



**Minutes of the Colonial Beach Town Council**  
**Regular Meeting held on**  
**Wednesday, February 21, 2024 at 6:00 p.m.**  
Colonial Beach Town Center  
22 Washington Avenue

**Call to Order**

Mayor Schick called the meeting to order at 6:00 PM.

**Council Members Present**

Robin M. Schick, Mayor  
Kenneth Allison, Vice Mayor  
Richard Wood, Council Member  
David Williams, Council Member  
Caryn Self Sullivan, Council Member  
Vicki Roberson, Council Member

**Absent**

Krista Brown, Council Member

**Staff Present**

Natasha Tucker, Interim Town Manager  
Powell Duggan, Town Attorney  
Heather Oliver, Town Clerk  
Les Parsons, Interim Chief of Police  
Lisa Okes, Director of Finance/Chief Financial Officer  
Diane Beyer, Director of Public Works  
Don Dooley, Director of Community Development & Zoning

**Moment of Silence/Pledge of Allegiance**

Mayor Schick led the meeting in a Moment of Silence and Pledge of Allegiance.

**Additions to the Agenda**

Dr. Self Sullivan made a motion to add an item under closed meeting as item “b” for the discussion of the resignation of a specific employee under VA code § 2.2-3711 (A)(1) Ms. Roberson seconded the motion. Mayor Schick called for a vote. All members present voted “aye.” **Motion passed.**

**Approval of the Agenda**

Ms. Roberson made a motion to approve the agenda, as amended. Mr. Wood seconded the motion. Mayor Schick called for a vote. All members present voted “aye.” **Motion passed.**

**Approval of Consent Agenda**

Mr. Wood made a motion to approve the consent agenda. Mr. Allison seconded the motion. Mayor Schick called for a vote. All members present voted “aye.” **Motion passed.**

The following items were approved:

- Meeting minutes for July 19, 2023, August 2, 2023, January 17, 2024 and February 7, 2024
- Resolution #10-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for Asset Forfeiture
- Resolution #11-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for DCJS 599 Funds
- Resolution #12-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for Capital Projects

*(see attached)*

### **Council Member Announcements**

Mr. Allison, Dr. Self Sullivan, Mr. Wood, Mr. Williams, Ms. Roberson and Mayor Schick provided reports on their liaison assignments.

### **Town Manager Update**

Ms. Tucker and Ms. Beyer provided an update on the WWTP. *(see attached)*

### **Referrals to Commissions**

There were no referrals to the commissions.

### **Presentations**

#### **Recognition of Volunteers for Town Sponsored Events & Activities**

Ms. Adams and Mayor Schick presented certificates of recognition to the following volunteers:

- Susan Mack, Eric Nelson, and Edward Hart and the volunteers from Downtown Colonial Beach for the heroic number of hours they put into Sip N' Stroll in 2022-23.
- Debbie and Sara Stachkunas for creating and staffing several PRE programs through CB Explorers including Coffee Walks, World Photography Day, and Access Jamboree.
- Jan & Bob Swink, Merry Robertson and their small group of volunteers for funding and putting in miraculous man-hours decorating Town Hill every year.
- John & Eileen Heath for funding, staffing, and promoting Parks & Rec Tennis Clinics, and Kids Activities.
- Ted Tate for staffing and managing the all-volunteer group that is WWER community radio and giving airtime to Town events and activities.
- Karen & Doug Grisevich for creating and supporting Colonial Beach Parks & Rec generally and creating the Town's unique Crab Pot Drop in particular.

### **CB Historic Resource Survey**

Mr. McDonald presented the findings from the historic resource survey that focused on Bluff Point, Classic Shore, North of Colonial Avenue and the Monroe Bay side of the Point.

Mr. McDonald said the survey report recommendations were that the surveyed areas were eligible for historic designation except Classic Shores and Bluff Point.

### **132<sup>nd</sup> Anniversary of Incorporation Proclamation**

Mayor Schick read the following proclamation:

“**WHEREAS**, the Town of Colonial Beach was incorporated on February 25, 1892, by the General Assembly of Virginia; and

**WHEREAS**, the upcoming date of Sunday, February 25, 2024, will commemorate the 132<sup>nd</sup> year anniversary of the Town’s incorporation; and

**WHEREAS**, the Colonial Beach Town Council hereby makes a public proclamation expressing their pride, commitment and dedication to the founding principles in commemorating this very distinguished date in our Town’s history;

**THEREFORE, BE IT RESOLVED**, that the Town Council, town staff and all citizens and visitors of the Town of Colonial Beach acknowledge with pride the historical importance of February 25th as the date commemorating and celebrating the incorporation of our town.”

### **Westmoreland County Supervisor**

Mr. Trivett provided his report from Westmoreland County.

### **Colonial Beach Public Schools**

Dr. Mitchell provided his report from the Colonial Beach Public Schools.

### **Public Comment**

Joanie Millward, 405 Livingstone Street,

Ms. Millward invited the Town Council and the residents to attend the documentary viewing of “The Biggest Little Fish You’ve Ever Seen” this Saturday, February 24<sup>th</sup> at St. Nary’s Episcopal Church from 2:00 p.m. to 4:00 p.m. It is a free event and there will be light refreshments and door prizes.

Joe Kelly, 413 Wirt Street (via email)

To: Colonial Beach Town Council and Mayor

February 21, 2024

Dear Mayor Schick and Council Members

### **Agenda RE: WWTP Monthly Report:**

Tab B pf the Agenda Packet contained a new monthly WWTP report to Council. It has 5 bullet points; the first one represents a critical improvement. The SCADA system was replaced. SCADA stands for Supervisory Control and Data Acquisition. This is the name for digital networks and computer systems that gather and analyze real-time data for the proper operation of the wastewater system.

