

**CITY OF MONROE  
CITIZENS APPOINTMENT COMMITTEE MEETING  
CITY HALL COUNCIL CHAMBERS  
300 W. CROWELL STREET  
MONROE, NORTH CAROLINA 28112  
DECEMBER 1, 2025 – 4:00 P.M.  
AGENDA**

1. Code of Ordinances Amendments to Section 32.23 titled Economic Development Advisory Board of Chapter 32 titled Boards, Commissions and Committees
2. Consideration of Appointments and Reappointments



**STAFF REPORT**

**TO:** Citizen Appointment Committee  
**VIA:** Mark Watson, City Manager  
**DATE:** December 1, 2025  
**FROM:** Terry Sholar, Senior Staff Attorney  
**PREPARED BY:** Terry Sholar, Senior Staff Attorney  
**SUBJECT:** Amendment of Chapter 32, Section 32.23 – Economic Development Advisory Board

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**SUMMARY STATEMENT**

The Citizens Appointment Committee is requested to consider amendments to Section 32.23 of Chapter 32 – to amend the makeup and residency requirements for the Economic Development Advisory Board.

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**REVIEW**

Staff recommends Citizen Appointment Committee consider amending Chapter 32 Section 32.23 – Economic Development Advisory Board to provide for the number of members to range between no less than 7 and no more than 12 members. All members to serve four year staggered terms and the Chair and Vice Chair be appointed by City Council. The amendment also provides that all members be residents of the City of Monroe or be employed by a business or industry with its place of business located within the City of Monroe.

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**RECOMMENDATION**

Staff recommends Citizens Appointment Committee consider the amendments to Chapter 32, Section 32.23 – Economic Development Advisory Board and recommend City Council approve the amendments.

Attachment: Proposed O-2025-53 to Amend Section 32.23 of Chapter 32 – Boards, Commissions and Committees

**ORDINANCE TO AMEND CITY OF MONROE CODE OF ORDINANCES**  
**TITLE III: ADMINISTRATION**  
**CHAPTER 32: BOARDS, COMMISSIONS AND COMMITTEES**  
**O-2025-53**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE THAT TITLE III, CHAPTER 32 OF THE MONROE ORDINANCES IS HEREBY AMENDED AS FOLLOWS:**

**Section 1.** Amend Chapter 32, Section 32.23 Economic Development Advisory Board by amending subsection 2 to read as follows:

2. Composition and Term of Office for Members. The Monroe Economic Development Advisory Board shall consist of no less than seven (7) members and no more than twelve (12) members each appointed by the City Council. All members shall serve staggered terms and after the initial appointment period, shall serve four (4) year terms at the pleasure and discretion of the Monroe City Council. In addition to the above members, the City Manager, or his designee, shall serve as ex officio member without a vote.

**Section 2.** Amend Chapter 32, Section 32.23 Economic Development Advisory Board by amending subsection 3 to read as follows:

3. Designation of Chairperson and Vice Chairperson. The City Council designates the Chairperson and Vice Chairperson of the Economic Development Advisory Board to serve until the end of their term of office but at the pleasure and discretion of the Monroe City Council.

**Section 3.** Amend Chapter 32, Section 32.23 Economic Development Advisory Board by amending a new subsection 4 to read as follows and renumbering the remaining subsections appropriately:

4. Residency. All members of the Economic Development Advisory Board shall have their primary residence located within the City Limits of the City of Monroe or shall be employed by a business or industry with its place of business located within the City Limits of the City of Monroe.

**Section 4.** This Ordinance shall be effective upon adoption.

Adopted this \_\_\_ day of \_\_\_\_\_ 2025.

Attest:

\_\_\_\_\_  
Robert A. Burns, Mayor



**STAFF REPORT**

**TO:** Citizens Appointment Committee  
**VIA:** Mark Watson, City Manager  
**DATE:** December 1, 2025  
**FROM:** Bridgette H. Robinson, City Clerk  
**PREPARED BY:** Sherry K. Hicks, Deputy City Clerk  
**SUBJECT:** Consideration of Appointments and Reappointment

**SUMMARY STATEMENT**

Consideration of Appointments and Reappointment to Boards.

**REVIEW**

The Citizens Appointment Committee will meet on December 1, 2025 to consider the following applications:

<b>Name of Board</b>	<b>Vacancies</b>	<b>Applicant</b>	<b>Met Meeting Requirement and Provided Resume</b>
ABC Board	One Member Appoint Chair	Henry Ligon Bundy	Yes
Airport Advisory Commission	Two	Andrew Erdle	Yes
Animal Welfare Committee	Appoint Chair Appoint Vice-Chair	Animal Welfare Committee recommends the following:  Bob Yanacsek as Chair Jennifer Loria as Vice-Chair	Current Member
Board of Adjustment	One Regular Two Alternates  Appoint Chair	Matthew Kegel Cary Rogers	Yes Yes
Economic Development Advisory Board (New Committee)	Seven Members (Staggered terms)  Appoint Chair	Appoint Randy Adcock to Full Term Appoint Jeff Duke to Full Term	

	Appoint Vice-Chair	Appoint Jonathan Edwards to Full Term Appoint Chad Griffin to Full Term Appoint Drew Lawrence to Full Term Appoint Eric Paszkowski to Full Term Appoint Dr. Stacy Waters-Bailey as Ex-Officio Member Appoint Clayton Whitson to Full Term as Ex-Officio Member	
Monroe Housing Authority	Two Regular One MHA Resident	Reappoint Monique Holt to Full Term	Yes
Planning Board	One ETJ Member	Reappoint Pamela Duda to Full Term as ETJ Member	Yes

**RECOMMENDATION**

Discussion and recommendation of appointments to City Council.

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Wednesday, October 8, 2025 1:12 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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## Committee Application

Committee/Board seeking appointment	ABC
Applicant's Name	Henry Ligon Bundy
Street Address	3203 Duck Point Drive
City	Monroe
State	North Carolina
Postal / ZipCode	28110
Applicant's Email	ligonbundy@gmail.com
Applicant's Phone	704-776-5344
Residency Information	City
Are you a US citizen?	Yes
Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	10-8-2025
Education: List schools, dates attended, degrees obtained.	Graduated from High School in 1968 from Walter M. Williams High in Burlington, NC. Received BA from UNC-Chapel Hill in 1972. Received J.D. from UNC School of Law in 1976.

Occupation: List past 3 and current employers and positions held.

I am retired from the practice of law. My last 3 employers were: (1) Research Assistant with the UNC Highway Safety Research Center while I was a student in law school from about 1974 until 1976. (2) Upon passing the NC bar exam, I was hired as an associate attorney at Griffin & Caldwell Attorneys in Monroe, NC, where I worked from the fall of 1976 until June, 1980. (3) In 1980, I formed a partnership with Don Perry, and I was a partner with the firm of Perry & Bundy, Attorneys from 1980 until my retirement in 2019. It should be noted that the name of the Perry & Bundy firm changed over the years as we added partners, and when I retired, the firm was known as Perry, Bundy, Plyler & Long.

Please list civic and fraternal organizations in which you participate in Monroe/Union County.

I am presently not heavily involved in civic and fraternal organizations. I was a member of the Union County Bar Association from 1976 until 2019, when I retired. I have previously served on the Piedmont Area Mental Health Board, the Union County Board of Elections, and served on the NC State Bar Council, representing Union County from 2015 until 2024. I am currently a member of a men's social club, the HASOBS, and serve as treasurer.

Business and civic experience/skills relevant to the Committee/Board seeking appointment:

I practiced law as a general practitioner in Monroe from 1976 until I retired in 2019, a period of 43 years. During that time, I have represented numerous boards, including the Town Council for the Town of Stallings, the Town Council for the Village of Marvin, and the Union County Board of Commissioners. I have also represented and/or appeared before many other governmental boards while I was practicing law. I think that this experience would be beneficial in serving on the ABC Board, because I have extensive experience in how boards conduct their business.

Areas of expertise/special skills relevant to the Committee/Board seeking appointment:

As stated above, I am a retired attorney with 43 years of experience. I think that the skills and knowledge that I acquired during my years of practice would be an asset to serving on the Monroe ABC Board. In addition, I have lived in Union County for 49 years, and most of that time I have been a resident of the City of Monroe. I am very familiar with this community, which I think is an asset to serving on this board.

Please explain your interest in serving on the above named Committee/Board.

I am retired and therefore have sufficient time to devote to serving on the ABC Board. I learned a lot about the Monroe ABC store and the ABC Board from attending the meeting of October 8, and found it to be interesting. I am interested in this community and would like to continue to serve in some capacity.

Are you currently serving on any other appointed bodies? No

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Do you currently hold an elected office? No

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Could any of your business or personal interests create a conflict (either real or perceived) if appointed? No

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Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your resume/curriculum vitae. *Field not completed.*

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Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North

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Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Henry Ligon Bundydd

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Date 10/8/2025

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## Resume for Henry Ligon Bundy

Date: October 8, 2025

### **Personal:**

I was born on November 2, 1949, in Harriman, Tennessee. I have lived in the State of North Carolina since I was about 4 years old and have lived in Union County since 1976.

I have been married to Linda Edwards Bundy, who is a Union County native, for 39 years. Linda is a retired operating room nurse and was employed at the hospital in Monroe for her entire career.

Linda and I have 2 children: Elizabeth (Liz) Bundy and Joseph Bundy, both of whom attended public schools in Union County and graduated from college in the UNC system. I also have a stepdaughter, Jamie Collins Parker, who also attended Union County schools and graduated from college in the UNC system.

I served in the NC National Guard from 1971 to 1977, when I received an honorable discharge.

My hobbies are gardening, woodworking, and hiking in the NC mountains.

### **Professional:**

I received my High School diploma from Walter M. Williams High School in Burlington, NC in 1968. I then enrolled in college at UNC-Chapel Hill and received my BA degree in 1972. I then entered law school and received my law degree from the UNC School of Law in 1976 and passed the NC Bar exam that same year. Upon passing the bar exam, I moved to Monroe and practiced law here from 1976 until 2019, when I retired.

My practice was a general civil practice. I handled the following types of legal matters: wills and estate administrations, family law, personal injury and workers compensation claims, title searches and real estate closings, and many other kinds of legal matters. I also represented several government entities in Union County, including the Town of Stallings and the Village of Marvin. My former law partner, Don Perry, was county attorney for Union County for several years and while he was county attorney, I did a lot of work for the County, primarily representing the public works department. After Don left the practice of law, I continued to represent the County public works department, and was eventually appointed as county attorney, a position that I held for several years until I retired.

