



City of Bowie Memorandum

Thursday, April 23, 2026
Daniel J. Mears, Acting City Manager

STATUS REPORT

1. Earth Month Volunteer Stream Clean Up & Planting Events

On April 11, DPS Staff in collaboration with DPW and DCS hosted two earth month volunteer events.

Stream Clean up: Millstream, Collington, Overbrook, Mill, Green and Horsepen Branch

69 community members came out on a sunny Saturday to help pick up litter from Bowie's streams. 1,045lbs of trash were collected with some interesting finds including an office chair, a car alternator and tires. Mayor Estève and Councilmembers Truesdale and Brady joined residents at Free State Shopping Center for a kick-off celebration. Thank you to Girl Scouts from Troop 22063, American Heritage Girls Troop 0340 and the Leo's from the Bowie Lions Club for their hard work.

Midwood Lane Stormwater Pond Planting & Clean Up Workday

DPS Staff worked with Dr. Lorraine Clarke at Prince George's County Community College to host a workday at the Midwood Lane stormwater pond with sixteen biology students. EAC member Elmer Dengler educated the students about the importance of native habitat and stormwater management to reinforce what they are learning in Dr. Clarke's class. The students worked together to clean up litter, transplant 4 flats of native plants, and weed the pollinator garden. Dr. Clarke's preliminary research has shown that this technique of using stormwater ponds for native habitat is very effective at reducing labor costs associated with mowing and attracting hundreds of native bees.

2. Fire Hydrant Flushing

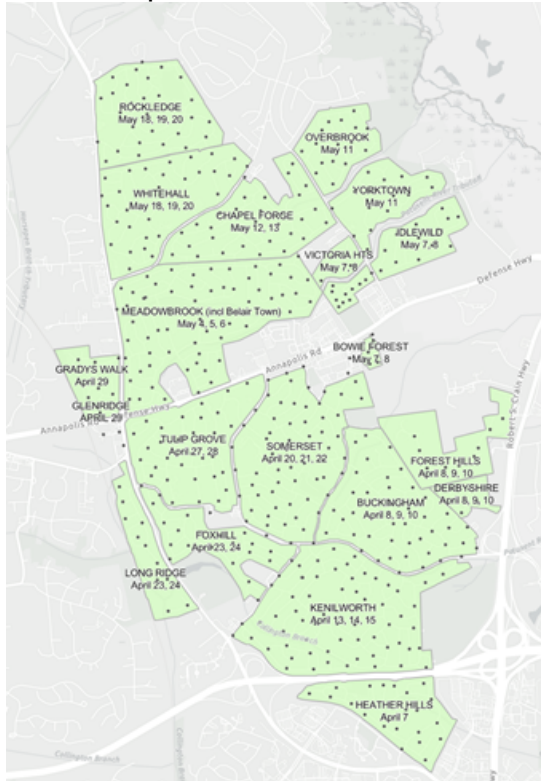
The Public Works Department will be conducting routine hydrant flushing in the Tulip Grove, Gradys Walk and Glenridge neighborhoods during the week of April 27, 2026, from 9am-3pm.

The flushing may stir up some sediment in the water lines, which can result in some discoloration of the water. The water is safe for drinking and bathing, but clothes washing is discouraged. If clothes become discolored, they are to be kept wet and rewashed using a rust remover. Rust remover is available, at no cost, from City Hall and Public Works offices.

The discoloration should clear in approximately 24-48 hours. However, since the

water mains are all interconnected, flushing of hydrants in adjacent sections could affect the water as well.

For more information or questions about hydrant flushing, please call the Public Works Department at 301-809-2344 or email alivingston@cityofbowie.org.



3. Food Truck Frenzy

On April 17, the Department of Community Services Outreach, Arts and Special Events team launched the first of eight monthly Food Truck Frenzy events. The event featured seven food trucks offering a diverse range of cuisines, including Jamaican, ribs and wings, eggrolls, pizza, Mexican, Mediterranean, and desserts.

City staff from Special Events, Community Outreach, and the Planning Department's Green Team were also on site to share information about upcoming programs and initiatives.

The event was held from 4:00 to 7:30 PM and attracted approximately 500–600 attendees. Many participants stayed to enjoy seating, music, and community engagement, while others stopped by for takeout.

The next Food Truck Frenzy is scheduled for May 15.

4. Construction Update: Ice Arena Foundations

Foundation work for the new Ice Arena is moving forward steadily, with crews currently focused on "tying steel" and preparing the structural footprint. This phase involves assembling intricate rebar grids and positioning vertical wall

forms to ensure the facility meets all engineering specifications for load-bearing and durability. With several concrete footings already poured, the project is transitioning toward major concrete wall pours following upcoming structural inspections. To keep the community informed, regular progress updates and photos are being shared directly with Ice Arena stakeholders via the official Ice Arena social media page.



5. Information Technology – Failover Testing

The IT Department completed the replacement of the City’s backup server infrastructure in February. On April 16, staff conducted a successful failover test from the primary server environment to the backup systems and verified our ability to restore a server from backup. These efforts confirm that our redundancy and recovery processes are functioning as intended. Such tests are essential to ensuring the City can maintain or quickly restore critical technology services during an emergency. The Department is now preparing a full-scale exercise in which all services will be transitioned to the backup environment to validate end-to-end recovery capabilities. This exercise is on track for completion by the end of June.

6. Maryland APEX Accelerator

On April 16, 2026, the Maryland APEX Accelerator partnered with the City of Bowie Economic Development Office to host an in-person training on Federal Contracting Opportunities in Maryland.

The session was led by Amy Duray, Program Manager for Federal Business Relations at the Department of Commerce's Office of Military and Federal Affairs. Ms. Duray discussed the transformation that has taken place over the past year as a result of executive orders, highlighting how these changes are impacting various federal agencies.

Fifteen participants attended the training. Attendees were highly engaged and gained valuable insights into strategies for pursuing government contracts more efficiently. Key takeaways included an overview of several Maryland government contracting resource providers that assist businesses in accessing the tools needed to secure contracts. Resources discussed included Maryland Defense Networking, which offers support for supplier and teaming research, as well as pipeline research.

