



**Town Council
Regular Meeting
June 10, 2025, 6:00 PM**

Agenda

1. Call to Order

1.1. Call to Order

Attendees, please use meeting courtesy. Virtual attendees are asked to mute microphones when joining the meeting. Participants may be muted by the Town Clerk and meetings will be recorded.

In accordance with the Open Meetings Act, the public has the right to view/listen to the discussion only. At their discretion, the Town Council may allow participants to voice questions or provide comments on the topics under discussion. Written comments may be submitted via email to Legislative@townoflaplata.org. Individuals wishing to address the Town Council may sign up in advance on the Town's website (Public Communications) or on the meeting sign-up sheet.

Join on your computer, mobile app, or room device.

[Join the meeting now](#)

Meeting ID: 240 806 147 692

Passcode: 2T5Bm6FQ

1.2. Roll Call

1.3. Pledge of Allegiance

1.4. Approval of the Meeting Agenda

2. Approval of Minutes

2.1. Approval of minutes from Regular Meeting on May 27, 2025

3. Petitions, Communications, Appearances and Public Comment

3.1. Public Comment

4. Matters of Council Discussion

4.1. Town Council Priorities

5. New Business

5.1. Reports from the Mayor and Town Council

6. Adjourn

6.1. Adjournment

Mayor

Description	SMART Goal
Adopt Tourism Zone Ordinance	By December 2025, formally adopt and implement the Tourism Zone ordinance, including tax incentives, signage, and marketing plans, to attract at least 3 new tourism-related businesses to the designated area by mid-2026. By April 2026, establish an incentive program offering matching grants or fee waivers to support at least 5 local startups or expansions in the downtown area.
Dorchester Community Center with the Boys & Girls Club partnership	By September 2025, hold a strategic planning conversation with primary stakeholders from the Town and the Boys & Girls Club of America to align on goals, roles, and timelines for the Dorchester Community Center. By December 2026, complete development of the center using \$1.2 million in secured funding to launch a youth-focused facility offering after-school programs, mentorship, and recreation—serving at least 200 children in its first year of operation.
Town Council Collective Vision (Council Priorities)	By October 2025, facilitate a council retreat to define a collective vision and adopt a 2-year set of council priorities, with quarterly public updates on progress.
Sidewalks on Washington Avenue	By December 2025, complete design, engineering, and begin construction of sidewalks along Washington Avenue to improve walkability and pedestrian safety, with full project completion by August 2026.
Expand Senior Services and Accessibility	By June 2026, launch a comprehensive initiative to improve the quality of life for senior residents in La Plata by expanding services, improving accessibility, and offering financial support. • Partner with local nonprofits, county agencies, and faith-based organizations to offer at least four quarterly senior-focused programs or workshops (e.g., health screenings, fraud prevention, technology training). • Conduct a senior needs assessment by March 2025 to identify top concerns and priorities, such as transportation, affordability, and mobility. • Install at least three senior-friendly infrastructure improvements downtown (e.g.,

	benches, ADA curb ramps, crosswalk signal timers, accessible parking) by December 2025. • Explore and pilot a utility relief program by January 2026 that provides a 10–20% discount or assistance on municipal utility bills for income-qualified senior households, in partnership with local or state funding programs. • Establish a dedicated Senior Services section on the Town website by November 2025, centralizing resources, event listings, and contact information for assistance.
MOU regarding County Water Purchase	By November 2025 , finalize and execute a Memorandum of Understanding (MOU) with Charles County for water purchase, including clear terms for volume, pricing, and infrastructure responsibilities.
Community engagement	By September 2025 , implement a community engagement strategy that includes monthly newsletters, biannual town halls, and interactive surveys, with a target of engaging at least 1,000 residents annually.
Conduct a Community Survey and Set Annual Goals	By January 2026 , conduct a comprehensive community satisfaction survey and use results to inform at least 3 specific service improvements or pilot programs within the following year.
Update on dashboard to reflect progress made on Comp and Strategic plans	By February 2026 , launch a public-facing digital dashboard that tracks and reports quarterly progress on the implementation of the Town's Comprehensive and Strategic Plans.
Downtown Partnership	By March 2026 , formalize a Downtown Partnership with business owners, nonprofits, and community leaders, with clear goals, meeting schedules, and a work plan to support revitalization and events.
La Plata Town Center Corporation and Main Street Maryland	By March 2026 , complete the application process and secure official Main Street Maryland designation, while formally establishing the La Plata Town Center Corporation with bylaws, a board, and operational funding.
Implement a citizen request tracking system	By March 2026 , launch an online and mobile-accessible platform for residents to submit and track service requests (e.g., potholes, trash, code

