



City of Bowie

Memorandum

Thursday, June 25, 2026
Daniel J. Mears, Acting City Manager

STATUS REPORT

1. Creating a Private Economic Development Corporation for Bowie - Consultant's Report
City Council directed staff to engage a consultant to study the feasibility of creating a private economic development corporation for Bowie. The consultant, Mr. Frank Nero, has completed his work and will present his report at the August 3, 2026, City Council meeting. Attached is a copy of that report for those who may want to read it and comment on it. Comments can be sent to the City's Economic Development Director at jhking@cityofbowie.org.

2. Electronics Recycling Event
The Public Works Department (PWD) has an upcoming electronics recycling event at the Public Works Solid Waste/Recycling Building Parking Lot, 16500 Annapolis Road, Bowie, MD, from 8am-2pm on Saturday, June 27, 2026.

Residents can bring their electronics for recycling at no charge (below is a list of acceptable items). Please note that hard drives will not be shredded on site.

Email Ashley Mullikin at amullikin@cityofbowie.org or call at 301-809-2338 with any questions.

Batteries (all types except vehicle)	Mainframe Equipment
Cables/Wire	Modems
CD Players	Monitors
Cell Phones	Networking Equipment
Computer Equipment	PDA's
Computers	Printers
Copiers	Projectors
Cords	Remote Controls
Duplicators	Scanners
DVD Players	Stereos
Electronic Typewriters	Telecom Equipment
Hard Drives	Telephones
Ink/Toner	Televisions
Keyboards/Mice	Toasters
Laptops	UPS Power Supplies
Laptop Batteries	VCR's

3. Information Technology – Fiber Repairs - Update

On June 11, we reported that the IT Department was preparing urgent repairs to the primary fiber connection between City Hall and the Kenhill Center. Several fiber strands had failed due to vegetation damage along the aerial route, resulting in intermittent outages and elevating the risk of a major service disruption. New fiber was installed along the affected area on June 15 and 16. Splicing of the new fiber is scheduled for June 25, beginning at 8 p.m. and lasting approximately three hours. During this time, all IT services, including internet and network access, will be unavailable.

4. Department of Planning & Sustainability High School Internship Program

This week marks the last week of the Department of Planning and Sustainability's high school internship program. Since December, the Department has hosted Jayda Mayfield, a senior from Charles Herbert Flowers High School. Jayda has been a fantastic addition to the Department and was instrumental in advancing the engagement and education of residents through programs like the Spring Splash, the Annual Stream Clean up, Bowie Green Expo, Spring Fling, Pollinator Plant Transplanting and so much more. Through the internship, she was able to hone her communication skills to encourage residents to take sustainable actions by creating new content for Green Bowie webpages and newsletter that gave relevant and timely information and made it easy for them to get involved. Her most lasting contribution to the City is a resident guide highlighting City initiatives and actions residents can take as we collectively build a greener, cleaner, sustainable Bowie. Jayda's can-do and enthusiastic attitude made her a vital member of the team and earned the respect and gratitude of the Environmental Advisory Committee and Green Team. We wish Jayda continued success as she pursues a degree in Civil Engineering at Temple University in the Fall.

CITY OF
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MARYLAND

**EVALUATION AND RECOMMENDED STRUCTURE
FOR A MUNICIPAL NONPROFIT ECONOMIC
DEVELOPMENT ORGANIZATION**

501(c)(3) VS 501(c)(6) STRUCTURE • OPTIONS • COMPARABLE MODELS

GOVERNANCE • IMPLEMENTATION



PREPARED FOR THE CITY OF BOWIE, MARYLAND
FRANK NERO
ECONOMIC DEVELOPMENT CONSULTANT

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FRANK NERO • ECONOMIC DEVELOPMENT CONSULTANT

PURPOSE OF THIS REPORT:

**TO PROVIDE THE CITY OF BOWIE ,
MARYLAND WITH A LEGALLY
SUPPORTIVE AND
IMPLEMENTATION-ORIENTED
RECOMMENDATION ON WHETHER A
PROPOSED MUNICIPAL NONPROFIT
ECONOMIC DEVELOPMENT
ORGANIZATION (EDO) SHOULD BE
CREATED . EXPLORE WHETHER THE
BEST OPTION FOR BOWIE TO
PROCEED IS A 501© 3 OR A 501© 6
OR A PHASED HYBRID MODEL ?**

INTRODUCTION :

This report evaluates the principal nonprofit structures used by economic development organizations in the United States: 501© 3 and 501© 6, and applies that analysis to the city of Bowie's desire to evaluate whether to privatize the existing economic development structure. The review focuses on legal structure and purpose , governance, advocacy capacity ,operational fit, and long-term implementation flexibility. The main considerations for Bowie to consider are the following questions :

- Why is a new structure needed ?**
- How committed is the city to achieve its economic development objectives ?**
- How will the new EDO be funded and staffed ?**

- **What will be the status of the current Economic Development Department if a private nonprofit EDO is created ?**
- **Should the Old Town CDC and/or the Bowie Chamber of Commerce be merged into a new nonprofit EDO ?**
- **What should be the relationship between the new nonprofit and the Prince George's County Economic Development Corporation ?**
- **As an alternative, should Bowie evaluate and consider exploring the interest in forming a REGIONAL EDO ,even if it crosses county boundaries?**

WHY THE STRUCTURE DECISION MATTERS: FORM FOLLOWS FUNCTION: WHAT WILL DEFINE ECONOMIC DEVELOPMENT SUCCESS FOR THE CITY OF BOWIE?

There are almost as many definitions of what successful economic development is as there are political jurisdictions. The challenge for Bowie is how do you transition from theory , goals, and objectives to implementation ?

How do you identify and implement your objectives within a limited budget and resources ? Economic developers, whether in government or nonprofits, are increasingly being challenged as communities cope with a myriad of issues.

