



Town of Bowling Green

2025 Annual Report

WELCOME FROM THE TOWN MANAGER

It is with great pride that I present to you the 2025 Annual Report for the Town of Bowling Green. This remarkable year represents significant progress across all areas of our municipal operations, with meaningful achievements that strengthen the foundation of our community and position us for sustained growth and prosperity.

Our Town has pursued an ambitious agenda grounded in fiscal responsibility, infrastructure excellence, and unwavering commitment to the residents and businesses we serve. The accomplishments outlined in this report reflect the dedication of our elected leadership, our talented staff, and the engaged community members who believe in the promise of Bowling Green.

From securing over **\$9 million in external funding** for critical infrastructure projects, to launching innovative digital platforms that enhance transparency and accessibility. The Town has demonstrated what is possible when we work together with a clear vision and shared purpose. We have invested strategically in our utilities infrastructure, strengthened our workforce, advanced economic development initiatives, and celebrated the vibrant culture that defines our community.

On behalf of the Town Council and our entire team, I thank you for your continued confidence, your participation in the civic life of our community, and your commitment to building a thriving Bowling Green. Together, we are creating a town where our historic character blends with modern opportunity, where every resident is valued, and where sustainable growth enhances the quality of life for all.

We look forward to continued progress as we implement the strategic initiatives outlined in this report and build upon the foundation we have established in 2025.

Warmest regards,

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





The Town of Bowling Green has organized its 2025 goals and objectives around eight strategic focus areas designed to guide municipal operations, capital investments, and service delivery priorities.

Strategic Focus Areas

Utilities

Improve and maintain the Town's water and sewer system infrastructure, including water supply, treatment facilities, and distribution/collection systems.

Excellent Town Staff

Foster a Town workforce that is well-trained, appropriately compensated, has development opportunities, and demonstrates dedication to public service.

Economic Development

Support business development and expansion that enhances the tax base and provides gainful employment.

Smart Growth

Support development that improves community vitality and preserves our character.

County Relations

Communicate and collaborate with Caroline County for mutually beneficial results.

Vibrant Downtown

Ensure the Town remains an attractive, historic, and convenient center for commerce, culture, and services as the County seat.

Government Performance

Improve organizational efficiency and effectiveness in service delivery through the adoption of appropriate policies, procedures, and practices; adapt and implement best practices.

Financial Management

Provide fiscally responsible, sustainable, and resilient financial management that addresses both current and future needs.

2025 Town Accomplishments

Utilities: Building Critical Infrastructure

The Town made extraordinary progress in 2025 on water and sewer infrastructure, securing unprecedented grant funding and advancing major capital projects that will serve our community for generations to come.

Water Quality and System Improvements

The Town was awarded **\$6.2 million in state grant funding** for the Water Quality Improvement and Well Replacement project—a transformational investment in our water supply infrastructure. This significant achievement reflects the quality of planning and partnership that characterizes our engagement with state agencies and our legislative partners.



Emergency utility projects totaling **\$1.2 million** were completed on Main Street and Courthouse Lane, addressing critical infrastructure needs and improving reliability for residents and businesses in our downtown core.



Grant-Funded Planning and Implementation

The Town received confirmation from the Virginia Department of Health for **\$30,000 in grant funds** for GIS Utility Mapping and Asset Management—specialized funding that enables us to modernize how we track and maintain critical infrastructure assets. Working without additional local cost, we developed the Town's first public utilities GIS system in partnership with SERCAP, **saving taxpayers approximately \$70,000.**

The Hydrological Source Evaluation Project was completed in 2025 with **\$45,000 in grant funding** from the Virginia Department of Health (obtained in 2024), providing essential data about our groundwater quality.





Wastewater Treatment Plant Modernization

A Professional Engineering Report for the Wastewater Treatment Plant sludge management project was completed in collaboration with AAECOM, Moonshot Missions, and Inboden Environmental Services. Through innovative partnerships with the EPA and technical assistance partners, this critical planning document was completed at no cost to the town, at **\$120,000 in cost savings** to the Town.

Building on this planning, the Town began conducting a **\$2.7 million low-interest loan with principal forgiveness potential** for the Wastewater Treatment Plant sludge management project. The grant was submitted in July and awarded in November, providing essential resources for equipment upgrades that will enhance treatment efficiency and environmental protection.

System Management and Maintenance

The Town initiated a comprehensive Fats, Oils, and Grease (FOG) management plan to improve Wastewater Treatment Plant operations and drafted implementation regulations that will protect our infrastructure and extend asset life.

Working with the University of Maryland, the Town conducted its **first professional utility rate study since 2004**—a comprehensive analysis provided at no cost to the town. This study establishes the foundation for ensuring our rates remain sustainable.



The Town identified fire hydrants requiring repair or replacement and completed three replacements during October, improving fire protection capabilities and system reliability. These hydrants were installed in the 1930s and were decades past their useful life.



Water Infrastructure Continuity

The Town advanced the 2018 USDA waterline project, with VDOT currently reviewing the process. This multi-year initiative continues to progress toward completion.

