



MEMORANDUM

TO: The Honorable Mayor & Town Council

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

DATE: February 5, 2026

RE: Town Manager's Report – January 2026

Summary

This report provides a comprehensive overview of administrative operations completed during January 2026, highlighting significant progress across revenue administration, grant compliance, infrastructure development, regulatory affairs, and strategic planning initiatives. Key accomplishments include the successful completion of the wastewater drying bed rehabilitation project, the submission of critical grant reports, the advancement of the rate study process, and the preparation of materials for upcoming Council presentations on compliance matters.

Revenue Administration and Taxpayer Services

The Town continues to provide responsive, accurate service to residents navigating tax obligations and billing inquiries. January activities demonstrate our commitment to clear communication and efficient problem resolution.

- **Personal Property Tax Jurisdictional Determinations:** Processed multiple taxpayer inquiries regarding proper taxing authority based on vehicle garaged location; provided detailed determinations ensuring residents understand their obligations and preventing duplicate taxation across jurisdictions.
- **Utility Billing Resolution:** Successfully resolved a missing utility bill case through coordinated effort with Finance Department staff; conducted thorough verification of billing accuracy, confirmed proper delivery mechanisms, and ensured the resident received complete account information.
- **Property Boundary and Infrastructure Guidance:** Responded to citizen inquiry regarding property boundary designation, right-of-way classification, and Town infrastructure easements; provided clarification on public versus private property responsibilities and maintenance obligations.

Grant Compliance and Program Reporting

Maintaining compliance with grant requirements and meeting reporting deadlines ensures continued access to vital funding for economic development and compliance initiatives. All required submissions were completed on schedule.



- **Virginia Main Street Quarterly Reporting:** Submitted a comprehensive quarterly report to the Community Assistance Management System (CAMS) documenting program activities, technical assistance received, volunteer hours contributed, and progress toward Main Street designation benchmarks.
- **Rural Community Development Initiative (RCDI) Documentation:** Completed detailed RCDI program report documenting technical assistance utilization, including consultant engagement hours, capacity-building activities, and application of resources toward community development objectives.
- **National Main Street Annual Report Coordination:** Worked collaboratively with BGVA Main Street (BGVA) Board members to compile data, document achievements, and complete the National Main Street annual report submission, ensuring continued accreditation and program recognition.
- **VDH Gross Alpha Grant Budget Amendment:** Prepared and submitted budget amendment request to the Virginia Department of Health for Gross Alpha grant fund reappropriation; provided information to Delegate Pugh Kent and Senator Stuart offices as required by state budget procedures.
- **Legislative Office Coordination:** Confirmed receipt and processing of budget amendment documentation with both legislative offices; established communication protocol for any additional information requests during the General Assembly review period.

Procurement and Contract Administration

Strategic procurement activities advanced critical infrastructure projects while ensuring competitive bidding processes and full compliance with Virginia Public Procurement Act requirements.

- **Pump and Haul Services RFP Process:** Conducted formal bid opening for pump and haul services Request for Proposals; evaluated submissions against established criteria, including technical capacity, pricing structure, emergency response capability, and prior municipal experience.
- **Contract Award Procedures:** Executed Notice of Intent to Award to successful bidder; posted notification to eVA (Electronic Virginia) procurement system, ensuring transparency and compliance with state purchasing requirements; prepared contract documents and staff report for final award approval.
- **Stantec Engineering Contract Approval:** Authorized Stantec contract phase for development of Corrective Action Plan Preliminary Engineering Report; after council approval at the January meeting.



- **Debt Issuance RFP Coordination:** Coordinated comprehensive debt issuance Request for Proposals with Davenport & Company (financial advisor), Town Attorney, Finance Department staff, and bond counsel.

Infrastructure Operations and Project Management

- **Drying Bed Rehabilitation Project Completion:** Verified successful completion of drying bed rehabilitation project by Langford Construction on January 14, 2026; conducted final walkthrough inspection confirming all contract specifications were met and work area restored to proper condition.
- **Well Identification System Updates:** Worked collaboratively with Department of Environmental Quality (DEQ) staff and Public Works Department to update well identification tag system; ensured proper labeling, mapping accuracy, and compliance with state water supply monitoring requirements.

Regulatory Compliance and Environmental Affairs

Proactive engagement with regulatory agencies and the preparation of policy frameworks position the Town to efficiently address compliance requirements and maintain strong environmental stewardship.

- **Fats, Oils, and Grease (FOG) Policy Development:** Reviewed comprehensive FOG policy framework with Public Works staff and Town Attorney; evaluated enforcement mechanisms, inspection protocols, required pretreatment standards for food service establishments, and educational outreach components.
- **CBPA Ordinance Amendment Preparation:** Developed draft ordinance amendment materials addressing DEQ audit findings for presentation to Town Council at February 2026 meeting; prepared staff report explaining required changes, regulatory context, and implementation timeline.
- **February Council Presentations:** Scheduled technical presentation by the IES Environmental team for the February 2026 Council meeting to explain FOG policy requirements, best management practices, and recommended adoption timeline.

Intergovernmental Relations

Effective collaboration with county, state, and regional partners enhances service delivery and ensures the Town's interests are represented in broader planning initiatives.

- **Health Insurance Coordination:** Worked with Caroline County administration to verify health insurance coverage provisions.
- **Fort A.P. Hill Commander Event Support:** Facilitated coordination for Fort A.P. Hill commander's community event; managed logistics, communications, and Town support services, ensuring successful military-community engagement.