**CITY OF MONROE  
APPLICATION TO SERVE ON APPOINTED BOARDS  
COMMITTEES OR COMMISSIONS**

Applicant must attend a minimum of one (1) Committee meeting of interest within one year prior to submitting application before application will be considered.

DATE: August 28, 2025

COMMITTEE/BOARD seeking appointment: Airport Commission

NAME: Martin Andrew Erdle

ADDRESS: 6011 Spence Court, Monroe, NC 28110

MAILING ADDRESS: 6011 Spence Court, Monroe, NC 28110

YEARS IN MONROE (UNION) COUNTY: 3.5

RESIDENCY: CITY  COUNTY  (circle one)

Are you a United States citizen? YES  NO (circle one)

PRIMARY PHONE NUMBER: (704) 470 - 5904 HOME  MOBILE  BUSINESS (circle one)

E-mail address: martin.erdle@ilcoud.com

**EDUCATION:**

List schools, dates attended, degrees obtained:

School	Date Attended	Degree
1. Gaithersburg High School	1981	Diploma
2. Montgomery College, Rockville, MD	1982-1984	N/A
3.		
4.		

**OCCUPATION:**

Past three and current employer(s) and positions held:

Employer	Position Held
1. Duke Energy	Corporate Pilot (Jet & Helicopter)
2. Dement Construction, Inc.	Corporate Pilot (Jet & Helicopter)
3. Delaware Park, LLC	Corporate Pilot (Jet & Helicopter)

Please list civic and fraternal organizations in which you participate in Monroe/Union County:

None

Business and civic experience/skills relevant to the committee/board seeking appointment:

Understand airport operations, hangar development/construction, corporate flight operations, etc.

Areas of expertise/special skills relevant to the committee/board seeking appointment:

45 years of aviation experience as both a fixed wing and rotorcraft corporate pilot and A&P Mechanic.

Please explain your interest in serving on the committee/board:

I moved to Monroe to be close to my children and grandchildren. I am corporate pilot with 45 years experience in both jet aircraft and twin engine IFR helicopters. I am also a licensed Airframe and Powerplant (A&P) Mechanic. I work as an independent contractor corporate pilot flying various jets and helicopters for several local aircraft owners. I am interested in helping the Charlotte-Monroe Executive Airport in any way possible. I have already assisted Airport Manager Malcolm Weeks with issues such as fuel truck operations, repairs to fuel tanks/pumps, repair to aircraft tug, and other mechanical and maintenance issues.

Are you currently serving on any other appointed bodies? YES  NO (circle one). If yes, please list:

- 1.
- 2.
- 3.

Do you currently hold an elected office? YES  NO (circle one). If yes, please list:

Could any of your business or personal interests create a conflict (either real or perceived) if appointed? YES  NO (circle one). If yes, please explain conflict:

I do provide pilot services for several aircraft owners with aircraft based at Charlotte-Monroe Executive Airport; if a potential conflict ever arose regarding one of my clients, I would simply recuse myself from any vote concerning that client.

List the date of meeting(s) attended of the committee/board of interest:

1. I have attended most of the Airport Commission meetings held over the last 2 years.
- 2.
- 3.

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? YES  NO (circle one) If yes, please explain complete disposition.

Have you completed the City's Citizen's Academy? YES  NO (circle one). If yes, when did you complete the academy?

Have you ever been convicted of a crime other than minor traffic offenses? YES  NO (circle one). If yes, explain:

**Please attach a copy of your resume/curriculum vitae with this application. (If you are applying for reappointment and there are no changes, a resume/curriculum vitae is not required.)**

Date: August 28, 2025

Signature:

*M. Andrew Epalle*

**M. Andrew Erdle**  
**6011 Spence Ct. Monroe N.C 28110**  
C:704-470-5904 martin.erdle@icloud.com

**Objective**                   **Airplane/Helicopter Pilot.**

**Flight Hours**           **Total Time 7600**   Pilot in Command 7000   Multi-engine 2800  
                                  SIC 600                Instrument 750  
                                  Instructor 1600     Turbine PIC 6000        Night 750

**Certificates & Ratings**           **ATP, Airplane and Rotorcraft Helicopter, Commercial Privileges: ASEL, CFI-RH. A&P.**

Type Ratings: DA2-EASY II, DA 2000, CE 650, CE-525SP, HS 125, AW 139, AB 139, SK 58ET.  
FCC Restricted Radiotelephone Operators Permit.  
Certified Flight Instructor: Rotorcraft Helicopter. Advanced Ground Instructor.  
FAA First Class Medical Certificate  
US Passport: Current, Unrestricted

**Experience**  
**1998-Present.**                   **Contract Pilot, Based at Monroe Executive Airport.**

- Train and mentor new owner pilots in various aircraft acquisitions.
- Operating, maintaining and managing Airplanes and Helicopters domestically.
- Currently operating Cessna Citation 525A and Bell 407 Helicopter.
- Responsible for the efficient transport of passengers and cargo while complying with company policies and procedures in a safe and professional manner.  
Tracking, managing and maintaining Jets and Helicopters through CAMP and Traxxall programs.

**07/16 to 07/19**           **Dement Construction.** Jackson TN

- Responsible for the safe, reliable and comfortable personal transport of family members to destinations all over the country.
- Responsible for the maintenance of aircraft and hangar facilities including all aspects of the flight operations. Responsible for all aircraft maintenance tracking via CAMP and Traxxall.

**10/07 to 01/14**           **Duke Energy Corporation,** Charlotte NC

- Safely and cost effectively operated Falcon 2000LX and Agusta Helicopter domestically and internationally including Japan, Norway, South America.
- Team player in developing and maintaining ISBAO stage 3 safety management systems program.
- Transported Nuclear Scientific teams to Power-plant Heliports.
- Maintenance Liaison for aircraft unscheduled field maintenance.
- Heli-deck take off and landings in the Eastern Mountainous Region.

**Systems**                   ARINC, CPDLC, IPAD, ForeFlight , Jeppesen flight deck, EFIS, Universal, Rockwell Collins, FMS, TCAS II, EGPWS, NEXRAD, WAAS

**Education**               HS Diploma, some College. ATP, CFI-R, Advanced ground Instructor. 8 aircraft type rating courses through providers such as Airbus, Agusta, CAE Simuflight, Cessna, Dassault, Flight Safety, Garmin, Honeywell, Sikorsky, Simcom, Rotorsim.

• **Additional**               2006- Medevac Helicopter FAA pt 135 pilot experience transporting injured and sick children to various Washington D.C Hospitals. Volunteer helping neighbors with anything from home and auto repairs to transportation and consulting. I hold a Commercial driver's license class A with a multitude of endorsements.

END

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Sunday, November 16, 2025 8:03 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

Contact Sherry Hicks for more information.

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Committee/Board Seeking Appointment	Board of Adjustment
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Applicant's Name	Matthew Kegel
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Street Address	2538 Arnold Dr
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City	Monroe
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State	NC
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Postal / ZipCode	28110
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Applicant's Email	matt.kegel79@gmail.com
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Applicant's Phone	9528433587
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Residency Information	City
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	October 2025 Meeting Board of Adjustment
Education: List schools, dates attended, degrees obtained.	Oklahoma State University, 2016-2022. B.S. in Business Administration.
Occupation: List past 3 and current employers and positions held.	Sweet Union Hemp Co - Store Associate ( 2025-Present). Credit Karma - Recruiter, Creative Project Manager, Employee Relations Specialist (2022 - Present)
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	None
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	I have experience working in HR and dealing with sensitive information and make decisions based on company policy.
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	See above=ve.
Please explain your interest in serving on the above named Committee/Board.	I've always had a strong interest in being involved with city government. Since moving to Monroe, this interest has grown stronger. This opportunity represents an exciting step for me to gain deeper insights into how cities function and to actively contribute to their growth and improvement.
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your [Matthew Kegel Resume .pdf](#) resume/curriculum vitae.

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Please [contact Sherry Hicks for more information.](#)

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature

Matthew Kegel

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Date

11/16/2025

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# Matt Kegel

952-843-3587 | matthewkegel97@gmail.com

## Education

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### Oklahoma State University

2016 - 2021

Bachelor of Science in Business Administration

- Member Of Oklahoma State University Football Team (2016-2021)
- 2<sup>nd</sup> Team Academic All American

## Work Experience

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### Credit Karma

2022 - Present

#### Workplace Accommodations Program Manager – Senior Employee Relations Specialist

- Built and managed Credit Karma's accommodations and leave programs from the ground up, developing end-to-end processes, standardized tools, and policy frameworks to ensure compliance with legal requirements.
- Owned ADA and FMLA case management and decisions, with collaboration of legal counsel to ensure alignment with company policy and employment law.
- Led complex internal investigations into potential violations of the company's Code of Conduct and HR policies, including discrimination, harassment, retaliation, and other sensitive matters; ensured objective, consistent, and legally compliant outcomes.
- Serve as primary point of contact for people-related matters for CK People Help Desk.

#### Creative Project Manager

- Managed end-to-end creative project workflows, setting timelines, prioritizing tasks, and coordinating resources to deliver high-quality outputs on schedule.
- Partnered cross-functionally with internal teams, including HR, Talent Acquisition, and People Operations, to design, develop, and deliver internal documents, training materials, and media projects that aligned with company policies and strategic initiatives.

#### Recruiter

- Applied analytical skills and technical expertise to assess candidate qualifications, screen resumes, and provide objective, data-informed recommendations to hiring managers.
- Managed multiple requisitions simultaneously in a fast-paced, team-oriented environment, ensuring timely and efficient recruitment processes.
- Maintained confidentiality and discretion in handling sensitive candidate and employee information.

### Cintas

2021 - 2022

#### Service Supervisor

- Supervised a team of 10 employees, managing daily truck routes while monitoring performance, attendance, and adherence to company policies.
- Handled employee relations issues, including coaching, disciplinary actions, and addressing misconduct, ensuring fair and consistent application of policies.
- Provided guidance and support to team members to improve performance, resolve conflicts, and maintain a safe, productive work environment.