Community leaders will need to adjust in order to grow , prosper, and achieve their economic goals and aspirations. There needs to be a consolidation of effort between elected policymakers, business, civic, and academic leaders.

Securing financing for core economic development practice and process is a continuing challenge for municipalities. Public-Private Partnerships (PPPs) are options to plan and implement expensive and complex projects and objectives.

PPPs can reduce the time it takes to plan and complete capital-intensive projects. PPPs can also help reduce development risks to the private sector entity and can also reduce risks associated with design, quality construction, The public sector can address environmental , political, and permitting issues. Risk allocations can be distributed via PPPs.

The devil is always in the details. Whether Bowie should transition from a government-based economic development structure to one of a privatized public-private nonprofit structure will depend upon what the actual economic development goals of the community are and do these goals actually align with the desires of the community at large. The challenge will always be to identify the best ways to achieve them !

The economic development goals as stated in the Bowie 2022 Economic Development Strategy & Action Plan are :

“ The City wants to increase the number of non-residential taxpayers and the revenue they create to ultimately reduce the residential taxpayers’ burden. It wants to have increased revenues to pay for government services without asking the residential taxpayer to carry the full burden it needs to grow in the number and types of businesses in Bowie. The city will accomplish this by changing and improving the mix of businesses, revitalizing areas of the city tarnished by age, and preventing disinvestments and the erosion of the business base. The city also wants to maintain and enhance a high quality of life. It wants to bring shopping and work choices to its citizens, improve the quality of life ,make the city an attractive place for future generations, and protect the things that make the city what it is.” These are all laudable goals; however, questions remain as to HOW they will be achieved?

What are the specific projects and initiatives that will be required ? How can a new public-private nonprofit EDO facilitate the achievement of these objectives as opposed to the current government-based structure ? The above-referenced strategic plan cites stakeholder-driven identification of community economic development objectives . I agree that this is a fundamental way to refine and develop specific economic development goals and objectives while garnering support for their implementation. However, in reviewing the report, the scope and extent of stakeholder input into the process to identify economic objectives were limited. I recommend that prior to fully implementing any new public-private EDO, an expanded stakeholder engagement process should be developed and implemented. Various

methods to achieve this will be outlined in an attachment to this report.

The fact remains that form does follow function . It will be necessary for Bowie to refine and enumerate their specific economic development goals and priorities. The most effective way to achieve this is via an inclusive community-wide economic development process. A community-wide engagement process will also provide the political and policy support to make the achievement of the economic development goals a COMMUNITY PRIORITY . With a newly elected Mayor, the timing is conducive to such an effort.

The development of the RFP that resulted in this report reveals broad economic development objectives. These will be addressed throughout this report and in attachments to the report. Whether the city implements a separate public-private nonprofit EDO, or retains its current structure, these objectives will need assigned responsibilities and identified resources. If they are to be achieved to any degree, accountability for implementation should necessarily be a part of any effort to implement specific Key Performance Indicators (KPIs).

PRIVATE NONPROFIT EDO STRUCTURAL OPTIONS:

The legal structure of an EDO affects who governs it, how it raises money ,how aggressively it can advocate, and how closely it can align with municipal priorities. For Bowie, this decision is especially important because the city already has a well-respected Economic Development Department of and Economic Development Committee.

It has also adopted an “Economic Development Strategy and Action Plan.” The city has additionally created via independent consultants a robust list of various economic development plans and studies.

A new nonprofit should not merely replicate the process and work of the current economic development department ,but rather be a new vehicle for implementation of the city's goals and aspirations .

Bowie's current public development goals emphasize job creation, tax base expansion, revitalization of business areas ,especially in the OLD TOWN and TOWN CENTER areas, and retention and recruitment of quality businesses ,primarily focussing upon upgrading retail and restaurant options. The city's strategic planning also highlights placemaking, business growth ,targeted business retention and attraction. Any EDO structure should be built to advance those objectives and priorities in a disciplined and auditable manner. The bottom line is : RESULTS DO MATTER.

THERE ARE TWO BASIC MODELS THAT ARE UTILIZED BY POLITICAL JURISDICTIONS TO CREATE PRIVATE NONPROFIT ECONOMIC DEVELOPMENT ORGANIZATIONS UNDER THE UNITED STATES TAX CODE. THEY ARE 501© 3 AND 501© 6

structures;

SIMILARITIES BETWEEN THE TWO MODELS : 501© 3 AND 501© 6

- **Both structures are federally tax-exempt nonprofits under section 501©**
- **Both must avoid private inurement and cannot be operated for the personal financial benefit of insiders**
- **Both can be used to support economic development activities such as business retention, recruitment, research , marketing, and strategic partnerships**

- **Both require formal governance, annual tax filings, and disciplined financial controls**

PROS AND CONS IN AN EDO CONTEXT :

501© 3 STRENGTHS :

- **Stronger fit for a city-sponsored or city-aligned public-private partnership.**
- **Better positioned for grants, philanthropic support, and charitable fundraising.**
- **Well suited for workforce development , entrepreneurship, and inclusive strategic planning.**
- **Creates a governance posture that is easier to defend as serving the public interest and economic development priorities.**

501© 3 LIMITATIONS :

- **Lobbying is limited, and political campaign intervention is prohibited.**
- **The organization must be careful not to deliver excessive private benefit to individuals or firms.**
- **The board and staff must maintain a clearly documented public purpose.**
- **Disproportionate public funding can lead to political interference.**

501© 6 STRENGTHS :

- **Strong platform for policy advocacy , legislative engagement , investor programming, and business agenda setting.**
- **Often preferred by chambers and business coalitions seeking a strong public-private sector voice.**
- **Often preferred by EDOs that are primarily focused upon marketing, business recruitment , retention, and expansion.**