	enforcement), reducing average response time by 30% within the first year.
Vacancy Tax	By May 2026 , draft, present, and adopt a vacancy tax ordinance targeting persistently vacant commercial properties, with a goal of reducing downtown vacancy by 20% over the following year.
Economic Development in revitalization of downtown	By June 2026 , launch at least 3 revitalization projects (e.g., façade improvement grants, pop-up shop program, public art), and attract 5 new businesses to the downtown district through targeted economic development efforts.
Update town code	By June 2026 , complete a comprehensive review and modernization of the Town Code, including legal review and public input, with at least 10 outdated or conflicting sections amended or repealed.
Create a Town Identity	By July 2026 , develop and launch a cohesive town brand identity—including logo, tagline, messaging, and visual assets—through community input sessions, with rollout across signage, web, and print materials.
Host a signature tourism festival	By October 2026 , plan and host La Plata’s first signature tourism festival with at least 2,000 attendees, featuring local vendors, live music, and cultural programming to promote the Town as a regional destination.

Ward 1

Councilman Guttenberg's Prioritized Goals

Summary List: (ideally priorities 1-7 in next 12 months; priorities 8-9 can occur later)

Priority 1: Fund Elimination of Stormwater Maintenance Ticket Backlog

Priority 2: Standardize Town Communications for Service and Public Safety Information

Priority 3: Incremental Development and Adoption of an APFO

Priority 4: Implement "Ex Parte" Communication Rules for Town Council Transparency Related to Development in the Town and Land Purchases Made by the Council.

Priority 5: Deep Dive into Enterprise Fund Costs for Fiscal Year 2027

Priority 6: Evaluate LEOPS Study and Plan Next Steps for Police Pension Implementation

Priority 7: Strategic Review of Town Property Holdings

Priority 8: Amending Chapter 17 of the Election Code

Priority 9: Mandate a Professional Town Manager in La Plata's Charter

Priority 1: Fund Elimination of Stormwater Maintenance Ticket Backlog

Outcome: Secure the necessary funding to eliminate the existing stormwater maintenance ticket backlog, ensuring identified resource needs are met and the backlog (assumed to be larger than standard operating costs in FY 26 Enterprise budget) is addressed. This backlog does not include MS4 projects or other CIP projects related to stormwater. This goal is to address stormwater repairs to existing infrastructure that the town has open unresolved repair tickets on file for (estimated 150-200 tickets).

Working Session Plan:

1. **Assess Full Backlog & Funding Needs:** Determine the estimated funding required by the Public Works Department to contract out the clearing of the entire existing backlog (estimated 150-200 tickets). This will clarify the direct link between the backlog and existing budget requests.
2. **Ensure FY26 Budget Alignment:** Work to ensure either the FY2026 budget already clearly reflects the resources needed to address this specific stormwater maintenance backlog or communicate the budget gap that requires the Council to act in order to fund resolution of the backlog in FY 26.

Priority 2: Standardize Town Communications for Service and Public Safety Information

Outcome: Develop and implement standardized communication policies across all town departments, ensuring residents consistently understand how and where to receive timely and reliable information regarding service outages, public safety announcements, election notifications, and other important town updates. The Town Manager will ultimately oversee these policies.

Action Plan:

1. **Define Policy Scope:** Establish clear guidelines for communicating:
 - **Service Outages and Interruptions:** Water, sewer, trash services.
 - **Service Changes:** Adjustments to trash collection schedules, utility service modifications.
 - **Public Safety Announcements:** Emergency notifications, localized water outages, road closures.
 - **General Informational Announcements:** Schedule changes for town events, such as weather-related concert cancellations.
2. **Establish Communication Channels & Consistency:** The policies will define official communication channels (e.g., town website, social media, alert systems) and dictate consistent messaging and timing across all departments. This will build resident trust that information is communicated reliably when available and appropriate.
3. **Policy Development & Adoption:** This goal can be achieved through one of two approaches:
 - **Council Working Session:** The Town Council could hold a working session to identify key ideas and principles for these communication policies, which the Town Manager can then implement.
 - **Town Manager Tasking (Preferred):** The Town Council can explicitly task the Town Manager with developing and recommending a town Public Communication Policy. The Town Manager would then report back to the Council to seek their concurrence and consensus for policy adoption.

