



TOWN OF BOWLING GREEN TOWN COUNCIL MEETING

A G E N D A

Thursday, March 06, 2025
5:00 PM

PLEDGE OF ALLEGIANCE:

CALL TO ORDER AND ESTABLISHMENT OF QUORUM:

CONSENT AGENDA:

- [1.](#) Town Council Strategic Planning Retreat Minutes- January 17, 2025
- [2.](#) Town Council Meeting Minutes- February 6, 2025
- [3.](#) Planning Commission Annual Workplan for 2025

PUBLIC COMMENTS: 3 MINUTES PER INDIVIDUAL

MEMBER COMMENTS:

STAFF REPORTS & PRESENTATIONS:

- [4.](#) Community Development Report- February 2025
- [5.](#) Police Department Report- February 2025
- [6.](#) Public Works Department Monthly Report- February 2025
- [7.](#) Town Manager Report- February 2025
- [8.](#) Utility Report- January 2025
9. Main Street Sewer Line Investigation Update and Repair Recommendation, IES

UNFINISHED BUSINESS:

NEW BUSINESS:

- [10.](#) Ordinance to Amend BZA Membership, J.C. LaRiviere, Director of Community Development & Partnerships

INFORMATIONAL ITEMS:

11. Budget Process Discussion, India Adams-Jacobs, Town Manager
12. Financial Analysis Presentation- R.T. Taylor, Davenport & Company

PUBLIC COMMENTS: 3 MINUTES PER INDIVIDUAL

MEMBER COMMENTS:

CLOSED SESSION:

13. I move to go in to closed session pursuant to § 2.2-3711(A)(1), for discussion of performance of specific public officers, to complete the performance evaluation of the Town Manager.

RECONVENE IN OPEN SESSION:

ADJOURNMENT:



Bowling Green Town Council Retreat

January 17, 2025

Bowling Green Town Hall

Minutes & Notes

Mayor Tina Gambill called the meeting to order at 9:30 a.m. In addition to the Mayor, Vice Mayor Valerie Coyle, and Council members John Chinault, Jean Davis, David Storke, and Jeff Voit were present. Council member Randy Hageman arrived at 10:15 a.m. and Council member Dan Webb arrived at 11:30 a.m. Also present were Town Manager/Clerk India Adams-Jacobs, Director of Community Development and Partnerships J.C. LaRiviere, and Berkley Group Executive Manager Kimball Payne, who served as retreat facilitator.

Notes for the retreat were captured on flip charts. A transcription of the notes, with clarifying annotations, is attached as an addendum to these notes.

After calling the meeting to order, Mayor Gambill turned the meeting over to the facilitator. Mr. Payne thanked the Council for inviting him back to serve as facilitator for the retreat. He then referred to the agenda and reviewed suggested goals for the retreat as follows:

- Work as a team and develop consensus
- Review progress on the work plan developed at last year's retreat
- Receive a briefing from the Town's financial advisors
- Receive a briefing on the Town's utility systems
- Review the Town's mission, vision, and values statements.
- Review major strategic goal areas
- Craft a work plan for the next 18 to 24 months
- Identify longer term issues
- Understand constraints to progress and identify means to overcome them

He mentioned some themes that might run through the day's discussion including Council roles and responsibilities; dynamics and processes, Council/Manager roles and relationships, Public engagement, and potential limitations that might have to be overcome to address the Board's priorities.

Mr. Payne then offered some ground rules to guide the Council's discussion:

- Everyone participates; no one dominates
- Engage
- Be honest

- Listen to each other
- Respect different opinions
- No idea is too outlandish
- Seek to understand
- Ask questions
- Seek consensus (formal action at a future Council meeting)
- Silence means consent – speak up if you disagree
- Use the parking lot for issues that may evade consensus or require more background
- Have fun; don't take ourselves too seriously
- We will take breaks when it seems appropriate

Mr. Payne asked if the agenda, the goals, and the ground rules were consistent with the Council's expectations and if there were any questions. There were no questions, and the agenda, goals, and ground rules were accepted by unanimous consent.

Mr. Payne thanked the Council members for making themselves available for pre-retreat interviews, which helped him to prepare the agenda. He shared with Council what he called the "common themes" from those interviews. He defined a "common theme" as an issue mentioned by more than one Council member, noting that some issues were mentioned by nearly all Council members. Those common themes were:

- Growth – downtown, in the Route 301 corridor
- Infrastructure – water & sewer utilities
- Town/County relations
- Citizen engagement – customer service, office hours, communications

Team Building Exercise

Mr. Payne led the Council through a team building exercise. He asked that the Council members provide answers to the following questions:

1. *Tell your colleagues something about yourself that they probably don't know.*
2. *What strengths do you bring to the Town Council team?*
3. *What two things might people find challenging when working with you?*

Responses to the last two questions were recorded without individual attribution.

The cumulative strengths identified by Council members were (flip charts #1 & #2):

- Business owner
- Good people skills – gets along with cantankerous people
- Life experiences – adaptable
- Conservative – watches the money
- Shows up



- Diverse background
- Organizational skills, logistics, budget
- Adaptable to working with different people
- Billing investigations
- Government relations
- Logical
- Non-judgmental
- Clean slate, open mind
- Engineer, technical
- Listener
- Finger on the pulse
- Volunteerism

Mr. Payne complimented the Council on its cumulative strengths and asked if there was anything missing that would help the team to be more effective. Having a “unity of vision” was offered as one thing that would make the group stronger.

With respect to the challenges that might arise when the Council members worked together, the following were identified (flip chart #3):

- Loquacious
- Asks a million questions
- Thinks outside the box
- A bit O.C.D.
- Tends to overthink things
- Shy, reluctant to speak up
- Technology adverse
- Frustrated with slow progress
- Communications, articulation, getting my point across
- Too loud, boisterous

Mr. Payne pointed out that a combination of strengths and challenges was a characteristic of every team. The goal was to utilize the strengths and overcome the challenges for effective teamwork. He also noted that some strengths, taken too far, could become challenges, and asked how potential challenges might be overcome or compensated for to help the Council work better together. The consensus was that listening, focusing on the positive, seeking to understand, acknowledging each other, providing mutual support, having unity of vision, and a shared respect would be keys to working together (flip chart #3),

Review of Progress In Addressing Action Items Identified at the Previous Year’s Retreat

Mr. Payne asked Council to identify notable accomplishments since the previous year's retreat. They were (flip chart #4):

- ✓ FY 2021 audit was completed
- ✓ The Town had a "hard reset," or "reboot" of staff and finances
- ✓ Zoning ordinance amendments
- ✓ Addressing water & sewer issues
- ✓ New water permit
- ✓ New wastewater permit
- ✓ Wastewater treatment plant operations were contracted out to a third party.