## Advanced Certifications

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- Internal Investigations Certificate – Cornell University (Continuing Education)
- Conducting Affective Employee Relations Conversations Certificate – Cornell University (Continuing Education)

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Tuesday, November 25, 2025 11:52 AM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Board of Adjustment
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Applicant's Name	Cary A Rogers
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Street Address	1201 WOODLAND AVE
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City	Monroe
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State	NC
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Postal / ZipCode	28112
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Applicant's Email	crogers44@carolina.rr.com
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Applicant's Phone	7042383518
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Residency Information	City
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	1 Dec 2025
Education: List schools, dates attended, degrees obtained.	Union Pines High School 1977-1981, Sandhills Community College 1986-1987 No Degree
Occupation: List past 3 and current employers and positions held.	Universal Wood Products, Locust NC Truck Driver and Dispatcher, Stock Components, Monroe NC, Truck Driver, NC State Highway Patrol, State Trooper
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Truth Masonic Lodge #749, 82nd Airborne Division Association, NC Troopers Association
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Legislative Liaison for the NC Troopers Association
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Extensive experience attending court
Please explain your interest in serving on the above named Committee/Board.	Interested in giving back to the Community now that I am fully retired
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No
Has any formal charge of professional misconduct	No

ever been sustained against you in any jurisdiction?

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your Resume.docx resume/curriculum vitae.

---

Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Cary A Rogers

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**Cary A Rogers**

1201 Woodland Ave

Monroe, North Carolina, 2812

(704)238-2518

**Education**

-Graduated 1981 from Union Pines High School, Cameron NC

-1985-1987 Attended Sandhills Community College, Pinehurst NC

**Enlisted in the US Army July 1981 thru July 1985**

-Jul 1981 Basic Training, Advanced Infantry Training and Airborne School at Fort Benning GA

-Nov 1981 Assigned to the 82<sup>nd</sup> Airborne Division, Company C 2<sup>nd</sup> Battalion 508<sup>th</sup> Airborne Infantry

-Jun 1983 Transferred to Battalion Headquarters S-2 as a result of a Training accident (Broken Ankle)

-Promoted to Sergeant Aug 1984

-Awarded Jump Wings, Combat Infantryman's Badge (Grenada)

Army Commendation Medal, Army Achievement Medal, Good Conduct Medal

-Honorably Discharged Jul 1985

**North Carolina State Highway Patrol**

-Attended Highway Patrol Basic School in Garner NC Mar 1987 thru Jul 1987

-Assigned to Troop H, District 3, Monroe as a Trooper Aug 1987

- Certified as a General Instructor
- Certified as a Specialized Driving Instructor where I taught high speed Driving and the 4x4 Course for 16 years
- Executive Protection Certified, Escorted US Congressmen, Senators as well as in State Governors, out of State Governors, 2 former Vice Presidents and various other dignitaries
- Field Training Officer
- Retired 1 Mar 2011 after working the same Union County for 24 years
  
- Stock Components, Monroe NC, Worked Part time as a Truck Driver 2008-1010
- Universal Wood Products, Locust NC, Worked as a Truck Driver and Dispatcher 2010-2015

#### Fraternal and Civic Organizations

- Member of Truth Masonic Lodge #749 Monroe NC
- Life Time Member of the 82<sup>nd</sup> Airborne Division Association
- Life Time Member of the North Carolina Troopers Association where I served on the Board of Directors as the Troop H Representative and the Legislative Liaison to the North Carolina General Assembly for approximately 15 years

# Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Monday, October 27, 2025 2:16 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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## Committee Application

### Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

Committee/Board Seeking Appointment	Economic Development Advisory Board
Applicant's Name	William R. (Randy) Adcock
Street Address	312 North Charlotte Avenue
City	Monroe
State	N.C.
Postal / ZipCode	28112
Applicant's Email	randyadcock87@gmail.com
Applicant's Phone	704-996-5011
Residency Information	City
Are you a US citizen?	Yes

Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	Several meetings in the past
Education: List schools, dates attended, degrees obtained.	Parkwood H.S. 1974 Wingate College 1976 Business administration
Occupation: List past 3 and current employers and positions held.	American Community Bank 1998-2013 City Executive Yadkin Bank 2013-2018 City Executive American Bank of the Carolinas 2018-Present President/CEO
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Kiwanis Club since 1989. Many other past boards. United Way, Foundation of the Carolinas, Union County 4-H,
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Various numerous experiences on boards and civic organizations
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Banking and financial
Please explain your interest in serving on the above named Committee/Board.	Interested in using my experience as a native of Union County and 47 years in banking
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No
Has any formal charge of professional misconduct	No

ever been sustained against  
you in any jurisdiction?

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

---

## Submit Resume

---

Please attach a copy of your resume/curriculum vitae. *Field not completed.*

---

Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

---

By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

---

Signature Randy Adcock

---

Date

10/27/2025

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# WILLIAM R. (RANDY) ADOCK

## CONTACT INFO

(704) 996-5011

[Randyadcock87@gmail.com](mailto:Randyadcock87@gmail.com)

Monroe, NC 28112

## EXPERIENCE

**PRESIDENT/CEO**, American Bank & Trust

March 2018 - Current

Overseeing the company operations, communicating between board members and other company executives.

## EDUCATION

**BUSINESS MAJOR**

Wingate University

Bachelor's Degree

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Sunday, November 2, 2025 7:05 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

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Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Jeff Duke
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Street Address	3000 Highway 74 East
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City	Monroe, NC 28112
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State	North Carolina
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Postal / ZipCode	28112
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Applicant's Email	jeff.duke@assaabloy.com
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Applicant's Phone	7042196559
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	Attended the regular monthly meetings until the board was split.
Education: List schools, dates attended, degrees obtained.	NCAT - BS Iowa State University - MS
Occupation: List past 3 and current employers and positions held.	Manager, Facilities & Process Innovation.
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Monroe Economic Development Advisor Board
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Strategic Planning & Execution Business Development Leadership
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Business Planning Facilities & Maintenance Management Environmental Assessment
Please explain your interest in serving on the above named Committee/Board.	I am interested in supporting the economic development of Union County and the City of Monroe. Also, to help manage the strategic growth of Union County and the City of Monroe.
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No
Has any formal charge of professional misconduct	No

ever been sustained against  
you in any jurisdiction?

---

Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

---

## Submit Resume

---

Please attach a copy of your Jeff Duke Resume 23.doc resume/curriculum vitae.

---

Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Jeffrey D. Duke

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Date

11/2/2025

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## JEFFREY D. DUKE

11221 Lela Gardens Way, Mint Hill, NC 28227

Home Phone: 980-938-0997 Cell Phone: 704-773-4482 Email: dukej007@aol.com

### **OBJECTIVE**

Position in operations management utilizing proven strengths in problem solving, cost containment, and organizational development to enhance overall business performance by improving processes, procedures, methods, and operational efficiencies.

### **SUMMARY OF QUALIFICATIONS**

Over 25 years of progressive operations and management experience in a manufacturing environment. Able to adapt to rapidly changing business conditions and move forward with change through innovation, creativity, and determination. Broad background of experience and expertise in the following areas:

- **Kaizen / Lean Manufacturing / JIT**
- **Total Quality Management**
- **Inventory Management: Kanban & MRP**
- **Rationalization / Outsourcing**
- **Facilities & Maintenance Management**
- **Six Sigma – Green Belt Certified**
- **P&L**
- **Business Planning & Forecasting**
- **Strategic Planning & Execution**
- **Team Leadership – Coaching & Mentoring**
- **Safety, Health & Environmental**
- **Six Sigma – Black Belt Project Champion**

### **PROFESSIONAL EXPERIENCE**

#### **NORTON-RIXSON DOOR CLOSER FACILITY – ASSA ABOLY**

**2006 - Present**

##### ***Manager, Process Innovation and Facilities – Monroe Facility, 2017 to Present***

Responsibilities includes implementing new process improvements throughout the facility in support of providing world class quality and costs while maintaining a high performance safety culture. Facilities and equipment maintenance management for three locations, totaling over 200,000 sq-ft.

##### **Major Accomplishments:**

- Manage robotics and automation engineering team responsible for implementing over 20 collaborative robots, 16 Fanuc robots, and 20 automated assembly cells, and 2-mix model component CNC loading systems.
- Lead entire facility team in cost savings of over \$4.6M annually.
- Management of \$500k to \$1M capital budget annually.
- Implementation of over 30 Kaizen events annually.
- ISO14001 and Zero Landfill Waste Facility

##### ***Profit Center Manager – Monroe Facility, 2007 to 2017***

NORTON-RIXSON is a 250-employee facility that manufactures a full line of aluminum, cast iron, and electro-mechanical commercial door closers. Direct responsibility for all surface mount door closers manufactured at Norton, which includes 7 staff, 100 associates that support 7 product lines. These 7 product lines represent 75% of total plant volume and sales.

##### **Major Accomplishments:**

- Awarded the Most Improved Profit Center for the North America Architectural Hardware Group
- Annually exceeds productivity objectives by improving operational efficiencies through lean, automation, robotics, and associate development (cross-training).
- Inventory Reduction of over \$500K through the implementation of weekly faxbans, reduced component lead-times, in-sourcing, and development of better inventory management tools.
- Customer Service – OTD improved from 94% to 98%, through better management of supporting departments.

##### ***Kaizen Promotion Office Manager – Monroe Facility, 2006 to 2007***

Responsibilities included coordinating (scheduling, facilitating, summarizing results, and maintaining KeyPoints) Kaizen activities for the facility. Coordinated, facilitated, and led Kaizen events that generated inventory savings of \$133K, expense savings of \$102K, and labor savings equivalent of 4 headcounts.

#### **WEDECO – An ITT Company**

**2003 – 2004**

##### ***Production Manager – Charlotte Facility***

WEDECO is a 160-employee facility that manufactures Ozone and UV water purification systems for municipal, industrial, and residential markets. Direct responsibility for all Ozone manufacturing operations.

##### **Major Accomplishments:**

- Successfully transfer of the Ozone production from West Caldwell, NJ to Charlotte, NC.
- Hired a new leadership and production team to manufacture Ozone systems in Charlotte, NC

**JACOBSEN – A Textron Company****2002 - 2003*****Production Manager – Charlotte Facility***

Jacobsen is a 300-employee facility that manufactures fairway and green mowers for the professional golf course care industry. Direct responsibility for all manufacturing operations, which includes 8 staff, and 210 employees.