- **Natural fit when the EDO is intended to be member-funded and membership-driven.**

501© 6 LIMITATIONS :

- **Less favorable for charitable giving and grants.**
- **Can be perceived as narrower and more business-centric; the city's objective is a broad-based community benefit.**
- **Less comfortable initial structure for a municipal launch if the city desires a clearly public-private partner.**

HYBRID ORGANIZATIONS :

- **Many successful EDOs have functionally created under one organization BOTH a 501© 3 and a separate 501© 6.**

- **The 501 © 3 is often structured as a companion foundation serving as a vehicle for the 501© 6 to solicit grants from other 501© 3 foundations.**
- **There are some legal restrictions and qualifications to be followed to ensure separate governance and function.**
- **Several successful EDOs I have profiled are currently evaluating whether to also form either a companion 501© 3 or 501© 6 . This is especially the case when there is a public policy position to merge previously separate organizations such as a chamber of commerce , tourism bureau, trade association, or CDC.**

LEGAL AND OPERATIONAL COMPARISONS OF COMPARABLE EDO ORGANIZATIONS

ORGANIZATION	STRUCTURE	LOCATION	RELEVANCE TO BOWIE
ROCKVILLE ECONOMIC DEVELOPMENT INC. (REDI)	501© 3	ROCKVILLE , MARYLAND	CITY CREATED PPP MODEL; MARYLAND COMPARATOR
MONTGOMERY COUNTY ECONOMIC DEVELOPMENT CORPORATION	501© 3	MONTGOMERY MAARYLAND	OFFICIAL EDO ROLE COUNTY FUNDED PPP
PRINCE GEROGE'S COUNTY ECONOMIC DEVELOPMENT CORPORATION	501© 3	LARGO MARYLAND	COUNTY FUNDED PPP. REPRESENTS BOWIE ON COUNTY LEVEL
NEW BRUNSWICK DEVELOPMENT COMPANY (DEVCO)	501© 3	NEW BRUNSWICK N.J.	TOP PERFORMING REDEVELOPMENT / PUBLIC-PRIVATE FINANCING
ORLANDO ECONOMIC PARTNERSHIP	hybrid 501© 3 & © 6	ORLANDO, FL.	TOP PERFORMING PPP ;CONSOLIDATED EDO & CHAMBER BUSINESS LED
MIAMI -DADE COUNTY BEACON COUNCIL	HYBRID 501© 3 & © 6	,MIAMI , FL.	OFFICIAL EDO ROLE COUNTY FUNDED PPP VIA DEDICATED BUSINESS TAX; TOP PERFORMING EDO
HOUSTON PARTNERSHIP	501 © 6	HOUSTON ,TEXAS	BUSINESS ED AND FUNDED; CONSOLIDATED THREE ORGANIZATIONS
CHARLOTTEE REGIONAL ALLIANCE	HYBRID 501© 3 & © 6	CHARLOTTE,N,C,	BUSINESS ED AND FUNDED; CONSOLIDATED EDO & CHAMBER
JAXUSA/JAX CHAMBER OF COMMERCE	501 © 6	JACKSONVILLE ,FL.	SUBSET OF CHAMBER ; STRONG EDO FUNCTIONS
GREATER PHOENIX ECONOMIC COUNCIL	501© 3	PHOENIX ,ARIZONIA	REGIONAL EDO TOP PERFORMING

CASE STUDIES FOR SEVERAL OF THESE ORGANIZATIONS ARE EXHIBIT A OF THIS REPORT :

The examples cited above illustrate that both legal structures are used successfully. Maryland examples are especially relevant because they demonstrate how a public-private 501© 3 can function as an official or quasi-official economic development platform in close coordination with a local , county, or regional government. Conversely, it also identifies successful and high-functioning EDOs that are structured as 501© 6 organizations. Both structures can successfully implement a community's economic development goals and objectives.

HOWEVER, SHOULD BOWIE DECIDE TO PRIVATIZE THEIR ECONOMIC DEVELOPMENT FUNCTIONS, THE RECOMMENDED STRUCTURE WOULD BE THAT OF A 501© 3 NONPROFIT PUBLIC-PRIVATE PARTNERSHIP .

This model is recommended because it's a stronger launch platform for a city-created EDO . It aligns more naturally with public accountability , community-benefit objectives ,grant compatibility, and direct municipal ,county, and potentially regional partnerships. It also reflects comparable Maryland EDOs ,including Rockville Economic Development Inc. (REDI) and the Montgomery Development Corporation. Given the expressed priorities to redevelop the OLD TOWN and CITY CENTER areas, the New Brunswick Development Corporation 501© 3 is an excellent model to study and emulate.

This is not to say that a 501© 6 cannot be a highly successful model where the mission is investor-driven, advocacy-oriented, that is, business-based. My analysis and experience is that such a structure is generally less suitable as the first structure for a strictly municipal PPP EDO because charitable giving is not tax-deductible ,grant opportunities are far more limited, and the governance structure is more explicitly business-interest-based.

In addition, my recent interviews with various developers and other private sector interests in the community reflect a strong skepticism toward financially supporting any new PPP. This is underscored by the current lack of private sector support and participation in the Bowie Chamber of Commerce.

For Bowie , the most prudent path is a phased approach: establish the new EDO as a 501(c)(3) ,build board capacity and garner general public support, and implement a first-year operating program tied to the existing economic development priorities. Later, evaluate whether a separate or affiliated 501(c)(6) should be created if stronger advocacy or investor relations or membership becomes necessary.

Given that 501(c)(6) organizations are business-led and are at least partially funded by the private sector, it would be imperative to ascertain the potential level of private sector participation and financial support.

Ideally, a hybrid model could be the goal for Bowie. However, that would need to be an incremental and well-evaluated decision.