This system is the brains of the wastewater treatment system. If this isn't working, it would be like trying to drive a bus with no steering wheel! I'm glad to see this system has been upgraded and hope that the Town will ALWAYS have the system on a maintenance program so that it never fails again!

**WWTP Issues:**

- A. We now know that the needs of the WWTP system can easily approach \$18,000,000 +. We also know that the system provides sanitary sewer service for the north end of the County. I'm estimating that 25% to 30% of the sewer connections/volume are located outside of the Town's boundaries. I recommend that the Town seek the County's participation and support in addressing the WWTP issues. The Town, the County and the residents ALL have an equity interest in the long-term success of the WWTP system.
  
- B. The Operating Permit for the WWTP expires on October 31, 2025. However, the deadline for Renewal filing is May 4, 2025. I've reviewed the staff list of repairs and upgrades needed for the WWTP and the associated pump stations. There isn't enough time to complete this work before we reach the renewal filing deadline. Further, I anticipate that the requirements for the renewal could be even tougher than today's requirements.
  
- C. I recommend that Council and staff consider the following:
  - Work as diligently as possible to address the needed repairs and upgrades.
  
  - Continue a monthly WWTP report.
  
  - Post information on the WWTP Problems and Progress on the Town's website.
  
  - Send a copy of the WWTP monthly update to ALL property owners who have a sewer connection. We need to be transparent about the WWTP and system problems and corrective actions being taken.
  
  - Develop an understanding and agreement with DEQ on how the WWTP issues will be addressed and a timetable for this work so that we don't jeopardize our Operating License.

Thanks for your consideration of my comments.  
Best  
Joe Kelly"

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**New Business**  
**Strategic Planning Review**

Ms. Tucker summarized the meeting notes from the Strategic Planning Meeting on January 24, 2024.

*(see attached)*

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### **Closed Meeting**

Ms. Roberson made a motion to move into closed meeting pursuant to VA code section 2.2-3711 (A)(1) for the discussion, consideration or interviews for prospective candidates for employment; for assignment, appointment, promotion, and/or performance and/or salaries of specific appointees; and pursuant to VA code section 2.2-3711 (A)(1) for the discussion of the resignation of a specific employee. Mr. Wood seconded the motion.

Mayor Schick called for a roll call vote. Mr. Wood voted “aye,” Mr. Williams voted “aye,” Ms. Roberson voted “aye,” Dr. Self Sullivan voted “aye,” Mr. Allison voted “aye,” and Mayor Schick voted “aye.” **Motion passed.**

*At 8:04 p.m., the Town Council moved into closed meeting.*

### **Reconvene Open Meeting**

Ms. Roberson made a motion to reconvene in open session. Mr. Wood seconded the motion.

Mayor Schick called for a roll call vote. Mr. Wood voted “aye,” Mr. Williams voted “aye,” Ms. Roberson voted “aye,” Dr. Self Sullivan voted “aye,” Mr. Allison voted “aye,” and Mayor Schick voted “aye.” **Motion passed.**

*At 11:13 p.m., Mayor Schick reconvened the meeting.*

### **Certification**

Dr. Sullivan made a motion that the Town Council certify that only those matters as were identified in the motion to go into closed meeting were heard, discussed, or considered. Ms. Roberson seconded the motion.

Dr. Self Sullivan, Mr. Allison, Mr. Wood, Mr. Williams, Ms. Roberson and Mayor Schick all so certified.

*All council members present certified that only those matters as were identified were heard, discussed or considered during the closed meeting.*

### **Adjournment/Recess**

Mayor Schick made a motion to adjourn the meeting. Mr. Wood seconded the motion.

Mayor Schick called for a roll call vote. Mr. Wood voted “aye,” Mr. Williams voted “aye,” Ms. Roberson voted “aye,” Dr. Self Sullivan voted “aye,” Mr. Allison voted “aye,” and Mayor Schick voted “aye.”

*At 11:15 p.m., Mayor Schick adjourned the meeting.*



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Heather Oliver, Town Clerk  
Approved March 20, 2024

## **Attachments**

1. Resolution #10-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for Asset Forfeiture
2. Resolution #11-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for DCJS 599 Funds
3. Resolution #12-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund for Capital Projects
4. WWTP Monthly Update
5. Strategic Planning Review – Meeting Notes

# ATTACHMENT

1

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**RESOLUTION # 10-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund**

**WHEREAS**, the Colonial Beach Town Council finds it necessary to make the following amendments to the Fiscal Year 2023-2024 budget.

**WHEREAS**, the Colonial Beach Police Department received \$219.66 in asset forfeiture proceeds and;

**WHEREAS**, under Virginia’s Forfeited Asset Sharing Program, such proceeds are required to supplement the law enforcement agencies budget;

**NOW THEREFORE BE IT RESOLVED**, that the Town Council at its work session held on Wednesday, February 21, 2024 hereby adopts and appropriates an amendment to the Fiscal Year 2023-2024 budget as follows:

	FY 23-24 Amended	FY 23-24 Revised	Change
General Fund	\$10,064,075.95	\$10,064,295.61	+\$219.66

Breakdown of revenue and expenditure allocations:

General Fund

DB 100-031100-5811 – Asset Forfeiture (Expenditure)	\$219.66
CR 100-024010-0011 – Asset Forfeiture (Revenue)	\$219.66

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# ATTACHMENT

2

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**RESOLUTION # 11-24, Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund**

**WHEREAS**, the Colonial Beach Town Council finds it necessary to make the following amendments to the Fiscal Year 2023-2024 budget.