Overall, the session was well received and provided small business owners with practical tools to enhance their competitiveness in the government contracting space. The Maryland APEX Accelerator plans to begin hosting bi-monthly group counseling sessions for clients, which are anticipated to be successful.

7.

Moylan Drive at Millstream Drive Valve Replacement

On Tuesday, April 28, 2026, from 9am to 3pm, Public Works Utility crews will conduct valve testing on Moylan Drive and Millstream Drive in preparation of a 14-inch valve replacement. No customers will be without water but there may be low pressure and discoloration. Public Works will notify all customers of the City's water system via Robo Call, text alert and the city website.

On Monday, May 4, 2026, J. Fletcher Creamer will begin excavating at the intersection of Moylan Drive and Millstream Drive to replace the 14-inch valve. On Tuesday, May 5, 2026, the water main will be shut down from 9pm to 3am to perform the replacement. Approximately 50 customers will be without water service and will receive a door hanger and letters notifying them of the work. Public Works will notify all customers of the City's water system via Robo Call, text alert and the city website.

AFTER-ACTION REPORT

Incident: January 24th - 26th 2026 Winter Storm



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Introduction

Incident Overview

In the days preceding the winter storm, the Office of Emergency Management (OEM) reviewed weather briefings from the National Weather Service (NWS) and shared pertinent information with City staff; participated in Statewide Emergency Management (SWEM) meetings; and held a Winter Storm Coordination and Preparedness meeting for Executive staff at 1030 hours on 1/22/26. A second Winter Storm Coordination and Preparedness meeting was held at 1500 hours on 1/24/26 to determine City readiness and operating status. The City's Snow Emergency Plan was activated at 1500 hours on 1/24/26. The Emergency Operations Center (EOC) was activated at 2200 hours on 1/24/26 with the following objectives:

- Ensure the health and safety of emergency responders and the public during the operational period.
- Support snow and ice clearing operations to ensure roadways remain passable
- Support snow and ice clearing operations to maintain access to City Properties
- Maintain situational awareness during the operational period.
- Provide for the timely release of important instructions/information to the public and departmental personnel for the duration of the event should it be required.

The EOC was activated to a partial level and staffed in-person for six operational periods from 2200 hours on 1/24/26 to 0700 hours on 1/25/26; 0700 to 1900 hours on 1/25/26; 1900 hours on 1/25/26 to 0700 hours on 1/26/26; 0700 to 1900 hours on 1/26/26; 0700 to 1900 hours on 1/27/26; and 0700 - 1600 on 1/28/26. In total, the City of Bowie received 11 inches of snow followed by several inches of sleet/ice pellets and a tenth of an inch of freezing rain. Persistent cold weather coupled with ice accretions made clearing roadways difficult and time consuming. Temperatures during this time barely reached 20 degrees with wind chills below zero. The elements of snow, ice and sub-zero temperatures made this event a complex incident.

Snow began to fall at approximately 2353 hours on 1/24/26 and transitioned to a mix of sleet and snow shortly after 0800 hours on 1/25/26. A brief period of freezing rain mixed in prior to precipitation tapering off around 2100 hours on 1/25/26. A winter storm status and progress meeting was held for Executive Staff at 1100 hours on 1/26/26 where it was determined to delay the opening of City facilities to 1300 hours on 1/27/26, enact the liberal leave policy, and cancel trash and recycling pick up. An additional winter storm status and progress meeting was held at 1400 hours on 1/27/26 where it was determined to open city facilities at normal operational times on 1/28/26. The final winter storm status and progress meeting was held at 1500 hours on 1/28/26 where it was determined the EOC would deactivate as of 1600 hours.

Before, during, and after the snow event, the Communications Division staff in the EOC kept City staff informed through various channels including:

- All users email
- Website announcements at top of home page
- Social media - Facebook, Twitter (X), and Instagram

- NextDoor
- Recording on 301-262-6200 emergency mailbox
- Alert Bowie
- Robocall containing City Government operating status and trash/recycling collection

Purpose

The purpose of an After-Action Report (AAR) is to review the incident response and identify key lessons learned with individuals involved in the response. The AAR process analyzes and vets information to highlight key strengths and areas for improvement. Additionally, the AAR provides recommendations to implement identified changes through the [Appendix B: Improvement Plan](#) in Appendix B.

Methodology

The AAR process began on February 4, 2026, and engaged 20 individuals representing 8 departments and divisions across the City. These groups provided feedback to the Office of Emergency Management (OEM) through participation in an After-Action Meeting (AAM) held in person in room 243 and via Teams, and other informal feedback measures.

To bolster the feedback collected through this engagement, OEM compiled and analyzed the information collected through stakeholder engagement and developed a series of observations and recommendations to improve future response operations. These observations and recommendations are organized into the five mission areas of emergency management and six key Core Capabilities: Planning, Public Information and Warning, Operational Coordination, Situational Assessment, Infrastructure Systems, and Operational Communications. Each identified recommendation for action is assigned to a Department for remediation and is also included in the Improvement Plan, located in [Appendix B: Improvement Plan](#).

Mission Areas

Mission Areas are the broad categories of activities that guide the nation's approach to emergency management. They represent the stages of preparedness and response needed to manage all types of hazards—natural, technological, and human-caused. Each Mission Area focuses on a different goal in keeping communities safe and resilient.

- **Prevention** - stopping or avoiding an incident.
- **Protection** - safeguarding people, property, and critical infrastructure.
- **Mitigation** - reducing the impact or likelihood of hazards.
- **Response** - immediate actions to save lives, protect property, and meet basic needs.
- **Recovery** - restoring communities and systems to a functional state after an incident.

Core Capabilities

FEMA's Core Capabilities are defined as the essential functions, tasks, and activities that organizations and communities must be able to perform effectively to achieve the National Preparedness Goal. They represent the critical building blocks needed to prevent, protect against, mitigate, respond to, and recover from all types of hazards—natural, technological, and human-caused.