ORGANIZATION CONSOLIDATIONS :

Many successful PPPs were formed through consolidations with previously independent organizations such as chambers of commerce, EDOs , tourism-based entities, trade associations, and CDCs . There is a variety of reasons why these consolidations occurred. The case studies in Exhibit A outline the conditions which led to the consolidation of several independent organizations into one umbrella organization. Some considerations for Bowie are :

- It may be difficult to raise the issue of consolidating the economic or business functions of several different organizations .**
- In the case of Bowie, the prime targets would be the already existing chamber of commerce and the Old Town CDC.**

- **Without the support from these organizations ,government leadership, and the private sector, consolidation of these entities may be very difficult.**
- **It might be possible should an independent review of their current functions, level of support, and resources provide the basis for a fresh look at how these organizations are structured, function, perform, and level of funding.**
- **Consolidation could be justified by citing issues where relevant , perceived, or actual lack of success, economic disparity, or increased reliance on dwindling financial support.**
- **Opportunity to join a larger organization that would provide a critical mass for implementation and representation.**

- **Even in an improving economy, a rising tide does not raise all boats in all areas. That clearly was the concern of those political jurisdictions that decided to create separate nonprofit EDOs. They wished to evolve and develop the best structures to chart the future economic course for their community.**
- **Their goal was to restructure outdated models in order to achieve operational excellence.**
- **They re-engaged top business and political leadership.**
- **Merging organizations often resulted in exemplary results.**
- **The efforts were often generated by these merged organizations.**

- The effort to change was often a private sector-driven process which led to the creation of new consolidated organizations. This process evolved over a fixed period of time . The process successfully included stakeholders from each organization who were merged into the new structure ,thus reducing unwarranted obstruction by those with equity in the respective organizations. **Note:**
- **The interest to create a PPP in Bowie is NOT private sector-driven but rather emanates from the public sector.**
- The timing has to be right to begin the creation of a PPP, especially if it includes consolidation of other organizations into the new structure. The process cannot be forced.

- The perception and reality have to be that the achievement of the community's economic development goals and priorities are not being achieved with the current structure. The effort to create a PPP is often due to increasing frustrations with governmental economic development departments. There are many studies, but due to varying factors, little implementation. This seems to be an underlying reason for the interest in forming a PPP for Bowie. The economic development department has generated many excellent plans and studies. However, little in the way of implementation of the recommendations have actually been enacted . The fault may lie with economic development not being seen as a top priority with assigned responsibilities and identified resources.

PROPOSED GOVERNANCE MODELS FOR BOWIE:

BOARD CATEGORIES	SUGGESTED SEATS	PURPOSE
CITY-APPOINTED	2-3	PROTECTS ALIGNMENT WITH THE CITY'S PRIORITIES & PUBLIC ACCOUNTABILITY
PRIVATE SECTOR EXECUTIVES	3-4	BRINGS MARKET KNOWLEDGE ,INVESTOR CREDITABILITY ,BUSINESS DEVELOPMENT PERSPECTIVE,
COMMERCIAL REAL ESTATE/ DEVELOPMENT	1-2	STRENGTHEN REDEVELOPMENT,PROJECT INSIGHT
FINANCIAL /KEGAL/ ACCOUNTING EXPERTISE	1-2	SUPPORTS GOVERNANCE COMPLIANCE;FUND RAISING,FINANCIAL CONTROLS
BOWIE STATE UNIVERSITY	1-2	LINKS WORKFORCE AND ENTREPRENEURIAL GOALS/ ESTABLISHES WORKING RELATIONSHIP
SMALL BUSINESS / ENTREPRENEURSHIP	1-2	KEEPS ORGANIZATION GROUNDED IN LOCAL SMALL BUSINESS NEEDS
AT LARGE CIVIC OR COMMUNITY LEADERSHIP	1-2	REINFORCE PUBLIC LEGITIMACY /COMMUNITY BENEFIT .CONSIDER OLD TOWN REPRESENTATIVE ESPECIALLY IF MERGED INTO NEW PPP

RECOMMENDED GOVERNANCE SAFEGUARDS:

- **Formal bylaws, conflict of interest ,and annual disclosure requirements need to be created (sample bylaws are included as an exhibit attached to this report) :**
- **Clear statement insisting the new nonprofit PPP serves the interest of the city broadly and not individual firms within the city.**
- **An annual workplan and budget must be approved by the board and reviewed by city leadership.**

- **Performance KPIs need to be developed that are tied to measurable outcomes such as business retention , redevelopment progress, and job retention and creation. (A list of recommended KPIs is included as an exhibit to this report.)**
- **A defined services agreement, contract, or memorandum of understanding with the city to avoid duplication with any existing departments. A multi-year funding contract with the City that includes a yearly review should be adopted.**

SAMPLE ORGANIZATIONAL STRUCTURE:

It will be necessary to provide any nonprofit EDO with adequate funding. The positions listed below are the MINIMUM Staff required for a successful launch of a 501© 3 EDO

LEVEL	FUNCTION
BOARD OF DIRECTORS	NON-PAID/SETS STRATEGY ;APPROVES BUDGET AND WORK PLAN;HIRES AND EVALUATES THE CEO;DOES NOT RUN DAY TO DAY OPERATIONS
PRESIDENT/CEO/EXECUTIVE DIRECTOR	LEADS THE DAY TO DAY OPERATIONS ;STAFFING ;GOAL IMPLEMENTATION;PARTNERSHIPS WITH PUBLIC,PRIVATE,CIVIS ACADEMIC SECTORS; FUNDRAISING ;BOARD SUPPORT
BUSINESS DEVELOPMENT	RECRUITMENT ;PROJECT MANAGEMENT;EXTERNAL MARKETING;SITE AND PROSPECT SUPPORT
BUSINESS RETENTION & EXPANSION	DIRECTS AND IMPLEMENTS BRE PROGRAM ;SMALL BUSINESS INTERFACE
RESEARCH /STRATEGIC INITIATIVES	DATA SUPPORT;TARGET SECTOR PROSPECTS;KPI TRACKING
MARKETING /COMMUNICATIONS/ FUND RAISING /PARTNERSHIP DEVELOPMENT	CREATE AND BRAND EVENTS;PLACEMAKING ;ELEVATE BOWIE PROFILE AND BRAND;MEDIA RELATIONS; INVESTOR COORDINATION
BUSINESS MANAGER/CFO	RESPONSIBLE FOR ALL BUDGETARY AND FINANCIAL MATTERS ;YEALY FINANCIAL AUDIT TO THE CITY AND COMMUNITY