**WHEREAS**, the Town will receive an additional \$4,977.00 in grant proceeds from the Virginia Department of Criminal Justice Services for the FY24 State Aid to Localities with Police Departments (599 Funds) and;

**NOW THEREFORE BE IT RESOLVED**, that the Town Council at its regular meeting held on Wednesday, February 21, 2024 hereby adopts and appropriates an amendment to the Fiscal Year 2023-2024 budget as follows:

	FY 2023-24 Amended	FY 2023-24 Revised	Change
General Fund	\$10,064,295.61	\$10,069,272.61	+\$4,977.00

Breakdown of revenue and expenditure allocations:

General Fund

DB 100-031100-8108 – Replacement Equipment \$4,977.00  
CR 100-024010-0001 – Law Enforcement Assistance \$4,977.00

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# ATTACHMENT

3

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**RESOLUTION #12-24 Amends and Appropriates Fiscal Year 2023-2024 Budget, General Fund**

**WHEREAS**, the Colonial Beach Town Council finds it necessary to make the following amendments to the Fiscal Year 2023-2024 budget.

**WHEREAS**, On May 17, 2023, council adopted the 2024-2028 Capital Improvement Plan, which included the purchase of a new storage facility for Public Works, and;

**NOW THEREFORE BE IT RESOLVED**, that the Town Council at its regular meeting held on Wednesday, February 21, 2024 hereby adopts and appropriates an amendment to the Fiscal Year 2023-2024 budget as follows:

	FY 23-24 Amended	FY 23-24 Revised	Change
General Fund	\$10,069,272.61	\$10,219,272.61	+\$150,000.00

Breakdown of revenue and expenditure allocations:

General Fund

DB 100-043100-8212 – Capital Projects \$150,000.00  
CR 100-090000-0007 – Transfer from Capital Projects Fund \$150,000.00

Capital Projects Fund

DB 330-099999-0100 – Transfer to General Fund \$150,000.00  
CR 330-099999-1000 – Carry-Over From Prior Years \$150,000.00

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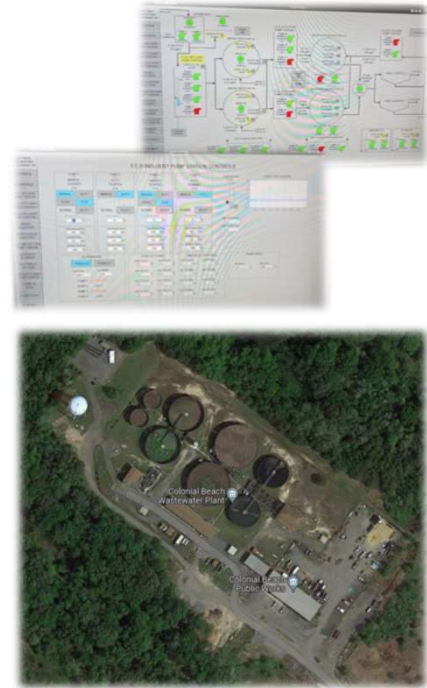
# ATTACHMENT

4

## January 2024

Updates completed at the WWTP included:

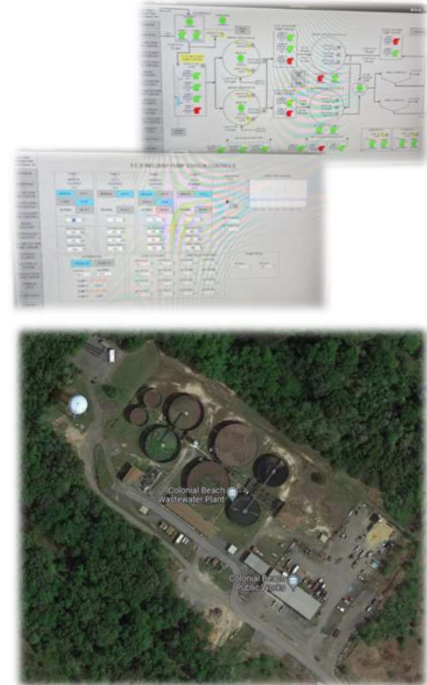
- SCADA system replaced.
  - Hardware and software replaced.
  - Future punch list items to be addressed in coming months.
  - Troubleshooting/punchlist still being worked.
- Scum pump station pumps replaced (2).
  - The scum pump station receives water and scum from the top of the secondary clarifier and from the sand filters. From the scum pump station this material is pumped back to the plant headworks for reprocessing.
- RAS Pumps replaced. (2 of 2)
  - Return Activated Sludge system manages the sludge from the clarifier to the digesters.
  - Both pumps installed and running.
- Replaced lights in chemical building with LEDs.
  - Previous conventional lights not working.
  - LEDs more energy efficient.
- New Operator hired.
  - Still 2 vacant operator positions. One a Lead Operator.



## February 2024

Updates completed at the WWTP included:

- 2 Effluent pumps ordered. (12 wks min)
  - Current pumps still operating, but past end of life. (cause of Dec 18)
- 2 Influent pumps ordered. (12 wks min)
  - 4 total in plant.
  - 2 running in auto mode.
  - One we can run in manual as last resort.
  - 4<sup>th</sup> inoperable.
- Roots blower ordered (3 of 8).
  - One installed and running.
  - One onsite awaiting install.
  - Third awaiting delivery.
  - Supply air to digesters, contact tanks.