**Major Accomplishments:**

- Successfully managed the plant's manufacturing activities and delivering products that generated the highest revenue in the plant's history, \$110M.
- Improved labor productivity by 20% through increased efficiency and capacity utilization as generated through several Kaizen events and 6 Sigma (Black Belt & Green Belt) projects.
- Achieved a 20% improvement in quality as measured by DPM, through the implementation of in-process verification checks and 5S of the workstations.
- Transferred the Turf Cat fairway mower production line from a manufacturing facility in Wisconsin to the Charlotte facility in support of Jacobsen's manufacturing strategy.

**SQUARE D COMPANY - Schneider Electric****1989 - 2001*****Manufacturing Manager / Program Manager – Raleigh Facility, 2000 - 2001***

Square D Raleigh is a 365-employee facility that manufactures electro-mechanical devices, drives, and control panels. Direct responsibility for the transfer, and management of the control panel business in Raleigh, which included 15 staff, and 56 non-union manufacturing associates.

**Major Accomplishments:**

- Successfully transferred the control panel business from 2 Canadian facilities (Bramalea & Waterman), and Columbia, SC facility into the Raleigh facility, allowing for a reduction in base cost, and in support of Schneider Electric North America manufacturing strategy.
- Established a creative and innovative engineering and manufacturing team that delivered on a 225% revenue growth, while supporting product transfer.
- Reduced variable cost by \$70K through cost management, and increased efficiencies as generated through a lean exercise and 5S.
- Consolidated engineering and manufacturing activities that resulted in base cost savings of over \$200K.
- Exceeded in recapturing and providing outstanding customer service to our #1 custom engineered panel customer by reducing lead-time (cycle-time) on our products by 50%, which resulted in increase revenue from \$3.5M to \$12M.
- Reduced material cost by \$130K on a major sheet metal enclosure by improving DFM, and transferring to another supplier.

***Plant Operations Manager – Bramalea Facility, Toronto, Ontario Canada, 1999 – 2000***

Schneider Canada, Bramalea is a 347-employee facility that manufactures engineered electrical distribution equipment including switchgear, switchboards, panelboards, capacitors, and modified panels. Direct responsibility for 96 staff, 251 unionized manufacturing associates, and delivering products that generated \$65M in revenue.

**Major Accomplishments:**

- Created cell / action team organizational structure to drive ownership and accountability throughout the plant, which resulted in exceeding labor productivity objective by 20%.
- Established a Customer Service / Order Management organization that improved internal and external customer communications, and reduced order entry cycle-time by 2.5 days.
- Improved organizational leadership in the facility by strengthening several critical areas: Human Resources, Quality, Engineering, and Production Supervision, while achieving base cost objectives.
- Implemented several Schneider Canada manufacturing / rationalization strategy initiatives that resulted in over \$940K savings to Schneider Electric North America.

***Plant Operations Manager – Waterman Facility, Toronto, Ontario Canada, 1998 – 1999***

Schneider Canada, Waterman is a 365-employee facility that manufactures electrical components and distribution equipment including circuit breakers, load centers, safety switches, panelboards, and manual motor starters. Direct responsibility for 40 staff, 325 unionized manufacturing associates, and delivering products that generated \$85M in revenue.

**Major Accomplishments:**

- Improved customer service from 90% to over 98%, as measured by on time deliveries, through the implementation of Kanban, cell teams, and alignment of objectives between engineering, purchasing, and manufacturing.
- Achieved number one ranking in customer service for all Schneider Electric North America facilities, by taking a team approach to improving processes, and managing the business.

- Inventory Reduction of \$1.9M through a reduction in manufacturing cycle-time, component lead-time, establishing Kanban, and improved system scheduling (FAS).
- Through cost containment, managed base cost \$300K under plan, while delivering on sales per plan.
- Reduced scrap by 13%, and rework by 30% as a result of aggressively resolving non-conformances by driving “root cause” corrective actions.
- Supported Sales organization and managed overall operations to deliver contribution margin \$3M above plan.

***Manufacturing Manager – Waterman Facility, Toronto, Ontario Canada, 1996 – 1998***

Responsibilities included managing all the plant’s manufacturing operations that consisted of: fabrication, molding, assembly and maintenance. Responsible for providing technical support and advice to manufacturing engineers and supervisors; selecting, training, and developing manufacturing staff and associates to achieve company goals.

***Manufacturing Manager – Asheville Facility, 1994 – 1996***

Square D Asheville is a 660-employee facility that manufactures electrical components. Direct responsibility for 9 production assembly lines, 6 staff, and 110 associates. Responsibilities include: managing a business consisting of a variety of products; leading and coordinating the implementation of major programs which support manufacturing strategies; providing technical support and advice to staff engineers and supervisors; selecting, training and developing manufacturing staff and associates to achieve company goals.

**EDUCATION**

**Master of Science** in Industrial Technology (Minor: Industrial Engineering), Iowa State University

**Bachelor of Science** in Industrial Technology, *summa cum laude*, North Carolina A&T State University

**Lean Manufacturing Implementation Trainer Certification** – University of Kentucky

**Six Sigma Green Belt Certification** – Central Piedmont Community College

**ASSOCIATIONS**

**Monroe Union County Economic Development Commission Advisory Board**

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Wednesday, November 19, 2025 2:18 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Jonathan Edwards
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Street Address	233 South Secret Avenue
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City	Monroe
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State	NC
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Postal / ZipCode	28112
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Applicant's Email	jonathan.edwards@tyson.com
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Applicant's Phone	704-283-7571
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Residency Information	City
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	Prior member on MUCED and also only meeting of Monroe Econ Development since split
Education: List schools, dates attended, degrees obtained.	Appalachian State Univ. BS Mathematic 1986 Wilkes Community College Assoc Science
Occupation: List past 3 and current employers and positions held.	Complex Manager Tyson Foods, Plant Manager Tyson Foods, Industrial Engineering Mgr - Tyson Foods
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	N/A
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Business management experience in both Monroe and Union County - over 20 years Understand business and some understanding of City process for business Understand the position on advisory board
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Project management, Business management, labor management, environmental,
Please explain your interest in serving on the above named Committee/Board.	Several years of service to MUCED on advisory board and I believe I bring relevant experience and work for one of the largest employer.
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

---

## Submit Resume

---

Please attach a copy of your resume/curriculum vitae. *Field not completed.*

---

Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

---

By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature

Jonathan Edwards

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Date

11/19/2025

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Jonathan C. Edwards  
5014 Highway 205  
Marshville, NC 28103  
(704)385-9325

**Career Objective:**

A position within management of Tyson Foods that will allow me to utilize the knowledge and skills developed from previous positions held; that insures continued personal development while providing the opportunity to impact the overall success of the company.

**Work History:**

Tyson Foods Inc. April 1989-Present  
Complex Manager (August 2013 – Present)

Plant Manager (June 2006 –August 2013)

Responsible for all aspects of management required to insure the overall successful operation of a processing plant including day to day management, team building and long-term planning. Areas of responsibility include:

- Safety: Plant has been recognized several years in a row for overall safety record by both Tyson and the NCDL
- Yield: The plant has demonstrated improvements of 6% in WOG yield and 5% in debone yield since FY2009;
- Eviscerating Efficiency: FY13 is over 99% for the first time in Monroe history
- Conversion cost: At \$0.2802 FY13 through period 9 is virtually unchanged compared to FY05 \$0.2801
- Turnover: Improvement from 105% to 42% from FY05 to FY13
- 3Deep Succession Planning – have trained several managers that have been promoted within Tyson in the past year including 1 Plant Manager, 2 Assistant Plant Managers. 1 GPM and plant has sustained performance during this time.

Other areas of responsibility include management team development and selection, capital projects, customer satisfaction, capital and operating budgets, communication with various other teams within Tyson structure, sustainability and insuring the location operates in a manner that aligns to Tyson values and policies.

Operations Support Group Manager (January 2005 – June 2006)

Management of up to 8 Industrial Engineers, responsibility to various divisions including Tray Pack, IQF, Fully Cooked and Cornish. Areas of responsibility include development of new program in conjunction with other managers; insure labor reductions through low cost no cost projects are being implemented, labor reports are developed for each location and standards are being developed to assist management. Also assist with various special projects as assigned such as PSM, All Natural Chicken, and Post Pasteurization.

Sr. Industrial Engineer (May 2003 – January 2005)

Responsible for establishment of IE program in Monroe NC facility. Areas of responsibility included: development of base crewing guide, labor report, retitling of plant to standard position titles, development of labor standards, low cost no cost projects that would insure labor reduction of 1% annually. High level of involvement on CIRs and Budget processes.

**Other Positions Held:**

Process Improvement Manager, Shift Manager, Maintenance Manager, Department Manager and Production Supervisor

**Education:**

B.S. Mathematics  
Appalachian State University May 1986  
Boone, North Carolina

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Monday, November 24, 2025 4:42 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

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Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

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[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	William Charles Griffin III (Chad)
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Street Address	3918 Tom Starnes Rd
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City	Waxhaw, NC
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State	NC
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Postal / ZipCode	28173
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Applicant's Email	cgriffin@charlottepipe.com
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Applicant's Phone	7044006925
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	Chaired the prior County/City Board as a city appointee. I attended numerous meetings
Education: List schools, dates attended, degrees obtained.	UNCC Bachelor of Business Administration - 1985 - 1989
Occupation: List past 3 and current employers and positions held.	Charlotte Pipe and Foundry Company - Senior Vice President
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Health Quest, United Way, Union County Chamber of Commerce, Monroe/Union County Economic Development Advisory Board, Shiloh Baptist Church, and the capital campaign for the Theatre and Science Center
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	I am responsible for all of Charlotte Pipe, Plastics division operations. I have also served in board leadership positions with several organizations.
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	I am a proven leader in the community.
Please explain your interest in serving on the above named Committee/Board.	Economic Development and the growth of business is critical to our community. I desire to play a role in helping this growth.
Are you currently serving on any other appointed bodies?	No
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No
Has any formal charge of professional misconduct	No

ever been sustained against you in any jurisdiction?

