

CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
OCTOBER 14, 2025 – 4:00 P.M.
AGENDA
www.monroenc.org

1. Union Academy Charter School Achievements and Future Plans
2. Union County Transportation
3. North Carolina League of Municipalities Commit to Civility Program Participation Discussion
4. Code of Ethics Policy Discussion
5. Public Gatherings and Cost of Security at Gatherings Discussion

- **All Phones/Pagers:** As a courtesy, please turn off cell phones and pagers while Meeting is in progress.



STAFF REPORT

TO: City Council

VIA: Mark Watson, City Manager

DATE: October 14, 2025

FROM: James Kerr, Council Member
Julie Thompson, Council Member

PREPARED BY: Bridgette H. Robinson, City Clerk

SUBJECT: Union Academy Charter School Achievements and Development Plans

SUMMARY STATEMENT

Update from Union Academy regarding the achievements and development plans

REVIEW

Union Academy Charter School will be sharing a brief update in their achievements and development plans for their properties located along Highway 84 and MLK, Jr. Boulevard.

RECOMMENDATION

Informational only.



STAFF REPORT

TO: City Council

VIA: Mark Watson, City Manager

DATE: October 14, 2025

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Lisa Stiwinter, Director of Planning and Development

SUBJECT: Union County Transportation (UCT) Services Presentation and Discussion

SUMMARY STATEMENT

Theresa Torres, Transportation Division Director for Union County Transportation (UCT) will provide a presentation on the Transportation Services offered in Union County, NC.

REVIEW

Union County Transportation (UCT) provides on-demand response “Dial-A-Ride” transportation services that is offered to all Union County Residents. Ms. Torres will provide educational information on the UCT services, transit funding, historic ridership, and cost.

RECOMMENDATION

City Council is requested to consider and discuss the Union County Transportation (UCT) Services for Union County.

Attachment(s): UCT Presentation

Circle Drive Sidewalk Layout

Union County Transportation

This is where the journey begins!



UNIONCOUNTY
north carolina

Union County Transportation's Mission

To serve the residents of Union County and internal County business partners by providing:

*reliable and efficient services
in a safe,
cost-effective manner*

We have both our passengers and employees at the forefront of our minds and hold safety at the top of our priority list.

We want to make sure that we:

- Deliver our passengers to their appointments on time
- Demonstrate courteous service to make each customer feel comfortable and valued
- Give our drivers the best training possible
- Keep passengers safe
- Maximize resources
- Empower our staff

Understanding Our Decision-Making Structure

County Board of Commissioners & Transportation Advisory Board

County Board of Commissioners

Final decision-makers on all transportation items

Approves funding, policy, and project actions

Transportation Advisory Board (TAB)

Reviews and **recommends** transportation items

Provides **expert input** and community perspective

Does not make final decisions

Members of the TAB

Bjorn Hansen– Co-Chair

Ashley Lantz– Co-Chair

Andrew Ansley– EM

David Casper– Sheltered Work

Ellen Elliott– Passenger

Terri Parker- Vocational Rehab

Emily Colson– Senior Services

Jesse Granger– Senior Services

Judith Kinlaw–Passenger

Kristie Phifer– College

Lee Snuggs– RPO

Traci Colley- Environmental Health

Melissa Merrill– Board Chair

Michelle Marciano– Veterans Ser

Nicolas Jackson- DSS

Stephanie Starr- Outreach

Tanya Byrd– Anson County Transit



Who can ride?

- All Union County residents.
 - ☐ Ages 0-15 with a parent or guardian.
 - ☐ 16 and over can ride as an adult.
- Passengers must be registered with Union County Transportation (UCT).

How much does it cost?

- Currently, \$0 cost to passengers.



UCANGO!>>>

Union County's Only Source of Public Transit

Whether you need a ride to a doctor's appointment, grocery store or a ride to work, this service is available at little or no cost to any Union County resident.



Transportation Appointment Line:

704.292.2511

- Option 2: Appointments
- Option 3: Registration
- Option 5: Call to Return Home
- Option 1: Español

We do not discriminate transportation services because of sex, race, color, national origin, age or handicap.