# ATTACHMENT

5

## Colonial Beach Town Council Retreat

January 12, 2024

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

### Meeting Notes

Mayor Robin Schick called the meeting to order at 8:40 a.m. In addition to the Mayor, Vice Mayor Kenneth Allison and Council members Krista Brown, Vicki Roberson, Caryn Self Sullivan, David Williams, and Rick Wood were present. Staff in attendance included Interim Town Manager Natasha Tucker, Town Attorney Powell Duggan, Interim Police Chief Les Parsons, Director of Finance/CFO Lisa Okes, Director of Parks, Recreation, and Events Sally Adams, Director of Community Development and Zoning Don Dooley, Director of Public Works Diane Beyer, Economic Development Manager Kelly Evko, Grants Manager J.C. LaRiviere, A.J. Penebianco, Public Safety Consultant, and Maurisa Turner Potts, Communications & Marketing Consultant. R.T. Taylor, Vice President of Public Finance with Davenport & Company, LLC, the Town's financial advisors, was also present along with Berkley Group Executive Managers Kimball Payne and Margaret Schmitt, who served as facilitators for the retreat.

Notes for the retreat were captured on white boards and flip charts. Transcriptions of the notes, with clarifying annotations, are attached as an addendum to these notes.

Mayor Schick welcomed everyone and then turned the meeting over to the facilitators. Mr. Payne thanked the Council for having Ms. Schmitt and him back for their fourth retreat. He referred to the day's agenda and reviewed suggested goals for the retreat as follows:

- Work as a team and develop consensus
- Review and confirm the Town's mission, vision, values, major strategic goal areas, and priorities
- Take a first look at the FY 2025 Budget drivers and priorities
- Review progress on the work plan developed at last year's retreat; discuss surprises and missed opportunities
- Craft a work plan for the next 18 to 24 months, including objectives, assigned responsibilities, and timelines
- Understand constraints to progress and identify means to overcome them

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 accomplish 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 reported on common themes, issues that he and Ms. Schmitt heard from two or more Council members during their interviews in preparation for the retreat. Those common themes helped to determine the day's agenda.

#### Common Themes

- Personnel issues – pay and benefits, recruitment and retention, policies, organization
- Communications – with citizens, among Council, with the Manager; social media
- Infrastructure – WWTP, parks and recreation assets, sidewalks, the waterfront
- Resiliency Plan – status and implementation; shoreline erosion and replenishment
- School system – enrollment and funding
- Financial management – budget and CIP
- Council working together constructively, among themselves and with staff

Mr. Payne asked if the agenda and the goals for the retreat were consistent with Council's expectations and if anything was missing. Two other issues were mentioned (white board #1) for possible discussion:

- Public safety/EMS
- Town/School Relationship – a joint meeting of the Council with the School Board was suggested. Mr. Payne noted the importance of a good, open relationship between the Town Manager and the School Superintendent.

Council accepted the agenda and goals without further modification.

To start the day's substantive conversation, the facilitators asked the Council members to answer the following question: *If you could change or initiate one thing that you think would make Colonial Beach a better community in the future, what would it be?* Responses were captured on white board #2.

Ms. Roberson stated that she would like to slow the growth of housing in Colonial Beach.

Dr. Self Sullivan stated that she would like the Town to solve the wastewater treatment plant (WWTP) issues. While she was open to privatizing the operation, she wanted there to be a full, transparent analysis of the options.

Mr. Williams said that he would like to see a solid, realistic infrastructure plan. He would like to see a professional assessment of Town assets and their condition, a focus on maintenance, and a prioritization of assets for upgrade or replacement.

Ms. Brown said that she would like to see Colonial Avenue cleaned up and revitalized. She proposed updating the basic infrastructure, such as sidewalks and streetscapes, and wondered if derelict buildings could be taxed in some way to encourage their removal or renovation.

Mr. Allison spoke about the historic significance of, and the community identity related to the beachfront and its boardwalk. He would like to see a revitalization of those assets.

Mr. Wood echoed the goal of fixing the WWTP. When offered the opportunity to bring up something that hadn't been mentioned before, he said that he would like there to be full and public support for Council decisions from all Council members, especially those who voted in the minority. He stipulated that such support should come after appropriate advanced notice of a proposed Council action, the provision of full information on the proposal, discussion, and the vote. This led to a brief discussion of Council dynamics and the need for open communications among all Council members. The facilitators encouraged better and inclusive communications between all Council members, including periodic one-on-one conversations. The Council members agreed to this goal and committed to reaching out to each other to share information and try to reduce misunderstandings.

Mayor Schick closed the discussion on a high note by saying that her wish was for Colonial Beach to have a world-record Ferris wheel once again on its waterfront.

### State Budget Briefing

Dr. Sheryl Bailey, PhD, Principal with Forward Strategy Consulting, LLC, and Visiting Professor of Practice at Virginia Tech joined the meeting via the internet and offered a first look at the proposed State budget and its potential impacts on Colonial Beach's FY 2025 Budget. Her presentation is included as an attachment to these notes. Dr. Bailey noted the significant changes in the General Assembly, highlighted major proposals in the Governor's budget proposal, and spoke to how the local budget might be impacted. Specifically, she focused on cuts to school funding and the 3.1% increase in Colonial Beach's composite index, that could result in the need for the Town to increase its local contribution to the School Budget.

### Potential Financial Impact of the WWTP Failure

Mr. R.T. Taylor, Vice President of Public Finance with the Town's financial advisors, Davenport & Company, LLC, presented the results of a preliminary analysis of the potential financial impact of the failures at the wastewater treatment plant that has resulted in multiple spills. His presentation is provided as an attachment to these notes. The main points were that response to the spills has

resulted in increased operating costs, related to staffing and professional services, of approximately \$300,000 in the first six months of FY 2024. The total increased costs for the full fiscal year could approach \$650,000. In FY 2025, the increased cost was estimated to be \$700,000. Fortunately, both the water and sewer funds have significant unrestricted cash balances that could be used to offset the increased operating costs and help to reduce necessary rate increases. Mr. Taylor provided several scenarios, using combinations of cash from the sewer fund or both the water and sewer funds, and rate increases. Each scenario included the possible impact of a \$5 million capital improvement to the wastewater treatment plant. The capital number will be revised based on an engineering estimate of what will be necessary to bring the plant into compliance. It is anticipated that there would also be some participation in the capital cost by Westmoreland County if the Town Council pursues the option of keeping the WWTP as a public asset. Mr. Taylor identified next steps as having the rate consultant, Raftelis, complete a more detailed rate analysis, completing the engineering study, and bringing additional information to Council for its deliberations on the FY 2025 Budget. He stressed that any analysis of operating and capital costs should project out five to ten years, noting that, in any case, the Town should expect to continue to operate the plant for two to three years. That analysis could also be used to compare the potential rate impact from alternative scenarios such as private ownership and operation of the WWTP. Finally, any approach will be subject to enforcement action by the Virginia Department of Environmental Quality.