---

Have you completed the City's Citizen's Academy? No

---

Have you ever been convicted of a crime other than minor traffic offenses? No

---

## Submit Resume

---

Please attach a copy of your resume/curriculum vitae. *Field not completed.*

---

Please [contact Sherry Hicks for more information.](#)

I understand that this application will be kept in active status for one year from date of application.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature William C Griffin III

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Date

11/24/2025

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## Contact

[www.linkedin.com/in/chad-griffin-390a0613](http://www.linkedin.com/in/chad-griffin-390a0613) (LinkedIn)

## Top Skills

Process Improvement

Team Building

Lean Manufacturing

# Chad Griffin

Senior Vice President - Plastics at Charlotte Pipe and Foundry  
Monroe, North Carolina, United States

## Experience

Charlotte Pipe and Foundry Company

26 years 11 months

Sr. V.P. Plastics

January 2016 - Present (9 years 11 months)

Vice President of Fitting Operations

July 2012 - December 2015 (3 years 6 months)

General Manager of Molding

January 2006 - July 2012 (6 years 7 months)

Production Manager

January 1999 - December 2005 (7 years)

---

## Education

The University of North Carolina at Charlotte

BA, Business · (1985 - 1989)

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Monday, October 27, 2025 1:29 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Drew Lawrence
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Street Address	115 N. Church St.
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City	Monroe
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State	NC
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Postal / ZipCode	28112
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Applicant's Email	drew@lawrencesurveying.com
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Applicant's Phone	7046349951
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Residency Information	City
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	6 or more back in 2024
Education: List schools, dates attended, degrees obtained.	UNCC Economics Degree 1996
Occupation: List past 3 and current employers and positions held.	Lawrence Associates for the last 29 years
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Union Academy Foundation Board
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	I am a licensed surveyor working in the City of Monroe for the past 30 years. I have been part of a great many project in the City and know a great deal of people.
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	10 years on the Monroe Planning Board and a great deal of construction projects with the City of Monroe.
Please explain your interest in serving on the above named Committee/Board.	I wish to help make the City of Monroe a better place to live and work both now and in the future.
Are you currently serving on any other appointed bodies?	Yes
If yes, please list.	Union Academy Foundation Board
Do you currently hold an elected office?	No
Could any of your business or personal interests create a conflict (either real or perceived) if appointed?	No

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your resume/curriculum vitae. *Field not completed.*

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Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Andrew Lawrence

Date 10/27/2025

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# Andrew (Drew) Lawrence

## President – Lawrence Associates

### Contact

2745 Rolling Hills Drive  
Monroe, NC 28110  
drew@lawrencesurveying.com

### Experience

*Present*

President • Lawrence Associates

- Provide years of experience working on industrial and commercial projects.

### Education

University of North Carolina  
Charlotte, NC  
BS in Economics

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Thursday, October 30, 2025 9:18 AM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Eric Paszkowski
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Street Address	4238 Capital Drive
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City	Waxhaw
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State	North Carolina
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Postal / ZipCode	28173
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Applicant's Email	eric.paszowski@gbo.com
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Applicant's Phone	7164300079
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	October 3 2024 @ Monroe Executive Airport
Education: List schools, dates attended, degrees obtained.	Tufts University - MSEM Dec 2010 Penn State University - PLET May 2005
Occupation: List past 3 and current employers and positions held.	Sr. Manager of Engineering and Project Management - Greiner Bio-One North America Inc. Director of OEM Business - Greiner Bio-One North America Inc. Applications Development Manager - Jabil Packaging
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Advisory Board - Mechatronics Program @ SPCC Economic Development Board - Monroe and Union County Public Policy Committee - Chamber of Commerce
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Currently responsible for major investments and site growth projects for our site. Facilities and facility management Resident of Union County
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Medical device Manufacturing Industry knowledge Business growth
Please explain your interest in serving on the above named Committee/Board.	I would like to help support and watch Monroe continue to prosper and grow.
Are you currently serving on any other appointed bodies?	Yes
If yes, please list.	Economic Development - Union County I am looking to serve as part of the advisory board of the Chamber of Commerce in 2026
Do you currently hold an elected office?	No

Could any of your business or personal interests create a conflict (either real or perceived) if appointed? No

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Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your resume/curriculum vitae. [Eric Paszkowski Resume Jun 2025 v2.pdf](#)

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Please [contact Sherry Hicks for more information.](#)

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where I understand

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required may be  
Electronically Signed by  
either party, pursuant to  
NCGS 66-315(b).

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Signature Eric Paszkowski

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Date 10/30/2025

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# Eric Paszkowski

701 Brookmeade Drive ♦ Waxhaw, NC 28173 ♦ (978) 340-1227 ♦ [esp140@gmail.com](mailto:esp140@gmail.com)

## Summary of Qualifications

A leader and a professional with a successful 16+ years of working experience in a fast-paced, innovative, and results driven environment. Broad range of experiences from holding prominent and international roles in R&D, engineering, product development, production management and sales. Dedicated and hardworking with a drive for continuous improvement. Passionate for the opportunity to lead and cultivate emerging talent. Seeking a rewarding profession with a collaborative team atmosphere in which contributions directly influence the success of a company.

## Notable Achievements

- ♦ Assembled and directed a local engineering department capable of taking on the site's most challenging technical opportunities
- ♦ Served successfully as Interim Production Manager during a time of change and instability for the department.
- ♦ Successfully restructured and directed an OEM team that balances technical, business, and entrepreneurial mindset.
- ♦ Strategic and profitable sales growth by more than 7.5x in 2020 within OEM compared to the previous year.
- ♦ Constructed and directed an Applications Development Engineering team for Jabil Packaging that delivers a world class customer experience for new product introductions.
- ♦ Identified successful technical solutions for some of the industry's most challenging applications.
- ♦ Landed high value and opportunistic manufacturing opportunities for both Jabil Packaging as well as Greiner Bio-One.
- ♦ Led Nypro's Materials Council which links subject matter experts to share experiences, and support in making optimal material choices. Includes representing the company on SPI's Bioplastics Council and the Association of Postconsumer Recyclers.
- ♦ Principal engineer on groundbreaking grant project (DARPA) in collaboration with Draper Labs and Stanford University.
- ♦ Directed projects with submicron scale technologies including nano materials, nano structures, and fabrication techniques.
- ♦ Publications – over 80 technical articles internal to Nypro as well as external technical papers and US Patents.

## Professional Experience

GREINER BIO-ONE, NORTH AMERICA INC. – Monroe, NC

### Sr. Manager of Engineering and Project Management, July 2021 to Present

- ♦ Oversees the installation of new system launches with a focus on reducing time-to-market for new manufacturing equipment.
- ♦ Identify and develop technical solutions with demonstratable results in production's efficiency, quality, and cost metrics.
- ♦ Management of site investments and ensuring projects are realized on-budget and on-time with transparency to major stakeholders.
- ♦ General maintenance of facilities, applicable utilities, and grounds resulting in minimal production downtime

### Interim Production Manager – Injection Molding, Dec 2021 to Mar 2023

- ♦ Responsible for daily production management while maximizing production output, efficiencies, and scrap reduction.
- ♦ Managed the production leadership team with direct or indirect responsibility of over 100+ employees
- ♦ Sponsored and/or led major department projects, monitoring progress, and ensuring prioritization of the team's time and focus.
- ♦ Decision making on the repair of production workcells, balancing costs with the consideration of returning to production

### Director of OEM Business, January 2018 to July 2021

- ♦ Led an effective team of professionals that balance technical and business skills to grow strategic OEM accounts.
- ♦ Developed custom solutions for opportunities by balancing operational capability, corporate strategy, and customer requirements.
- ♦ Managed OEM's new and existing business for both the BioScience and PreAnalytic business segments.
- ♦ Collaborated with cross functional, multi-national colleagues from sales, production, engineering, finance, and sr. management.

JABIL PACKAGING – Clinton, MA

### Applications Development Manager, August 2013 to January 2018

- ♦ Led an effective team of engineers focused on custom Applications Development solutions for customers.
- ♦ Created and presented appealing concepts / proposals in support of winning development and/or manufacturing contracts.
- ♦ Identified and developed innovative, advanced, and sometimes uncharted technological solutions for complex applications.
- ♦ Effectively achieved Proof of Concept (PoC) which includes the optimization of product performance, manufacturability, and cost.
- ♦ Maintained a collaborative and motivating work environment for employees' free-thinking, devotion, and career development.

NYPRO Inc. – Clinton, MA

**Project Engineer / Program Manager, July 2005 to August 2013**

- ◆ Responsibilities included managing and executing Research and Development (R&D) projects for cross functional market segments.
  - Developing technical solutions through research, experimentation, and technical partnerships.
  - Driving projects to achieve milestones on a fixed budget.
  - Measure of success based on revenue generated from projects and Return on Investment (ROI).
- ◆ Communicated investment justification including the technical and business aspects of a project to stakeholders.
- ◆ Managed and mentored junior engineers within the department.

NYPRO DENMARK – Copenhagen, Denmark

**International Internship, May 2004 to August 2004**

**Education**

TUFTS UNIVERSITY – Medford, MA

**Masters of Science – Engineering Management (MSEM), 2010**

PENNSYLVANIA STATE UNIVERSITY, The BEHEREND COLLEGE – Erie, PA

**Bachelors of Science – Plastics Engineering Technology (PLET), 2005**

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Wednesday, November 19, 2025 1:43 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Dr. Stacy Waters-Bailey
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Street Address	1851 South Piedmont Street
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City	Monroe
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State	NC
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Postal / ZipCode	28110
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Applicant's Email	swatersbailey@spcc.edu
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Applicant's Phone	704-838-6163
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Residency Information	City
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	November 7, 2025 - Good Jobs, Great Cities meeting, hosted by Teresa Campo.
Education: List schools, dates attended, degrees obtained.	Ph.D. Community College Leadership, Old Dominion University Master of Public Administration, UNC Wilmington Graduate Certificate in Environmental Studies, UNC Wilmington B.A. Environmental Studies, UNC Wilmington
Occupation: List past 3 and current employers and positions held.	President, South Piedmont Community College (current) Vice President, Transfer Excellence & Success, Forsyth Technical Community College (2022-2025) Associate Vice President, Academic Strategy and Partnerships, Forsyth Technical Community College (2022)
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Union County Chamber Board of Directors; SPCC Foundation Board of Directors
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	I serve on the Union County Chamber Board of Directors, Anson County Chamber Board of Directors, and Anson County Economic Development Advisory Board. My experience as President of South Piedmont Community College has given me a broad understanding of regional workforce trends, employer needs, and the economic challenges our communities face. I also bring strategic planning, data-informed decision-making, and partnership-building skills—all of which will support effective advisory work.
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Accomplished higher education leader with over 15 years of progressive experience in driving strategic initiatives across academic affairs, student services, and workforce development. Demonstrated success in securing and managing multi-million dollar grants, including a US Department of Labor grant in collaboration with other regional community colleges to develop education-workforce pathways to address employer demand and economic needs. I oversee and support the Vice President of the Division of Business & Workforce Solutions at South Piedmont Community College. This division includes our small business center, career center, corporate and customized training, applied technical programs, and college and career readiness programs.