The Town Manager also provided a PowerPoint presentation that listed accomplishments in 2024.

When asked if there had been any surprises, the following were identified (flip chart #4):

- Chesapeake Bay Act audit
- Lead/copper regulations
- The poor condition of the Town code
- An outdated Town Charter

The need for additional work in the following areas was identified (flip chart #4):

- Water/sewer
- Infrastructure
- Finances
- Relations with the County

Presentation by Financial Advisors, Davenport & Company, LLC

Finance Director/Treasurer Tina Staples joined the meeting for the presentation by R.T. Taylor and Ben Tolbert of Davenport & Company, LLC, the Town's financial advisors. They provided a high-level overview of financial management principles and practices to establish a baseline for further financial analysis and planning and for the development of financial management policies to improve both sustainability and resiliency. As audits subsequent to Fiscal Year 2021 are completed, Davenport will update its financial models and provide recommendations on budgeting and debt management.

Briefing by Moonshot Missions on Utilities Planning

The retreat broke briefly for lunch and then was briefed by Utility Advisor Sara Neiderer and Managing Director Andy Koester of Moonshot Missions on their ongoing analysis and evaluation of the Town's water and wastewater utilities. At the conclusion of the briefing, the following next steps were identified for action (flip charts #5 & #6):



1. Debrief on the findings and recommendations from the utility systems review.
2. Meet with ERG and ask them to develop a preliminary engineering report for sludge management.
3. Meet with Davenport to coordinate financial planning with project development.
4. Develop a strategy for a rate study to be completed in the first quarter of 2026.
5. Utilizing funding from the Virginia Department of Health, complete an inventory of the utility system and place the data into a geographic information system (GIS) database.
6. Prepare funding memos for capital projects.
7. Develop and document standard operating procedures (SOP's) for utility operations.
8. Develop a Fats, Oil, & Grease (FOG) management plan; draft regulations for implementation.
9. Review other utility related ordinances and regulations and update as necessary.

During the discussion, there was agreement that the goal was to have a utility system that is safe, compliant with federal and state regulations, and fiscally responsible. Council agreed by unanimous consent that staff and consultants should proceed with the actions identified.

Review of the Town Vision, Mission, and Values/Operating Principles

Given the time remaining for the retreat, Mr. Payne suggested only a quick review of the Town vision, mission, and values statements. He encouraged Council to draft a succinct and memorable vision statement for the Town.

Possible components of a Vision Statement identified during the 2024 retreat:

- ✓ Vibrant, lively, thriving community
- ✓ Sustainable/resilient
- ✓ Connected regionally
- ✓ Walkable/connected neighborhoods
- ✓ A destination for visitors
- ✓ Small town vibe; a village with historic charm
- ✓ A cultural & business center of Caroline County
- ✓ Beautiful public spaces and streetscapes

Town Mission Statement: “To serve the citizens.”

Values/Operating Principles

- ❖ Transparency
- ❖ Open communications (two-way)
- ❖ Good customer service
- ❖ Honesty
- ❖ Integrity
- ❖ Sound financial management
- ❖ Follow through
- ❖ Staff development
- ❖ Welcoming
- ❖ Facilitative
- ❖ Creative/innovative
- ❖ Efficiency & effectiveness
- ❖ Trust

Council affirmed the language from the previous retreat.

Review of the Strategic Goal Areas

Council affirmed the strategic goal areas identified in 2024.

- **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 a dedication to public service.*
- **Economic Development** – *Support business development and expansion that enhances the tax base and provided gainful employment.*
- **Smart Growth** – *Support development that improves community vitality.*
- **County Relations** – *Communicate and collaborate with Caroline County for mutually beneficial results.*
- **Vibrant Downtown** – *Act to ensure that 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 practice.*
- **Financial Management** – *Provide fiscally responsible, sustainable, and resilient financial management that addresses both current and future needs.*

Identification of Action Items

The remainder of the retreat focused on identifying actions under the relevant strategic goal areas. Given the time constraint, some areas were not addressed.

Utilities (flip chart #7)



- 1) Complete the corrective action plan required by the new water withdrawal permit; drill an exploratory well
- 2) Complete the Hydrologic Source Evaluation Project with funds provided by the Virginia Department of Health – by July 1, 2025

Government Performance (flip chart #7)

- 1) Document standard operating procedures (SPO's) for Town operations – by February 1, 2026
- 2) Build a Town master calendar of deadlines and other significant events, over the twelve
- 3) Research the previous contract with Municipal Code Corporation; update the Town Code for consistency with common practice – include the cost in the FY 2026 Budget proposal
- 4) Review the Town Charter and consider revisions for consistency – after the Town Code is updated
- 5) Include funding for review and revision of the Town's Comprehensive Plan in the FY 2026 Budget
- 6) Complete Chesapeake Bay Act and Virginia Department of Health audits

County relations (flip chart #8)

- 1) Initiate a meeting with the Board of Supervisors in July 2025
 - a. Identify a facilitator for the discussion
 - b. Conduct informal outreach to Board members
- 2) Invite the Town's Board representative to meet with the Town Council quarterly
- 3) Attend Board of Supervisors meetings
- 4) Focus on current positive interactions with the County
- 5) Clarify areas of mutual concern including: utilities, growth, the tricentennial celebration, Fort Walker, building permits, events, and a potential boundary adjustment

Citizen engagement (flip chart #8)

- 1) Address concerns about office hours at Town Hall – consider a permanent schedule to improve predictability; keep the office open on tax payment day
- 2) Develop a communications plan with talking points for Council and staff use to ensure a consistent message

Wish list (flip chart #8)

The following items were identified as actions to consider once the priorities listed above have been addressed:

- Seek corporate sponsorships to provide funding for playground improvements

- Develop a sidewalk plan to address ADA compliance, maintenance, and extensions

As the retreat concluded, Mr. Payne thanked the Council members for their active engagement and expressed appreciation that the Berkley Group and he could be of service to the Town of Bowling Green.

Mayor Gambill declared the retreat adjourned at 3:30 p.m.



