



**Minutes of the Colonial Beach Town Council
Town Council Retreat
Friday, January 13, 2023, at 8:30 p.m.
University of Mary Washington
Dahlgren Center for Education and Research
4224 University Drive, RM 160
King George, VA 22485**

Present

Robin Schick, Mayor
Kenneth Allison, Vice Mayor
David Williams, Council Member
Tom Moncure, Council Member
Vicki Roberson, Council Member
Caryn Self Sullivan, Council Member
Rick Wood, Council Member

Staff Present

India Adams-Jacobs, Town Manager
Lisa Okes, Director of Finance/CFO
Gergory Deaver, Chief of Police
Diane Beyer, Director of Public Works
Don Dooley, Director of Community Development & Zoning
Robert Duke, Director of Parks & Recreation
Kimberly Fink, Human Resources Manager
J.C. LaRiviere, Grants Manager

Facilitators

Kimball Payne, The Berkley Group, Executive Manager
Dr. Shirley D. Bailey, Ph.D., Visiting Professor of Practice at Virginia Tech
Dr. Scott Baker, The Berkely Group, Executive Manager (as observer)

Call to Order

Mayor Schick called the meeting to order at 8:45 AM.

Business

Mr. Kimball Payne worked with staff and Town Council members present to establish a strategic plan and action work plan for 2023. (*see attached*)

Adjournment

Mayor Schick adjourned the meeting at 4:00 PM.

Heather Oliver, Town Clerk

Colonial Beach Town Council Retreat

January 13, 2023

University of Mary Washington's Dahlgren Center for Education and Research

Meeting Notes

Mayor Robin Schick called the meeting to order at 8:45 a.m. In addition to the Mayor, Vice Mayor Kenneth Allison and Council members Tom Moncure, Vicki Roberson, Caryn Self Sullivan, David Williams, and Rick Wood were present. Staff in attendance included Town Manager India Adams-Jacobs, Town Clerk Heather Oliver, Police Chief Gregory Deaver, Director of Finance/CFO Lisa Okes, Director of Parks and Recreation Robert Duke, Director of Community Development and Zoning Don Dooley, Director of Public Works Diane Beyer, Human Resources Manager Kimberly Fink, Economic Development Manager Kelly Evko, Grants Manager J.C. LaRiviere, and Maurisa Potts, Communications & Marketing Consultant. Dr. Sheryl D. Bailey, PH.D., Visiting Professor of Practice at Virginia Tech, was also present along with Berkley Group Executive Managers Kimball Payne, who served as facilitator for the retreat, and Dr. Scott Baker, observer.

Mayor Schick welcomed everyone and then turned the meeting over to the facilitator. Mr. Payne reviewed suggested goals for the retreat as follows:

- Get to know each other better and build relationships
- Work as a team and develop consensus
- Review progress since the last year's retreat
- Gain a better understanding of financial management goals, responsibilities, and roles
- Take a first look at the FY 2024 Budget process and issues
- Confirm major goals and priorities
- Identify objectives, with assigned responsibility and timelines, to advance the goals
- Craft a work plan for the next 18 to 24 months
- Understand constraints to progress and identify means to overcome them
- Increase understanding of Council, Mayor, and Manager roles and responsibilities

He then mentioned some themes that might run through the day including, Council dynamics and processes, Council/manager/mayor roles, responsibilities, and relationship, public engagement, and potential limitations that might have to be overcome to fulfill Council's priorities.

Mr. Payne also offered some ground rules for the day's discussion:

- Everyone participates
- 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
- We will take breaks when it seems appropriate

Council accepted the goals and ground rules by unanimous consent.

Mr. Payne then reviewed the retreat agenda which was accepted without modification. He noted that this was the third retreat that he had facilitated for the Council and staff and that it would build on the work of the previous two.

Mr. Payne reported on common themes, issues that he heard from two or more Council members during his interviews in preparation for the retreat. Those common themes helped him to determine the day's agenda.