Sign up today at
ucgov.info/ucango



Thank You

for registering as a rider with
Union County Transportation.



SCAN QR CODE

Read the
Rider's Guide
ucgov.info/ucango



Registering is easy!

1. Register as a Rider

2. Book Reservation

3. Pick Up & Return Home

All passengers must complete and sign a registration application.

[Complete the registration application online.](#)

To obtain a PDF application, call 704-292-2511, option 3, or [download one here](#).

Then, mail the following documents to Union County Transportation:

- Completed and signed application form
- Copy of driver's license or picture ID
- [Signed acknowledgment form](#)

Transportation
1407 Airport Rd.
Monroe, NC 28110



Sign up today at
[ucgov.info/ucango](https://www.unioncountync.gov/government/departments-r-z/transportation)

<https://www.unioncountync.gov/government/departments-r-z/transportation>



Union County Transportation Client Registration Form

Select Language ▼

Powered by [Google Translate](#)

Instructions: This form is to register for Transportation service with Union County Transportation(UCT). Filling out the form does not guarantee service. Please fill out the form in its entirety; fields with an asterisk (*) are required fields. In the event that you are unable to fully complete the form, you could save what you have completed as a "draft" by scrolling to the bottom of the form and clicking the "Save as Draft" button. A UCT employee will contact you within 1-5 business days after completing this form. If the form is needed in an alternative mode please call UCT at 704-292-2511 or visit us in person at 1407 Airport Rd, Monroe, NC 28110.

Section 1: Customer Information

Last Name * First Name * Middle Initial Suffix ▼

Preferred Name (?)

Home Address *

Zip *

Mailing Address

☒ Same as street address

Last 4 digits SSN

Date of Birth *

Phone # *

Alternative Phone #

Email Address

Sex *

At or Below Poverty Level? *

Marital Status *

Household Size *

Registration and Scheduling Process

- **Registration is quick and easy — just a 5-minute online form.** Once submitted, a member of the office team will call to confirm receipt and review the passenger guidelines with the passenger.
- **Need help?** Call our registration line at **704-292-2511, Option 3** for assistance with completing the form.
- **Once registered, you're ready to schedule trips.** Call our scheduling line at **704-292-2511, Option 2.**
 - Please schedule trips at least **48 business hours in advance.**



This is where the journey begins!



FY25 Trips originating in Monroe

Trip Purpose	Clients	Trips
Medical Appointments*	1,088	20,543
Work	170	19,570
Recreation	91	3,818
Shopping	77	743
School	24	1,404
Adult Day Care	76	7,364