Please explain your interest in serving on the above named Committee/Board.

There is a strong alignment between economic development and the work of South Piedmont Community College to strengthen our area's workforce and economic vitality. Community colleges play a unique role in developing talent, supporting local employers, and creating pathways to opportunity, and I believe my perspective can be helpful as this board considers current needs and long-term strategies.

Are you currently serving on any other appointed bodies?

Yes

If yes, please list.

Anson County Chamber of Commerce Board of Directors  
Anson County Economic Development Advisory Board

Do you currently hold an elected office?

No

Could any of your business or personal interests create a conflict (either real or perceived) if appointed?

No

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction?

No

Have you completed the City's Citizen's Academy?

No

Have you ever been convicted of a crime other than minor traffic offenses?

No

## Submit Resume

Please attach a copy of your resume/curriculum vitae.

[Stacy Waters-Bailey Resume.pdf](#)

Please [contact Sherry Hicks for more information.](#)

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Stacy Waters-Bailey

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Date 11/19/2025

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# Dr. Stacy Waters-Bailey

SLW2808@gmail.com • (757) 513-0741  
[www.linkedin.com/in/stacywatersbailey](http://www.linkedin.com/in/stacywatersbailey) • Winston-Salem, NC

## Curriculum Vitae

Accomplished higher education leader with over 15 years of progressive experience in driving strategic initiatives across academic affairs, student services, and workforce development. Recognized for leadership and dedication to student success as an Aspen Rising Presidents Fellow and member of an AACCC Commission. Demonstrated success in securing and managing multi-million dollar grants, leading accreditation efforts, and developing innovative programs to enhance educational access. A passionate advocate for the transformative impact of community colleges.

## Selected Achievements

- Elevated student success by organizing the transition to a new Learning Management System, yielding a 10% increase in enrollment and enhanced student engagement and learning outcomes.
- Secured and managed over \$9 million in grant funding to support strategic initiatives focused on completion, workforce development, and student support services.
- Successfully co-led the college's SACSCOC Quality Enhancement Plan (QEP) development and implementation, ensuring full accreditation compliance and fostering a culture of continuous improvement.
- Orchestrated the development and implementation of comprehensive student support services across multiple modalities, including in-person and virtual platforms, significantly improving student retention and success rates.

## Education and Credentials

### Ph.D. Community College Leadership,

Old Dominion University, Norfolk, VA

Dissertation: *The Relationship of Transformational Teacher Leadership and Student Motivation, Academic Performance, and STEM Persistence in a General Education Transfer Science Classroom*

### Master of Public Administration,

University of North Carolina at Wilmington, Wilmington, NC

### Graduate Certificate in Environmental Studies,

University of North Carolina at Wilmington, Wilmington, NC

### B.A. Environmental Studies,

University of North Carolina at Wilmington, Wilmington, NC

## Professional Experience

Forsyth Technical Community College, Winston-Salem, NC  
Vice President, Transfer Excellence & Success (2022 – Present)

2018 – Present

Spearheaded the strategic vision and operational management of the college's largest academic division, fostering a culture of shared governance and collaboration among a diverse team of over 200 full-time and part-time faculty and staff. Oversaw the development and execution of comprehensive academic and student support programs and services, catering to a diverse student body of over 9,000 degree-seeking students, and managed an operating budget exceeding \$12 million. Supervised and collaborated on the development of ongoing institutional publications, ensuring clarity, accuracy, and alignment with the college's mission and goals.

- Established a cross-campus Transfer Advisory Council, leading to a 5% increase in transfer success rates.
- Redesigned the student support offices of Digital Literacy and tutoring support services, facilitating over 6,000 student visits/appointments annually and contributing to a 7% increase in retention rates over two years.
- Initiated a successful transition to a new Learning Management System, resulting in improved student engagement, learning outcomes, and a 10% increase in enrollment.
- Secured and oversaw a \$1.7 million Build Back Better Grant, leading to a 27% increase in enrollment in the Biotechnology program and an 8% increase in the Associate of Science program.

- Drove transfer initiatives that significantly increased transfer rates and expanded pathways for students to further their education.

#### **Associate Vice President, Academic Strategy and Partnerships (2022)**

Partnered with key stakeholders, including the Provost, academic department chairs, and faculty, to shape and implement college-wide academic success and engagement initiatives. Pioneered the development and execution of strategic academic partnerships, establishing four new collaborations to broaden opportunities for student success and workforce development. Led the college's compliance and audit team, ensuring adherence to regulatory requirements and maintaining fiscal responsibility. Provided visionary leadership for the management, strategic direction, policy development, and administrative oversight of transfer initiatives.

- Served as the principal investigator for a \$5 million U.S. Department of Labor consortium grant, collaborating with seven other community colleges in the region to develop education-workforce pathways in manufacturing that address employer demand and regional economic needs. By using the BILT model, we focused on regional alignment of the education-workforce ecosystem, strengthening industry partnerships, and expanding work-based learning and apprenticeships for students. Served as principal investigator for a \$5 million U.S. Department of Labor grant, leading the development of education-workforce pathways in manufacturing to address employer demand and regional economic needs.
- Served as the co-principal investigator for a research grant that analyzed student transportation challenges and their impact on academic performance, credit hours, and state revenue loss. The findings revealed a significant revenue loss of \$3.5-\$5.5 million for the 2019-2020 academic year. The grant also proposed creative solutions to improve transportation options for students while enhancing revenue streams to strengthen the institution's financial stability.
- Successfully navigated the college's accreditation process as a key member of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) team, ensuring a smooth reaffirmation and upholding the institution's commitment to academic excellence.
- Co-led the implementation and management of the college's SACSCOC Quality Enhancement Plan (QEP), "Course to Career," achieving SACSCOC approval with no recommendations. The QEP focused on improving student academic goal attainment through early career track identification, ongoing engagement, embedded career competencies, and faculty mentorship. Initial outcomes show a decrease in program changes and an increase in program completion.
- Successfully secured funding for two NSF Advanced Technological Education (ATE) sponsored programs, BETA Skills Bioscience Administrator's Program and BETA Skills Summer Industry Fellows Program. These programs connected educators to biomedical emerging technology applications and their impact on future program development.

#### **Executive Director, Student Support Services (2020 - 2022)**

Provided executive leadership and oversight for all operational units of the Student Support division, encompassing Student Life & Engagement, Veteran Services, Minority Male Success Initiative, Shugart Women's Center & Counseling Services, TRiO Student Support Services, and Forsyth Tech Cares. Championed equitable access to resources by leading the development and implementation of comprehensive support processes for students across all seven service locations and virtual platforms. Fronted the development of a case management system for referrals and interventions for at-risk students, proactively identifying and addressing challenges to improve student success and retention rates.

- Programs addressing the non-academic needs of students and their families led to a 2% higher success rate for participants, contributing to a 13% increase in full-time student retention from Fall 2020 to Fall 2022.
- Directed the development process for disseminating and communicating the distribution of \$7 million in HEERF funds, contributing to an 8% enrollment growth during the funding period.
- Served as principal investigator for grant-funded programs totaling over \$3 million, directly contributing to improved student retention for underserved and underrepresented populations, including Black males, students with disabilities, public assistance recipients, parenting students, rural students, and Veterans.
- Established collaborative partnerships with local non-profits to enhance the range of community services available to students on campus, addressing non-academic barriers to success and promoting holistic student well-being.
- Co-led the implementation of the new student retention software, Navigate, harnessing technology to enhance student support, engagement, and overall success.

#### **Instructional Planning Coordinator (2018 - 2020)**

Led and coordinated instructional planning for the Instructional Services Division of the college. Partnered with administration and support staff in academic divisions and off-site locations to create a student-centered academic schedule. Collaborated with Student Services and Instructional Services to facilitate advisor assignments and distribute appropriate information. Partnered with the offices of Program Development and Audit, as well as Strategic Innovation and Effectiveness, to ensure instructional compliance with accreditation standards and enhance program/course effectiveness and efficiency.

- Facilitated the development of clearly structured, coherent guided pathways for all entering students, increasing the 3-year graduation rate from 28% to 33%.
- Implemented a scheduling software that led to a more streamlined student schedule and an increased section fill rate of 6%, which equated to a savings of over \$150,000 per semester.

**Davidson-Davie Community College, Thomasville, NC**  
**Director of Single Stop**

**2017 – 2018**

Launched and led the newly established Single Stop Office, providing strategic direction and oversight for comprehensive non-academic student support services. Cultivated strategic partnerships with Davidson County, the City of Lexington, and the City of Thomasville to secure essential resources, ensuring accessible support services for students facing various challenges, including food and housing insecurity, financial emergencies, healthcare needs, childcare, legal assistance, and transportation.

- Developed and delivered impactful student workshops on financial literacy, resilience, stress management, and other relevant topics, equipping students with the skills and knowledge to overcome challenges and achieve academic success.
- Crafted and carried out faculty and staff professional development opportunities to raise awareness of Single Stop services and empower the college community to effectively address student needs.
- Actively participated in government and community events to promote the college's mission and strategic goals, strengthening relationships with external stakeholders and raising awareness of the college's commitment to student success.
- Piloted the office's budget forecasting, planning, and development, ensuring adherence to all state, local, federal, and grant funding requirements, while maximizing the impact of available resources to support student success.

**The University of Alabama, Tuscaloosa, AL**  
**Lead Academic Advisor – Science & Technology & Instructional Technology**

**2014 – 2016**

Empowered Science & Technology students in the New College LifeTrack program to achieve their academic goals through personalized advising and holistic support. Drove the seamless integration of instructional technology into the curriculum to enrich student learning experiences. Equipped faculty with the skills and knowledge to leverage technology effectively for course management and content delivery. Spearheaded professional development initiatives to elevate faculty and staff expertise in instructional technology. Led and developed the OIT Electronic Learning Network blog and social media web pages.

- Cultivated personalized partnerships with students, guiding them through their academic journeys and fostering their success from enrollment to graduation.
- Designed and implemented pathways for prior learning assessment/evaluation, streamlining credit transfer processes and maximizing student progress.
- Forged collaborative relationships with diverse academic leaders and community partners to foster collegial alliances and support program growth.
- Curated and maintained the OIT Electronic Learning Network blog and social media presence, amplifying the program's reach and visibility.
- Constructed comprehensive learning models to equip students with the skills and knowledge needed to navigate work/school/life balance, financial aid processes, and technology challenges, ensuring their holistic success.