Bowling Green Town Council Retreat

January 17, 2025

Transcription of Flip Chart Notes (with annotations for clarity)

Flip Chart #1

BOWLING GREEN

1/17/25

STRENGTHS

- BUSINESS OWNER
- GOOD PEOPLE SKILLS – GETS ALONG WITH CANTANKEROUS PEOPLE
- LIFE EXPERIENCES – ADAPTABLE
- CONSERVATIVE – WATCHES THE MONEY
- SHOWS UP
- DIVERSE BACKGROUND

Flip Chart #2

STRENGTHS CONT

- ORGANIZATIONAL SKILLS, LOGISTICS, BUDGET
- ADAPTABLE TO WORKING WITH DIFFERENT PEOPLE
- BILLING INVESTIGATIONS
- GOVERNMENT RELATIONS
- LOGICAL
- NON-JUDGMENTAL
- CLEAN SLATE, OPEN MIND
- ENGINEER, TECHNICAL
- LISTENER
- FINGER ON THE PULSE
- VOLUNTEERISM

MISSING
UNITY OF VISION

Flip Chart #3

CHALLENGES

- LOQUACIOUS
- ASKS A MILLION QUESTIONS
- THINKS OUTSIDE THE BOX
- A BIT OCD
- TENDS TO OVERTHINK THINGS
- SHY, RELUCTANT TO SPEAK UP
- TECHNOLOGY ADVERSE
- FRUSTRATED WITH SLOW PROGRESS
- COMMUNICATIONS, ARTICULATION, GETTING MY POINT ACROSS
- TOO LOUD, BOISTEROUS

OVERCOME: LISTEN, FOCUS ON THE POSITIVE, SEEK TO UNDERSTAND, ACKNOWLEDGE, MUTUAL SUPPORT, UNITY OF VISION, RESPECT

Flip Chart #4

ACCOMPLISHMENTS

- AUDIT
- HARD RESET, REBOOT – STAFF, FINANCES
- ZONING ORDINANCES
- ADDRESSING WATER & SEWER ISSUES
- NEW WATER PERMIT
- [NEW WASTEWATER PERMIT]
- WWTP OPERATIONS

SURPRISES

- CHESAPEAKE BAY ACT AUDIT
- LEAD/COPPER REGULATIONS
- TOWN CODE CONDITION
- CHARTER

ADDITIONAL WORK TO BE DONE

WATER/SEWER
INFRASTRUCTURE
FINANCES
RELATIONS WITH THE COUNTY

Flip Chart #5

MOONSHOT NEXT STEPS



- 10. DEBRIEF
- 11. MEETING WITH ERG => PER [Preliminary Engineering Report] FOR SLUDGE MANAGEMENT
- 12. MEETING WITH DAVENPORT
- 13. STRATEGY FOR RATE STUDY – COMPLETE 1ST QTR 2026
 - GIS \$ FROM VDH – INVENTORY SYSTEM
 - FUNDING MEMOS (CAPITAL ONLY)
 - SOPS

Flip Chart #6

MOONSHOT CONTINUED

F.O.G. PLAN/REGULATIONS
OTHER ORDINANCE/REGULATION CHANGES

PRINCIPLES

SAFE
COMPLIANT
FISCALLY RESPONSIBLE

*GO!

Flip Chart #7

UTILITIES

- CORRECTIVE ACTION PLAN
DRILL EXPLORATORY WELL
HYDROLOGIC ANALYSIS – VDH, BY JULY 1, 2025

GOVERNMENT PERFORMANCE

SOPS – 12 MONTHS
MASTER CALENDAR – BUILD 12 MONTHS
TOWN CODE – CONSISTENT WITH MUNICIPAL CODE, PLAN THE COST IN
THE BUDGET
CHARTER – LATER, AFTER CODE [REVISION]
COMPREHENSIVE PLAN REVIEW – FY26 BUDGET

CHESAPEAKE BAY & VDH AUDITS

Flip Chart #8

COUNTY RELATIONS

MEETING WITH BOS – JULY

I.D. FACILITATOR

INFORMAL OUTREACH

INVITE BOS REP TO QUARTERLY MEETING

GO TO BOS MEETINGS

FOCUS ON CURRENT POSITIVE INTERACTIONS

[ISSUES OF MUTUAL CONCERN]

UTILITIES

GROWTH

TRICENTENNIAL

FORT WALKER

BUILDING PERMITS

EVENTS

BOUNDARY

CITIZEN ENGAGEMENT

OFFICE HOURS

COMMUNICATIONS PLAN

TALKING POINTS

WISH LIST

PLAYGROUND – CORPORATE SPONSORSHIPS

ADA COMPLIANT SIDEWALKS



TOWN OF BOWLING GREEN TOWN COUNCIL MEETING

M I N U T E S

Thursday, February 6, 2025
5:00 PM

CALL TO ORDER AND ESTABLISHMENT OF QUORUM:

- Mayor Gambill called the Council Meeting to order at 5:00 PM, establishing a quorum following unanimous approval.

Council Members Present:

Honorable Mayor Tina Gambill, Councilmember Valarie Coyle, Councilmember Jean Davis, Councilmember David Storke, Councilmember Jeff Voit, Councilmember John Chinault, Councilmember Dan Webb, Councilmember Randy Hageman

Staff Members Present:

India Adams-Jacobs, Town Manager; Danielle Powell, Town Attorney; J.C. LaRiviere, Director of Community Development & Partnerships; Jamie Silveus, Inboden Environmental Services Operator; Jeffrey Smith, Intern

CONSENT AGENDA:

1. Regular Meeting Minutes- January 2, 2025
 2. Work Session Meeting Minutes- January 2, 2025
- Councilmember Voit motioned to adopt the consent agenda, seconded by Vice-Mayor Coyle. With no further discussion, the consent agenda was adopted with unanimous approval.

MEMBER COMMENTS:

- Councilmember Davis expressed appreciation for the event at Fort Walker.
- Councilmember Voit expressed concerns regarding the new meeting time of 5:00 PM and suggested moving Member Comments to the end of the agenda. He also proposed adding a second Public Comment period.
- Councilmember Webb supported moving Member Comments to the end of the meeting to allow council members to address issues raised during the meeting.
- Mayor Gambill recommended formalizing the motion to shift Member Comments to the end of the agenda before the closed session.
- Councilmember Voit motioned to add a public comment section after the Informational Items section and a second Member Comments section before the Closed Session section, seconded by Councilmember Hageman. The motion was passed with unanimous approval.
- Mayor Gambill introduced an initiative to provide new residents with a welcome package containing information about activities within the Town and goods sourced from local businesses.

PUBLIC COMMENTS: 3 MINUTES PER INDIVIDUAL

- None.

STAFF REPORTS & PRESENTATIONS:

3. Town Manager Report- January 2025

- The Town Manager, India Adams-Jacobs, provided an overview of ongoing projects and administrative updates. The FY22 audit continues progressing, with auditors providing feedback on outstanding items as of January 31. Once finalized, the findings will be presented at a special meeting or included in the March session. The development of the new town website is advancing, with a final concept expected in the coming weeks. All surplus vehicles approved for sale in late 2023 have been successfully sold. The Town is also progressing on the intergovernmental agreement (IGSA) with Fort Walker, with discussions progressing productively. The Capital Improvement Plan (CIP) budget process is currently underway. The Town Manager recently attended Local Government Day at the General Assembly, working alongside the Town's legislative delegation to advocate for local priorities. The Town Manager also indicated Dominion Power began light pole repairs the week of January 27, a process expected to take five to ten days. Additionally, after continued efforts, VDOT has assessed and repaired sidewalks on Main Street, a priority issue that the council had repeatedly raised in past meetings.