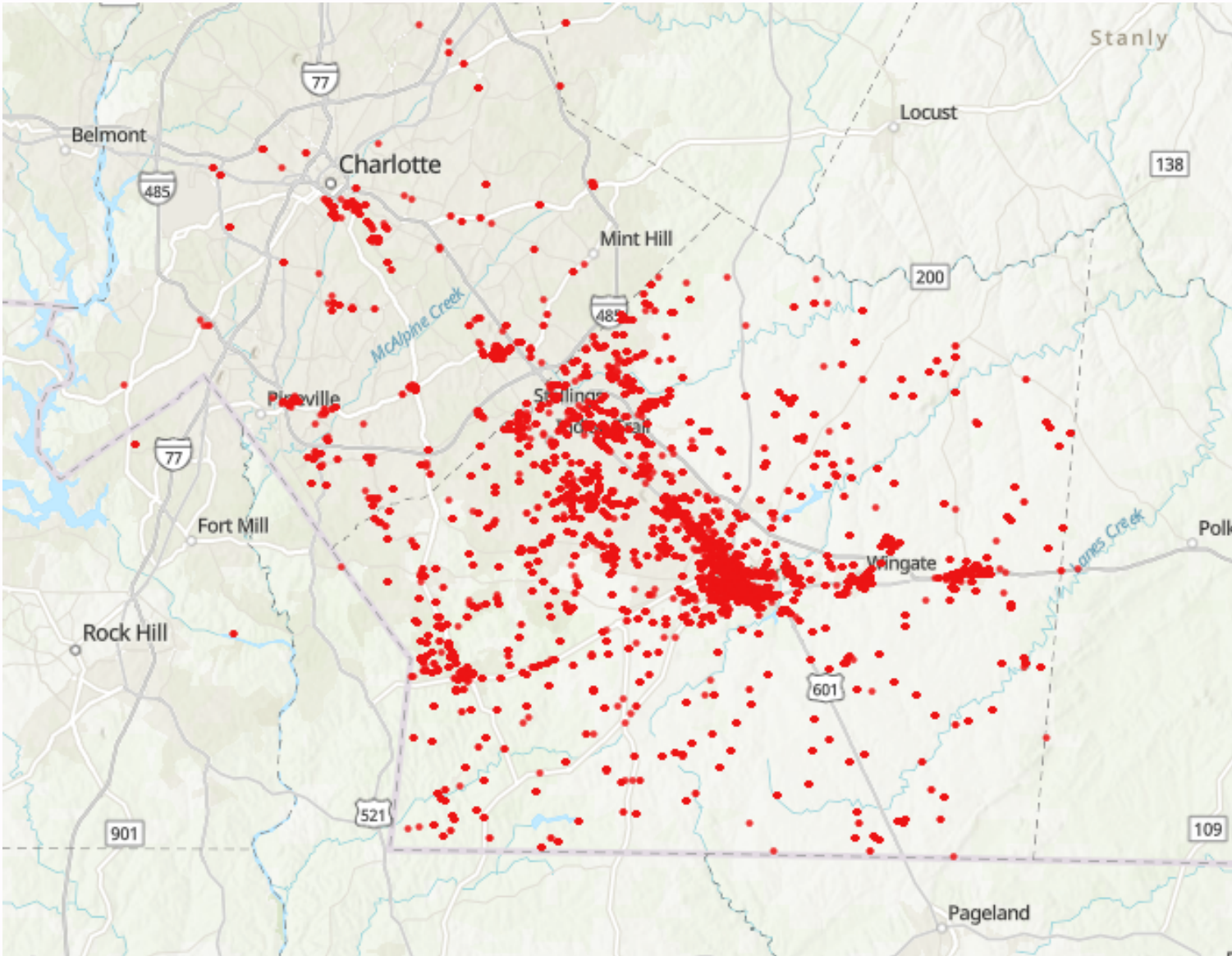
*Medical Appts - traveled out of County	286	1,203
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Monroe residents use Union County Transportation at a rate four times higher than the County average

FY25 Ridership Statistics

FY25 Monroe Residents

Age	Clients	Trips
<60	173	21,853
Total >=60	659	24,630
Total	832	46,483



[Ridership Dashboard](#)



Staff: 48

16 – FT Drivers

5 – Benefited PT Drivers

13 – PT Drivers

12 – Office Staff

2 – Fleet (Wash vehicles on Sat)

Vehicles: 28 (23 are ADA accessible)

Minivans

Transit Vehicles

20' Light Transit Vehicle (LTV)

22' Light Transit Vehicle (LTV)

UCT also has a dedicated Mechanic – position listed in the Facilities/Fleet's organization chart



UCT is committed to operating in an environmentally friendly manner.

We are reducing our carbon footprint by converting our vehicles to bi-fuel (propane/gas).



<i>Fiscal Year</i>	<i>Operating Days</i>	<i>Service Hours</i>	<i>Service Miles</i>	<i>Trips</i>	<i>Wheelchair Trips</i>	<i>Unduplicated Clients</i>
FY23	250	43,645	671,705	75,784	14,483	1,426
FY24	249	44,338	667,787	78,105	13,987	1,433
FY25	249	47,168	713,000	81,970	16,267	1,531

Local funds used to support Admin/Operation functions

FY23 - \$316K

FY24 - \$484K

FY25 - \$660K



Rider Origin Zip Code

Zip Codes	2020 Population	FY25 Trips	Trips per Capita
28079	39,051	8,310	0.21
28103	10,164	3,889	0.38
28104	34,521	2,434	0.07
28110	53,316	32,286	0.61
28112	27,126	23,270	0.86
28173	64,144	4,838	0.08
28174	9,269	4,236	0.46
TOTAL	237,591	79,263	0.33