FIRST-YEAR PROGRAM OF WORK FOR A BOWIE PPP EDO:

YEAR ONE / TWO : SHOULD EMPHASIZE IMPLEMENTATION DISCIPLINE RATHER THAN AN OVERLY AMBITIOUS AGENDA OF WORK

- **The EDO should start with a manageable work program tied directly to the city's top priorities with resulting visible outcomes.**
- **The new EDO should look towards accomplishing early “ wins” !**
- **Prior to any official launch of the new organizational requirements, staffing, etc., will be required and will be time-consuming.**
- **Transition from a city department to a PPP EDO, needs to be a gradual transition.**
- **ORGANIZATIONAL LAUNCH: Finalize incorporation, bylaws, IRS application, board appointments, bank and accounting controls, (possible merger with Old Town CDC), multi-year city funding agreement (sample bylaws are included as an exhibit).**

- **BUSINESS RETENTION AND EXPANSION (BRE):**Develop a structured BRE visitation program with issue tracking and response protocols (a recommended BRE program is included as an exhibit).
- **PRIORITY PROJECT SUPPORT :** Coordinate with city staff and the commercial brokerage community on strategic redevelopment ,commercial occupancy ,business attraction targets.
- **BOWIE STATE UNIVERSITY / INNOVATION LINKAGE:** It is imperative to create a formal engagement with Bowie State University with a focus on entrepreneurship ,talent retention, and innovation commercialization opportunities. It is time to bring the university into the economic development process.

- **MARKETING AND PLACEMAKING SUPPORT :** The EDO will need to have a twofold marketing agenda: to promote the EDO itself to the community and to its county and regional counterparts. Visibility with the county, regionally and state-wide EDOs as well as the private sector is vitally important . Bowie needs to elevate its profile ,regionally , and state-wide as an initial focus. If the priorities are an upgrade of retail and restaurant options and the redevelopment of Old Town and the Town Center, Bowie must get on the radar screen of those it is wishing to recruit. Advanced targeted marketing ,district and regional promotion are important. The EDO needs to foster relationships with commercial brokers outside of the city as well as national site selectors.

- **FUNDING AND PARTNERSHIPS :**
Develop a diversified support plan combining city support, sponsorships, grants (research what foundations have a presence or relationship with Bowie) and selected private donations. Financial support will not happen immediately but rather will gain momentum as the EDO establishes its credibility via a track record of accomplishments. My initial interviews underscored the need to establish support from the business community.

- **PERFORMANCE MANAGEMENT:** The EDO must adopt a concise KPI dashboard and initially develop a quarterly reporting protocol. It is recommended that at the one-year anniversary of the launch of the EDO, a “Report to the Community” is published and presented to the community at a public presentation event.

IMPLEMENTATION ROADMAP :

PHASE	TIMING	KEY ACTIONS
PHASE 1	0-60 DAYS	CONFIRM MISSION ;CHOOSE STRUCTURE.PREPARE ARTICLES OF INCORPORATION;BYLAWS;BO D SLATE;ADOPT CITY EDO FUNDING AGREEMENT;START STAFF RECRUITMENT
PHASE 2	60-120 DAYS	FILE FOR TAX EXEMPTIONS;ADOPT STARTUP BUDGET;LAUNCH GOVERNANCE POLICIES;CREATE INITIAL WORK PLAN & KPI DASHBOARD;BEGIN TO HIRE STAFF ONCE BUDGET IS CONFIRMED
PHASE 3	4-6 MONTHS	ALL STAFF IN PLACE;BEGIN BRE PROGRAM;PROJECT SUPPORT;PARTNER OUT REACH;TARGETED MARKETING INTERNAL/ EXTERNAL;GRANT DEVELOPMENT
PHASE4	8-12 MONTHS	EVALUATE EARLY RESULTS;REPORT TO THE COMMUNITY;REFINE AS NEEDED OPERATING MODEL;EVALUATE STAFF ;STAFFING PLAN ASSIGNMENTS; IMPLEMENT STAFF TRAING WHERE NECESSARY; DETERMINE GAPS IN PERFORMANCE MAKE CHANGES IF NECESSARY
PHASE 5	12 + MONTHS	STRATEGIC PLANING SESSION WITH BOD,& CITY REPRESENTATIVES ;ASSESS CREATION OF COMPANION 501© 6 ;EVALUATE KIPS AND ACCOMPLISHMENTS

WHEN BOWIE MIGHT CONSIDER A FUTURE 501© 6 :

A future affiliated 501© 6 may be appropriate if Bowie reaches the point where a business-led advocacy, formal membership dues, or stronger investor platform becomes central to the city's and organization's mission and economic development objectives.