Council broke for lunch at noon and reconvened at 12:40 p.m.

Preliminary FY2024 Mid-Year Financial Review (Flip Chart #3)

Director of Finance/CFO Lisa Okes provided a brief overview of mid-year revenues and expenditures. In the General Fund, after six months, revenues were at 54% of budget and expenditures were at 48% of budget. Revenues showing good performance beyond budgeted amounts included the cottage tax, meals tax, and investments. In the Water Fund, revenues were at 54% and expenditures were 56% of budget. The Sewer Fund had revenues at 44% of budget and expenditures at 44%, although the impact of the increased operating costs had not been fully accounted for.

FY 2025 Budget Development Process (Flip Chart #4)

Interim Town Manager Natasha Tucker and CFO Lisa Okes reviewed the proposed calendar for the development of the FY 2025 Budget.

January 17 <sup>th</sup>	Present the proposed calendar to Council
February 16 <sup>th</sup>	Staff and outside agency requests are due
March 6 <sup>th</sup>	Budget meetings with department heads are completed
March 20 <sup>th</sup>	The School Superintendent's budget proposal is received; Council is updated on the budget process
April 3 <sup>rd</sup>	The Manager's proposed budget is presented to Council
April 10 <sup>th</sup>	School Board approves its budget
April 17 <sup>th</sup>	Budget Public Hearing
May 1 <sup>st</sup>	Budget Work Session

Ms. Tucker and Ms. Okes also reviewed with Council anticipated drivers affecting the FY 2025 Budget (flip chart #5). They included the pending pay study, inflation, the overall economy, the average daily membership (ADM) and local composite index (LCI) impact on the School budget, capital costs, studies such as for the WWTP and utility rates, the Capital Improvements Plan (CIP), sidewalks, and the 911 services agreement with Westmoreland County.

Council took a deeper dive into the preliminary results of the pay study being conducted by the Berkley Group. Margaret Schmitt provided an overview (flip chart #6). She reported that the overall pay structure of the Town was 32% behind the market. Actual pay was approximately 28% behind the average pay for comparable positions in other localities from which information was received for the pay study. Ms. Schmitt identified those localities as the City of Fredericksburg, the Towns of Warsaw, West Point, and Tappahannock, the Counties of Caroline, Spotsylvania, Stafford and Westmoreland, and BLR, a purchased source for regional data. Mr. Payne asked what the cost of a 1% increase in payroll would be and suggested that the number could be used to help estimate the impact of any potential increase aimed at closing the gap between the market and Town pay. Ms. Schmitt advised that closing that gap would take time and that there were other factors, such as benefits, policies, and procedures, that should also be considered. She noted that “total compensation,” pay and benefits, as well as the overall work environment were often important considerations in the recruitment and retention of employees. Council also discussed the need to have an employee dedicated to human resources management issues. The responsibilities of the previous Human Resources Manager had been folded into those of the Assistant Town Manager, who was now serving as the Interim Town Manager, with limited capacity to focus on HR issues.

#### Review Mission, Vision, Values, and Major Strategic Goal Areas

The facilitators said that the retreat had reached the point where it was time to review and update the Town’s work plan that was developed at the previous year’s retreat. First, they asked that Council briefly review and affirm the Town vision and mission statements, values, and major strategic goal areas. Council quickly affirmed the following, by unanimous consent.

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

- ❖ **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.

### Review of the 2023 Work Plan and Update for 2024

#### Wastewater Treatment Plant (WWTP)

The facilitators suggested that, since it was such an important issue, Council should first focus on a plan to address the failure at the WWTP. This was agreed to, and a plan was developed (Flip charts #7 & #8).

Mayor Schick said that there was an opportunity to seek funding from the State for both upgrades to the WWTP and to address infiltration and inflow (I & I) in the wastewater collection system. She suggested an ask of \$12.3 million and recommended that this be the Town’s top legislative priority to be communicated to the Town’s representatives in the General Assembly. After a brief discussion, on a motion by Caryn Self Sullivan, seconded by David Williams and approved unanimously, the Council amended its legislative priorities to make the proposed funding request its top priority and authorized the Mayor and staff to communicate this to the General Assembly.

Through further discussion on actions to address the WWTP failure, Council agreed on the following plan:

- Utilize cash reserves from the Sewer Fund to cover increased operating costs for FY 2024 to avoid a utility rate increase mid-year.

- During its January 17<sup>th</sup> meeting, authorize an update to the Raftelis rate study to incorporate new information.
- At its January 17<sup>th</sup> meeting, receive and review a report from Moonshot Missions on the condition of the WWTP and possible steps forward.
- Procure an engineering review to determine needed upgrades and the potential costs to bring the WWTP into compliance. This will be informed by the Moonshot Missions report but should follow shortly after.
- By August 1<sup>st</sup>, issue an RFP to receive proposals from private companies to assume ownership and operations of the WWTP. Stipulate that a pro forma business plan, covering a five to ten year projection of capital and operating costs and indicating potential utility rates, be included in the proposals. In the meantime, staff will conduct research on privatization, including outreach to private sector companies to determine interest and possible approaches to the sale of the WWTP.
- Maintain open communications with the Department of Environmental Quality (DEQ) and the public about the steps that the Town is taking to address the WWTP failure.
- Determine the allowed uses of the remaining legislative allocation for utility work, particularly if the funds can be used to address the WWTP.