Funding Sources

<i>General Fund</i>	<i>Expenses Covered</i>
Medicaid - DSS	Trips
Medicaid - Brokered	Trips
ROAP	Trips
HCCBG	Trips
5307	Trips
5310	Trips
5303	Planning/ Payroll
5311	Admin Payroll
5339	Capital- Vehicles

<i>Special Revenue Fund</i>	<i>Expenses Covered</i>
ARP 5307	Operating
CRRSAA 5307	Operating
Bi-Fuel	Capital
5307	Capital

FTA Transit Funding Overview

5303 Funding

Purpose: Supports planning and administration activities to maintain long-term regional Transit viability.

Distributed by: CRTPO

Match: 80% federal/ 20% local

Reporting: Quarterly reports to CRTPO

5307 Funding

Purpose: Funds transit in urbanized areas - vehicles, safety, security, planning, and limited operations.

Direct recipient required

Capital: 80% federal /20% local

Operating: 50% federal /50% local

Requirements & Restrictions:

A TIP(Transportation Improvement Plan) and STIP (Statewide Transportation Improvement Plan) must be approved

TIP/STIP amendment process takes about 5-6 months

Subject to a triennial Review – A comprehensive federal review of your transit system

Historic Union County Express Ridership and Costs

Year	Daily Ridership (Farebox Method)	Daily Ridership (APC Method)	Notes	Cash Cost to Union County	Grant Cost
05-06	Not available	Not available		\$71,000	
13-14	171	Not available		\$98,000	
15-16	136	Not available		\$100,000	
18-19	110	Not available		\$127,000	
19-20	84	Not available	partial COVID impacts, 5307 grant takes effect	\$65,000	\$65,000
22-23	32	41		\$70,000	\$70,000
23-24	38	40	Indian Trail partnership	\$21,000	\$42,000
24-25	N/A	47	Indian Trail partnership	\$23,000	\$43,000



Questions





STAFF REPORT

TO: City Council

VIA: Mark Watson, City Manager

DATE: October 14, 2025

FROM: Julie Thompson, Council Member
Franco McGee, Council Member

PREPARED BY: Bridgette Robinson, City Clerk

SUBJECT: North Carolina League of Municipalities Commit to Civility Program Participation Discussion

SUMMARY STATEMENT

Discussion on participating in the North Carolina League of Municipalities' (NCLM) Commit to Civility Program.

REVIEW

The NCLM offers a Commit to Civility Program that promotes civility in local government and recognizes governing boards that dedicate themselves to this approach.

RECOMMENDATION

City Council is requested to discuss participating in the North Carolina League of Municipalities' Commit to Civility Program.

Attachments

LEADERSHIP

Commit to Civility

2 credits

Description

Commit to Civility is the introductory session in NCLM's multi-step Commit to Civility program, which promotes respectful, solutions-oriented leadership in local government. This training helps municipal officials understand the importance of civil conduct in public service and equips them with the tools to lead with composure, especially in emotionally charged or high-conflict situations. Designed for elected boards and staff, the session encourages participants to embrace civility as a guiding principle in governance and community engagement.

Course Objectives

- Understand civility as the practice of disagreeing without disrespect, seeking common ground, and listening beyond personal biases
- Explore civility as a political and civic tool for ensuring inclusive dialogue and equitable participation
- Learn strategies to maintain professionalism and composure during difficult conversations and public meetings
- Reflect on the role of civility in building trust, fostering collaboration, and modeling leadership
- Begin the certificate process by completing the training, signing the individual pledge, and preparing to adopt the Commit to Civility Resolution.

Certificate Requirements

- Ensure at least 75% of the board attends the two-hour Commit to Civility training session
- Have all course participants sign the individual Commit to Civility pledge
- Adopt the Commit to Civility Resolution at an upcoming council meeting (a resolution template is provided during the training)
- Submit signed copies of the resolution and individual pledge forms for at least 75% of the governing board to learning@nclm.org



Becoming a City of Civility

Following is the process to earn a Commit to Civility certificate:

- At least 75% of the governing Board must take the Commit to Civility training. The Commit to Civility session at CityVision counts toward the training requirement. Contact learning@nclm.org for dates/details for upcoming trainings.
- Sign the individual pledge provided at the Commit to Civility training.
- Adopt the Commit to Civility Resolution (sample template is provided at the Commit to Civility training).
- Submit a signed copy of the Resolution and the individual pledge forms for at least 75% of the governing Board.