**Tidewater Community College, Norfolk, VA**  
**Instructor/Program Coordinator for Earth & Environmental Sciences**

**2011 – 2014**

Steered the Earth & Environmental Science program at the college, fostering its growth and development through collaborative partnerships with faculty, staff, and community stakeholders. Mentored and advised learners, supporting their academic journeys and empowering them to achieve their goals. Cultivated a dynamic learning environment by developing and delivering engaging course content, ensuring faculty met accreditation standards, and maintaining state-of-the-art lab facilities.

- Collaboratively designed and expanded program offerings, aligning curriculum with industry needs and student interests.
- Successfully recruited and mentored a talented team of full-time and part-time faculty, fostering a vibrant academic community.
- Boosted student retention and success rates through personalized academic advising and support.

- Joined forces with faculty to streamline course scheduling processes, optimizing resource utilization and ensuring timely access for students.

## Additional Experience

### Adjunct Instructor

University of Alabama; Tidewater Community College; University of North Carolina Wilmington

### Community Development Coordinator

City of Suffolk, VA

### Deputy Coordinator of Emergency Management,

Isle of Wight County, VA

### Hazard Mitigation Planner

City of Chesapeake, VA

### Environmental Health Specialist Sr.

Virginia Department of Health, Franklin, VA

## Publications

1. Waters-Bailey, S., McGraw, M.S., and Barr, J. (2019). Serving the Whole student: Addressing nonacademic barriers facing rural community college students. *New Directions for Community Colleges*, 2019: 83-93. doi:10.1002/cc.20372
2. Barr, J., Bullard-Clark, C., Emge, W., Evans, R., Howard, R., Hughes, T., Knight, C., Malogianni, C., McCauley, D., McGraw, M., Piazza, C., Preble, B., Rabel, K., Ross, M., Tucker, A., Waters-Bailey, S., & Pribesh, S. (February 2015). A Qualitative Examination of CACREP Program Mission Statements. Norfolk, VA. Old Dominion University.
3. U.S. Army Corps of Engineers- Wilmington District Emergency Operations Handbook. Report prepared for the U.S.A.C.E Wilmington District Field Office. Authors: Waters-Bailey, S., Adopted August 2002.
4. National Pollution Discharge Elimination System Phase II Comprehensive Stormwater Management Program. Report prepared for the Town of Wrightsville Beach, North Carolina. Authors: Davis, T., Bungaard, J., Kellon, E., Vallery, L., Swartz, N., Isom, C., Waters-Bailey, S., Adopted May 1, 2007

## Curriculum Development & Instruction

Climate Change (EXD 355-112, UA), Water Quality (EXD 355-109, UA), Soil Quality (EXD 355-110, UA), Aliens In Your Backyard (Invasive Species) (EXD 355-111, UA), Foundations of Adult Learning (EXD 101, UA), General Environmental Science I & II (ENV 121 & 122, TCC), and corresponding labs.

## Volunteering

Member, Transportation Learning Community, Winston Salem Foundation Winston Salem, NC	2023-2024
Community Build Volunteer, Bed and A Book Winston Salem, NC	2021
Member, The Western Tidewater Community Services Board Norfolk, VA	2007 - 2008
Member, Habitat for Humanity Huntersville Project Suffolk, VA	2007- 2008

## Leadership Development and Recognition

**Member, American Association of Community Colleges, Commission on Diversity, Equity and Inclusion** 2024 – Present  
Appointed to this national commission dedicated to advancing diversity, equity, and inclusion initiatives within community colleges. My goal is to focus on the inclusion of voices from rural communities.

**Aspen Rising Presidents Fellowship** 2023 – 2024  
Selected as one of a limited number of community college leaders nationwide to participate in this prestigious year-long leadership development program.

**North Carolina Community College Leadership Program** 2018-2019  
North Carolina Community College System  
Chosen to represent one of North Carolina's Great 58 Community Colleges as a participant, focusing on enhancing leadership skills, expanding knowledge, and building networks essential for success in leadership roles within the North Carolina Community College System.

**Prior Learning Assessment Certificate** 2016  
Council for Adult and Experiential Learning (CAEL)  
Selected to participate in a national professional development program designed to equip educators and administrators with the skills necessary to evaluate and recognize college-level learning acquired outside traditional academic environments.

## Awards

- Forsyth Technical Community College Staff of the Year Award, 2021
- Forsyth Technical Community College President's Award, 2020
- Old Dominion Darden College of Education Community College Leadership Fellowship, 2014
- Curricular Development Award- Tidewater Community College, 2013

## Conferences and Presentations

1. "Building a Culture of Holistic Support," Community Colleges of Appalachia, Hocking, OH, November 2022.
2. "Building a Culture of Holistic Support," North Carolina Community College System Office Conference, Raleigh, NC, September 2022.
3. "Braiding Funding for Holistic Student Support," Council for Advancement and Support of Education (CASE) Conference, New York, NY, April 2022.
4. "Supporting Rural Students: Addressing Non-Academic Barriers to Completion," The Association of Community College Trustees, Virtual Conference, October 2021.
5. "Best Practices to Overcoming Non-Academic Barriers to Completion," Rural Community College Alliance Annual Conference. Ruidoso, NM, October 2019.
6. "Best Practices to Overcoming Non-Academic Barriers to Completion," American College Personnel Association, Raleigh, NC, June 2019.
7. "Best Practices to Overcoming Non-Academic Barriers to Completion," New Horizons, Roanoke, VA, April 2019.
8. "Serving the Whole Student: When Academics Are Not the Barrier," Tidewater Community College Classified Staff Professional Development, Portsmouth, VA, March 2019.
9. "Best Practices to Overcoming Non-Academic Barriers to Completion," Rural Community College Alliance Annual Conference, Oklahoma City, OK. September 2017.

## Sherry Hicks

---

**From:** noreply@civicplus.com  
**Sent:** Wednesday, November 19, 2025 1:50 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

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### Committee Application

## Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Economic Development Advisory Board
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Applicant's Name	Clayton Whitson
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Street Address	903 Skyway Dr
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City	Monroe
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State	NC
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Postal / ZipCode	28110
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Applicant's Email	clayton@unioncountycoc.com
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Applicant's Phone	7042894567
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	N/A - Moving to Union County as new President/CEO of Union County Chamber of Commerce effective January 5, 2026.
Education: List schools, dates attended, degrees obtained.	Indiana State University, BS Criminology - graduated 2007
Occupation: List past 3 and current employers and positions held.	Incoming Union County Chamber President/CEO effective 1/5/26; Madison County (Indiana) Chamber of Commerce from 01/2020-present - President/CEO; Firefighter and AEMT - City of Elwood, IN March 2012-Feb 2020; County Councilman, Madison Co Indiana Jan 2015-Dec 2018;
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Madison County EDC 2020-Present; Board of Trustees Ivy Tech Community College - Dec 2021- Present; Advisory Board-Anderson University Center for Security Studies & Cyber Defense - Oct 22-Present; Madison County Justice Reinvestment Advisory Council - Feb 2023-Present; Madison County Community Corrections Advisory Board - Feb 2023 - Present;
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	Past and Current experience with Madison County EDC since 2020; will be in Monroe NC as new President/CEO of the Union County Chamber of Commerce effective 1/5/2026. Previous experience with Elwood Economic Development Commission from 2017-2022 as Board Member
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	<ul style="list-style-type: none"> <li>• Fulfills the Chamber's mission and develops strategies toward a successful and financially stable future</li> <li>• Provides visionary role in strategic planning by participating proactively with the board and making recommendations including insights, goals and projections</li> <li>• Provides leadership and oversight of brand management, public perception, and budget implementation</li> <li>• Collaborates with key stakeholders to attract new jobs while also creating a community that will entice the labor force filling those jobs to reside in our community</li> <li>• Oversees the Chamber's advocacy efforts through the Chamber Advocacy Council and the creation of their foundational principles to guide their legislative priorities</li> <li>• Creates engaging programming to facilitate business growth</li> </ul>

and awareness including the Local By Choice campaign and Performance University

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Please explain your interest in serving on the above named Committee/Board. Clayton is a chamber executive and public servant creating opportunities to make an impact in his community through relationship building, business development and community improvement. His passion is helping people and making our communities thrive.

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Are you currently serving on any other appointed bodies? No

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Do you currently hold an elected office? No

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Could any of your business or personal interests create a conflict (either real or perceived) if appointed? No

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Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your resume/curriculum vitae. *Field not completed.*

Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information

to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Helen G Thomas Interim President/CEO for Clayton Whitson

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Date 11/19/2025

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# CLAYTON WHITSON, IOM

Phone: 765.620.9557 | Email: claytonwhitson@gmail.com | LinkedIn: claytonwhitson2

## PROFILE

Experienced, award-winning chamber executive and public servant creating opportunities to make an impact in my community through relationship building, business development and community improvement. **My passion is helping people and making our communities thrive.**

---

## PROFESSIONAL EXPERIENCE

### President/CEO

*Madison County Chamber of Commerce | January 2020 - present*

- Fulfills the Chamber's mission and develops strategies toward a successful and financially stable future
- Provides visionary role in strategic planning by participating proactively with the board and making recommendations including insights, goals and projections
- Provides leadership and oversight of brand management, public perception, and budget implementation
- Collaborates with key stakeholders to attract new jobs while also creating a community that will entice the labor force filling those jobs to reside in our community
- Oversees the Chamber's advocacy efforts through the Chamber Advocacy Council and the creation of their foundational principles to guide their legislative priorities
- Creates engaging programming to facilitate business growth and awareness including the Local By Choice campaign and Performance University
- Serves on countywide initiatives including Stellar Pathways, READI, & Manufacturers Forum
- Manages strategy and implementation of organizational growth metrics
  - 58% membership growth
  - 57% gross revenue increase
  - 32% annual event attendance increase

### County Councilman

*Madison County, IN | January 2015 - December 2018*

- Created and managed \$46 million annual municipal budget
- Chaired the Capitol Projects Committee that led to the creation of the Madison County Public Safety complex, completion of the Eisenhower Bridge reconstruction, and remodel of the county courthouse
- Collaborated with city and town leaders to facilitate job creation and community development projects
- Facilitated successful grant submission for new community garden project and oversaw project through completion

### Firefighter & AEMT

*City of Elwood, IN | March 2012 - February 2020*

- Answered emergency situations, assessed conditions, and acted swiftly to assist victims, contain fires, and prevent escalation
- Assessed patient needs and provided prompt life support services during medical emergencies
- *Specialty Certifications:* Instructor, Fire Officer, Strategies & Tactics, Haz-Mat, and Driver/Operator

## COMMUNITY INVOLVEMENT

*Staying actively involved in a variety of community efforts has been an essential way to build strong relationships and stay connected. This involvement assures I gain valuable insights into local needs, challenges, and opportunities, and helps me lead the Chamber effectively. I'm a firm believer that community engagement plays a key role in ensuring initiatives are aligned with the community's priorities.*

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### **Madison County Economic Development Corporation**

*Ex Officio Board Member | 2020 - current*

Assist communities across Madison County in attracting, retaining, and expanding jobs and increasing investments as they continue to develop new business parks and training opportunities for our local community.