Priority 3: Incremental Development and Adoption of an Adequate Public Facilities Ordinance (APFO)

Outcome: Incrementally develop a comprehensive Adequate Public Facilities Ordinance (APFO) through collaboration between the Planning Department, town staff, and the Planning Commission. This phased approach will allow for continuous updates to planning processes as each section is completed and adopted by the Council.

Action Plan:

1. **Incremental APFO Development:** The Planning Commission, in collaboration with town staff, will develop the APFO in distinct, manageable sections. Each completed section will be formatted for Council consideration and adoption, even before subsequent sections are finished.
2. **Phased Council Review and Adoption:** As each section of the APFO is completed, it will be formally recommended to the Town Council for timely consideration and potential adoption. This will ensure town planning processes are updated to incorporate each new APFO code section as it's finalized and adopted.

Priority 4: Implement "Ex Parte" Communication Rules for Town Council Transparency Related to Development in the Town and Land Purchases Made By the Council.

Outcome: Develop and consider "Ex parte" communication rules for the Town Council's official rules and procedures to enhance transparency and prevent improper influence, particularly as La Plata grows. If adopted, these rules will require documentation and disclosure of private communications between council members and specified parties conducting business with the town, building public trust and accountability for elected officials.

Action Plan:

1. **Ethics Commission Review and Recommendation:** Task the Ethics Commission with reviewing current Council rules and developing specific "Ex parte" communication policies within 60 days. These recommendations should follow leading examples by other similar municipalities and will address private meetings with large developers, their representatives, and landowners involved in town land acquisitions. The Ethics Commission should develop their recommendations with deliberations held in open sessions.
2. **Council Consideration and Adoption:** The Council will receive and consider the Ethics Commission's recommendations for "Ex Parte" rules within 30 days of receiving the them, with the aim of including these rules in the adopted Council Rules & Procedures.

Priority 5: Deep Dive into Enterprise Fund Costs for Fiscal Year 2027

Outcome: Thoroughly review the detailed cost structure of the town's Enterprise Fund services (water, sewer, stormwater, and solid waste) with the goal to identify and prioritize opportunities for efficiency and cost control to mitigate forecasted cost pressures on services provided to residents.

Working Session Plan:

1. **Conduct Working Session Deep Dives of Each Enterprise Fund Service:** Hold dedicated working sessions for Water, Sewer, Solid Waste, and Stormwater Enterprise fund services. These sessions will aim to present and understand specific cost buildup, cost risks, brainstorm opportunities for improving resource efficiency with staff, and explore optimizing fee schedule models.
2. **Timely Implementation for FY27 Impact:** Conduct these working session deep dives with enough lead time to identify changes that can directly impact the trajectory of forecasted cost increases, ensuring identified and adopted changes are reflected in the upcoming FY2027 budget plan.
3. **Transparent Communication to Residents:** Use insights gained and actions taken from these deep dives to objectively communicate to residents the proactive steps being taken to control the costs of town-delivered services.

Priority 6: Evaluate LEOPS Study and Plan Next Steps for Police Pension Implementation

Outcome: Evaluate the Law Enforcement Officers' Pension System (LEOPS) costs study, once delivered, to define the next steps required and forecast the budget requirements needed to implement a LEOPS pension system for town officers comparable to those offered by other police agencies within Charles County.

Priority 7: Strategic Review of Town Property Holdings

Outcome: Conduct a thorough review of all town-owned properties to determine their alignment with strategic goals and identify opportunities for specific town amenities or improvements. The intended output of this review is a clear communication of planned uses, identification of corresponding Capital Improvement Projects (CIP), and determination of excess properties for potential sale to benefit taxpayers.

Working Session Plan:

1. **Communication of Planned Uses:** Review complete list of all town held properties and agree the existing and or intended uses for each town-held property tied to current operations, a strategic vision or the comprehensive plan.
2. **Corresponding Capital Improvement Projects (CIP):** Identify any necessary CIP projects linked to the planned uses of these properties.
3. **Identification of Excess Property:** Determine any property holdings not aligned with strategic goals or future needs (5 years) for potential sale, providing direct benefit to taxpayers.