Financial Management: Stewardship and Modernization

Strategic investments in financial systems and audit compliance demonstrated the Town's commitment to fiscal responsibility and transparency in the management of public resources.

Modern Financial Management Systems

The Town implemented **Southern Software as the new financial management system**, centralizing records, improving billing accuracy, and reducing annual subscription 5 costs through system consolidation and efficiency gains.

The transition to a **new online payment system** further improved billing accuracy and convenience for residents and businesses, streamlining collections and enhancing customer experience.

Audit and Compliance Excellence

- **FY22 Audit:** Completed with unmodified opinion (May 2025)
- **FY23 Audit:** Completed with unmodified opinion (November 2025)
- **FY24 & FY25 Audits:** New auditing firm engaged to complete fiscal years 2024 and 2025



Excellent Town Staff: Investment in Our Team

The Town prioritized workforce development and recruitment in 2025, recognizing that exceptional staff are essential to delivering excellent service.

Strategic Staffing Decisions

- **Finance Director/Treasurer:** An Interim Finance Director/Treasurer was hired to fill a critical vacancy, followed by the recruitment and hiring of a permanent Finance Director/Treasurer
- **Police Department:** A dedicated Patrol Officer was promoted from part-time to full-time status, enhancing police services and providing career advancement opportunities after successful completion of the training academy
- **Administrative Operations:** An internal candidate was promoted to Administrative Assistant/Deputy Clerk, reflecting our commitment to professional development and recognizing the talents within our organization



The Town conducted employee training sessions throughout the year, covering essential topics including utility billing, FOIA compliance, and additional professional development areas designed to enhance staff skills and service delivery.

Economic Development: Strengthening Our Business Community

The Town advanced strategic economic development initiatives that support business growth, Main Street revitalization, and enhanced community prosperity.

Main Street Partnership and Support

The Town received a **\$3,500 technical assistance grant** for BGVA Main Street to complete organizational documentation and build capacity. This award, based on the Town Manager's submission, reflects strong community partnerships and demonstrates our commitment to revitalization.

The Town assisted BGVA Main Street with a comprehensive survey to support the development of a transformational strategy, providing data and insights to guide Main Street initiatives.





Business Community Engagement

In a significant community milestone, the Town hosted the **first Business Appreciation Breakfast** in partnership with BGVA Main Street and the Economic Development Authority. This inaugural event presented three community champion awards, celebrating businesses and individuals who embody the values and energy that characterize our downtown.

Regional Marketing and Tourism

The Town and partnered with the Caroline County Economic Development & Tourism Department to produce a professional **Bowling Green tourism video** showcasing our community's unique character and attractions. The video is now featured prominently on both the Town and County websites, enhancing our visibility and marketing reach. This video was created at no cost to the Town, thanks to a partnership with the County's Economic Development & Tourism office.

In November, the Town and BGVA Main Street hosted **Virginia Housing and Community Development and National Main Street staff** for commercial district tours and meetings focused on developing transformational strategies. This engagement with state-level partners strengthens our capacity and connects our initiatives to broader state resources.

Smart Growth: Supporting Sustainable Development



The Town advanced land use policies that encourage responsible development and community vitality.

The Planning Commission recommended **permitting mobile vending within the Town's limits, allowing food trucks and other mobile vendors to operate**. This policy change reflects community input and enhances dining and business options for residents and visitors. The Town Council will consider approval in early 2026.

County Relations: Collaboration and Partnership

The Town deepened collaborative relationships with Caroline County in 2025, advancing shared priorities.

The Town collaborated with the Commissioner of the Revenue to review and revise the personal property list before tax season, improving efficiency and ensuring proper taxation and collection procedures.



Land Use and Planning Coordination

Working with Caroline County's Director of Planning & Zoning, the Town discussed revising the 2015 Memorandum of Understanding and reviewed the State Building Code for Town Council adoption, ensuring consistency and clarity in land use regulations.

Military and Regional Partnership

The Town continued implementing the Intergovernmental Service Agreement framework and completed initial projects for Ft. A.P. Hill military base, expanding opportunities for revenue generation and service coordination.



Regional Planning and Resilience

The Town submitted a **letter of support for the Regional Hazardous Mitigation Plan** to the Greater Regional Washington Planning Commission, demonstrating commitment to regional resilience and emergency preparedness.

Utilities and Education Coordination

The Town met with the County Administrator and Public Utilities staff to discuss sludge management acceptance, exploring opportunities for cost savings.

The Town Manager met with the Caroline County Schools Superintendent to discuss collaborative efforts, including a **2026 literacy program** and **legislative partner day** with Vice Mayor Coyle—initiatives that strengthen the educational mission and build civic engagement.

Vibrant Downtown: Community Culture and Celebration



Gateway Enhancement and Place-Making

The Town repaired and repainted **the Town Gateway signs, reinforcing Bowling Green's visual identity** and creating welcoming entry points to our historic downtown.

The Town celebrated its heritage and community spirit in 2025, hosting signature events and implementing placemaking improvements.