Each Core Capability is outcome-focused, meaning it emphasizes what needs to be accomplished rather than how it is done. Core Capabilities are grouped under the five Mission Areas defined above. The six Core Capabilities impacted by the January 24th - 26th Winter Storm are defined below

Planning

Mission Areas - The Planning Core Capability encompasses all five mission areas.

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Public Information and Warning

Mission Areas - The Public Information and Warning Core Capability encompasses all five mission areas.

Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Operational Coordination

Mission Areas - The Operational Coordination Core Capability encompasses all five mission areas.

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Situational Assessment

Mission Area - The Situational Assessment Core Capability encompasses the Response mission area.

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Infrastructure Systems

Mission Areas - The Infrastructure Systems Core Capability encompasses the Response and Recovery mission areas.

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Operational Communications

Mission Area - The Operational Communications Core Capability encompasses the Response mission area.

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Successes, Areas of Improvement, and Recommendations

The following section identifies successes, areas of improvement, and key recommendations to strengthen emergency response efforts, organized into core capabilities and mission areas.

Core Capability: Planning

Mission Areas - The Planning Core Capability encompasses all five mission areas.

Planning refers to the systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives. Feedback from City staff suggests that overall, planning efforts for the January 24th - 26th Winter Storm were successful.

Successes

- **Success 1:** Several departments and divisions including OEM, Communications, Building Maintenance, Department of Information Technology (IT), and the Department of Public Works (DPW) made the decision to bring in staff prior to the onset of snow, allowing employees to get to work safely. Additionally, cots were made available if employees felt unsafe traveling home at the commencement of the first operational period. For incidents with advanced notice, the practice of bringing in essential employees prior to the onset should continue.
- **Success 2:** Food, drinks, and snacks were made available for all staff working the incident. Catered food was ordered and delivered the day before the winter storm struck then reheated throughout the incident.
- **Success 3:** OEM was proactive in notifying City staff of the potential winter storm with several days lead time, kept City staff informed by providing regular updates from the National Weather Service, and conducted coordination and planning meetings with key City leadership and decision makers.
- **Success 4:** Quick, proactive and timely decision making from key City leadership during coordination and planning meetings was helpful in determining City operating status and disseminating important information to both staff and the public.
- **Success 5:** Prior to the winter storm, Communications distributed a special edition newsletter with helpful tips for preparing for the winter weather. The newsletter was well received by employees and residents alike. This practice should be continued for future incidents with advanced notice.

Areas of Improvement and Recommendations

- **Area of Improvement 1:** Numerous complaints were received regarding snow clearing from people who live outside city limits or on roads not maintained by the City.
 - **Recommendation 1.1:** Communications to work in conjunction with DPW and OEM to launch an education campaign that informs residents who is responsible for maintaining the road they live on (State, County, City, or HOA).
 - **Recommendation 1.2:** Communications to share the list of County and State roads not maintained by the City and methods for contacting the County or

State. Additionally, Communications shall share instructions for accessing the map of City streets.

- **Recommendation 1.3:** In the event residual snow or ice remains on County or State roads following a winter storm and presents a traffic hazard, OEM shall contact the responsible party and request additional clearing.
- **Area of Improvement 2:** Numerous vehicles remained parked on City streets despite the enactment of the Snow Emergency Plan making snow plowing operations difficult. Efforts were made to notify residents parked on streets of the snow emergency by placing flyers on vehicles parked in the street, however, many streets were missed due to time constraints.
 - **Recommendation 2.1:** Communications to disseminate messaging in multiple modes and methods informing residents to remove their vehicles from the street when a Snow Emergency Plan is implemented. If residents do not have a driveway they shall be instructed to park in the grass.
 - **Recommendation 2.2:** OEM, in conjunction with DPW and PD, shall evaluate roads currently designated as snow emergency routes, consider expansion of snow emergency routes and consider policy for the restriction of parking during winter storms. Additionally, this team shall develop a standard operating procedure for removing vehicles remaining illegally parked on designated snow emergency routes.
 - **Recommendation 2.3:** OEM, in conjunction with DCS and PD, shall develop a standard operating procedure for placing flyers on all vehicles remaining parked in the street on designated snow emergency routes. These flyers shall inform residents of when the snow emergency begins and instruct them to park vehicles in the grass if they do not have room in their driveway.
 - **Recommendation 2.4:** DPW shall report incidents of vehicles blocking streets to the EOC so the Police Department (PD) can be informed and attempt to make contact with the vehicle owner or have vehicle towed.

Core Capability: Public Information and Warning

Mission Areas - The Public Information and Warning Core Capability encompasses all five mission areas.

Information and alerts were distributed to the City of Bowie staff and residents before, during, and after the snow event via various channels. Feedback received from City of Bowie staff suggests some information and alerts were successful while others can be improved upon for future incidents.

Successes

- **Success 6:** Several staff expressed that they appreciated regular Alert Bowie text and email updates.
- **Success 7:** A lot of positive feedback was received on the video posted to social media explaining the challenges snowplow operators face.
- **Success 8:** The infographic posted to social media explaining the snowplow priority routes received a lot of positive feedback.