4. Finance Department- January 2025

- Councilmember Voit inquired whether the new check deposit system would resolve delays in processing payments. The Town Manager confirmed it should improve efficiency.
- Councilmember Voit also raised concerns about delinquent personal property tax notices and whether issues similar to the real estate tax notice problem would arise. The Town Manager stated that all delinquent processes are paused until further notice.

5. Bowling Green Police Department Report- January 2025

- The report was enclosed in the report.

6. Community Development Department- January 2025

- The Director of Community Development & Partnerships, J.C. LaRiviere, continues to manage key regulatory projects. The Town is undergoing a compliance audit with the Virginia Department of Environmental Quality (DEQ) regarding the Chesapeake Bay Preservation Act (CBPA), with site inspections of recent construction projects having been conducted. A response from DEQ regarding the next steps in the process is expected within six weeks. The department conducts pre-application meetings with developers and processes five newly issued permits. Additionally, two notices of violation for excessive grass height have been issued. The department is also preparing for an upcoming Virginia Department of Health audit of the Town's cross-connection program. Finally, collaboration with Fort Walker's executive team continues to advance joint infrastructure initiatives.

7. Public Works Department Monthly Report

- The Town Manager commended the Public Works Department for responding to a recent snowstorm, ensuring roads remained clear, and indicated that staff is following up with VDOT regarding ongoing infrastructure repairs.

8. Utility Report- December 2024

- Inboden Environmental Services Operator Jamie Silveus reported significant wastewater management and treatment improvements. The wastewater plant, which previously struggled with the presence of filamentous bacteria, has been clear of such issues for approximately four months. Staff continue to monitor conditions daily, ensuring that the plant maintains proper operational standards. There was also discussion regarding potential coordination with Caroline County for wastewater disposal, though formal agreements have not yet

been pursued. The department also addressed grease buildup issues at lift stations, particularly near Heritage Pines, which is believed to be the most problematic site. Grease accumulation can lead to mechanical failures and operational inefficiencies, and staff are implementing bacteria-based grease control measures to mitigate these concerns. Beyond these efforts, operational training and knowledge-sharing remain a focus, with employees receiving ongoing education to enhance their technical skills and improve system performance. The department emphasized the importance of proactive management to prevent future infrastructure complications.

UNFINISHED BUSINESS:

NEW BUSINESS:

9. Reappointment of Planning Commissioners

- Councilmember Voit motioned to reappoint Matthew Benjamin and Scott Sigmund to the Planning Commission, each to serve for an additional four-year term. Seconded by Councilmember Hageman, the motion passed with unanimous approval.

INFORMATIONAL ITEMS:

CLOSED SESSION:

10. Discussion of Applications for Planning Commission and Board of Zoning Appeals:

I move that the council convene in closed session pursuant to Va. Code Section 2.2-3711(A)1 for discussion, consideration, or interviews of prospective candidates for appointment to the Planning Commission and recommendation to the Circuit Court of Caroline County for membership on the Town's Board of Zoning Appeals.

ACTION FOLLOWING CLOSED MEETING:

- Mayor Gambill initiated a roll call to return to open session and certify that only the discussed items were addressed. With all Councilmembers certifying, the meeting resumed in open session.

RECONVENE IN OPEN SESSION:

11. Appointment of Planning Commissioner and Recommendation for Board of Zoning Appeals

- Councilmember Storke motioned to appoint Ms. Lauren Griemsman to fill the two-year term vacated by the mayor. Seconded by Councilmember Voit, the motion passed unanimously.
- Councilmember Storke motioned to appoint Ms. Tomeka Morgan as Interim Town Treasurer, seconded by Councilmember Voit. The motion passed with unanimous approval.
- Councilmember Voit motioned to instruct staff to draft an ordinance to reduce the Board of Zoning Appeals from five to three members. Seconded by Councilmember Hageman, the motion passed unanimously.

ADJOURNMENT:

- Councilmember Storke motioned to adjourn the meeting, seconded by Councilmember Davis. The meeting was adjourned unanimously at 6:39 PM.



Town Council Memorandum

TO: The Honorable Mayor and Town Council
FROM: J.C. LaRiviere, Director of Community Development & Partnerships
COPY: India Adams-Jacobs, Town Manager & Zoning Administrator
SUBJECT: Approval of Planning Commission Annual Workplan for 2025
DATE: March 6th, 2025

Background:

The chief purpose of the annual workplan is to serve as the procedural mechanism through which the Town Council and Planning Commission communicate. The Planning Commission works with staff to develop a proposed work plan, which is then brought to Town Council for approval. This best practice ensures that the Council supports the Commission and staff in dedicating significant resources to specific programmatic areas before work is initiated. The workplan is a living document that may change due to new Council directives or routine Commission business. The Planning Commission adopted its first workplan in 2024 which led to two ordinances being adopted by Council and significant improvements in Town zoning processes. Some aspects of the workplan are mandated by the Commonwealth, such as adopting an amended comprehensive plan and any needed changes to the Town's ordinances related to the Chesapeake Bay Preservation Act upon conclusion of the programmatic audit by the Department of Environmental Quality.

Summary:

Benefits of the establishment of an annual workplan include:

- Ensures that Town Council has knowledge of, and approves of, all major initiatives of the Planning Commission which is especially important when the Town Manager will need to allocate staff resources to accomplish these initiatives
- Ensures that the Town Council, Planning Commission, and Town Staff are unified in pursuing achievable broader goals while understanding that significant time will be needed to manage routine Commission business
- Enhances communication regarding the Commission's work and major goals to residents

Recommendation:

Staff recommend that Council approve the Planning Commission Annual Workplan for 2025. If approved, the Commission will adopt the workplan and begin working with staff on the enumerated goals.