Questions? Contact Us



STAFF REPORT

TO: City Council

VIA: Mark Watson, City Manager

DATE: October 14, 2025

FROM: Julie Thompson, Council Member
Gary Anderson, Council Member
James Kerr, Council Member

PREPARED BY: Bridgette Robinson, City Clerk

SUBJECT: Code of Ethics Policy (GA-13) Discussion

SUMMARY STATEMENT

Review and discussion of the Code of Ethics Policy (GA-13).

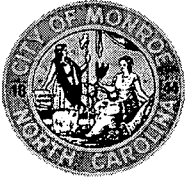
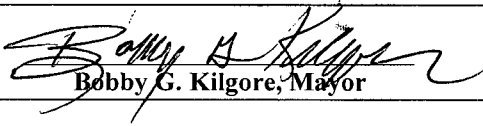
REVIEW

This is a request to review, discuss and possibly amend the Code of Ethics Policy (GA-13) that was adopted by City Council on December 7, 2010.

RECOMMENDATION

City Council is requested to review, discuss and possibly amend the Code of Ethics Policy.

Attachment: Code of Ethics Policy (GA-13)

	Policy: Code of Ethics	Effective Date: December 7, 2010
		Revision Effective Date:
	Policy Number: GA-13	Page 1 of 4
	 Bobby G. Kilgore, Mayor	City Attorney Responsible Party

PREAMBLE

WHEREAS, the Constitution of North Carolina, Article I, Section 35, reminds us that a “frequent recurrence to fundamental principles is absolutely necessary to preserve the blessings of liberty,” and

WHEREAS, a spirit of honesty and forthrightness is reflected in North Carolina’s state motto, *Esse quam videri*, “To be rather than to seem,” and

WHEREAS, Section 160A-86 of the North Carolina General Statutes requires local governing boards to adopt a code of ethics, and

WHEREAS, as public officials we are charged with upholding the trust of the citizens of this City, and with obeying the law.

NOW, THEREFORE, in recognition of our blessings and obligations as citizens of the State of North Carolina and as public officials representing the citizens of the City of Monroe, and acting pursuant to the requirements of Section 160A-86 of the North Carolina General Statutes, we the Monroe City Council do hereby adopt the following General Principles and Code of Ethics to guide the City Council in its lawful decision-making.

GENERAL PRINCIPLES UNDERLYING THE CODE OF ETHICS

- The stability and proper operation of democratic representative government depend upon public confidence in the integrity of the government and upon responsible exercise of the trust conferred by the people upon their elected officials;
- Governmental decisions and policy must be made and implemented through proper channels and processes of the governmental structure;
- Council Members must be able to act in a manner that maintains their integrity and independence, yet is responsive to the interests and needs of those they represent;
- Council Members must always remain aware that at various times they play different roles:
 - As advocates, who strive to advance the legitimate needs of their citizens;
 - As legislators, who balance the public interest and private rights in considering and enacting ordinances, orders, and resolutions;
 - As decision-makers, who arrive at fair and impartial quasi-judicial and administrative determinations;

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- Council Members must know how to distinguish among these roles, to determine when each role is appropriate, and to act accordingly;
- Council Members must be aware of their obligation to conform their behavior to standards of ethical conduct that warrant the trust of their constituents. Each official must find within his or her own conscience the touchstone by which to determine what conduct is appropriate.

CODE OF ETHICS

The purpose of this Code of Ethics is to establish guidelines for ethical standards of conduct for the Monroe City Council, and to help determine what conduct is appropriate in particular cases. It should not be considered a substitute for the law or for a Council Member's best judgment.