Common Themes

- Infrastructure; Capital Improvement Planning & Funding
- Parking, sidewalks, and streets.
- Completing the current workplan before adding on new projects
- Citizen outreach and engagement
- Budget concerns – inflation, school funding, compensation (salaries and benefits), no desire for a tax increase
- Staff recruitment and retention
- Council/manager roles and responsibilities

To start the day's discussion, Mr. Payne asked that each Council member answer the following questions:

- *What do you hope that the Council and staff accomplish by the end of the day?*
- *What would inhibit our success today?*
- *Are the goals for this year's retreat consistent with your expectations for today?*
- *Is there anything missing that should be discussed today?*

Council members shared their thoughts and, as a whole, confirmed the goals of the retreat and the common themes identified by the facilitator.

Work Plan Implementation Progress Report

Town Manager India Adams-Jacobs reported on progress implementing the work plan developed at Council's retreat in January 2022. She reviewed the over sixty (60) items that were included in the work plan, pointing out which ones were completed, and which ones were underway and ongoing. A scorecard on the Town's website, at <https://www.colonialbeachva.gov/214/Strategic-Action-Plan>, provides the same information. Mr. Payne noted that, by his count, only three of the over sixty items had not been started; a community survey, a salary and compensation study, and a program to incentivize EMS volunteers. He congratulated the Council and staff on their achievements and noted that he would be asking about potential completion dates for the ongoing activities during the later discussion. Council members also expressed their pleasure at the successful implementation of the work plan.

Financial Management and Budget Discussion

Dr. Bailey thanked the Town for the opportunity to participate and led an Economic Outlook and Budget Discussion with the Council. She addressed three broad areas, Economic Outlook, Financial Sustainability and Financial Resiliency Framework, and Capital Planning and Asset Management. Her presentation is included as an attachment to these notes.

Economic Outlook

Dr. Bailey reviewed the history of a series of economic indicators, including Gross Domestic Product (GDP), job loss and growth, unemployment, wages, personal income, retail sales, inflation, monetary policy, and global conditions, and noted an increasing concern that continued inflation and a recession were on the horizon. Dr. Bailey asked Council members to share their thoughts about how a stormy economic outlook might impact Town operations and budget planning. Ideas were captured on the whiteboard (see attachment).

The Town may have to tighten its belt due to a combination of increasing costs and lower tax and fees collection rates. Although a tightening economy could bring some tourism and housing growth to Colonial Beach, leisure and hospitality jobs remain hard to fill. In addition, wage pressures raise recruitment and retention issues for Town employees. Council members also expressed concerns about housing affordability and the impact of a recession on lower income residents. Finally, Federal and State actions and mandates could have a significant impact on Town resources.

Financial Sustainability and Financial Resiliency Framework

Dr. Bailey explained that governing in a "new reality," characterized by economic uncertainty and volatility, disruptive events, rapid change, and increasing demands for service requires more than simply having a balanced annual budget. The budget must be "structurally balanced," with recurring revenues equal to or exceeding recurring expenses. Dr. Bailey argued that even the financial sustainability of a structurally balanced budget is not enough to prepare for and weather inevitable shocks to the system that will occur. To maintain essential services, recover quickly and effectively from disruptions, and adapt to unforeseen conditions, Dr. Bailey recommended that the Town strategically build financial resiliency. She pointed out policy steps for the Council to take and administrative actions for the Town Manager to implement with Council's support and oversight.

In particular, Dr. Bailey suggested enhanced long-term financial and scenario planning, looking out three to five years, and augmenting the Town's Financial Policies to strengthen financial sustainability and resiliency.

Concluding this section of the presentation, Dr. Bailey asked Council in what areas it thought the Town did well regarding financial resiliency. Council identified strategic planning, the comprehensive plan, the Capital Improvements Plan (CIP), its financial policies, and longer-term planning as strengths.

Dr. Bailey also asked in what areas did Council think refinements would increase the Town's financial resiliency. Ideas from Council included diversifying revenues, ensuring that charges for services and fees covered program or activity costs, setting aside grant matching funds, and establishing a disaster recovery reserve. Specific proposals were to increase utility connection fees to cover costs and to explore whether solid waste management should be supported by taxes or fees.