Areas of Improvement and Recommendations

- **Area of Improvement 3:** Several notifications published via City social media platforms received negative replies and, in some instances, the negative comments fed off each other leading to a more negative tone.
 - **Recommendation 3.1:** While social media platforms are a good way to disseminate information, Communications shall place a higher emphasis on using Alert Bowie as the primary form of communication to the public. Additionally, this will allow communications from the City to reach members of the public not active on social media.
- **Area of Improvement 4:** City staff reports receiving several complaints from the public that roads were not passable, when upon further investigation, the roads in question were considered passable by DPW.
 - **Recommendation 4.1:** The term “passable” is subjective, Communications to work with DPW and OEM to develop messaging using infographics to better depict what is meant when streets are deemed passable.
- **Area of improvement 5:** City staff received several phone calls from the public expressing frustration that they would see City Plows drive by with their plows up despite thick snow and ice accretions remaining on streets.
 - **Recommendation 5.1:** Communications shall consider issuing messaging providing an explanation to the public regarding the rationale behind the response approach and operational decisions.
 - **Recommendation 5.2:** During future winter weather incidents, Communications shall use the term “winter storm” when precipitation other than snow is involved. Additional messaging explaining how ice complicates clearing of streets should be disseminated.
- **Area of Improvement 6:** On 1/27/26, residents on Priority 3 and 4 streets were notified that their streets would be made passable by the end of the day. Additionally, on 1/28/26, Communications published a social media post advising the public that trash collection would resume on 1/29/26, for those on the Thursday schedule. However, due to heavily compacted snow and ice combined with extremely cold temperatures, the City was unable to fulfill these commitments, resulting in increased resident frustration.
 - **Recommendation 6.1:** During future winter storm events, Communications shall coordinate closely with OEM and DPW to manage public expectations by using qualified language such as “will attempt” rather than definitive terms like “will” when describing planned services and response efforts. Also, attempts should be made to accurately predict achievable goals before notifying the public of those goals.
- **Area of Improvement 7:** Several complaints were received from the public that snow plows left a wall of snow at the end of their driveway after they had shoveled.
 - **Recommendation 7.1:** Communications will implement a public education campaign outlining City snow plowing operations, including the reasons snow may accumulate at the end of driveways. The campaign should also promote the existing infographic on effective shoveling techniques to help residents

minimize the need for repeated clearing, with messaging distributed before, during, and after winter weather events.

Core Capability: Operational Coordination

Mission Areas - The Operational Coordination Core Capability encompasses all five mission areas.

Operational Coordination refers to the process of organizing and managing various activities, resources, and teams to achieve a specific operational goal or mission efficiently and effectively. Feedback from City staff suggests some aspects of operational coordination were successful, while other aspects can be improved upon during future incidents.

Successes

- **Success 9:** The winter storm coordination and planning meetings for key City leadership provided an opportunity for early decision making. Key decisions such as the decision to close City facilities, enact the City's snow emergency plan, and cancel trash and recycling pick up on 1/26/26 and 1/27/26 allowed sufficient time for Communications to disseminate alerts and information to the public and City staff. These decisions also allowed DPW to call in staff and contractors early.
- **Success 10:** Building Maintenance maintained a 24/7 presence to ensure operational continuity, including temperature control and equipment readiness.
- **Success 9:** Senior Center opened as a warming center, prepared, but not needed, demonstrating readiness for power outage risks.
- **Success 11:** The organization of the EOC along with participation from key departments was highly successful in providing great coordination. EOC representatives were well informed and had access to key personnel. The continuous EOC Teams room allowed for easy communication between departments and staff not physically present in the EOC.
- **Success 12:** The Bowie Teen Job Bank, which matches residents in need of assistance, such as snow shoveling, with teens that are interested in being hired to work received a lot of positive feedback. This program should continue to be marketed during future winter weather incidents and other emergencies as required.

Areas of Improvement and Recommendations

- **Area of Improvement 8:** During the winter weather event, calls were routed to the EOC allowing DPW to focus on snow removal operations. On the final day of the EOC activation, calls were no longer routed to the EOC, but instead received at the front desk of City Hall.
 - **Recommendation 8.1:** OEM to coordinate with IT and Business Operations to ensure calls are routed to the EOC for the duration of any EOC activation.
 - **Recommendation 8.2:** OEM to educate City Staff on procedures for transferring calls relevant to any EOC activation to the EOC.
- **Area of Improvement 9:** The EOC currently lacks an effective system to monitor the real-time locations and route histories of snowplows, salt trucks, and other snow removal equipment.

- **Recommendation 9.1:** DPW in coordination with OEM and IT shall consider implementing a fleet tracking system for snowplows, salt trucks, and other snow removal equipment. The system should provide both real-time and historical location data and be accessible to personnel within the EOC to support operational awareness and decision-making, along with public call-taking operations.
- **Area of Improvement 10:** Contractor performance during snow removal operations was inconsistent. While some contractors exceeded expectations, others delivered substandard results, particularly in cul-de-sacs.
 - **Recommendation 10.1:** DPW to consider hosting meetings with contractors prior to future winter weather events to reinforce performance standards, clarify operational expectations, and promote consistency in service delivery during winter weather events.
- **Area of Improvement 11:** The City received several complaints that priority 3 and 4 side streets and cul-de-sacs were not plowed; it took a long time to plow beyond the main roads; and snow was plowed into crosswalks at intersections creating difficulties for walkers and shovelers.
 - **Recommendation 11.1:** If weather permits, consider the use of the Bowie Police Department's drones to assess road conditions and determine areas that need further attention.
 - **Recommendation 11.2:** DPW shall consider developing a survey to determine best practices for acquiring and retaining contractors to conduct clearing of snow and ice from City streets
- **Area for Improvement 12:** On multiple occasions, City staff outside the EOC, as well as personnel from the Prince George's County Office of Homeland Security and Emergency Management, attempted to contact Bowie EOC staff while they were off duty.
 - **Recommendation 12.1:** At the conclusion of each operational period, the EOC Manager shall distribute an email to all users outlining any operational updates and providing contact information for the incoming shift. The Prince George's County Office of Homeland Security and Emergency Management and the State EOC shall be included in this distribution.
 - **Recommendation 12.2:** OEM to update and distribute the Incident Action Plan (IAP) for each operational period.
 - **Recommendation 12.3:** OEM shall list the phone number to the EOC on the IAP instead of the cell phone number for the EOC Manager.

Core Capability: Situational Assessment

Mission Area - The Situational Assessment Core Capability encompasses the Response mission area.