Council also reviewed the alternatives for ownership and operation of the WWTP that would be compared and analyzed in their decision making. They were:

- Public ownership and operation (status quo)
- Private ownership and operation
- Public ownership and private operation (possibly including a lease)
- Regionalization

Council then reviewed progress on the 2023 Work Plan and suggested updates. Initiatives that are stricken through have been completed or dropped.

### Infrastructure (Flip Charts #9 & #10)

- ~~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. Update: The Town is incorporated into the County’s Hazard Mitigation Plan. The Resiliency Plan will be completed by September 1, 2024. Council will see the draft plan before then, at a date to be determined. It will focus on flooding risk to Town infrastructure.
- ~~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.~~ The space needs analysis has been completed. The Town’s purchase of 800 Colonial Avenue has provided the opportunity to plan municipal facilities on both 700 and 800 Colonial Avenue concurrently. A new rescue squad building is intended for 700 Colonial Avenue and there could be shared components, such as parking

and ingress/egress, with a new municipal building on 800 Colonial Avenue. The new task will be to develop a Master Plan for 700/800 Colonial Avenue. Staff will brief the Town Council on the space needs analysis and preliminary design planning for a new Town Hall. By April 1, 2024, a public engagement plan will be developed with possible components to include a citizen/council committee and a town hall meeting.

- ~~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. Status: Scoping has been delayed by questions of property ownership. COE approval will not be possible until that issue is resolved. Resolution is anticipated by the end of April 2024.
- 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. Status: Local funding has not been identified. The project will be deferred to FY 27/28.
- Asset Management Plan and Replacement Schedule – an ongoing part of capital improvements planning. Status: No progress has been made. Will need resources and support (a consultant?) to accomplish.
- ~~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. Status: Funding was included in the CIP; the project will be bid by April 1, 2024.
- ~~Develop a Parking Strategy for beyond the Summer of 2023 – by the end of the year 2023. Completed.~~
  - Bring details of options for the layout of the Klotz parking lot to Council for review
  - Update Council on implementation of the Parking Strategy, including the Wilder lot.
  - Both actions for February 7<sup>th</sup> Council meeting.
- Conduct a right-of-way survey to determine boundaries and sidewalk ownership – within FY 2024. Status: Survey has not started and is not scheduled.
- Develop a plan for sidewalk repair, replacement, extension, or removal, including funding and a timeline. Status: Dependent on completion of the survey. No deadline was established for this initiative.
- ~~Consider opportunities for purchasing land for Town purposes (Town Hall, stormwater management, parking, etc.)~~

### Livability & Placemaking (Flip Chart #11)

- 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. Status: Phase 1 completed. Phases 2 & 3, ongoing
- ~~Parks & Recreation Master Plan – expected completion in July 2023. Adopted.~~
- ~~Adopt a resolution in support of the Community Heart & Soul civic engagement initiative – May 2023. Adopted.~~
- Colonial Avenue Beautification – consider funds for a façade grant program in the CIP, potentially in collaboration with Downtown Colonial Beach. Status: A proposal will be brought to Council on March 15<sup>th</sup>.

- Develop a long-term plan (five years or longer) for the Town pier, boardwalk, and beachfront – by July 2024. Status: A maintenance plan has been developed.

### New Initiatives

- Demolish the building at 800 Colonial Avenue – funding is available.
- Consider a budget request from the housing authority – February 16<sup>th</sup>
- Staff to brief Council on re-establishing the Colonial Beach Youth Athletic Association (CBYAA, Little League) – at a future date.
- Consider including a contingency fund in the Economic Development/Grants category of the FY25 Budget to provide matching funds for grant opportunities.

### Economic Development (Flip Chart # 12)

- Implement the Economic Development Strategic Plan. Status: Ongoing
- Monitor the Dodson Development. Status: Ongoing
- Keep the potential for the development of a health care facility in Town on the radar. Status: Ongoing
- Explore the costs/benefits of creating an Economic Development Authority for the Town – by August 1, 2023. Status: Decided not to do it at this time. Moved over from the Chamber to the EDC.
- Engage in negotiations with the Dodson Development Group on Phase IV of its project – in 2023. Status: No contact from Dodson. Interim Town Manager will reach out to Dodson and report to Council on February 28<sup>th</sup>.
- Engage with the Lennar Corporation to learn the status of its proposed planned use development (PUD) – ~~in 2023~~. Status: Interim Town Manager will reach out to Lennar by February 15<sup>th</sup>.
- Determine an approach to tourism promotion and development in the Town – by January 2024. Status: Completed.
- Main Street designation implementation – Status: Designation expected by January 2025

### Public Safety (Flip Chart #13)

- Address police officer recruitment and retention. Status: Pay increase implemented. Further consideration after completion of the pay study.
- Take the appropriate steps to achieve VLEPCS accreditation – ~~certification in 2024~~. Status: Process delayed by turnover. Accreditation expected by January 2026.
- 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. Status: Contract renewed.
  - Provide the current agreement to Council ASAP.
  - Police Chief and Town Attorney to brief Council on options under the current agreement – by June 2024.
  - Project impacts of alternatives on the FY 2026 Budget.

### New Initiative

- Restart periodic meetings with the rescue squad – Staff with Council Member Brown as the liaison.