Capital Planning & Asset Management

Dr. Bailey next addressed the importance of the sound management of capital assets. She pointed out that utilities, public buildings, parks, equipment, and networks represent the largest investments for most local governments and are critical to the delivery of essential public services and to the health, safety, economic vitality, and quality of life of communities. Dr. Bailey spoke to the risk of deferring maintenance or replacement of capital assets and shared some best practices for the Town's consideration. She also pointed out how a well-developed Capital Improvements Plan (CIP) integrated with the strategic and comprehensive plans, the financial policies, and long-term financial planning to enhance financial sustainability and resiliency.

Preliminary FY2024 Budget Development Process

Mr. Payne advised that due to the time necessary to develop the new work plan, the presentation of the preliminary FY 2023 second quarter financial update would be deferred until council's next meeting. He stated that the next task was to take a first look at the development of the FY 2024 Budget. With respect to the budget calendar, staff has already started gathering information on the budget and the Town Manager advised that her proposed budget would be presented to Council in early April.

Mr. Payne, Dr. Bailey, and the Town Manager reviewed some of the drivers that might affect the FY 2024 budget on both the revenue and expenditure side. They identified the economy, state and federal mandates, the school system, agreements with the County, especially regarding the E911 service, staff recruitment and retention, and minimum wage requirements. During the ensuing discussion, two additional potential budget drivers were identified, the costs of employee benefits, and the operating costs of capital projects.

Council was then asked to provide high level guidance for the development of the FY 2024 Budget. It was asked to identify any priorities, initiatives, or "third rails" that the Town Manager should consider as she drafted the proposed budget.

The following suggestions were offered:

- Take steps to maximize the collection rate of current taxes, in particular, enforcement of the Airbnb tax
- Revise fees for service and connection fees to fully cover costs
- Look at revenue diversification, e.g., the business license fee
- Improve messaging to explain to citizens what they are getting for their taxes
- Include funding for a compensation study
- Consider a COLA for staff
- Budget for an Assistant Town Manager/Project Manager
- Review the percentage and timing of appropriations for the school system – consider an initial appropriation of less than 100%, or having semi-annual or quarterly appropriations
- Develop a spend-down and exit strategy for ARPA funds
- Review the assessed value of boats docked in Town
- Build the budget on stable personal property tax revenues; consider an adjustment to the ratio or rate to equalize revenues as appropriate

Council also identified a “third rail,” something that it did not want to consider in the budget; a real estate tax rate increase.

Council recessed for lunch at 12:00 p.m. and reconvened at 12:30 p.m.

Purpose, Role, and Responsibilities of Council Liaisons

Council had directed that a discussion of the purpose, role, and responsibilities of Council liaisons be placed on the retreat agenda. Mr. Payne suggested that the following three questions be addressed:

- *What broad governance concerns do Council liaisons address? Why were they established and what is their purpose?*
- *What issues do Council members have?*
- *Is there an alternate approach that would achieve the same purpose while remaining consistent with council/manager principles?*

There was a brief discussion during which Mayor Schick pointed out that the Town Attorney had drafted language for Council’s Bylaws clarifying that the liaisons operate under the council/manager form of government and hold no individual authority. Mr. Payne explained that another principle of the council/manager form of government is that, except for those positions appointed by Council, the Manager is responsible for personnel management under policies and procedures adopted by Council, and no Council member has the authority to give direction to staff. Council members expressed an understanding of this principle.

Review of the Mission, Vision, Values, and Major Strategic Goal Areas

The last major task for the retreat was to develop a work plan addressing Council’s priorities and initiatives in each of the strategic goal areas for 2023 and beyond. Mr. Payne asked that Council first

review the Town’s vision statement, mission, values, and strategic goal areas to confirm their continued relevance.