### **Ivy Tech Community College Anderson Campus, Board of Trustees**

*Board Member | Dec 2021 - current*

Responsible for management and governance of the Anderson campuses and for collaborative development of educational programs and workforce services.

### **Anderson University Center for Security Studies and Cyber Defense, Advisory Board**

*Board Member | October 2022 - current*

Provide program guidance and insight through faculty oversight and support the program with employer connections and personal expertise in defense fields.

### **Madison County Justice Reinvestment Advisory Council**

*Member | February 2023 - current*

Create a collaborative criminal justice system that promotes evidence-based practices and utilizes data analysis to improve criminal justice outcomes in Madison County.

### **Madison County Community Corrections Advisory Board**

*Member | February 2023 - current*

Explore and promote the use of evidence-based practices, and the best practices of community-based alternatives and recidivism reduction programs including for currently incarcerated persons, rehabilitation alternatives, and the incorporation of evidence-based decision-making into discussions concerning jail overcrowding

### **Mitch Daniels Leadership Foundation Fellowship**

*Fellow | May 2021 - May 2023*

Participate in a statewide network of change agents who bridge the gap between Indiana's current and future leaders.

### **Leadership Academy of Madison County**

*Graduate | 2016      Board Member | 2018 - 2023*

Continually modernize curriculum to develop and engage leaders for the transformation of communities in Madison County.

### **Elwood Economic Development Commission**

*Board Member | 2017 - 2022*

Collaborate on public/private funding for area land development projects

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### **Additional Committees**

Madison County Bicentennial Committee

Madison County Parks & Trails Advisory Committee

Madison County Thoroughfare Committee

I-69 Corridor Plan Committee

Madison County Community Foundation Grant Selection Committee

Anderson University Community Collaborations Initiative Steering Committee

## **EDUCATION**

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**Bachelor of Science, Criminology**

*Indiana State University  
graduated 2007*

**Economic Development Institute**

*University of Oklahoma  
graduated April 2023*

**Certification in Basic Economic Development**

*University of Tennessee  
graduated 2020*

**Hoosier Chamber Academy**

*Indiana Chamber Executives Association  
graduated 2020*

**Institute for Organization Management**

*US Chamber of Commerce  
Southeast graduate 2025*

## **AWARDS**

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**Madison County Person of the Year - Finalist**

*Anderson Herald Bulletin 2024*

**Indiana Chamber of the Year Indiana**

*Chamber Executives Association 2024*

**Indiana Chamber Executive of the Year**

*Indiana Chamber Executives Association 2023*

**Distinguished Citizens Great Expectations Award Winner**

*Crossroads of America Council, Boy Scouts of America 2019*

## Sherry Hicks

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**From:** noreply@civicplus.com  
**Sent:** Monday, October 27, 2025 11:02 AM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

### This Message Is From an External Sender

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## Committee Application

# Committee Application

Fill out this form to apply for consideration to be on one of Monroe's committees or boards.

Please attend a meeting of the Committee or Board of interest before completing and submitting your application. This application will be kept in active status for one year from date of application.

[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Monroe Housing Authority
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Applicant's Name	Monique Holt
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Street Address	1039 Counselors Drive
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City	Monroe
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State	NC
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Postal / ZipCode	28110
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Applicant's Email	mholt@monroenc.org
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Applicant's Phone	980-210-8654
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	October 14, 2025
Education: List schools, dates attended, degrees obtained.	Pfeffer University - BA of Science and Masters of Leadership
Occupation: List past 3 and current employers and positions held.	City of Monroe, Police Department - Captain
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Council on Aging - Secretary Monroe Housing Authority - Board Chair Management Development Program Alumni Association - Vice President Adjunct instructor at South Piedmont Community College
Business and civic experience/skills relevant to the Committee/Board seeking appointment:	I am active member and officer on several boards that providing strategic oversight for housing initiatives, community partnerships and budgetary priorities. Also, advocating for senior services, funding initiatives, and program development.
Areas of expertise/special skills relevant to the Committee/Board seeking appointment:	Strategic planning and organizational leadership, community and stakeholder engagement, event planning and coordination, board governance and compliance and public relation nd communication
Please explain your interest in serving on the above named Committee/Board.	I feel that I have the knowledge and tools to play a vital role and continue to support the Monroe Housing Authority Board.
Are you currently serving on any other appointed bodies?	Yes
If yes, please list.	Monroe Housing Authority Council on Aging
Do you currently hold an elected office?	No
Could any of your business or personal interests create	No

a conflict (either real or perceived) if appointed?

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Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction? No

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Have you completed the City's Citizen's Academy? No

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Have you ever been convicted of a crime other than minor traffic offenses? No

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## Submit Resume

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Please attach a copy of your [2025 Monique Holt Resume.docx](#) resume/curriculum vitae.

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Please [contact Sherry Hicks](#) for more information.

I understand that this application will be kept in active status for one year from date of application.

I certify that the information provided in this application is true and correct to the best of my knowledge. I authorize and consent to background checks and to the investigation and verification of all information contained herein. I further authorize all persons having information concerning my qualifications to release information to city representatives and release such persons from all liability for any damages connected with the release of such information. I also release and discharge the City of Monroe from any claims and damages, losses, liabilities, costs, expenses or any other charges or complaints arising out of the City's use of any information provided pursuant to this release. I understand and agree that any misstatement will be cause for my removal from any board or committee. By submitting this application, I agree to adhere to all city policies pertaining to boards and commissions, including attendance. I hereby acknowledge that this application and information provided herein may constitute a public record, pursuant to North Carolina's Public Records Law, NC.G.S. 132-1, et. seq., and as such, may be released in accordance with all applicable public record laws.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by I understand

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either party, pursuant to  
NCGS 66-315(b).

---

Signature

Monique Holt

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Date

10/27/2025

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## Sherry Hicks

---

**From:** noreply@civicplus.com  
**Sent:** Sunday, October 26, 2025 5:50 PM  
**To:** Sherry Hicks; Bridgette Robinson  
**Subject:** Online Form Submittal: Committee Application

### This Message Is From an External Sender

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[Contact Sherry Hicks for more information.](#)

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Committee/Board Seeking Appointment	Planning Board
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Applicant's Name	Pamela J Duda
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Street Address	821 Victorian Ln
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City	Monroe
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State	NC
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Postal / ZipCode	28112
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Applicant's Email	pamjduda@gmail.com
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Applicant's Phone	908-246-7512
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Residency Information	County
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Are you a US citizen?	Yes
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Have you attended any meetings of the Committee/Board of interest?	Yes
List dates of meeting(s) attended of the Committee/Board of interest.	Currently I am a Planning Board member and have attended all the PB meetings to date
Education: List schools, dates attended, degrees obtained.	Fairleigh Dickinson University, Teaneck NJ 1989-1991 Master of Business Administration, Finance Rider University, Lawrenceville NJ 1981-1986 Bachelor of Science, Finance Project Management Institute 2013 Project Management Professional (PMP) License #1689726
Occupation: List past 3 and current employers and positions held.	Lifescapes Professional Coaching (2009 – 2021) Owner/Executive Career Coach  Verizon (2014-2018) Project Mgr-Talent Acquisition (2014-2015); Sr. Program Mgr-Finance Transformation (2015-2018); Program Mgr – Risk Management (2018) inVentiv Health (2001-2009) Director Sales Force Operations and Analytics (2001-2009) Manager, Talent Mgmt (2009)  Pfizer (1999-2001) Finance Manager
Please list civic and fraternal organizations in which you participate in Monroe/Union County.	Monroe Planning Board ETJ member 2023 - current Union County Planning Board – Alternate (April 2021- March 2023) Actively involved with City of Monroe/ETJ/Union County residents/Monroe governing bodies regarding zoning ordinances and UDO amendments and local developments Union County Litter Buster volunteer Union County Sheriff Office Citizen's Academy (Mar – May, 2024) American Legion Auxiliary Post 27 Monroe, NC - 2021 - current; Past Chaplain; 2026 Treasurer
Business and civic experience/skills relevant to	Previous and current Planning Board member with understanding of UDO, ordinances and Planning & Development department

the Committee/Board seeking appointment:

Professional finance and program management expertise  
Sincere interest and passion for being part of decision-making process as Monroe/Union County expands  
Formed relationships with Monroe and Union County leaders

Areas of expertise/special skills relevant to the Committee/Board seeking appointment:

Professional finance and program management expertise

Please explain your interest in serving on the above named Committee/Board.

It has been an honor and pleasure to serve as a Planning Board member representing our ETJ areas within Monroe. I'm looking forward to continuing to serve another term in Monroe, since it's our County seat, poised for economic expansion and can create an important impact for our County. Due to my continued involvement in both Union County and Monroe activities, I feel I could add value and thoughtful perspective to the consultation process for Monroe Council members to ensure fair representation of all parties involved to be in accordance with zoning ordinances and overall vision for our County.

Are you currently serving on any other appointed bodies?

No

Do you currently hold an elected office?

No

Could any of your business or personal interests create a conflict (either real or perceived) if appointed?

No

Has any formal charge of professional misconduct ever been sustained against you in any jurisdiction?

No

Have you completed the City's Citizen's Academy?

No

Have you ever been convicted of a crime other than minor traffic offenses?

No

**Submit Resume**

Please attach a copy of your resume/curriculum vitae. *Field not completed.*

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Please contact Sherry Hicks for more information.

I understand that this application will be kept in active status for one year from date of application.

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By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b). I understand

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Signature Pamela J Duda

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Date 10/26/2025

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