- It is not recommended that the city at this time start with a 501© 6 unless it is prepared to support a more explicitly business-interest-oriented structure from the onset.**
- From my interviews with ,admittedly a small sample of the private sector stakeholders, I did not sense an appetite for a strictly private sector supported and funded PPP EDO.**

- **Prior to exploring the establishment of a companion 501© 6, the 501© 3 will need to engender the confidence of the community at large, especially with the elected leadership and private sector stakeholders.**

**REASONS TO ENTERTAIN THE
CREATION OF A SEPARATE 501© 6
MIGHT INCLUDE THE FOLLOWING:**

- **A SEPARATE ADVOCACY AGENDA MIGHT EMERGE THAT CANNOT COMFORTABLY AND LEGALLY SIT INSIDE A 501© 3.**

- One issue that may be a catalyst for the creation of a 501© 6 is the streamlining and improvement of the permitting and approval process. A strong lobbying and advocacy effort to change the current system could pressure for desired changes. **This was the number one issue cited by all the private sector stakeholders I interviewed.**
- Advocacy for modification of the work plan and priorities of the Prince George's County Economic Development Corporation.
- There is a desire to merge with the Bowie Chamber of Commerce.
- County, regional, and state policy engagement often becomes a measure of success to modify current practices. Bowie, in relation to economic development, needs to raise its profile and level of engagement.

- **The Board of the 501© 3 concluded that it can no longer accommodate necessary lobbying , advocacy, or member-benefit activity.**

SUMMARY OF RECOMMENDATIONS FOR THE CITY OF BOWIE:

Based upon the legal characteristics of each potential organizational structure, the format followed by comparable Maryland organizations, and Bowie's existing public economic development role, the recommended legal structure is a : 501© 3 nonprofit public-private partnership (PPP) as the INITIAL implementation model . This is predicated upon the city determining that they wish to transition from a city government department of economic development to a PPP EDO.

Once established with underlying reasons and a record of achievement of the 501(c)(3), consideration should be given to establishing a companion 501(c)(6).

These recommendations are based upon the following practical considerations:

- BOWIE ALREADY HAS AN ECONOMIC DEVELOPMENT DEPARTMENT AND POLICY FRAMEWORK . THE NONPROFIT PPP EDO SHOULD FUNCTION AS AN IMPLEMENTATION AND CITY PARTNERSHIP VEHICLE .**
- IF AND WHEN THE CURRENT ECONOMIC DEVELOPMENT DEPARTMENT IS DETERMINED TO BE PHASED OUT, ITS FUNCTIONS AND BUDGET SHOULD BE TRANSITIONED TO THE NEWLY CREATED 501(c)(3).**
- THE TRANSITION PERIOD SHOULD COINCIDE WITH THE TIME REQUIRED TO ESTABLISH THE NEW PPP EDO.**

- **PROVIDED THE DECISION IS MADE TO TRANSITION FROM THE CITY ECONOMIC DEVELOPMENT DEPARTMENT TO THE NEW PPP EDO, BOWIE NEEDS TO FUND THE NEW NONPROFIT AT LEAST AT THE SAME LEVELS AS THE CURRENT DEPARTMENT.**
- **THE NEW PPP EDO SHOULD BE PROVIDED WITH A MULTI-YEAR FUNDING AGREEMENT WITH THE CITY. I RECOMMEND AT LEAST A TERM OF THREE YEARS. THIS WILL AVOID ANY POLITICAL BUDGET CONSIDERATIONS THAT WOULD ADVERSELY IMPACT THE NEW NONPROFIT.**

- **ABSENT ANY INITIAL DIRECT PRIVATE SECTOR FINANCIAL SUPPORT, THE CITY SHOULD CONSIDER ENACTING SOME TYPE OF A DEDICATED FUNDING SOURCE THAT IS PROVIDED PRIMARILY BY THE PRIVATE SECTOR. A BUSINESS TAX SIMILAR TO THAT OF THE MIAMI-DADE BEACON COUNCIL , OR ONE SIMILAR TO A BID(BUSINESS DEVELOPMENT DISTRICT) MIGHT BE PERMISSIBLE UNDER MARYLAND LAW.**
- **WITHOUT ADEQUATE FUNDING, THE NEW PPP EDO WILL BE SEVERELY HANDICAPPED AT THE ONSET.**
- **A 501© 3 IS OFTEN BETTER SUITED TO DEMONSTRATE COMMUNITY BENEFIT ,WHICH IS IMPORTANT TO SUPPORT RESIDENTS,BUSINESS DISTRICTS, ENTREPRENEURS , INSTITUTIONS, AND REDEVELOPMENT PRIORITIES.**

- **GRANT COMPATIBILITY MATTERS. BOWIE ALREADY OPERATES FROMAL GRANT DEVELOPMENT AND ADMINISTRATIVE FUNCTIONS. HENCE, A GRANT-FRIENDLY EDO STRUCTURE CREATES STRONGER ALIGNMENT AND FUTURE FLEXIBILITY.**
- **SIMILAR MARYLAND ORGANIZATIONS' LEGAL STRUCTURE FOR SIMILAR PURPOSES POINT IN THE SAME DIRECTION. REDI , MONTGOMERY COUNTY, AND PRINCE GEORGE'S COUNTY EDOS ILLUSTRATE THAT 501© 3 STRUCTURES ARE PREFERABLE OPTIONS AND CAN SERVE AS HIGHLY EFFECTIVE AND CREDITABLE EDO ORGANIZATIONS WITHIN THE STATE.**

- **THE CITY/NEW PPP EDO SHOULD EXPLORE ANY SUPPORT FOR CREATING A REGIONAL PPP EDO EVEN IF IT CROSSES COUNTY BORDERS. GIVEN THE WORK PROGRAM OF THE EXISTING COUNTY EDO BOWIE MIGHT BENEFIT FROM AN EFFECTIVE REGIONAL PPP EDO , A 501© 3 DOES NOT FORECLOSE A FUTURE 501© 6 . BOWIE CAN START WITH A LOWER RISK STRUCTURE AND LATER ADD AN AFFILIATED ADVOCACY OR INVESTOR-BASED ORGANIZATION. IF THAT BECOMES JUSTIFIED, THIS WOULD BE ESPECIALLY RELEVANT SHOULD THERE BE A DESIRE TO MERGE THE CURRENT BOWIE CHAMBER OF COMMERCE INTO A NEWLY CREATED 501© 3 ORGANIZATION.**

