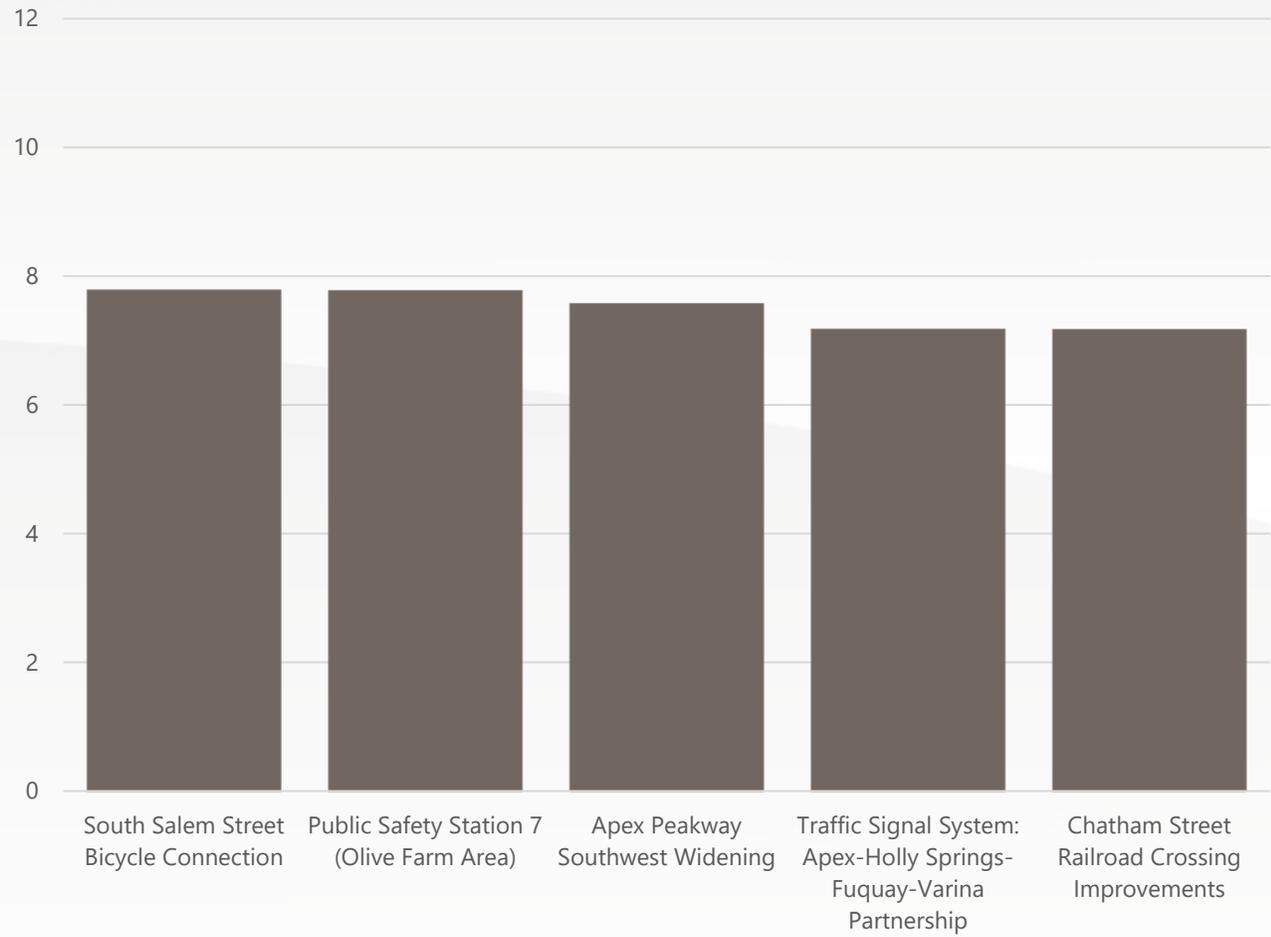


Resident & Council Top 5 Projects

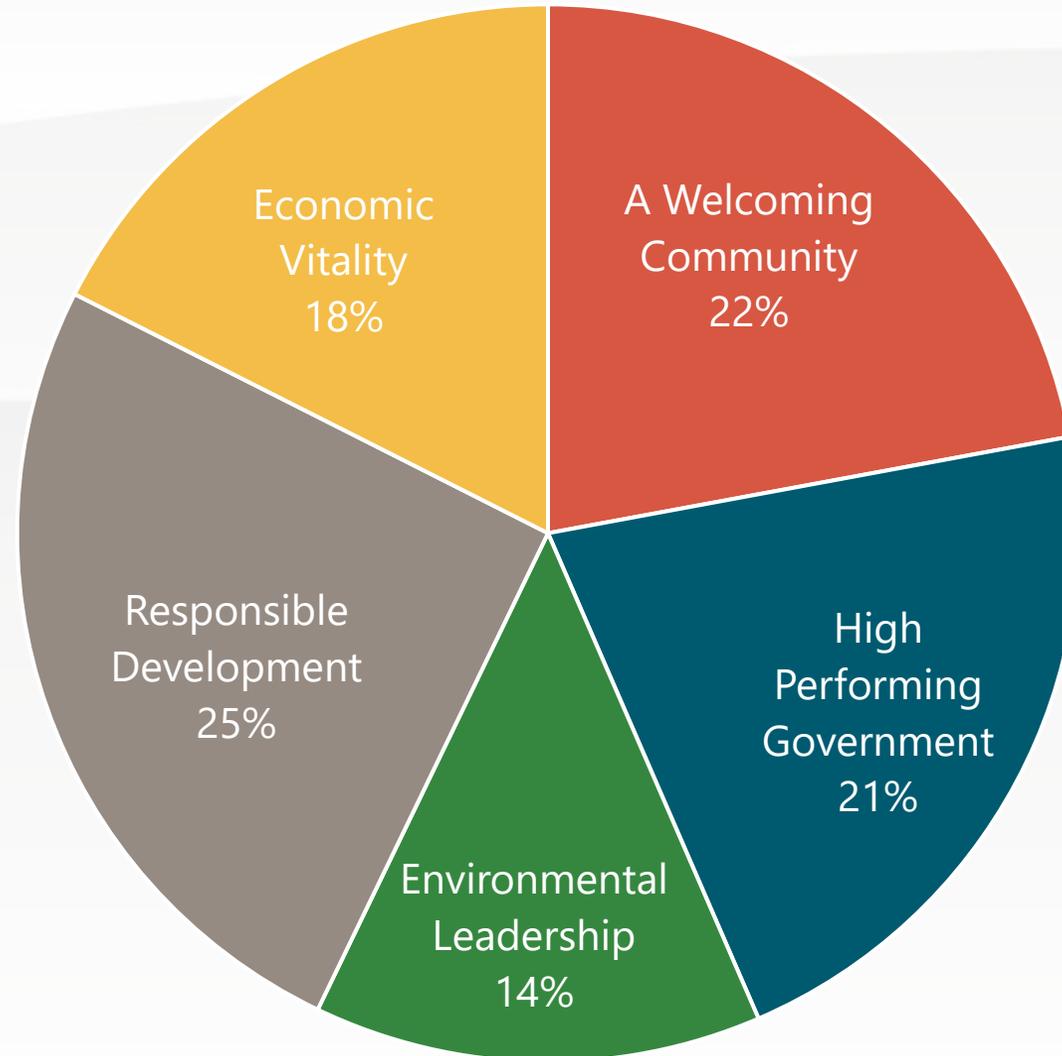
Council Top 5 Ranked Projects



Resident Top 5 Ranked Projects



Strategic Goal Alignment



Capital Project Prioritization Results & Discussion

1. Above Average Score, Above Average Agreement	2: Above Average Score, Below Average Agreement
<p>Annual Pavement Management Center Street Railroad Crossing Improvements GoApex New Bus Stop Installations Olive Chapel Road at Apex Barbecue Road Improvements Hunter Street Park Renovation KidsTowne Playground Renovation Fire Station 3 Renovation/Addition</p>	<p>Apex Peakway at Tingen Road Intersection Improvements Apex Peakway North Widening Chatham Street Railroad Crossing Improvements Downtown Projects: Commerce Street & Seaboard Street Improvements Jessie Drive Phase 2 Richardson Road at Core Banks Street Traffic Signal South Salem Street Bicycle Connection Beaver Creek Greenway Renovation Environmental Education Center Wimberly Road Park Depot Parking Lot Repurposing Fire Department Administration Building Public Safety Station 7 (Olive Farm Area)</p>
3: Below Average Score, Below Average Agreement	4: Below Average Score, Above Average Agreement