Priority 8: Amending Chapter 17 of the Election Code

Outcome: Establish a special commission to review and recommend updates to the town's election code, focusing on key areas to improve voter access, voter turnout, and election transparency. The commission's recommendations, vetted by the town attorney, will be presented to the full Council for consideration and potential adoption as an amendment to the code.

Action Plan (Special Election Commission - Structure and Process):

1. **Commission Formation and Output:** A special commission of at least four resident volunteers, sponsored by Councilman Guttenberg, will be formed for a predetermined period (e.g., 90 days). Their primary output will be drafting recommended code updates based on insights and public input, to be sent to the town attorney for legal compliance and language refinement.
2. **Council Presentation and Adoption:** The commission's final recommendations, after legal vetting, will be presented to the full Council for consideration and potential adoption as an amendment to the town's election code.
3. **Key Focus Areas:**
 - **Voter Hours:** Permanently extend voting hours on election day to 7 AM – 8 PM.
 - **Voting Day:** Explore changing voting day from Tuesday to Saturday, or implementing multi-day voting (Friday-Saturday).
 - **Election Communications Policies:** Establish clear policies for required signage, advertising, and election result reporting. The town's Board of Elections will implement these policies with a dedicated budget. Once approved, these policies and code amendments cannot be changed or canceled in content or budget within a specific period (e.g., 10 months) before an election.

Priority 9: Mandate a Professional Town Manager in La Plata's Charter

Outcome: The goal is to amend La Plata's town charter to *require* the use of a professional town manager, rather than leaving it as an option for the Council. Given the town's significant growth in population over the years, our budgetary scale, and the towns operational complexity I believe a dedicated full-time professional town manager is essential for effective governance and the prosperity of La Plata. This change is critical to ensure La Plata's long term efficient management and execution of services, addressing the challenges that come with its current size and operational scope.

Working Session Plan: Charter and Code Amendments

1. **Charter Update Plan:** Working session with the Town Council and town attorney to develop and propose specific language changes for the town charter and to lay out the unique process for making a change to the town Charter. These changes would shift the current "may use a town manager" clause to "shall use a town manager."
2. **Complementary Code Updates:** If necessary, we will also identify and develop complementary town code updates to support and align with the revised charter language, ensuring a smooth transition to a mandated town manager form of government going forward.

Ward 2

Short Term Goal:

- *Ordinance 21-06* – further discussion. I want to know how an Ordinance with a typo of “twenty thousand” vs. “(21,000)” was approved and who approved it. I see it was introduced by Mayor James. Does this mean she wrote it? Did our Town Attorney review this?

- *Ordinance 21-06* – are we currently in violation of this Ordinance? Mayor is entitled to 21,000 salary and equal cost in benefits. She has been paid over 124k in FY25. What do we need to do to get in compliance here?

- *Rules of Procedure* – review, as discussed and presented, by the Town Council in our very first meeting. There is a reason we, as candidates, presented the changes to Resolution 23-01 (and they’ve obviously come to a boiling point in our early days on the dais.) Let’s get this out of the way so we can continue business as usual.

- *LEOPs discovery added to FY26 budget* – completed. Chuck, we will need you to ensure that our Director of Human Resources carries out the “will of the Council.” We voted on this amendment in a 5-0 decision to ensure that the Town is made aware of cost of LEOPs so that we can openly debate it come FY27 budget discussion season. We cannot have a miss on this task.

- *Water Treatment/Sewage Treatment Plan* – public relations campaign and town’s plan to rectify the issue.

Medium Term Goal:

- *Charter Amendment* – Department Heads/Department Leads language changed to ensure they serve at the pleasure of the Council (to match Town Manager, Treasure and Attorney language).

-*Charter Amendment* – Town Manager – La Plata MUST have a Town Manager. Language change from “may appoint” to “shall appoint.”

-*Receive copy of all Department Head performance reviews in October, as is industry standard in the private sector*

-*Budget retreat/Session starting in November with five-year plan discussed and presented by department*

-*APFO* – Planning Commission/Councilman Guttenberg/Working Sessions needed to drive Code change to create an enforceable and industry standard APFO for the Town of La Plata

Long Term Goal:

-*Election review* – engagement drive, creation of an Election/Community Engagement Committee and changes to Election Code (Saturday election, early voting process, etc)

-*Town's Property/Ownership* – what land do we hold? Why? Plan?