### Government Performance (Flip Chart #14)

- ~~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.~~

### New Initiatives

- Address the delay in publishing the minutes of Council meetings – First quarter 2024.
- Review options and cost sharing for family health care coverage – First quarter 2024.
- Provide a briefing for staff on the Virginia Retirement System (VRS) – First quarter 2024.
- Identify potential single points of failure as part of a Continuity of Operations Plan.
- Propose a staffing plan for increased efficiency and effectiveness in the FY 2025 Budget.
- Provide annual Freedom of Information Act (FOIA) training – February 7<sup>th</sup>.
- Update the Personnel Policies Manual – by July 1, 2025.
- Provide the “Town Manager’s Weekly Report” on a regular schedule. Monday is ok.

### Communications & Civic Engagement (Flip Chart #15)

- ~~Develop a Town Communications Strategy and Plan – by May 2023.~~
- Develop a comprehensive branding package for the Town – by December 2023. Completed
- ~~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. Status: Ongoing
- Communicate Town accomplishments and accolades in appropriate venues. Status: Ongoing

New Initiatives

- Bring updated draft Emergency Communications Plan to Council for adoption – March 6<sup>th</sup>
- Review the Emergency Operations Plan; ensure consistency with and incorporate the Emergency Communications Plan – by July 1, 2024.
- Clarify staff responsibilities for maintaining & updating town website
- Review and assess the effectiveness of the Communications Plan adopted in 2023
  - Is it achieving Council’s goals?
  - Does it provide effective communication with stakeholders?
  - Strengthen the focus on communications with residents; ensure an appropriate balance with outreach to non-residents (tourism and marketing).
  - Review to be done on the anniversary of the plan’s adoption.

New Initiative

**Education (Flip Chart #16)**

- Offer training for Council, boards, and commissions on effective communications, including respectful language.

As the planned time for adjournment had passed, the retreat was concluded. On behalf of the Berkley Group, and for himself and Ms. Schmitt, Mr. Payne thanked the Council and staff for the opportunity to be of service. He advised that he and Ms. Schmitt would prepare notes and a work plan from the discussion and would provide them to the Interim 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 Mr. Payne and Ms. Schmitt for their assistance.

Mayor Schick thanked all those in attendance for their participation and declared the retreat adjourned at 4:50 p.m.

Attachments: Transcription of Meeting Notes (w/Annotations)  
 State Budget Update Presentation by Dr. Sheryl Bailey  
 Preliminary Analysis Related to the Sewer WWTP Failure by Davenport & Company

# Colonial Beach Town Council Retreat

January 12, 2024

## Transcription of Notes from the Whiteboards and Flip Charts (w/annotations for clarity)

### White board #1

#### +ISSUES:

PUBLIC SAFETY/EMS

TOWN/SCHOOLS RELATIONSHIP

- Joint mtg?
- Mgr/Supt

### White board #2

#### **1 CHANGE**

- SLOW HOUSING GROWTH
- SOLVE WWTP ISSUES (PRIVATIZE)
  - Full, transparent, analysis process
- SOLID, REALISTIC INFRASTRUCTURE PLAN
  - Professional Assessment
  - Condition
  - Maintenance
  - Prioritized
- REVITALIZE COLONIAL AVE
  - Clean it up
  - Basic Update
  - Tax derelict buildings
  - Streetscape
- REVITALIZE BEACHFRONT/BOARDWALK
- FULL PUBLIC SUPPORT FOR COUNCIL DECISIONS
  - After full info & advance notice, discussion & vote
- A FERRIS WHEEL (WORLD RECORD!)

**Flip Chart #3**

**FY 2024 BUDGET – MID-YEAR**

GF [General Fund]

54% OF REVENUES

EXPENDITURES AT 48%

H2O [Water Fund]     54% REV  
                                 56% EXP

SEWER [Fund]         44% REV  
                                 44% EXP

+COTTAGE TAX

MEALS TAX

INVESTMENTS

**Flip Chart #4**

**BUDGET CALENDAR**

- JAN 17 – CALENDAR TO COUNCIL [for approval]
- FEB 16 – STAFF & OUTSIDE AGENCY REQUESTS [due to Interim Town Manager]
- MAR 6 – DEPT HEAD MEETINGS COMPLETED
- MAR 20 – UPDATE TO COUNCIL  
SUPERINTENDENT’S [budget] PROPOSAL
- APRIL 3 – MGR PROPOSED BUDGET [presented to Council]
- APRIL 10 – SCHOOL BOARD APPROVAL [of its proposed budget]
- APRIL 17 – PUBLIC HEARING
- MAY 1 – WORK SESSION
- MAY 15 – BUDGET ADOPTION

**Flip Chart #5**

**BUDGET DRIVERS**

PAY STUDY

INFLATION

ECONOMY

SCHOOLS – ADM [Average Daily Membership]; LCI [Local Composite Index]

CAPITAL COSTS

STUDIES

CIP – SIDEWALKS

911 SVCS

## **Flip Chart #6**

PAY STRUCTURE – 32% BEHIND MKT [market]

ACTUAL PAY – 28% BELOW MKT

1% [of] PAYROLL = ?