<p>Center Street & Chatham Street Sidewalk Phase 2 Davis Drive at Salem Church Road Realignment GPS Emergency Vehicle Preemption Tingen Road Pedestrian Tunnel Traffic Signal System: Apex-Holly Springs-Fuquay-Varina Partnership Beaver Creek Greenway Extension Reedy Branch Greenway Street Hockey & Inclusive Playground Town Campus Stage Electric Vehicle Supply Equipment (EVSE) Infrastructure Development Hughes Street Mixed-Use Development Townwide Solar Initiative</p>	<p>Apex Peakway Southwest Widening S-Line Mobility Hub Wayfinding Signage Fabrication & Installation Wimberly Road Sidewalk Big Branch Greenway Community Park Trail Widening (Swift Creek Greenway) Jaycee Park Expansion Middle Creek Greenway Nature Park Operations & Maintenance Building Seymour Athletic Fields/Nature Park Parking Lot Expansion & Turf Renovation</p>

Capital Project Prioritization Comments

How projects were prioritized:

- Overall project cost; Community Interest; Schedule; Dedicated Funding; Strategic Goal Alignment; Long Term Operations Savings
- Resident Priority and Staff Score
- “Geographical Equality”; “Geographic Balancing”

Takeaways:

- “We should finish what we started”
- Projects without grant/external funding should be deprioritized

Additional Considerations:

- Apex Police Department Addition & Renovation – adjust timeline?

What's Next?