Situational Assessment refers to the process by which decision makers are provided with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Successes

- **Success13:** OEM closely monitored briefing packages from the NWS and attended Statewide Emergency Management (SWEM) calls to maintain situational awareness regarding the winter storm and operating picture of surrounding jurisdictions. Information from these briefings and SWEM calls were summarized and provided to staff via potential winter weather update emails. These emails alerted staff to potential impacts several days in advance of the snow and should be continued for future incidents with advanced notice.
- **Success 14:** The consistent issuance of situation reports every four hours from the EOC proved effective in keeping key City staff informed of ongoing operations and developments. A total of 15 situation reports were distributed over the course of the EOC activation.

Areas of Improvement and Recommendations

- **Area of Improvement 13:** On January 27, 2026, City facilities reopened to the public at 1300 hours while residents were still being advised to avoid non-essential travel due to hazardous icy road conditions. This resulted in inconsistent public messaging and indicated that overall conditions may not have been fully evaluated prior to the decision to reopen.
 - **Recommendation 13.1:** For future incidents, the City Manager's Office should ensure that a comprehensive assessment of conditions is conducted prior to reopening City facilities. Reopening decisions should be aligned with public safety messaging to avoid conflicting guidance and to maintain public trust. Additionally, Human Resources should review and revise, as necessary, language in the employee handbook regarding essential employee reporting requirements to ensure clarity and consistency.
- **Area of Improvement 14:** In the days following the storm, the City received multiple reports from residents indicating that hazardous road conditions were preventing access to critical medical care, including dialysis and physician appointments. The general guidance provided was to call 911 in the event of a true emergency. However, in at least one instance, the City dispatched a plow to conduct additional passes on a street to assist a resident with an urgent dialysis need.
 - **Recommendation 14.1:** OEM, PD, and DPW shall meet with Senior Leadership to determine how requests for dialysis and other urgent medical needs should be handled during winter storms. Additionally, OEM shall research how other jurisdictions handle these types of requests.
- **Area of Improvement 15:** Initial SitReps were not posted to Prince George's County WebEOC and distributed via email.
 - **Recommendation 15.1:** OEM to post SitReps to Prince George's County and the State WebEOC and distribute via email during future events. Additionally, a reminder will be added to the EOC Activation Guide.

Core Capability: Infrastructure Systems

Mission Areas - The Infrastructure Systems Core Capability encompasses the Response and Recovery mission areas.

Infrastructure Systems refers to the processes necessary to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Successes

- **Success 15:** Despite challenging conditions presented by ice accumulations and abnormally cold temperatures, DPW considered streets passable by the evening of 1/27/26 (48 hours after precipitation tapered off).
- **Success 16:** Despite challenging conditions presented by ice accumulations, abnormally cold temperatures, and long hours, DPW and Parks and Grounds staff remained dedicated to completing their assigned job duties.
- **Success 17:** Prior to the winter weather season, DPW completed a survey with other surrounding municipalities to determine best practices for securing snow clearing contractors.

Areas of Improvement and Recommendations

- **Area of Improvement 16:** City Hall staff who worked throughout the duration of the winter storm were required to spend considerable time digging out and clearing their personal vehicles before being able to depart at the conclusion of the incident.
 - **Recommendation 16.1:** Parks and Grounds should coordinate with City Hall Staff assigned to work during winter storms to establish designated parking areas and encourage periodic vehicle relocation, when feasible, to facilitate snow removal operations, maintain accessible parking lots, and prevent vehicles from becoming encased in ice.

Core Capability: Operational Communications

Mission Area - The Operational Communications Core Capability encompasses the Response mission area.

Operational Communications refers to ensuring the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Successes

- **Success 18:** The continuous Teams meeting during the EOC activation served as an instant means for interdepartmental communications and coordination.
- **Success 19:** The daily winter storm status and progress meeting with key City leadership ensured all leadership was aware of the response taking place and enabled effective communication, coordination, and decision making.

Areas of Improvement and Recommendations

- **Area of Improvement 17:** During snow removal operations in the days following the winter storm, there were several instances in which snowplow operators were confronted by irate members of the public.
 - **Recommendation 17.1:** DPW shall develop policy informing all snowplow operators and contractors to promptly report any hostile or concerning public

interactions via radio so that law enforcement can assess and respond as appropriate.

- **Area of Improvement 18:** During snow and ice removal operations, trucks operating in southern Bowie experienced low fuel levels and/or depleted salt supplies. Returning to the Department of Public Works yard for refueling and resupply required significant travel time, resulting in operational delays.
 - **Recommendation 18.1:** DPW shall consider future plans for constructing a second salt dome and fueling station in southern Bowie to support operational efficiency and serve as a Continuity of Operations (COOP) site.

Appendix A: Acronyms and Definitions

The following are definitions of acronyms and terms used in this document.

AAM: After Action Meeting

AAR: After Action Report

COOP: Continuity of Operations

DCS: Department of Community Services

DPW: Department of Public Works

EOC: Emergency Operations Center

GPS: Global Positioning System

HOA: Homeowners Association

HR: Human Resources

IAP: Incident Action Plan

IT: Information Technology

NWS: National Weather Service

OEM: Office of Emergency Management

PD: Police Department

POETE: Planning, Organizing, Equipping, Training, Exercising

SWEM: Statewide Emergency Management

Appendix B: Improvement Plan

This improvement plan is developed for the City of Bowie as a result of the January 24th - 26th, 2026 Snowstorm.