POLICIES & PROCEDURES

BENEFITS

TOTAL COMPENSATION

HR [Human Resources] MANAGER

## **Flip Chart #7**

### **WWTP**

TOP LEGISLATIVE PRIORITY – PLANT & I+I [infiltration & inflow]

\$12.3 MILLION

CSS/DW – UNANIMOUS

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- CASH FM RESERVES FOR FY 2024
- RAFTELIS REPORT UPDATE – JAN 17
- MOONSHOT REPORT – JAN 17
- ENGINEERING [study & report on] COST OF COMPLIANCE
- RFP – AUG 1<sup>ST</sup>  
-5YR WINDOW- [look at projections out 5-10 years]

## **Flip Chart #8**

### **WWTP** [cont.]

STAFF RESEARCH – OUTREACH TO PRIVATE SECTOR

5-10 YR OPERATING AND CAPITAL [cost] ANALYSIS

- COMMUNICATE W/ DEQ & THE PUBLIC
- ASK ABOUT THE REMAINING LEGISLATIVE ALLOCATION – ALLOWED USES

## ALTERNATIVES

1. PUBLIC OWNERSHIP & OPERATION
2. PRIVATE OWNERSHIP & OPERATION
3. PUBLIC OWNERSHIP & PRIVATE OPERATION (LEASE?)
4. REGIONALIZATION

### Flip Chart #9

#### INFRASTRUCTURE

- RESILIENCY PLAN – COMPLETE [by] 9/1/24
  - [When] COUNCIL “SEES” PLAN – TBD[HAZARD MITIGATION PLAN – ADOPTED COUNTY’S PLAN]  
i.e., Status of infrastructure as it related to flooding risk
- MASTER PLAN FOR 700/800 COLONIAL AVE
  - STAFF CONFIRM DESIGN PLANNING W/COUNCIL RE TOWN HALL
  - PUBLIC ENGAGEMENT PLAN – BY APRIL 1<sup>ST</sup>
    - COUNCIL/CITIZEN COMMITTEE
    - TOWN HALL MEETING
- NORTH BEACH EROSION PROJECT
  - SCOPING PHASE
  - LEGAL/OWNERSHIP ISSUES
  - [Brief Council] APRIL 1<sup>ST</sup>

### Flip Chart #10

[Infrastructure, cont.]

- DWIGHT AVE EXTENSION
  - VDOT AGREED TO \$\$ - NO [local] FUNDING
  - [Defer to] FY27-28
- ASSET MGMT PLAN AND REPLACEMENT
  - NO PROGRESS
  - NEED SUPPORT/RESOURCES
- RIGHT OF WAY SURVEY AND INVENTORY → SIDEWALK PLAN: REPAIR, REPLACEMENT, EXTENSION, [Removal] – TBD
- RFP [Bid] FOR PUBLIC WORKS STORAGE BUILDING – APRIL 1<sup>ST</sup>
- KLOTZ LOT PARKING
  - BRING DETAILS TO COUNCIL
  - UPDATE ON PARKING STRATEGY, INC WILDER LOT
  - FEB 7<sup>TH</sup> [Council meeting]

### Flip Chart #11

#### LIVEABILITY & PLACEMAKING

- DEMO BLDG AT 800 COLONIAL
  - \$ [is] available
- FAÇADE GRANT PROGRAM PROPOSAL – MAR 15<sup>TH</sup>
- CONSIDER A BUDGET REQUEST FROM THE HOUSING AUTHORITY – FEB 16<sup>TH</sup>
- STAFF BRIEFING ON RE-ENACTING THE CBYAA (LITTLE LEAGUE) – TBD
- CONSIDER A CONTINGENCY FUND IN ECONOMIC DEVELOPMENT/GRANTS [for matching funds] – FY25 BUDGET

### Flip Chart #12

#### ECONOMIC DEVELOPMENT

- PHASE IV DODSON [Development] – AWAITING DODSON PROPOSAL/DECISION – NATASHA REACH OUT TO DODSON & PRESENT TO COUNCIL – FEB 28<sup>TH</sup>
- OUTREACH TO LENNAR – Feb 15<sup>th</sup>
- MAIN STREET DESIGNATION IMPEMENTATION – JAN 2025

### Flip Chart #13

#### PUBLIC SAFETY

- ACCREDITATION – VLEPCS – JAN 2026
- E-911
  - REPORT/BRIEFING TO COUNCIL, CHIEF/ATTORNEY- CONSIDER OPTIONS BASED ON THE CURRENT AGREEMENT – JUNE 2024
  - PROVIDE THE CURRENT AGREEMENT TO COUNCIL – ASAP
  - [Consider impacts for the ] FY 26 BUDGET
- RESTART MEETINGS WITH THE RESCUE SQUAD – KRISTA – ONGOING

### Flip Chart #14

#### GOVERNMENT PERFORMANCE

- MEETING MINUTES
- FAMILY COVERAGE
- VRS BRIEFING [for staff]
- [All three in first quarter] Q1 2024

- ID [potential] SINGLE POINTS OF FAILURE
  - COOP. [Continuity of Operations Plan]
- STAFFING PLAN – FY 25 BUDGET
- CLOSED SESSION TRAINING [as part of] ANNUAL FOIA TRAINING – FEB 7<sup>TH</sup>
- UPDATE PPM [Personnel Policies Manual]

**Flip Chart # 15**

**COMMUNICATIONS & CIVIC ENGAGEMENT**

- COMMUNICATIONS PLAN – DRAFT [was] ADOPTED
- BRING UPDATED EMERGENCY COMMUNICATIONS PLAN DRAFT TO COUNCIL – MAR 6<sup>TH</sup>
- REVIEW EMERGENCY OPERATIONS PLAN
- CLARIFY RESPONSIBILITIES FOR MAINTAINING & UPDATING TOWN WEBSITE
- STAKEHOLDER COMMUNICATION
- RESIDENT COMMUNICATION FOCUS
- [Review and] ASSESS EFFECTIVENESS OF 2023 COMMUNICATIONS PLAN [on the anniversary of its adoption]

**Flip Chart #16**

**EDUCATION/DEVELOPMENT**

- TRAINING FOR COUNCIL, BOARDS, COMMISSIONS, RE RESPECTFUL LANGUAGE

**OTHER**

- TOWN MANAGER “WEEKLY” REPORT – PROVIDE THE REPORT ON A REGULAR BASIS [Monday is ok]