Ward 3

1. Bringing the negotiations with the county to an end.
2. Executing (and developing if needed) a water conservation plan
3. Stabilizing the cost of water and sewer over a 36 month period
 - a. Identifying routine maintenance cost
 - b. Identifying needed replacements and major repairs
 - c. Identifying the correct staffing level for Public works
4. Ensuring the city treasurer's office has a person with an actuarial background in finance to help with the possible coming of LEOP and employee benefits
5. LEOPs
6. Seeking and securing new legal counsel by the end of the calendar year

Ward 4

Charter Amendments:

- Article V - Town Manager: I would like to review the language in C5-6 regarding “Interference in Administration.” We should clarify that while department heads report to the Town Manager daily, each “Director” or “Dept Head” serves at the pleasure of the Council, similar to the Town Manager, Treasurer, and Town Attorney. Outside of that general conversation and getting to know should be okay — I believe the intention of this section comes from Council giving or implying direction to staff..
- Article IV - Mayor: Change the language in C4-3 to specify total annual compensation instead of an annual salary.
- Article III - Council: Change the language in C3-3 to reflect total annual compensation instead of an annual salary.
- Article V - Town Manager: Update the language from “may” to “shall” appoint a Town Manager.
- Explorer Term Limit: Consider exploring a term limit to take effect in 2029 (this can serve as a conversation starter).

Policies Adherence / Charter:

- The Town Manager shall appoint Department Heads with the Council's approval, in accordance with Article IV of the Charter, Subsection B and Section E.

- Ensure that staff adheres to Ordinances and policies adopted by the Council without personal interpretation. The charter addresses violations, but we should focus on internal disciplinary actions through the Town Manager.

- Initiate performance reviews for all employees by October, directed by the Town Manager, to prepare for potential merit inclusion in FY27.

- Schedule a budget retreat/planning meeting with Department Heads and the Council in November to align on priorities and avoid surprises during adoption.

Code Updates:

- Conduct a work session to update the election code language (Calendar Year 2027 is acceptable).

- Review the Ordinance/Resolution concerning the Finance Committee to allow for a Council Member to sit on the committee, similar to the Planning Commission.

- Review the Ethics Commission code to ensure that complaints go directly to the members without being screened by the Town Attorney for whether a complaint makes it to the committee or not

Other Items:

- Improve storytelling and citizen engagement efforts.
- Clarify the strategy behind the Town's property ownership.
- For service fee studies, understand actual costs. For example, the projected sanitation deficit of \$40K this year should be addressed by utilizing savings rather than applying random percentage increases cleaning the deficit to understand the true cost at years end. This can be discussed further during the budget retreat.

I prefer a transparent approach “Face up poker”, so no surprises. If I missed anything or if new items arise, I will keep you informed!

Task	Start Date	End Date	Priority
Fund Elimination of Stormwater Maintenance Ticket Backlog	2025-06-01	2026-06-01	High
Standardize Town Communications	2025-06-01	2025-12-01	High
Tourism Zone Ordinance	2025-06-01	2025-12-31	High
Dorchester Community Center Planning	2025-06-01	2025-09-30	High
Town Council Collective Vision	2025-06-01	2025-10-31	High
Sidewalks on Washington Avenue	2025-06-01	2026-08-31	High
Senior Services Needs Assessment	2025-06-01	2025-03-31	High
MOU County Water Purchase	2025-06-01	2025-11-30	High
Community Engagement Strategy	2025-06-01	2025-09-30	High
LEOPS Study Evaluation	2025-06-01	2026-06-01	High
Rules of Procedure Review	2025-06-01	2025-08-01	High
Community Survey and Goal Setting	2025-10-01	2026-01-31	Medium
Update Dashboard for Comp/Strategic Plans	2025-12-01	2026-02-28	Medium
Downtown Partnership Formalization	2025-12-01	2026-03-31	Medium
Main Street Maryland Application	2025-12-01	2026-03-31	Medium
Citizen Request Tracking System	2025-12-01	2026-03-31	Medium
Vacancy Tax Ordinance	2025-12-01	2026-05-31	Medium
Downtown Revitalization Projects	2025-06-01	2026-06-30	Medium
Update Town Code	2025-06-01	2026-06-30	Medium
Create Town Identity	2025-06-01	2026-07-31	Medium
Host Signature Tourism Festival	2025-06-01	2026-10-31	Medium
Charter Amendment: Require Town Manager	2025-06-01	2026-06-01	Long
Charter Amendment: Dept Heads serve Council	2025-06-01	2026-06-01	Long
Strategic Review of Town Property Holdings	2025-06-01	2026-06-01	Long
Election Code Updates	2025-06-01	2026-06-01	Long

Based on the information provided and recurring themes across mayoral and council priorities, here is a **prioritized list** of goals and initiatives for the Town of La Plata, **organized by urgency, frequency of request, and potential impact**. The list also ensures all goals mentioned are retained and categorized appropriately.