2025 Planning Commission Annual Workplan	
Timeframe	Action Items
February- April	CBPA Ordinance Changes
	Zoning Map Research
	Comprehensive Plan Discussions
May- July	Zoning Map Adoption
	Comprehensive Plan Discussions
August- October	Comprehensive Plan Discussions
	Comprehensive Plan Hearings
November	Comprehensive Plan Recommendation to Council
December	Comprehensive Plan adopted by Council



Town Council Memorandum

TO: The Honorable Mayor and Town Council
FROM: J.C. LaRiviere, Director of Community Development & Partnerships
COPY: India Adams-Jacobs, Town Manager
SUBJECT: Community Development Report- February 2025
DATE: February 6th, 2025

Community Development

- Met with developers regarding potential future projects
- Conducted pre-application site-visit for potential development, worked with Public Works to identify potential points of connection to public utility systems
- Responded to inquiries from applicants on zoning regulations
- Analyzed permit applications and provided recommendations to Town Manager/Zoning Administrator- 2 permits approved
- Ensured two permit applicants obtained BPOL out of town contractor licenses
- Conducted two code enforcement inspections
- Provided staff support at February Planning Commission meeting. Advised PC on workplan to propose to Council

Partnerships & Compliance

- Collaborating with the Department of Environmental Quality (DEQ) on the Town's Compliance Review of the local Chesapeake Bay Preservation Act (CBPA) Compliance Program
- Collaborating with Town Manager, VDOT, Public Works, Inboden Environmental Services (IES), and contractor to plan CCTV investigation of pipe on Main Street
- Working with Town Manager, Public Works, IES, and Stantec to Prepare for Town's Cross-Connection program Compliance Review which will be conducted by the Virginia Department of Health (VDH) in 2025
- Worked with Town Attorney to produce procurement documents for IGSA project with Fort Walker
- Facilitated execution of Stantec contract
- Obtained information from VDOT regarding the extent of their permitting authority in Town streets
- Developed responses to inquiries from potential bidders on refuse/recycling services procurement
- Responded to additional VDH interrogatories regarding procurement process
- Responded to Circuit Court inquiry regarding Town land-use regulations
- Working with intern to streamline town hall rental internal processes



Town Council Memorandum

TO: The Honorable Mayor and Town Council
FROM: Chief J.O.Cecil Bowling Green Police Dept.
COPY: India Adams-Jacobs, Town Manager
SUBJECT: Police Department Monthly Report- January, 2025
DATE: January 28th, 2025

Police Activity

29-Total calls for service

5-Assist other agencies

10-Traffic Summons / Warnings given - 15

38 -Property checks/ Vacation checks/ Business Checks

1- Larceny

1- Overtime Town Hall Event

Heads Up

- *Part-Time Officer Training/Academy in progress*
- *Attended 3 day training at 2025 Chiefs conference*



**TOWN OF BOWLING GREEN
TOWN COUNCIL MEETING
MONTHLY REPORT / PROJECT UPDATE**

AGENDA ITEM: Public Works Department Monthly Report for
February 2025

DATE: February 25, 2025

PREPARED BY: Shawn Fortune, Public Works Foreman

MONTHLY REPORT / PROJECT UPDATE:

Public Works

1. Drying Bed shoveling and loads of waste were hauled from the Wastewater Treatment Plant.
 - a. Removed drying bed # 2 on 2/7/2025
 - b. Raked drying bed #2.
 - c. A total of 12 loads of waste were hauled out of the digesters at a total of 46,800 gallons for February.
2. Trimmed back trees around the WWTP fence line.
3. Set up was completed for Council and Planning Commission meetings.
4. Daily checks were made on all Public Works vehicles that included fluid levels and tire inspections.
5. Equipment Repair:
 - a. Brakes and new rotors were installed on truck #1 at a cost of \$690.74.
6. Snow removal on sidewalks in the business district took place on 2/12/2025 and at all Town offices.
7. All generators are manually started weekly, and all fluid levels are checked.
8. Nailed all the loose trim on Cedar Lane warehouse.
9. Removed all meter risers and tops from well #1 and stored them in Cedar Lane warehouse.
10. Cleaned the old straw out of the old well house at well #1 and hauled it to the dump.
11. Staff marked twenty 811 (Miss Utility) tickets for February 2025.
12. Staff submitted FY26 Budget requests to the Town Manager on February 25.

Utilities

1. Bac T samples were collected for February 2025 and all requirements were met.
2. All the HVAC filters were changed in all of the buildings on 2/20/2025.
3. Blowers were installed at Heritage Pines, Bowling Green Meadows and Maury Heights Pump Station to help with grease issues.
4. Maintenance is performed on the six pump stations weekly to prevent grease from building up on the walls.
5. At 153 Chase Street, the fire hydrant was replaced on 2/14/2015 because it had been hit and damaged.
6. Daily checks of all the Pump Stations have continued.
7. Daily check of alarmed water meters has continued, and repairs are made as needed.
8. Requested a quote from our contractor to install transducers on all the wells.
9. The sewer line from Martin St. to Lee St. has been checked weekly to make sure it is flowing properly.
10. On 2/24/2025, the sewer line on Main St. was jetted because of a sewer blockage. The jetting was not successful because of a collapse in the sewer line. We started pumping and hauling to keep the sewer line from filling up. IES has coordinated with a company to televis the line on 2/25/2025.

ATTACHMENTS:

HEADS UP ITEMS:



TOWN OF BOWLING GREEN TOWN COUNCIL MEETING MONTHLY REPORT

AGENDA ITEM: Town Manager Monthly Report- February 2025

DATE: February 25, 2025

PREPARED BY: India Adams-Jacobs, Town Manager/Clerk

FINANCIAL MANAGEMENT

- Submitted additional follow-up documentation requested by auditors
- Received FY22 audit from RFCA
- Staff completed the Keystone payroll module and Southern Software online payments training.
- FY26 Budget preparation is underway; the process will be delayed a bit this year due to the resignation of the Finance Director

INFRASTRUCTURE & UTILITIES

- All Dominion lights from the January submittal have been repaired, and some have been replaced with new LED lights. The Chief and Public Works team continue to monitor. A monthly outage list will be sent to Dominion at the end of each month.
- Held several coordination planning meetings with Moonshot, Stantec, and IES for various infrastructure projects.
- Met with VDH to discuss potential revisions to consent order timelines to better align with future outcomes from the VDH grant project on hydrological source evaluation.
- Conducted Moonshot meeting on sludge management solutions.
- Continued optimization of USDA project scope and budget in collaboration with Steve Ball and Davenport staff.
- Coordination and investigation of Main St. sewer line collapse; collaboration with IES for short and long-term solutions.

INTERGOVERNMENTAL RELATIONS

- Attended DEQ Regional Water Supply Meeting with Caroline and King George Counties at the invitation of DEQ.
- Submitted VDOT scoping responses with input from the Mayor and Vice Mayor review at the request of VDOT on February 18.