Vision Statement: *“Colonial Beach is an attractive, historical beach town committed to family, business, the arts, and healthy quality of life.”*

Mission: *“To provide services and build a better community.”*

<u>Values:</u>	Integrity	Inclusivity
	Balance	Professionalism
	Consistency	Respect
	Sustainability	Resiliency
	Trust	Financial Responsibility
	Open and Responsive Communications	

Major Strategic Goal Areas (the “Big Rocks”)

- Infrastructure
- Livability and Placemaking
- Economic Development
- Public Safety
- Government Performance
- Education

Council agreed that these were still relevant and suggested no changes to the vision statement, mission, or values. There was a suggestion, however, that Communications and Civic Engagement be added as a strategic goal area because so many Council members had mentioned its importance to the facilitator. Mr. Payne suggested that brief descriptors be drafted to provide some explanation of each strategic goal area. He has done so in these notes.

Work Plan Development

The remainder of the retreat was taken up with a discussion of initiatives in each strategic goal area and the identification of timelines for accomplishment. Ongoing activities from the previous work plan were also identified and with anticipated completion dates.

Infrastructure – Improve and maintain the Town’s important capital assets that are critical to service delivery, safety, and quality of life.

Underway and ongoing activities include:

- The Central Drainage Area (CDA) project – the project will be rebid due to a lack of responsive bids. Bids will be received January 24, 2023; projected completion is Winter 2023
- Town Resiliency/Hazard Mitigation Plan – a consultant has been hired to develop a plan for resiliency, stormwater management, and shoreline management. To be completed in 2024.

- Space needs analysis for Town Hall/municipal center, including a police department and community space – a firm has been hired to conduct the assessment. Estimated completion in February 2023. Subsequent tasks will include determining a site, designing the project, and determining funding and timing.
- Implementation of the Infiltration and Inflow (I & I) management plan – the first project is underway with an estimated completion time of 9 months.
- The North Beach Erosion Project – in the scoping phase. If the project is officially approved by the Army Corps of Engineers, construction would commence in 18 to 24 months with completion in 2025. Funding will need to be identified.
- Dwight Avenue Extension – VDOT funding has been awarded; a 50% Town match is required. Initial funding will need to be identified and set aside in FY2024 for construction in 2025.
- Asset Management Plan and Replacement Schedule – an ongoing part of capital improvements planning.

New initiatives identified were:

- Include a plan for spending down ARPA and DEQ funds in the FY 2024 Budget and CIP.
- Include a storage building for Public Works in the FY 2024 CIP.
- Develop a Parking Strategy for beyond the Summer of 2023 – by the end of the year 2023.
- Conduct a right-of-way survey to determine boundaries and sidewalk ownership – within FY 2024
- Develop a plan for sidewalk repair, replacement, and extension.
- Consider opportunities for purchasing land for Town purposes (Town Hall, stormwater management, parking, etc.)

Livability & Placemaking – Improve the Town’s quality of life and attractiveness for residents and visitors.

Underway and ongoing:

- The improvement of parking and wayfinding signage throughout the town – design concepts have been delivered to the wayfinding taskforce and funding has been received from DHCD. Project completion in FY 2024.
- Parks & Recreation Master Plan – expected completion in July 2023.

New initiatives:

- Adopt a resolution in support of the Community Heart & Soul civic engagement initiative – May 2023.
- Colonial Avenue Beautification – consider funds for a façade grant program in the CIP, potentially in collaboration with Downtown Colonial Beach.
- Develop a long-term plan (five years or longer) for the Town pier, boardwalk, and beachfront – by July 2024

Economic Development - Support business development and expansion that enhances the tax base and provides gainful employment while minimizing negative impacts.

Underway and ongoing:

- Implementation of the Economic Development Strategic Plan
- Monitor the Dodson Development
- Keep the potential for the development of a health care facility in Town on the radar.

New initiatives:

- Explore the costs/benefits of creating an Economic Development Authority for the Town – by August 1, 2023.
- Engage in negotiations with the Dodson Development Group on Phase IV of its project – in 2023.
- Engage with the Lennar Corporation to learn the status of its proposed planned use development (PUD) – in 2023.
- Determine an approach to tourism promotion and development in the Town – by January 2024.