Harvest Festival: A Community Tradition

The Town held the **35th Annual Harvest Festival**, achieving **record attendance since the pandemic**. This milestone event continues to be a defining celebration of our community's character and brings residents together to honor our agricultural heritage and values.



Holiday Celebration

The Town held the **Christmas Parade**, successfully transitioning to a **night event in response to community feedback**. The shift to evening hours increased accessibility and participation, reflecting our commitment to responsive community engagement.

Downtown Activation

The Town hosted **4th Friday Music on the Greens** in collaboration with BGVA Main Street, better aligning event timing with community feedback and creating vibrant gathering spaces that activate our downtown after hours.



Government Performance: Innovation and Excellence

The Town implemented transformative initiatives to enhance citizen engagement, operational efficiency, and transparency in municipal government.

Digital Transformation

The Town **launched a new Town website** to enhance user experience and transparency, providing residents and businesses with improved access to information and services.

Building on a multi-year initiative, the Town **launched the online Town Code**, completing a project started in 2019. Developed in collaboration with the Town Attorney and Town Manager, the online code was delayed due to staff transitions but was ultimately delivered—providing residents and businesses with accessible, searchable access to municipal regulations.

Artificial Intelligence and Community Engagement

The Town became the **second town in Virginia to pilot the AI tool Rep'd**, enhancing community engagement and providing comprehensive information for residents and customers at no cost to the town. This cutting-edge initiative demonstrates our commitment to leveraging technology to improve service delivery and accessibility.

Administrative Efficiency

The Town awarded a **new commercial trash service contract through competitive bidding**, aligning services with residential offerings to reduce customer fees and streamline service delivery.

The Town initiated development of a **master calendar for Town council**, improving coordination and ensuring timely execution of administrative responsibilities.

Governance and Regulatory Review

The Town began a comprehensive **review of the Town Code** to align municipal regulations with standard practices and prepared updates for Town Council consideration, ensuring our regulatory framework supports economic development and community needs.

The Town **began review of the Town Charter** with the Town Attorney, conducting a fundamental examination of our foundational governing document.

Technology Infrastructure

The Town **upgraded phone and computer systems** and installed **Windows 11 software with enhanced security features**, modernizing information technology infrastructure and protecting municipal data and citizen privacy.

Board and Commission Appointments

The Town Council made strategic appointments to the **Economic Development Authority, Board of Zoning Appeals (BZA)**, and submitted BZA appointments to the Circuit Court for confirmation, ensuring effective governance and business development support.

Technology and Operational Training

The Town conducted employee training sessions throughout the year on financial management modules, FOIA compliance, and other professional development areas, designed to enhance staff capabilities and service delivery.

Asset Management

The Town sold two **surplus vehicles**—a Crown Victoria and a Dodge Charger—on GovDeals. Both vehicles were inoperable and had passed their useful life, represented responsible asset management and generating revenue from surplus property.

Looking Forward: 2026 and Beyond

As we complete 2025, the Town of Bowling Green looks toward the future with confidence and optimism. The foundation we have built through strategic investment in infrastructure, financial management, workforce development, and community engagement positions us well for continued success.

Our priorities moving forward include:

- **Continued Infrastructure Investment:** Building on our 2025 grant funding success, we will implement water quality improvements and wastewater treatment modernization projects
- **Economic Revitalization:** Advancing Main Street transformation initiatives and supporting business development that strengthens our downtown and working on goals with the revamped Economic Development Authority
- **Government Modernization:** Further leveraging digital tools and data management systems to improve service delivery and transparency
- **Community Partnerships:** Deepening collaboration with Caroline County, Caroline County Public Schools, George Washington Regional Commission, and regional partners to leverage resources and address shared challenges
- **Workforce Development:** Continuing to invest in recruitment, retention, and professional development of our talented staff

Acknowledgments

The accomplishments detailed in this report represent the collective effort of the Town Council, Town Manager, dedicated municipal staff, engaged citizens, and community partners who believe in the promise of Bowling Green.

Special recognition belongs to:

- **Town Council:** For strategic leadership and policy direction
- **Town Staff:** For their commitment to excellence and public service
- **Virginia and Federal Government Partners:** For grant funding and technical assistance that leverage local resources
- **Community Partners:** BGVA Main Street, the Economic Development Authority, Caroline County government, and regional organizations
- **Residents and Businesses:** For their participation, feedback, and continued investment in our community



About the Town of Bowling Green

The Town of Bowling Green, Virginia, is the county seat of Caroline County and has served as the commercial, cultural, and civic center of the region since its founding. With a population of approximately 1,200 residents and a strategic location between Richmond and Washington, D.C., Bowling Green is positioned as a gateway community with unique historic character and growing economic opportunity.

The Town of Bowling Green government is committed to:

- Providing excellent, responsive municipal services
- Maintaining fiscal responsibility and transparent financial management
- Supporting sustainable economic development and business growth
- Preserving our historic character while embracing responsible growth
- Engaging residents in the civic life of our community
- Demonstrating respect and collaboration with regional partners

For more information about the Town of Bowling Green, visit

<https://www.townofbowlinggreenva.gov/> or contact the Town Manager at 804-633-6212.