RISK MANAGEMENT & EMERGENCY PREPAREDNESS

- Finalized VRSA settlement for fence damage claim
- Coordinated winter storm preparation with state emergency management for February storms

CLERK

- Posted public notice for a special meeting on the website,
- Provided link to Fort Walker NEPA study on behalf of Ft. Walker to Town Council

ORGANIZATIONAL PERFORMANCE/DEVELOPMENT

- Offboarding of Finance Director/Treasurer
- Recruitment for Finance Director- posted to VML, town website, and other listservs

- Revised Municode to reflect agenda changes from the last town council meeting for two public comment sections
- Attended VLGMA conference for required CEUs and professional development

NEXT STEPS

1. Continuing aggressive recruitment for the Finance Director position
2. FY26 Budget prep
3. Follow-up with VDH regarding consent order revisions in the coming weeks
4. Advance website development with CivicPlus
5. Updated Southern Software implementation

Respectfully submitted,

India Adams-Jacobs

India Adams-Jacobs, MPA, ICMA-CM (candidate)
Town Manager/Clerk

UTILITY REPORT



JANUARY 2024

Town of Bowling Green, VA

Authored by:

Inboden Environmental Services, Inc.

WATER

Water Quality

The treatment facilities and distribution system maintained compliance with all required sampling.

Bacteriological Analysis:

Location	Date	Result
010 - Jefferson Drive	1/15/2025	Absent
040 - Town Hall	1/15/2025	Absent

Water Treatment

The water treatment plant met the Town's water demand with a total monthly well yield of 4.864 MG for an average daily production rate of 0.156 MGD.

Operational Notes:

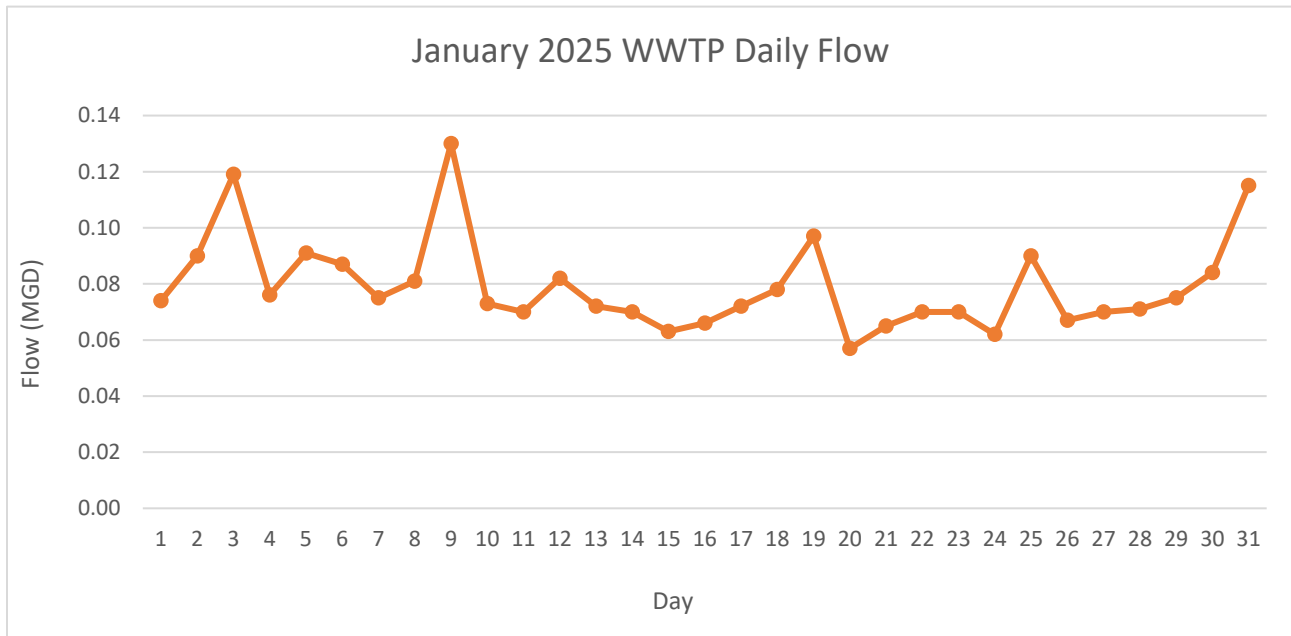
Treatment plants were visited, and an analysis of water quality was performed every day.

- Effectively dosing sodium hypochlorite for proper disinfection for drinking water.
- All P/A samples collected and passed.
- Monthly report sent to VDH successfully.
- New pressure gauges were installed at all three wells.
- A voltage and amperage test was performed on the booster pumps to check performance.
- Replaced the heat tape on the ground tank at Well 5.

WASTEWATER

Wastewater Treatment

The wastewater treatment plant had an average daily flow of 0.079 MGD for a total monthly effluent discharge of 2.462 MG.