Public Safety – Protect life and property, plan for emergency management, mitigate risks, and respond to individual and community-wide crises.

Underway and ongoing:

- Address police officer recruitment and retention.
- Take the appropriate steps to achieve CALEA accreditation – certification in 2024.

New initiative:

- Understand the Town's rights and responsibilities under the E911 agreement with Westmoreland County. The contract automatically renews in March. Figure out a plan for the provision of this service before the next renewal notice deadline.

Government Performance – Continually work to improve organizational efficiency, effectiveness, and equity in service delivery through the adoption and revision of appropriate policies, procedures, and practices; adapt and implement best practices.

Without singling out anything specific, Council noted the number of ongoing activities in the current work plan and expressed support for their continuation.

Two matters related to the receipt and use of one-time funds were addressed.

1. Council directed that the General Fund be reimbursed for attorney's fees related to the settlement of the litigation with Westmoreland County regarding sewer charges. Remaining funds will be dedicated for capital improvements in the sewer utility enterprise fund.

2. Council directed that the proceeds from the establishment of a conservation easement on Eleanor Park be used initially to reimburse Town costs and for a plan for the use of the remaining funds to be developed by October 1, 2023.

Communications & Civic Engagement – Actively engage citizens through outreach and effective two-way communications.

Initiatives:

- Develop a Town Communications Strategy and Plan – by May 2023.
- Develop a comprehensive branding package for the Town – by December 2023
- Place public notices on the “front page” of the Town’s website.
- Continue to work to make the Town’s website more intuitive and easier to navigate.
- Communicate Town accomplishments and accolades in appropriate venues.

Education – Support life-long learning and training for all residents and businesses; continue supporting the Colonial Beach School District.

Council did not identify any new initiatives under this strategic goal area.

As the planned time for adjournment was approaching, the retreat concluded. On behalf of the Berkley Group, and for himself, Mr. Payne thanked the Council and staff for the opportunity to be of service. He advised that he would prepare notes and a work plan from the discussion and would provide them to the Town Manager for review and comment. After revision, the notes and work plan would be for her to use as she deemed appropriate. Council members expressed their appreciation to Dr. Bailey and Mr. Payne for their assistance.

Mayor Schick thanked all those in attendance for their participation and declared the retreat adjourned at 4:00 p.m.

Town of Colonial Beach
2023 Strategic Plan & Action Work Plan

Vision Statement

“Colonial Beach is an attractive, historical beach town committed to family, business, the arts, and healthy quality of life.”

Mission

“To provide services and build a better community.”

Values

<i>Integrity</i>	<i>Inclusivity</i>
<i>Balance</i>	<i>Professionalism</i>
<i>Consistency</i>	<i>Respect</i>
<i>Sustainability</i>	<i>Resiliency</i>
<i>Trust</i>	<i>Financial Responsibility</i>
<i>Open and Responsive Communications</i>	

Major Strategic Goal Areas

Infrastructure – Improve and maintain the Town’s important capital assets that are critical to service delivery, safety, and quality of life.

Livability and Placemaking – Improve the Town’s quality of life and attractiveness for residents and visitors.

Economic Development – Support business development and expansion that enhances the tax base and provides gainful employment while minimizing negative impacts.

Public Safety – Protect life and property, plan for emergency management, mitigate risks, and respond to individual and community-wide crises.

Government Performance – Continually work to improve organizational efficiency, effectiveness, and equity in service delivery through the adoption and revision of appropriate policies, procedures, and practices; adapt and implement best practices.

Communications & Civic Engagement – Actively engage citizens through outreach and effective two-way communications.

Education – Support life-long learning and training for all residents and businesses; continue supporting the Colonial Beach School District.