- **Caroline Reads Literacy Initiative:** Coordinated with Caroline County Public Schools on Town participation in Caroline Reads community literacy initiative; identified opportunities for Town facility use, staff volunteer participation, and promotional support.
- **Joint Tourism Planning:** Collaborated with Caroline County Tourism Department on joint event planning efforts; discussed calendar coordination, marketing collaboration, and opportunities to promote Bowling Green as a regional destination.
- **VML Legislative Briefing:** Scheduled Virginia Municipal League (VML) legislative briefing session with Mayor and Vice Mayor to review General Assembly session priorities, proposed legislation affecting municipalities, and advocacy strategy on February 5th in Richmond.

Emergency Operations and Public Safety

Coordinated emergency response to winter weather events demonstrated effective collaboration with regional partners and ensured public safety and infrastructure protection.

- **Winter Storm Preparatory Coordination:** Attended comprehensive winter storm preparatory meetings with Virginia Department of Emergency Management (VDEM); reviewed weather forecasts, resource availability, communication protocols, and town personnel policy for communication to town staff.
- **Virtual Emergency Operations Center Activation:** Participated in virtual Emergency Operations Center (EOC) activation with Caroline County emergency management staff; monitored developing weather conditions, shared situational awareness information, and coordinated regional response activities with Town Council and staff.
- **Snow Removal Operations Management:** Coordinated staff deployment for snow removal operations, ensuring adequate equipment availability and personnel coverage; established shift schedules, prioritized road treatment routes, and maintained communication with Public Works crews throughout storm duration.

Utilities Planning and Financial Analysis

The utilities rate study process advanced significantly through detailed discussions of methodology, ensuring the analysis will provide comprehensive data to support informed decision-making.

- **Rate Study Methodology Meeting:** Conducted an extensive rate study methodology meeting with the University of Maryland consulting team; reviewed analytical approach, data requirements, and project timeline.
- **Capital Improvement Plan Projections:** Supplied detailed Capital Improvement Plan (CIP) projections documenting anticipated infrastructure investments, replacement schedules, capacity expansion needs, and estimated project costs over 6-year planning horizon.



- **Debt Service Schedules and Reserve Policies:** Furnished complete debt service schedules for existing obligations and established reserve policy parameters, including target fund balance levels, capital replacement reserves, and emergency contingency funding.

Audit and Financial Reporting

Progress on the FY24 audit moves the Town closer to completion of required financial reporting while supporting Finance Department operations.

- **FY24 Audit Finalization Meeting:** Met with the independent auditor to review FY24 audit finalization status.

Board and Commission Support

Comprehensive staffing support for Town boards and commissions ensures informed decision-making and maintains momentum on economic development and land-use planning initiatives.

- **Economic Development Authority (EDA) Meeting:** Prepared detailed agenda materials and provided professional staffing support for EDA meeting; facilitated discussion, documented decisions, and coordinated follow-up action items.
- **EDA Future Presenter Coordination:** Identified and coordinated future meeting presenters for EDA, including economic development professionals, site selection consultants, and business attraction specialists, to enhance board member knowledge and strategic planning.
- **Planning Commission Meeting Support:** Prepared comprehensive agenda materials and staffed Planning Commission meeting; provided technical guidance on land use matters, zoning interpretation, and development review procedures.
- **Minutes Review and Approval:** Reviewed draft minutes from Economic Development Authority, Planning Commission, and Town Council meetings to ensure accuracy, completeness, and proper documentation of official actions as drafted by Deputy Clerk.
- **2025 Planning Commission Annual Report:** Completed comprehensive Planning Commission Annual Report (enclosed with this memorandum) documenting 2025 activities, including cases reviewed, subdivisions approved, zoning matters addressed, and policy recommendations advanced.
- **Planning Commission CIP Approval:** Received Planning Commission approval to forward Capital Improvement Plan to Town Council for consideration and adoption; plan provides framework for coordinating infrastructure investments with land use planning and fiscal capacity.

Code Updates & Strategic Administration



Systematic review and updating of administrative code provisions ensure the Town's regulatory framework remains current with statutory requirements and best practices in collaboration with the Town Attorney.

- **Administrative Code Revision Coordination:** Coordinated with Town Attorney on comprehensive review of administrative code section revisions, ensuring consistency with Virginia Code requirements and current legal standards.
- **Section 2 Review Completion:** Completed thorough review of Administrative Code Section 2; identified outdated references, recommended language modernization, and ensured statutory compliance with recent General Assembly enactments.
- **Section 3 Review Initiation:** Initiated Section 3 review for statutory compliance; conducting systematic analysis of code provisions against current state law, case law developments, and Attorney General opinions.
- **Town Council Agenda Preparation:** Prepared Town Council agenda items with comprehensive supporting documentation, including background information, staff analysis, fiscal impact assessment, and recommended action statements.
- **Staff Report Development:** Developed detailed staff reports providing Council members with complete information necessary for informed decision-making on complex administrative, regulatory, and policy matters.

Comprehensive planning tools support effective governance and ensure critical deadlines are met throughout the fiscal year.

- **2026 Master Calendar Completion:** Completed comprehensive master calendar documenting all Town Council regular meetings, work sessions, public hearings, budget development milestones, grant reporting deadlines, audit requirements, regulatory compliance submissions, and community events; calendar provides centralized reference tool for Council members, which was a request from the 2025 retreat.

Respectfully submitted,

India Adams-Jacobs, MPA, ICMA-CM
Town Manager/Clerk/Zoning Administrator