No.	Recommendations	POETE Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning						
1.1	Communications to work in conjunction with DPW and OEM to launch an education campaign that informs residents who is responsible for maintaining the road they live on (State, County, City, or HOA).	Training	Communications	Daniel Mears		
1.2	Communications to share the list of County and State roads not maintained by the City and methods for contacting the County or State. Additionally, Communications shall share instructions for accessing the map of City streets.	Equipping	Communications	Daniel Mears		
1.3	In the event residual snow or ice remains on County or State roads following a winter storm and presents a traffic hazard, OEM shall contact the responsible party and request additional clearing.	Organizing	OEM	Lee Cornwell		
2.1	Communications to disseminate messaging in multiple modes and methods informing residents to remove their vehicles from the street when a Snow Emergency Plan is implemented. If residents do not have a driveway they should be instructed to park in the grass.	Planning	Communications	Daniel Mears		

No.	Recommendations	POETE Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
2.2	OEM, in conjunction with DPW and PD, shall evaluate roads currently designated as snow emergency routes, consider expansion of snow emergency routes and consider policy for the restriction of parking during winter storms. Additionally, this team shall develop a standard operating procedure for removing vehicles remaining illegally parked on designated snow emergency routes.	Planning	OEM, DPW, PD	Lee Cornwell Hyung Ahn Dwayne Preston		
2.3	OEM, in conjunction with DCS and PD, shall develop a standard operating procedure for placing flyers on all vehicles remaining parked in the street on designated snow emergency routes. These flyers shall inform residents of when the snow emergency begins and instruct them to park vehicles in the grass if they do not have room in their driveway.	Planning	OEM	Lee Cornwell		
2.4	DPW shall report incidents of vehicles blocking streets to the EOC so the Police Department (PD) can be informed and attempt to make contact with the vehicle owner or have vehicle towed.	Organizing	DPW	Hyung Ahn		

Public Information and Warning

3.1	While social media platforms are a good way to disseminate information, Communications shall place a higher emphasis on using Alert Bowie as the primary form of communication to the public. Additionally, this will allow communications from the City to reach members of the public not active on social media.	Organizing	Communications	Daniel Mears		
4.1	The term “passable” is subjective, Communications to work with DPW and OEM to develop messaging using infographics to better depict what is meant when streets are deemed passable.	Training	Communications	Daniel Mears		
5.1	Communications shall consider issuing messaging providing an explanation to the public regarding the rationale behind the response approach and operational decisions.	Training	Communications	Daniel Mears		
5.2	During future winter weather incidents, Communications shall use the term “winter storm” when precipitation other than snow is involved. Additional messaging explaining how ice complicates clearing of streets should be disseminated.	Organizing and Training	Communications	Daniel Mears		

6.1	During future winter storm events, Communications shall coordinate closely with OEM and DPW to manage public expectations by using qualified language such as “will attempt” rather than definitive terms like “will” when describing planned services and response efforts. Also, attempts should be made to accurately predict achievable goals before notifying the public of those goals.	Organizing	Communications	Daniel Mears		
7.1	Communications will implement a public education campaign outlining City snow plowing operations, including the reasons snow may accumulate at the end of driveways. The campaign should also promote the existing infographic on effective shoveling techniques to help residents.	Training	Communications	Daniel Mears		
Operational Coordination						
8.1	OEM to coordinate with IT and Business Operations to ensure calls are routed to the EOC for the duration of any EOC activation.	Organizing	OEM	Lee Cornwell		
8.2	OEM to educate City Staff on procedures for transferring calls relevant to any EOC activation to the EOC.	Training	OEM	Lee Cornwell		

9.1	DPW in coordination with OEM and IT shall consider implementing a fleet tracking system for snowplows, salt trucks, and other snow removal equipment. The system should provide both real-time and historical location data and be accessible to personnel within the EOC to support operational awareness and decision-making, along with public call-taking operations.	Equipping	DPW	Hyung Ahn		
10.1	DPW to consider hosting meetings with contractors prior to future winter weather events to reinforce performance standards, clarify operational expectations, and promote consistency in service delivery during winter weather events.	Training	DPW	Hyung Ahn		
11.1	If weather permits, consider the use of the Bowie Police Department's drones to assess road conditions and determine areas that need further attention.	Organizing	PD	Dwayne Preston		
11.2	DPW shall consider developing a survey to determine best practices for acquiring and retaining contractors to conduct clearing of snow and ice from City streets	Equipping	DPW	Hyung Ahn		

12.1	At the conclusion of each operational period, the EOC Manager shall distribute an email to all users outlining any operational updates and providing contact information for the incoming shift. The Prince George's County Office of Homeland Security and Emergency Management and State EOC shall be included in this distribution.	Organizing	OEM	Lee Cornwell		
12.2	OEM to update and distribute the Incident Action Plan (IAP) for each operational period.	Planning	OEM	Lee Cornwell		
12.3	OEM shall list the phone number to the EOC on the IAP instead of the cell phone number for the EOC Manager.	Planning	OEM	Lee Cornwell		
Situational Assessment						
13.1	For future incidents, the City Manager's Office should ensure that a comprehensive assessment of conditions is conducted prior to reopening City facilities. Reopening decisions should be aligned with public safety messaging to avoid conflicting guidance and to maintain public trust. Additionally, Human Resources should review and revise, as necessary, language in the employee handbook regarding essential employee reporting requirements to ensure clarity and consistency.	Organizing	City Manager's Office	Daniel Mears		

14.1	OEM, PD, and DPW shall meet with Senior Leadership to determine how requests for dialysis and other urgent medical needs should be handled during winter storms. Additionally, OEM shall research how other jurisdictions handle these types of requests.	Planning	OEM	Lee Cornwell		
15.1	OEM to post SitReps to Prince George's County and the State WebEOC and distribute via email during future events. Additionally, a reminder will be added to the EOC Activation Guide.	Planning and Organizing	OEM	Lee Cornwell		
Infrastructure Systems						
16.1	Parks and Grounds should coordinate with City Hall Staff assigned to work during winter storms to establish designated parking areas and encourage periodic vehicle relocation, when feasible, to facilitate snow removal operations, maintain accessible parking lots, and prevent vehicles from becoming encased in ice.	Organizing	Parks and Grounds	Brian Erxleben		

Operational Communications						
17.1	DPW shall develop policy informing all snowplow operators and contractors to promptly report any hostile or concerning public interactions via radio so that law enforcement can assess and respond as appropriate.	Planning & training	DPW	Hyung Ahn		
18.1	DPW shall consider future plans for constructing a second salt dome and fueling station in southern Bowie to support operational efficiency and serve as a Continuity of Operations (COOP) site.	Equipping	DPW	Hyung Ahn		