2023 Work Plan

By Strategic Goal Area

Infrastructure

Ongoing or Immediate:

- The Central Drainage Area (CDA) project – the project will be rebid due to a lack of responsive bids. Bids will be received January 24, 2023; projected completion is Winter 2023
- Town Resiliency/Hazard Mitigation Plan – a consultant has been hired to develop a plan for resiliency, stormwater management, and shoreline management. To be completed in 2024.
- Space needs analysis for Town Hall/municipal center, including a police department and community space – a firm has been hired to conduct the assessment. Estimated completion in February 2023. Subsequent tasks will include determining a site, designing the project, and determining funding and timing.
- Implementation of the Infiltration and Inflow (I & I) management plan – the first project is underway with an estimated completion time of 9 months.
- The North Beach Erosion Project – in the scoping phase. If the project is officially approved by the Army Corps of Engineers, construction would commence in 18 to 24 months with completion in 2025. Funding will need to be identified.
- Dwight Avenue Extension – VDOT funding has been awarded; a 50% Town match is required. Initial funding will need to be identified and set aside in FY2024 for construction in 2025.
- Asset Management Plan and Replacement Schedule – an ongoing part of capital improvements planning.

New initiatives:

- Include a plan for spending down ARPA and DEQ funds in the FY 2024 Budget and CIP.
- Include a storage building for Public Works in the FY 2024 CIP.
- Develop a Parking Strategy for beyond the Summer of 2023 – by the end of the year 2023.
- Conduct a right-of-way survey to determine boundaries and sidewalk ownership – within FY 2024
- Develop a plan for sidewalk repair, replacement, and extension.
- Consider opportunities for purchasing land for Town purposes (Town Hall, stormwater management, parking, etc.)

Livability & Placemaking

Ongoing or Immediate:

- The improvement of parking and wayfinding signage throughout the town – design concepts have been delivered to the wayfinding taskforce and funding has been received from DHCD. Project completion in FY 2024.
- Parks & Recreation Master Plan – expected completion in July 2023.

New initiatives:

- Adopt a resolution in support of the Community Heart & Soul civic engagement initiative – May 2023.
- Colonial Avenue Beautification – consider funds for a façade grant program in the CIP, potentially in collaboration with Downtown Colonial Beach.
- Develop a long-term plan (five years or longer) for the Town pier, boardwalk, and beachfront – by July 2024

Economic Development

Ongoing or Immediate:

- Implement the Economic Development Strategic Plan
- Monitor the Dodson Development
- Keep the potential for the development of a health care facility in Town on the radar.

New initiatives:

- Explore the costs/benefits of creating an Economic Development Authority for the Town – by August 1, 2023.
- Engage in negotiations with the Dodson Development Group on Phase IV of its project – in 2023.
- Engage with the Lennar Corporation to learn the status of its proposed planned use development (PUD) – in 2023.
- Determine an approach to tourism promotion and development in the Town – by January 2024.

Public Safety

Ongoing or Immediate:

- Address police officer recruitment and retention.
- Take the appropriate steps to achieve CALEA accreditation – certification in 2024.

New initiative:

- Understand the Town's rights and responsibilities under the E911 agreement with Westmoreland County. The contract automatically renews in March. Figure out a plan for the provision of this service before the next renewal notice deadline.

Government Performance

- As part of the development of the Fiscal Year 2024 Budget (by April 1)

- Propose steps to maximize the collection rate of current taxes, particularly for Airbnbs
 - Propose revisions to fees for service and utility connection fees to fully cover costs
 - Include funding for a compensation study
 - Consider a COLA for staff
 - Budget for an Assistant Town Manager/Project Manager
 - Consider splitting the appropriation for the School District
 - Develop a spend-down and exit strategy for ARPA and DEQ funds
 - Review the assessed value of boats docked in Town
 - Include a storage building for Public Works in the FY 2024 CIP
 - Build the budget on stable personal property tax revenues; proposed an adjustment to the rate or the ration to equalize revenues from FY 23 to FY 24
 - Do not include a real property tax increase
- Reimburse the General Fund for attorney’s fees related to the settlement of the litigation with Westmoreland County regarding sewer charges. Dedicate remaining funds for capital improvements in the sewer utility enterprise fund.
 - Use proceeds from the establishment of a conservation easement on Eleanor Park to reimburse Town costs and develop a plan for the use of the remaining funds by October 1, 2023.