Section 1. Council Members should obey all laws applicable to their official actions as members of the council. Council Members should be guided by the spirit as well as the letter of the law in whatever they do. At the same time, Council Members should feel free to assert policy positions and opinions without fear of reprisal from fellow Council Members or citizens. To declare that a Council Member is behaving unethically because one disagrees with that Council Member on a question of policy (and not because of the Council Member's behavior) is unfair, dishonest, irresponsible, and itself unethical.

Council Members should endeavor to keep up to date, through the council's attorney and other sources, about new or ongoing legal or ethical issues they may face in their official positions. This educational function is in addition to the day-to-day legal advice the council may receive concerning specific situations that arise.

Section 2. Council Members should act with integrity and independence from improper influence as they exercise the duties of their offices. Characteristics and behaviors consistent with this standard include the following:

- Adhering firmly to a code of sound values;
- Behaving consistently and with respect toward everyone with whom they interact;
- Exhibiting trustworthiness;
- Living as if they are on duty as elected officials regardless of where they are or what they doing;
- Using their best independent judgment to pursue the common good as they see it, presenting their opinions to all in a reasonable, forthright, consistent manner;
- Remaining incorruptible, self-governing, and unaffected by improper influence while at the same time being able to consider the opinions and ideas of others;

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- Disclosing contacts and information about issues that they receive outside of public meetings and refraining from seeking or receiving information about quasi-judicial matters outside of the quasi-judicial proceedings themselves;
- Treating other Council Members and the public with respect and honoring the opinions of others even when Council Members disagree with those opinions;
- Not reaching conclusions on issues until all sides have been heard;
- Showing respect for their offices and not behaving in ways that reflect badly on those offices;
- Recognizing that they are part of a larger group and acting accordingly;
- Recognizing that individual Council Members are not generally allowed to act on behalf of the council but may only do so if the council specifically authorizes it, and that the council must take official action as a body.

Section 3.

- (a) Council Members should avoid impropriety in the exercise of their official duties. Their official actions should be above reproach. Although opinions may vary about what behavior is inappropriate, this council will consider impropriety in terms of whether a reasonable person who is aware of all of the relevant facts and circumstances surrounding the Council Member's action would conclude that the action was inappropriate.
- (b) If a Council Member believes that his or her actions, while legal and ethical, may be misunderstood, the member should seek the advice of the council's attorney and should consider publicly disclosing the facts of the situation and the steps taken to resolve it (such as consulting with the attorney).

Section 4.

Council Members should faithfully perform the duties of their offices. They should act as the especially responsible citizens whom others can trust and respect. They should set a good example for others in the community, keeping in mind that trust and respect must continually be earned. Council Members should faithfully attend and prepare for meetings. They should carefully analyze all credible information properly submitted to them, mindful of the need not to engage in communications outside the meeting in quasi-judicial matters. They should demand full accountability from those over whom the council has authority. Council Members should be willing to bear their fair share of the council's workload. To the extent appropriate, they should be willing to put the council's interests ahead of their own.

Section 5.

Council Members should conduct the affairs of the council in an open and public manner. They should comply with all applicable laws governing open meetings and public records, recognizing that doing so is an important way to be worthy

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of the public's trust. They should remember when they meet that they are conducting the public's business. They should also remember that local government records belong to the public and not to Council Members or their employees. In order to ensure strict compliance with the laws concerning openness, Council Members should make clear that an environment of transparency and candor is to be maintained at all times in the governmental unit. They should prohibit unjustified delay in fulfilling public records requests. They should take deliberate steps to make certain that any closed sessions held by the council are lawfully conducted and that such sessions do not stray from the purposes for which they are called.



STAFF REPORT

TO: City Council

VIA: Mark Watson, City Manager

DATE: October 14, 2025

FROM: James Kerr, Council Member
Surluta Anthony, Mayor Pro Tem

PREPARED BY: Bridgette Robinson, City Clerk

SUBJECT: Public Gatherings and Cost of Security at Gatherings Discussion

SUMMARY STATEMENT

Discussion on public gatherings and the cost of the security at the gatherings.

REVIEW

Council Member James Kerr and Mayor Pro Tem Surluta Anthony have requested to hold a discussion on public gatherings and the cost of the security at the gatherings.

RECOMMENDATION

Defer security costs to the organizer of an event.