Appendix C: Timeline of Events

Date	Time	Description	Responsible
1/20/26	0658	1 st winter weather update from OEM to Staff	OEM
1/21/26	0720	2 nd winter weather update from OEM to Staff	OEM
1/21/26	1135	OEM Sent email to EOC Reps to make sure they are able to log in to WebEOC	OEM
1/21/26	1430	OEM Met with Communications to discuss messaging in advance of the impending winter storm	OEM and Communications
1/21/26	1500	OEM staff attended SWEM call	OEM
1/21/26	1507	Maryland declared a state of preparedness in anticipation of winter weather	State of Maryland
1/22/26	0235	NWS issued winter storm watches	NWS
1/22/26	0859	3 rd winter weather update from OEM to Staff	OEM
1/22/26	1030	OEM hosted a winter storm coordination and planning meeting	OEM
1/22/26	1500	OEM staff attended SWEM call	OEM
1/22/26	1629	4 th winter weather update from OEM to Staff	OEM
1/23/26	1006	NWS upgraded the winter storm watch to a winter storm warning	NWS
1/23/26	1022	OEM sent an email to encourage all Orion Damage Assessment Software users to log in to the system to make sure it was functioning properly and they had access.	OEM
1/23/26	1040	5 th winter weather update from OEM to Staff	OEM
1/23/26	1141	OEM distributed the EOC activation notice and staffing schedule to EOC reps	OEM
1/23/26	1141	Risk Management distributed winter weather safety and preparedness tips to all users	Risk Management
1/23/26	1350	Communications issued a special edition newsletter through Alert Bowie focusing on important things to know before the winter weather hits	Communications
1/23/26	1404	Maryland declared a state of emergency in anticipation of winter weather	State of Maryland
1/23/26	1500	OEM staff attended SWEM call	OEM
1/23/26	1622	6 th winter weather update from OEM to Staff	OEM

Date	Time	Description	Responsible
1/23/26	1808	NWS issued their final briefing package for the winter storm	OEM
1/23/26	2110	Federal OPM preemptively closed offices on Monday in anticipation of winter weather	Federal Office of Personnel Management
1/24/26	1006	7th winter weather update from OEM to Staff	OEM
1/24/26	1200	Communications sent a notification via Alert Bowie that the Snow Emergency Plan will go into effect at 1500	Communications
1/24/26	1500	OEM hosted a winter storm coordination and planning meeting	OEM
1/24/26	1510	Communications sent a notification via Alert Bowie as a reminder that the Snow Emergency Plan is now in effect	Communications
1/24/26	1636	NWS distributed a briefing package on dangerously cold wind chills	NWS
1/24/26	1946	EOC set-up completed	OEM
1/24/26	2200	Bowie EOC activated to a partial level	OEM
1/24/26	2208	OEM Sent notification to PG County, NCR Watch Desk, and MJOC that the Bowie EOC opened to a partial level as of 2200 hours	OEM
1/24/26	2353	snow began to fall at Bowie City Hall	N/A
1/25/26	0205	DPW posted 1st status update to WebEOC	DPW
1/25/26	0218	Bowie EOC published 1st SitRep and posted to WebEOC	OEM
1/25/26	0430	DPW began plowing operations on priority 1 & 2 roads	DPW
1/25/26	0544	DPW posted 2nd status update to WebEOC	DPW
1/25/26	0646	Bowie EOC published 2nd SitRep posted to WebEOC and distributed via email	OEM
1/25/26	0700	EOC shift change - beginning of second operational period	OEM
1/25/26	0801	precipitation began to mix with/change to sleet	N/A
1/25/26	0919	Communications published a winter storm update via all users email, Newsflash, Website Alerts Bar, Hootsuite, NextDoor, and Phone Recording	Communications
1/25/26	1037	DCS posted status update #1 in WebEOC that plowing is taking place at City Hall, Kenhill Center, Senior Center, and Gym	DCS
1/25/26	1038	DPW posted 3rd status update to WebEOC - Plows continue to focus on priority 1 & 2 roads	DPW

Date	Time	Description	Responsible
1/25/26	1050	Bowie EOC published 3rd SitRep posted to WebEOC and distributed via email	OEM
1/25/26	1358	DCS posted status update # 2 in WebEOC - plowing and clearing sidewalks at the following facilities: City Hall, Kenhill Center, Senior Center, and Gym. Plowing only at the Ice Arena and Historic properties in Old Bowie.	DCS
1/25/26	1401	DPW posted 4th status update to WebEOC - Crews focused on pushing snow and maintaining priority streets (1s and 2s). All priority streets have been plowed several times, and crews are continuing to gain ground on ongoing accumulation. Crews are taking a dinner/rest break this evening at 5:00 p.m. and will return at full force throughout the night. Significant progress is expected overnight as wintry precipitation is forecasted to end.	DPW
1/25/26	1447	Bowie EOC published 4th SitRep posted to WebEOC and distributed via email	OEM
1/25/26	1828	DCS posted status update # 3 in Web EOC - P&G is still working on Kenhill Center, City Hall, and the Senior Center. Parking lots are passable. Still working on the sidewalks which are presenting a challenge. When precipitation stops, application of salt will start	DCS
1/25/26	1842	Bowie EOC published 5th SitRep posted to WebEOC and distributed via email	OEM
1/25/26	1900	EOC shift change - beginning of third operational period	OEM
1/25/26	2026	DPW posted 5th status update to WebEOC - Crews taking a rest break	DPW
1/25/26	2055	Communications issued an update via Alert Bowie on Government operating status and plowing operations	Communications
1/25/26	2100	precipitation tapered off	N/A
1/25/26	2203	DPW posted a 6th status update to WebEOC - After a dinner/rest break, crews are back on roads to push priority streets (1s and 2s) throughout the night. Crews and contractors report slippery conditions without dense/wet snow and ice.	DPW
1/25/26	2213	Bowie EOC published 6th SitRep posted to WebEOC and distributed via email	OEM
1/26/26	0202	NWS cancelled the winter storm warning	NWS
1/26/26	0215	DPW posted a 7th status update in WebEOC - Crews are slowly working on main routes. The dense, wet snow has frozen creating poor road conditions. Crews will remain on priority streets (1s/2s) at this time.	DPW
1/26/26	0221	Bowie EOC published 7th SitRep posted to WebEOC and distributed via email	OEM

