



MEMORANDUM

TO: Town Council

FROM: India Adams-Jacobs, MPA, ICMA-CM, Town Manager

DATE: October 25, 2025

RE: Town Manager Report

Policy Development and Legal Review

The Town Manager initiated a comprehensive review of the town code in collaboration with the Town Attorney. This systematic approach will ensure consistency across all code provisions and identify areas requiring modernization to align with current operational practices and state requirements. The Town Attorney's firm has completed the final review of the personnel policy, marking a significant milestone in establishing formalized human resources protocols that protect both the municipality and its employees while ensuring compliance with state and federal employment laws.

Financial policy development progressed through coordinated efforts with Ted Cole and Davenport & Company staff to finalize the draft financial policies document for Council consideration. This comprehensive framework encompasses fund balance policies, debt management protocols, investment guidelines, and capital improvement planning methodologies. The policy development process benefited from direct collaboration with the Town Treasurer and Financial Consultant, ensuring alignment between the policy framework and operational capacity while incorporating industry best practices for municipalities of comparable size and complexity.

Financial Operations and Tax Administration

Staff completed intensive training with the Town Treasurer and Southern Software on the Phase III Tax Billing module, enabling full integration of real estate and personal property tax administration into a unified platform. Real estate tax bills were produced, underwent a comprehensive quality assurance review, and were distributed during the week of October 27 according to established timelines. The implementation of this system represents a significant technological advancement in revenue administration, positioning the Town for improved accuracy and efficiency in tax billing operations.

Personal property tax processing is delayed due to the need for extensive data validation to ensure accurate records. The Town of Bowling Green has worked collaboratively with the Commissioner of Revenue's Office to verify garage jurisdictions based on correspondence received from residents. Upon receipt of converted data on November 7, internal review and validation procedures will commence, with mailer distribution to follow immediately thereafter. To accommodate this adjusted timeline while maintaining reasonable taxpayer notice periods, staff prepared an agenda for the November 6th Council meeting, requesting an adjustment of the personal property tax due date to January 9, ensuring adequate time between bill receipt and the payment deadline. The Town has received the final FY23 audit report from Robinson, Farmer, Cox Associates (RFCA), which is attached for Council acceptance. This completion marks a significant milestone in financial accountability and transparency, as it represents the third completed audit in 21 months.

Infrastructure and Transportation Planning

Staff coordinated a comprehensive social media campaign to promote public participation in the VDOT Route 301 Smart Scale project public hearing, utilizing multiple platforms to ensure broad community awareness of this significant infrastructure investment opportunity.

The USDA waterline project is facing delays due to timeline adjustments that became necessary following notification from Steve Ball at Webb & Associates regarding changes to the VDOT plan preparation requirements, effective October 1, 2025. These new standards require additional engineering work to ensure compliance, resulting in extended project development timelines. Staff will continue coordination with Webb & Associates to navigate these regulatory changes while maintaining project momentum.

Regional Collaboration & Economic Development

I attended the Regional Housing Summit on October 16, alongside the Vice Mayor, and gained valuable insights into regional housing market dynamics, affordability challenges, and innovative approaches employed by neighboring jurisdictions. This information will directly inform the Town's comprehensive plan, specifically its housing element updates and potential policy initiatives, to address local housing needs.

The Town's Economic Development Authority will meet on November 12th, and the BGVA Main Street group will host transformation strategy meetings with national and state representatives on November 20th.

Upcoming Council Action Items - November 6th Meeting

- Financial policies
- Personnel policy
- Personal property tax due date adjustment request

Respectfully submitted,

India Adams-Jacobs

India Adams-Jacobs, MPA, ICMA-CM