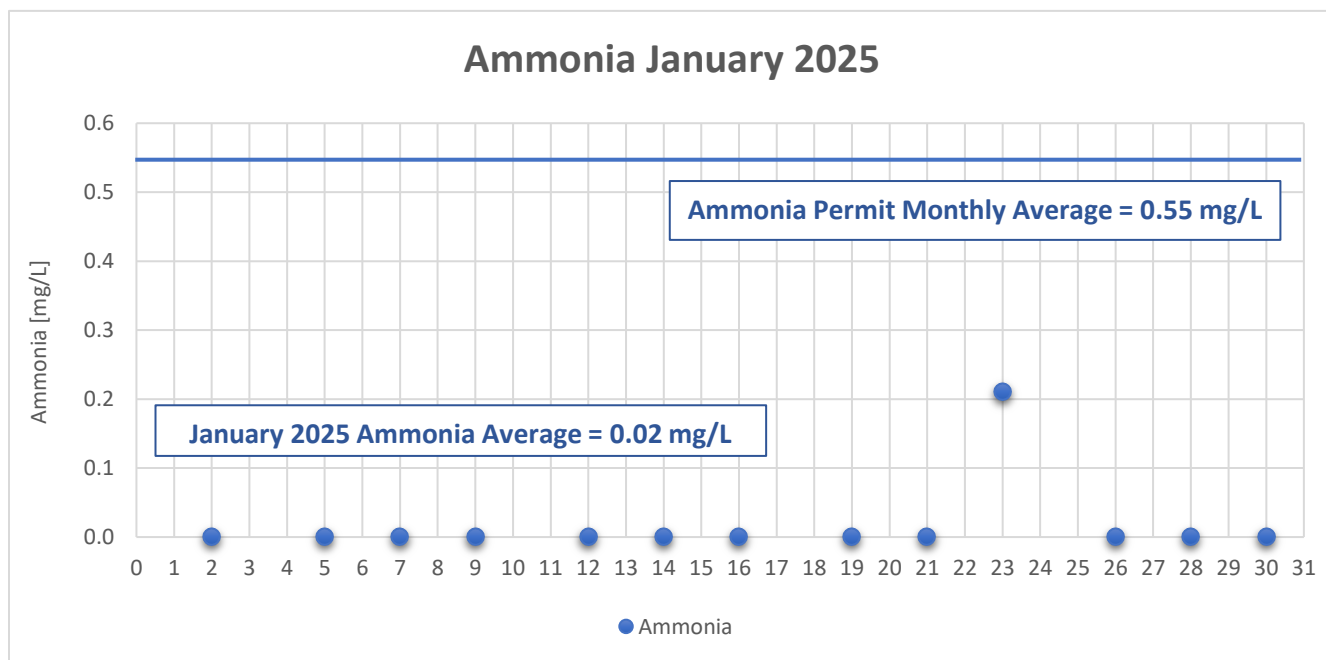
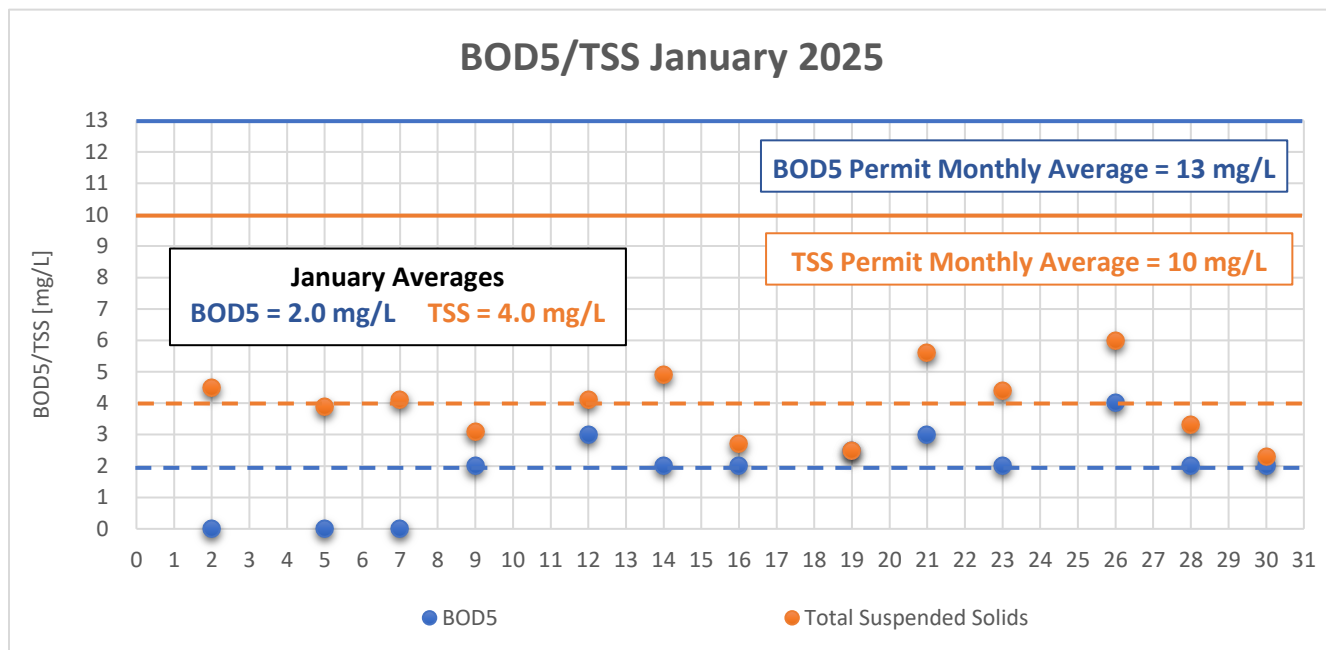


Operational Notes:

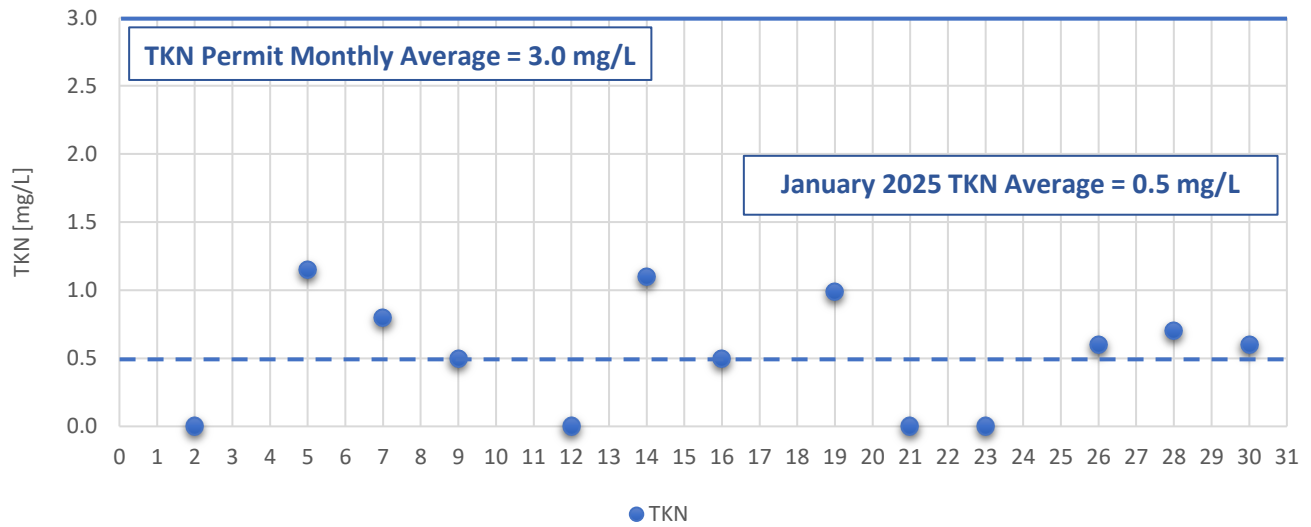
BOD, TSS, Ammonia, TKN, and E. Coli samples were collected in compliance with the WWTP permit.

- Effectively managing solids inventory.
- Blowers installed in Heritage Pines and Maury Heights lift stations after septic truck pumped out the grease.
- IES brought Hayward to the wastewater facility to create a list and identify aging equipment.
- Biological activity has increased therefore creating slightly more sludge; this is indicative of the wastewater biology adapting to colder temperatures. This in turn has resulted in a higher volume of waste per day.
- IES is looking into polymer addition to help digester solids settling efficiency, which may help the dewaterability of the solids on the sand drying beds and decrease sludge hauling.
- IES, Town of Bowling Green discussed possible CIP (capital improvement plan) ideas to enhance sludge disposal as well as treatment reliability and long-term solutions.
- Performed preventative maintenance to include checking fluids, belts, and filters.