1/26/26	0559	DPW posted an 8th status update in WebEOC - Crews are experiencing challenges clearing frozen snow from roadways due to extremely low temperatures, which have reduced the effectiveness of salt. Streets in South Bowie have accumulated heavier layers of ice and frozen snow, making them more difficult to clear. Crews are currently taking a brief break and will resume operations at 8am on priority streets (1's & 2's).	DPW
1/26/26	0606	Bowie EOC published 8th SitRep posted to WebEOC and distributed via email	OEM
1/26/26	0700	EOC shift change - beginning of fourth operational period	OEM
1/26/26	0918	DPW, advises that salt being applied to roads is not working very well to melt the ice. The estimated wait time to get chemicals that will work will take a few days. DPW will work with Communications, to get that messaging out to the public.	DPW
1/26/26	0953	0953 OEM distributed a cold weather advisory from NWS via all users email	OEM
1/26/26	1031	Communications distributed an update via Alert Bowie on public services	Communications
1/26/26	1100	OEM hosted a winter storm status and progress meeting	OEM
1/26/26	1209	Bowie EOC published 9th SitRep posted to WebEOC and distributed via email	OEM
1/26/26	1428	EM decided to close the EOC at 1900 this evening, determined EOC Staffing for 1/27/26 and made notification via all users email	OEM
1/26/26	1755	DPW advises Crews are coming in for the day & Contractors are also wrapping up at 6pm.Crews will be back at 7am to load trucks with salt and get back out on the road.	DPW
1/26/26	1758	Bowie EOC published 10th SitRep posted to WebEOC and distributed via email	OEM
1/26/26	1815	Federal OPM closed offices for 1/27/26	Federal Office of Personnel Management
1/26/26	1900	EOC closed for the overnight	OEM
1/27/26	0700	EOC reopened for 5th operational period	OEM
1/27/26	0700	Communications distributed an update on government operating status via alert Bowie	Communications

1/27/26	0720	OEM made notification via Email to PG County OEM that the EOC will remain open in support of DPW snow and ice removal operations	OEM
1/27/26	1058	DCS posted the following status update to WebEOC - P&G continues applying ice melt to icy patches at all facilities. Two loaders are out pushing piles up in facility parking lots and trying to clear off frozen surfaces after treatments. Crews continue sidewalk treatments and will monitor for ice throughout the day. City Hall, Gym, Senior Center, Ice Rink, Kenhill Center, Mansion, Rail road museum, Radio museum are all open and passable. A loader is being moved to Bowie Playhouse to clear the parking lots and rear of building.	DCS
1/27/26	1204	Bowie EOC published 11th SitRep posted to WebEOC and distributed via email	OEM
1/27/26	1400	OEM hosted a winter storm status and progress meeting	OEM
1/27/26	1441	DCS confirmed with the City Manager to extend sidewalk clearing deadlines to Wednesday 2/4/26	DCS
1/27/26	1533	DCS posted the following update to WebEOC- P&G crews continued treating icy spots. All facilities are open except for the playhouse. An operator is enroute but will only have time to do a partial job but will return to finish tomorrow. We have another loader in Old Bowie, managing ice at Unity Place Park and Ride, St. Johns, and the Old Bowie Grill parking lot. Tomorrow morning, crews will return to facilities and check for ice, then start on Right of way sidewalks. Truck applications as needed.	DCS
1/27/26	1539	Bowie EOC published 12th SitRep posted to WebEOC and distributed via email	OEM
1/27/26	1813	DPW posted the following status update to WebEOC - We currently have the vehicles above with TWO (2) in the shop. However, there are not enough operators for them all at this time. We have contractors with small equipment who will continue working this evening to break through some of the more challenging areas. City crews are also out tackling courts and segments requiring special equipment to break through the thick ice layer. With the sub-freezing weather & lack of moisture from melting, the salt is not making brine at the rate needed to be fully effective at melting the thick ice. Crews have made headway to chip away at the roadway ice to make roads passable. Contractors will be working late into the evening & will return tomorrow with special equipment to help us accomplish this task.	DPW
1/27/26	1901	Bowie EOC published 13th SitRep posted to WebEOC and distributed via email	OEM

1/27/26	1901	EOC closed for the overnight	OEM
1/28/26	0700	EOC reopened at enhanced level rather than a partial activation	OEM
1/28/26	1012	DPW posted the following status update to WebEOC - Two (2) vehicles in the shop. We have contractors with small equipment already tackling the ice out in the field that plows weren't able to break through. Staff is out in the field this morning doing road plow/salt inspections to accurately reflect the progress made, trouble spots left to address, and assign equipment where needed. It will be updated on the shared salt/plow map.	DPW
1/28/26	1026	Bowie EOC published 14th SitRep posted to WebEOC and distributed via email	OEM
1/28/26	1500	OEM hosted the final winter storm status and progress meeting	OEM
1/28/26	1549	EOC Director made notification that the EOC will be deactivating at 1600	OEM
1/28/26	1554	Bowie EOC published 15th and final SitRep posted to WebEOC and distributed via email	OEM
1/30/26	1311	OEM received voicemail from elderly low-income resident concerned because they were out of heating oil and their oil company wasn't willing to deliver until their driveway was cleared. OEM Director advised to contact Grants Director to see what resources were possibly available.	OEM
1/30/26	1402	EM Director contacted MDOT regarding road conditions at RT 197 and Northview Drive which goes down to one lane due to snow and ice resulting in serious back-ups. MDOT advised they would send a plow/salt truck this evening or the morning of 1/31/26	OEM