Top Tier (Highest Priority – Within Next 12 Months)

(Most frequently requested across Mayor + Council + Wards 1-4)

1. Finalize MOU with Charles County for Water Purchase

- **Mayor Priority + Ward 3**
- Needed for stabilizing water costs and addressing infrastructure planning.

2. Launch LEOPS Pension Implementation Study

- **Mayor + Wards 1, 2, 3**
- Study funded and required for FY27 planning and officer retention.

3. Town Charter Amendments: Mandate a Professional Town Manager

- **Mayor + All Wards (1–4)**
- "May" to "shall" change is foundational for administrative consistency.

4. Adopt Tourism Zone Ordinance & Economic Development Efforts

- **Mayor + Revitalization Themes in Multiple Wards**
- Incentivize 3 new tourism businesses; coordinate with Town branding and events.

5. Resolve Stormwater Maintenance Backlog (Ward 1 Priority 1)

- Public Works and infrastructure reliability issue.

6. Establish Community Engagement Framework

- **Mayor + Ward 2 + Election Reform Goals**
- Monthly newsletters, town halls, digital dashboard, and community survey.

7. Sidewalks on Washington Avenue

- **Mayor + Core Infrastructure Priority**
- Fully funded and should be visibly underway by late 2025.

8. Standardize Town Communications Policy (Ward 1 Priority 2)

- Directly addresses trust, emergency notifications, and transparency.

9. Downtown Revitalization Projects + Vacancy Tax

- **Mayor + Economic Development Focus**
 - Align pop-up shops, façade grants, and vacancy tax to boost downtown vitality.
-

Mid Tier (Medium Priority – 12-24 Months, Planning Now)

10. Dorchester Community Center with Boys & Girls Club

- Planning meeting by Sept 2025; long-term youth services impact.

11. Launch Senior Services Expansion Plan

- Needs assessment by March 2025; pilot utility relief by January 2026.

12. Develop and Implement Adequate Public Facilities Ordinance (APFO)

- **Mayor + Wards 1, 2**
- Critical for sustainable development and infrastructure capacity.

13. Downtown Partnership & Main Street Maryland Designation

- Supports long-term revitalization goals and stakeholder collaboration.

14. Charter & Code Revisions for Department Head Authority

- **Mayor + Wards 2, 4**
- Clarify reporting structure and accountability of senior staff.

15. Create a Cohesive Town Brand & Signature Tourism Festival

- **Mayor + Wards**
- Leverage marketing for economic growth and resident pride.

16. Citizen Request Tracking System (CRM Platform)

- Improve transparency and service delivery tracking.

17. Review of Enterprise Fund Costs (Ward 1 Priority 5 + Ward 3)

- Address water/sewer cost stabilization and staffing models.

18. Rules of Procedure Review / Ex Parte Communication Policy

- **Ward 1, 2, 4**
 - Governance transparency and ethics clarity for Council operations.
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Lower Tier (Strategic or Structural – Plan for Post-2026 or Parallel)

19. Election Code Reform + Engagement/Election Committee

- Saturday voting, extended hours, and clearer communications.

20. Comprehensive Town Code Modernization

- Legal review and updates to at least 10 outdated/conflicting sections.

21. Performance Reviews for Staff (October 2025)

- Input for FY27 budget planning and staff accountability.

22. Explore Term Limits (Discussion Starter in Ward 4)

- Initiate research and community input.

23. Secure New Legal Counsel by End of 2025 (Ward 3)

- Prepare for better legal alignment and cost control.

24. Town-Owned Property Strategic Review

- **Mayor + Wards 1, 2**
- Align land assets with town goals and dispose of unused property.

25. Ordinance 21-06 Compliance Audit (Ward 2)

- Clarify past compensation error and develop compliance mechanism.

Would you like this turned into a clean executive summary or formatted into a Gantt chart or timeline to share with council/staff?