Capital Project Prioritization Activity:

Part 1

- Team Capital Budgets

Part 2

- Team Presentations

Part 3

- Cohesive Group Capital Budget



February 11, 2026

Town Council Retreat

Special Project Team Update





Special Project Teams Overview

History:

In mid-2024, Special Project Teams (SPTs) were established to strengthen cross-departmental collaboration and empower employees to develop creative solutions to organizational challenges:

- Each SPT is led by a non-Director and includes 4–6 team members representing multiple departments. With a target timeline of approximately 90 days per project (though some initiatives may require additional time), these teams focus on meaningful, lasting improvements.
 - At the conclusion of their work, each team presents its findings and recommendations to the Directors Team, paving the way for discussion, refinement, and potential implementation.
 - By dedicating focused time to exploring challenges and opportunities, Special Project Teams contribute to more efficient, sustainable solutions that benefit the entire organization.
- 

Special Project Teams

To date, Sixteen Special Project Teams have been launched, resulting in a variety of cross-departmental outcomes, operational improvements, and strategic recommendations. This presentation will examine the impact of these teams, which include:

- Outcomes
- Current status updates
- Future team initiatives

Cohort 1: Fall 2024	Cohort 2: Spring 2025
Agenda Development Process	Downtown Streetscapes
Downtown Parking Mitigation	E-Bikes
Capital Projects Dashboards	Facility Safety
Civilian Elementary SROs	Promotion Outreach
Contract Routing Process	Policy Inventory
Employee Check Up Response Plan	Onboarding
ERC Structure Review	Meter Lifecycle
Fleet Plan Development	
Special Events Policy Update	

Key Metrics

- 16 Special Project Teams
- Over 70 participants
- 15 projects presented to date
- Approximately 11 projects completed

Cohort 1: Fall 2024	Cohort 2: Spring 2025
Agenda Development Process	Downtown Streetscapes
Downtown Parking Mitigation	E-Bikes
Capital Projects Dashboards	Facility Safety
Civilian Elementary SROs	Promotion Outreach
Contract Routing Process	Policy Inventory
Employee Check Up Response Plan	Onboarding
ERC Structure Review	Meter Lifecycle
Fleet Plan Development	
Special Events Policy Update	

Project Updates

Cohort 1: Fall 2024	Status	Updates/ Impact
Agenda Development Process	<ul style="list-style-type: none"> Presented Completed 	Implemented
Downtown Parking Mitigation	<ul style="list-style-type: none"> Presented Completed 	Saunders Lot <ul style="list-style-type: none"> Construction is complete 152 additional spaces Increased number of EV charging spaces
Capital Projects Dashboards	<ul style="list-style-type: none"> Presented 	Paused the exploration of a second round due to New Software
Civilian Elementary SROs	<ul style="list-style-type: none"> Presented 	Next Steps: Responsibility moved to the Department level
Contract Routing Process	<ul style="list-style-type: none"> Presented Purchased Implemented 	Currently in use
Employee Check Up Response Plan	<ul style="list-style-type: none"> Presented 	Recommendations utilized
ERC Structure Review	<ul style="list-style-type: none"> Presented Completed 	<ul style="list-style-type: none"> Created the EXT which is in operation
Fleet Plan Development	<ul style="list-style-type: none"> Presented 	<ul style="list-style-type: none"> Plan Developed Appropriate Departments reviewing the plan
Special Events Policy Update	<ul style="list-style-type: none"> Presented Completed 	<ul style="list-style-type: none"> Council Approved

Project Updates

Cohort 2: Spring 2025	Status	Updates/ Impact
Downtown Streetscapes	Presented	<ul style="list-style-type: none"> Council approved at work session to move forward
E-Bikes	Presented	
Facility Safety	<ul style="list-style-type: none"> Presentation scheduled for Feb. 18. 2026 	<p>Started to implemented recommendations:</p> <ul style="list-style-type: none"> badge readers (council chambers) <p>Next Steps: Balance security enhancements with customer experience considerations by including customer experience and service staff in the next phase.</p>
Promotion Outreach	Presented	Next Steps being reviewed to select : Opt In or Opt Out
Policy Inventory	Presented	Anticipating Second Round Project Team
Onboarding	Presented	Moved to HR Department for implementation
Meter Lifecycle	Implemented	Launched – Mass Meter change out underway

What's Next?

How Are Special Project Teams Selected?

Extended Leadership Team (ELT):

- Brainstorms new project ideas in small groups
- Reviews and prioritizes the list of existing project ideas

Sample of potential Spring 2026 topics

ELT Prioritized these Topics (listed in no particular order)	New Brainstormed Topics from ELT
Data Governance & PII Policy	Office Temp Policy
Travel Policy	Bee & Tree City Review/ Revamp
Purchasing Policy Thresholds	Development of citizen Champions to help with outreach
Cross Departmental Shadowing	Cell phone Reimbursement
Fun Committee	Personnel Policy- Quick Reference Sheets (cheat sheets)
Sustainability	AI Policy/ Training
Employee Giving/ Volunteer Committee	Meter Lifecycle
Parking Enforcement Strategy	
Process Standards – Construction Projects	