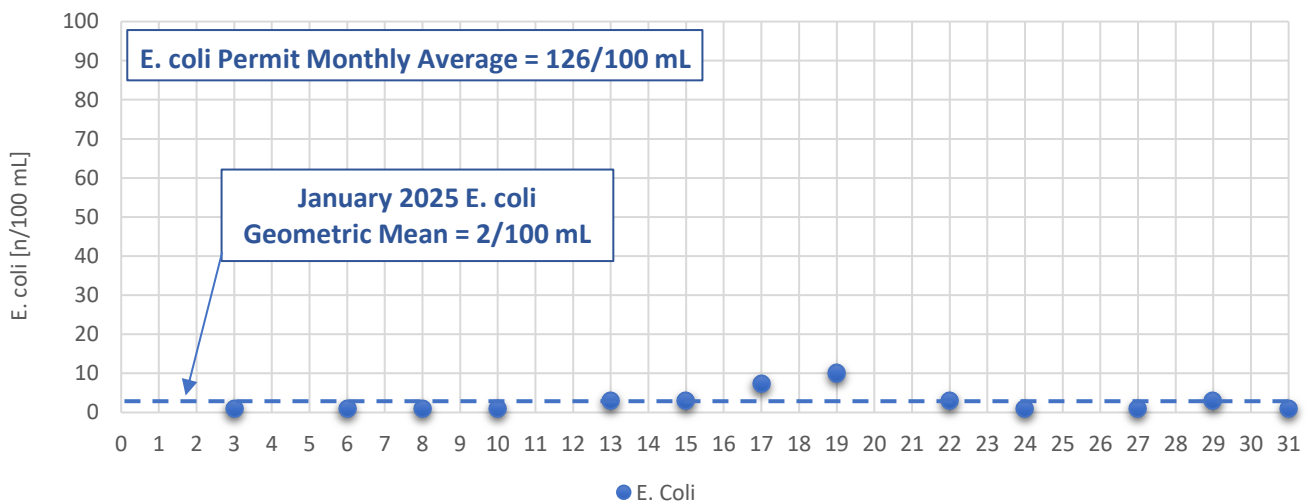
Sample Results:



TKN January 2025



E. coli January 2025



Glossary

Bacteria	E.coli and/or Total Coliform
BOD5	5-day Biochemical Oxygen Demand
CBOD	Carbonaceous Biochemical Oxygen Demand
cfu	colony forming unit
CIP	Capital Improvement Plan or Cast/cleaned-in-place
Cl	Chloride Ion
Cl2	Chlorine
CMF	Continuous Membrane Filtration?
D.O.	Dissolved Oxygen
F/M ratio	Food to Microorganism ratio
FOG	Fats, Oil and Grease
GST	Ground Storage Tank
HWTP	Harmony Water Treatment Plant
I&I	Infiltration and Inflow
Inorganic Nitrogen	Nitrate + Nitrite
LS	Lift Station
mg/L	Milligrams per Liter
MGD	Million Gallons Per Day
mL	Milliliters
MLSS	Mixed Liquor Suspended Solids
MLVSS	Mixed Liquor Volatile Suspended Solids
MPN	Most Probable Number -bacteriological well sample
MW	Monitoring Well
N/N	Nitrate/Nitrite
Organic Nitrogen	TKN
P/A	Presence/Absence- bacteriological samples for drinking water
PFAS	polyfluoroalkyl substances
PLC	Programmable Logic Controller
POE	Point of Entry
RAS	Return Activated Sludge
SCADA	Supervisory Control and Data Acquisition
STEP	Septic Tank Effluent Pump
TKN	Total Kjeldahl Nitrogen
TN	Total Nitrogen
TP	Total Phosphorous
TR-6	Copper sequestering chemical for wastewater
TSS	Total Suspended Solids
UV	Ultraviolet Light
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant



Town Council Memorandum

TO: The Honorable Mayor and Town Council
FROM: J.C. LaRiviere, Director of Community Development & Partnerships
COPY: India Adams-Jacobs, Town Manager & Clerk; Jeff Gore, Town Attorney
SUBJECT: Change in Number of Board of Zoning Appeals Members
DATE: March 6th, 2025

BACKGROUND:

At their February meeting, Town Council directed staff to produce draft code language to reduce the required number of members on the Town's Board of Zoning Appeals(BZA) from five or seven, as currently mandated by Town Code, to three members.

SUMMARY:

Three members is the minimum membership required for localities with a population under 3,500 people by Va Code § 15.2-2308.

STAFF RECOMMENDATION:

Staff recommend that Council adopt Ordinance 25-01 to reduce the number of required BZA membership from five or seven to three total members.

DRAFT MOTION:

I move that the Council vote to adopt resolution 25-01 to reduce the required number of BZA members to three.

ORDINANCE 2025-01

AN ORDINANCE TO AMEND DIVISION 17, SECTION 3-188 OF CHAPTER 3 OF THE TOWN OF BOWLING GREEN ZONING ORDINANCE, TO REDUCE THE NUMBER OF THE BOARD OF ZONING APPEALS FROM FIVE OR SEVEN MEMBERS TO THREE MEMBERS

WHEREAS, currently the Board of Zoning Appeals for the Town of Bowling Green consists of five to seven members; and

WHEREAS, Section 15.2-2308 of the Code of Virginia, as amended, allows towns with a population of 3,500 or less to have three, five or seven members; and

WHEREAS, the Town Council for Bowling Green has determined it will be easier to recruit and fill terms if it reduces the number of members on the Board of Zoning Appeals and as a result help its citizens and the Town conduct its business in a more efficient manner.

NOW, THEREFORE, BE IT ORDAINED, by the Council for the Town of Bowling Green, Virginia, as follows:

CHAPTER 3: LAND USE AND BUILDINGS

§1. Division 17 Appeals

Section 3-188. Board of Zoning Appeals established; membership.

- (a) This Board shall consisting of three~~five or seven~~ members and shall be appointed by the Circuit Court of Caroline County. Members of the Board may receive such compensation as may be authorized by the Town Council. Members shall be removable for cause upon written charges and after a public hearing. Appointments for vacancies occurring otherwise than by expiration of term shall be in all cases for the unexpired term.
- (b) The term of office shall be for five years, except that the original appointments shall be made for such terms that the term of at least one member shall expire each year.
- (c) Members may be removed for cause by the Circuit Court upon written charges and after a public hearing pursuant to Section 15.2-2308(D) of the Code of Virginia.
- (d) Any member of the Board shall be disqualified to act upon a matter before the Board with respect to property in which the member has an interest as defined by the Conflicts of Interest Act.
- (e) The Board shall choose annually its own Chairman and, in his absence, an Acting Chairman.

State Law Reference—Authority to adopt, §15.2-2308

§2. This ordinance shall be in force and effect in Bowling Green on and after its date of adoption by the Town Council.

Effective date: March 6, 2025

Tina Gambill, Mayor
Bowling Green Town Council

Attest:

India Adams-Jacobs
Clerk to the Town Council

DRAFT