Communications & Civic Engagement

- Develop a Town Communications Strategy and Plan – by May 2023.
- Develop a comprehensive branding package for the Town – by December 2023
- Place public notices on the “front page” of the Town’s website.
- Continue to work to make the Town’s website more intuitive and easier to navigate.
- Communicate Town accomplishments and accolades in appropriate venues.

2023 Chronological Work Plan

Ongoing or Immediate

- Space needs analysis for Town Hall/municipal center – completion in February 2023.
- Asset Management Plan and Replacement Schedule
- Implement the Economic Development Strategic Plan
- Monitor the Dodson Development
- Maintain awareness of the potential of a locating a health care facility in Town
- Address police officer recruitment and retention
- Understand the Town’s rights and responsibilities under the E911 agreement with Westmoreland County

- Reimburse the General Fund for attorney’s fees related to the settlement of the litigation with Westmoreland County regarding sewer charges. Dedicate remaining funds for capital improvements in the sewer utility enterprise fund.
- Use proceeds from the establishment of a conservation easement on Eleanor Park to reimburse Town costs
- Continue to work to make the Town’s website more intuitive and easier to navigate.
- Communicate Town accomplishments and accolades in appropriate venues.

Within Three Months (by May 1)

- As part of the development of the Fiscal Year 2024 Budget
 - Propose steps to maximize the collection rate of current taxes, particularly for Airbnbs
 - Propose revisions to fees for service and utility connection fees to fully cover costs
 - Include funding for a compensation study
 - Consider a COLA for staff
 - Budget for an Assistant Town Manager/Project Manager
 - Consider splitting the appropriation for the School District
 - Develop a spend-down and exit strategy for ARPA and DEQ funds
 - Review the assessed value of boats docked in Town
 - Include a storage building for Public Works in the FY 2024 CIP
 - Build the budget on stable personal property tax revenues; proposed an adjustment to the rate or the ration to equalize revenues from FY 23 to FY 24
 - Dwight Avenue Extension – fund in FY2024 CIP for construction in 2025
 - Consider funds in the CIP for a Colonial Avenue façade improvement grant program
 - Do not include a real property tax increase
- Develop a Town Communications Strategy and Plan

Within Six Months (by August 1)

- Adopt a resolution in support of the Community Heart & Soul civic engagement initiative – May 2023.
- Parks & Recreation Master Plan – adoption in July 2023.
- Explore the costs/benefits of creating an Economic Development Authority for the Town – by August 1, 2023

Within a Year (by January 1, 2024)

- The Central Drainage Area (CDA) project – project completion in Winter 2023
- Implementation of the Infiltration and Inflow (I & I) management plan – first project completion
- Develop a Parking Strategy for beyond the Summer of 2023
- Engage in negotiations with the Dodson Development Group on Phase IV of its project

- Engage with the Lennar Corporation to learn the status of its proposed planned use development (PUD)
- Determine an approach to tourism promotion and development in the Town
- Develop a plan for the provision of E911 services
- Develop a plan for the use of funds received for the conservation easement on Eleanor Park – by October 1, 2023.
- Develop a comprehensive branding package for the Town – by December 2023

Longer Term or Indefinite

- Conduct a right-of-way survey to determine boundaries and sidewalk ownership – by July 1, 2024
- Improve parking and wayfinding signage throughout the town – project completion in by July 1, 2024.
- Develop a long-term plan (five years or longer) for the Town pier, boardwalk, and beachfront – by July 1, 2024
- Complete parking and wayfinding signs improvement – by July 1, 2024
- Town Resiliency/Hazard Mitigation Plan – completion in 2024
- Police Department Accreditation – in 2024
- North Beach Erosion Project – completion in 2025, contingent on funding
- Develop a plan for sidewalk repair, replacement, and extension.
- Consider opportunities for purchasing land for Town purposes (Town Hall, stormwater management, parking, etc.)