



MEMORANDUM

TO: Town Council

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

DATE: November 22, 2025

RE: Town Manager Activity Report

Regional & State Partnership Activities

Staff submitted the monthly CAMS (Community Assistance Management System) report to Virginia Main Street for Bowling Green Main Street program compliance and documentation. Led and coordinated stakeholder meetings for the Bowling Green VA Main Street Transformation Strategy, bringing together business owners, property owners, BGVA Board members, and state and national Main Street representatives. These sessions advanced the downtown revitalization strategic planning process and fulfilled program requirements for the Mobilizing Main Street designation.

I attended the legislative day with Caroline County Public Schools, alongside the Vice Mayor, and subsequently met with the CCPS Superintendent to discuss the Caroline Literacy program and potential collaboration between the Town and business community. The CCPS literacy initiative has been added to the December Town Council agenda for formal consideration.

The Department of Environmental Quality conducted a pre-award site visit for the wastewater treatment facility grant project. Staff coordinated the visit, facilitated site access, and provided necessary documentation to DEQ representatives. Legislative agenda amendment was prepared and submitted to our state representatives.

Financial Operations & Audit Activities

I provided the completed FY23 audit to USDA as required for ongoing grant compliance and loan servicing. FY24 audit materials were transmitted to Davis and Associates, and an audit meeting was held with the auditor to review documentation requirements and establish timelines.

The personal property tax billing module underwent a comprehensive review and training sessions with staff and Southern Software. Implementation of the Southern Software modules was finalized, with final testing and quality assurance procedures underway. Utility bills were prepared and processed in accordance with established schedules.

Capital Planning & Infrastructure

I began drafting the FY27 Capital Improvement Plan (CIP) to support the upcoming budget development process. Infrastructure planning meetings were held with subject matter experts to align project priorities, grant applications, and CIP preparation. These coordination sessions ensure strategic alignment between identified infrastructure needs, available funding sources, and long-term fiscal sustainability.



Code Enforcement & Regulatory Compliance

Six code enforcement letters were prepared and mailed to property owners regarding violations identified through inspections and citizen complaints. These enforcement actions address zoning violations, property maintenance standards, and other regulatory compliance matters. Staff continue to manage active enforcement cases in accordance with established procedures and the Town code.

Economic Development & Community Engagement

Staff met with two developers to discuss potential development projects in Bowling Green.

A meeting was held with Mindful Miles 5K race organizers and YMCA representatives to coordinate the May race. Planning discussions addressed route planning, public safety coordination, traffic management, and logistical requirements. Staff will continue coordination with public safety personnel as the event date approaches.

The December 15 business appreciation breakfast was finalized as a collaborative event co-sponsored by BGVA Main Street and the Town Economic Development Authority. Invitations have been distributed to business owners, and catering arrangements are confirmed.

Communications & Governance Support

Staff drafted the bi-monthly newsletter. The Town website was updated with information on the Christmas parade, registration materials, and event details. The approved VDOT permit for the Christmas parade was received, enabling final event logistics and public safety coordination.

I prepared an agenda and supporting materials for the Economic Development Authority meeting on November 12 and the Planning Commission on November 18. The EDA meeting was held, and subsequent follow-up materials were provided to members, including documentation for Conflict of Interest Act (COIA) training.

Planning Commission minutes were reviewed and approved for accuracy and completeness. Staff prepared materials for Council work sessions and regular meetings, including research, draft ordinances, and supporting documentation. Regular coordination meetings were held with the Mayor, Vice Mayor, and Town Council members, various stakeholders, and department heads to advance municipal operations and strategic initiatives across multiple functional areas.

Respectfully submitted,

India Adams-Jacobs

India Adams-Jacobs, MPA, ICMA-CM