- **LARGER REVENUE WILL DEPEND UPON THE NEW PPP EDO PROVIDING CREDITABILITY AND MEASURABLE RESULTS TO THE COMMUNITY AT LARGE.**
- **THE ROLE AND MISSION OF THE PPP EDO MUST BE CLEARLY STATED AND UNDERSTOOD BY ALL KEY STAKEHOLDERS.**
- **BOWIE MUST CLARIFY THE RESPECTIVE ROLES OF THE NEW PPP EDO AND THE WORK OF THE PRINCE GEORGE'S COUNTY ECONOMIC DEVELOPMENT CORPORATION.**
- **THEY CANNOT BE SEEN WORKING AT CROSS-PURPOSES IN SILOS OR DOING OVERLAPPING SIMILAR WORK.**

Creating and sustaining a brand for Bowie :

- **Developing , and sustaining a “brand” for Bowie should be a goal of the new PPP EDO.**
- **Given the current global, national, and state economic conditions, the new PPP EDO needs to proactively position the city to be competitive in an ever-changing economy.**
- **The new EDC will have the task of evaluating where Bowie has been economically , where it should be in the future, and what needs to be done to get there and how performance will be measured.**
- **The goal should be to create plans that will bring the city to at ,least a level on par with top-performing cities within the region of comparable size and demographics.**

THERE IS A NEED TO CREATE BOTH A STRATEGIC PLAN AND A BUSINESS OR OPERATING PLAN :

STRATEGIC PLAN:

- Entire organization
- Thematic and platform-focused
- Looks proactively to the future
- Objectives are long-term
- Serves as a guiding framework for the organization
- Periodically revised and updated

BUSINESS OR OPERATING PLAN:

- Implementation of strategic plan objectives via a yearly program of work
- Focuses on tactical execution
- Reactive to existing and current challenges and opportunities
- Objectives are near-term
- Provides a detailed plan with assigned responsibilities and identified resources

While strategic plans are intended as a guide for current and future leaders , it must be considered a living document subject to changing conditions in the market place. An annual review of the plans recommendations should be undertaken with an analysis towards any necessary modifications to the yearly operating plan. Emerging trends and the community economic development priorities need to be updated annually . However ,changes should be made only after thorough evaluations , and research and community dialogue about the outcomes that may result.

HOW SHOULD BOWIE INITIALLY PROCEED ONCE A DECISION IS MADE TO CREATE A PPP EDO ?

As an initial step, I recommend the creation of a high-level task force appointed by the Mayor and confirmed by the City Council . The task force should be separate from the existing economic development committee . The task force should consist of high-level community leadership . Some members of the economic committee could be appointed to the task force. Their charge would be to review and evaluate the findings and recommendations outlined in this report. They would be asked whether to retain the current government structure or pursue the option of establishing a PPP EDO . They should enumerate the underlying reasons for their recommendations.

- **The task force should be viewed as a top priority because the economic development of the community is at stake. This effort should be promoted as a top-level, prestigious one. Appointees should view it as an honor to serve.**
- **The task force would be given a finite time to report their findings to the Mayor and City Council.**
- **If the recommendations of the task force are to establish an independent PPP EDO, the next decision will be to establish which legal, tax-exempt structure is preferred for Bowie.**
- **As a next step to solicit community support and input to support the transition from a government economic development department to a new PPP EDO, I recommend that the findings of the task force be rolled out via a community-wide economic development summit.**

- **A stakeholder, resident-driven community-wide economic development visioning summit should refine and modify the current 2022 Economic Development strategy action plan. The fact that Bowie has recently elected a new Mayor , a economic development community summit is an excellent vehicle for a new administration to set its economic development goals and priorities. It also sends a clear message that economic development and economic opportunity will be a priority of his administration.**
- **The myriad of reports and studies developed by the city's Economic Development needs to also be evaluated and updated . The top priorities from each report need to also be evaluated .**

- **In concert with the city's elected leadership and with broad citizen input and participation from the economic development summit, the TOP priorities need to be identified ,approved at the summit with assigned responsibilities , and identified resources .**
- **It is recommended that the economic development summit be held at Bowie State University and engage faculty and students as facilitators and panelists. (A proposed outline for an economic development summit is attached as an exhibit to this report).**

- **An expanded Business Retention and Expansion (BRE) program should be listed as a top KPI. I recommend that this expanded BRE program be labeled “ Local Business...Local Jobs .” Additionally, the mayor and members of the city council should be invited to lead/participate in the visitations. (A detailed recommended BRE program is attached as an exhibit to this report) .**
- **Coordinate entrepreneurship , placemaking, redevelopment support, and partnership building with Bowie State University and other academic institutions. Bowie State University is an untapped resource, and they have to become a full participant in the new Bowie economic development paradigm. Any successful economic development program is based upon the foundation of a skilled, trained, and educated workforce.**

- **A new PPP EDO can provide an organized platform for private-sector participation without diluting public accountability.**
- **The community-wide economic development summit can also focus on soliciting private sector input and engagement.**
- **Old Town and Bowie Town Center redevelopment should be the primary focus of the newly formed PPP EDO.**
- **With stated priorities of upscaling both retail and restaurant options within the city, this effort must be a key focus. With in-store retail and restaurant options shrinking, the challenge to meet expectations will be difficult . Bowie will need to make the case to identified prospects why the city is a viable location option.**

SELECTED PUBLIC SOURCES CONSULTED:

- **INTERNAL REVENUE SERVICE
EXEMPTION REQUIREMENTS FOR
501© 3 AND 501© 6 ORGANIZATIONS ;
BUSINESS LEAGUE REQUIREMENTS
FOR EXEMPTION AND RELATED
EXEMPTIONS**
- **CITY OF ROCKVILLE(REDI) OFFICIAL
WEBSITE**
- **CITY OF ROCKVILLE (REDI)
FEASIBILITY STUDY ; 2026**
- **MONTGOMERY COUNTY ECONOMIC
DEVELOPMENT CORPORATE
WEBSITE**
- **PRINCE GEORGE'S COUNTY
ECONOMIC DEVELOPMENT
CORPORATION WEBSITE**
- **PRINCE GEORGE'S COUNTY
BUSINESS IMPROVEMENT DISTRICT
TOOL KIT ; 2020**

- **ARTICLES OF INCORPORATION OF PRINCE GEORGE'S COUNTY ECONOMIC DEVELOPMENT CORPORATION : 1978**
- **US CHAMBER OF COMMERCE WEBSITE**
- **PUBLIC NONPROFIT CLASSIFICATION REFERENCES INCLUDING NONPROFIT EXPLORER FOR CONFIRMATION OF ORGANIZATION TYPES**
- **INTERVIEWS WITH VARIOUS PPP EDO LEADERSHIP TO CREATE CASE STUDIES INCLUDED AS EXHIBIT IN THIS REPORT**
- **INTERVIEWS WITH BOWIE STAKEHOLDERS LIST ATTACHED A AN EXHIBIT**
- **CITY OF BOWIE ECONOMIC DEVELOPMENT STRATEGY AND ACTION REPORT : MAY 2022**

- **BUSINESS IMPROVEMENT DISTRICTS (BIDS) BACKGROUND NOTES : 2024**
- **BEST IS THE STANDARD ; A STRATEGIC PLAN FOR ACCELERATING ECONOMIC DEVELOPMENT IN MARYLAND**
- **OLD TOWN BOWIE 5-YEAR STRATEGIC PLAN ; 2023**
- **BOWIE TOWN CENTER 5-YEAR STRATEGIC PLAN ;2023**
- **BOWIES TOWN CENTER ; TECHNICAL ASSISTANCE PANEL ; 2025**
- **BOWIE RETAIL MARKETING PLAN : 2025**
- **CITY OF BOWIE DEVELOPMENT SITES & TRANSPORTATION PROJECTS OUTLINE :2024**
- **CITY OF BOWIE RESTAURANT GUIDE ;2026**
- **CITY OF BOWIE RETAIL OPPORTUNITIES AND DEMOGRAPHICS : 2026**

- **THE BOWIE ECONOMIC DEVELOPMENT INCENTIVE FUND (EXTRACT)**
- **BOWIE MULTI-FAMILY VACANCY AND RENT REPORT**
- **BOWIE RESIDENTIAL PROPERTIES LISTED FOR SALE**
- **WEBSITES AND STRATEGIC PLANS ALL OF ORGANIZATIONS LISTED IN CASE STUDIES .**



CASE STUDIES

Comparative Economic Development Organization Models

Prepared for the City of Bowie, Maryland

Prepared by Frank R. Nero
Economic Development Consultant

CASE STUDIES

EMERGING TRENDS IN THE STRUCTURE AND OPERATION OF ECONOMIC DEVELOPMENT ORGANIZATIONS

THESE CASE STUDIES ARE BASED UPON RESEARCH AND INTERVIEWS CONDUCTED WITH SEVERAL OF THE COUNTRY'S LEADING ECONOMIC DEVELOPMENT ORGANIZATIONS .THEY WERE SELECTED BASED UPON THE FOLLOWING CRITERIA :

- 1. THEIR NATIONAL REPUTATION WITHIN THE INDUSTRY**
- 2. THEIR VERIFIABLE ROI'S AND KPI'S,FINANCIAL RESOURCES AND ENGAGEMENT BY BOTH PUBLIC AND PRIVATE SECTORS**
- 3. IN SOME INSTANCES THEY RESTRUCTURED BY MERGING WITH PREVIOUSLY INDEPENDENT ORGANIZATIONS**
- 4. GEOGRAPHIC LOCATION**
- 5. REVELANCE TO BOWIE**

NOTE : THESE INTERVIEWS WERE CONDUCTED OVER A PERIOD OF TIME IN RESPONSE TO OTHER POLITICAL JURISDICTIONS WHO WERE INTERESTED IN RESTRUCTURING THE ECONOMIC DEVELOPMENT FUNCTIONS WITHIN THEIR COMMUNITIES/COUNTIES

AS STATED BY THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL (IEDC) :

“THE ROLE OF ECONOMIC DEVELOPMENT ORGANIZATIONS (EDO’S) BECOMES MORE COMPLEX AND CHALLENGING WITH EACH PASSING YEAR. BUDGETS KEEP GETTING TIGHTER ,INDUSTRY NEEDS CONTINUALLY CHANGE, AND GLOBAL ECONOMIC SOCIAL AND ENVIRONMENTAL FACTORS BRING NEW LEVELS OF COMPLEXITY TO THE JOB. THE NEED HOWEVER FOR EDO’S TO CONTINUE TO DELIVER RESULTS REMAIN.”

THIS SITUATION REFLECTS THE INCREASING CHALLENGE COMMUNITIES WILL FACE GOING INTO THE NEXT DECADE. THE CHALLENGE FOR BOWIE IS WHETHER THEY WISH TO STAND PAT OR BOLDLY MOVE TO CHANGE THE ECONOMIC DEVELOPMENT PROCESS AND STRUCTURE OF THE CITY.

CURRENT EDO ORGANIZATIONAL STRUCTURES IN THE UNITED STATES WERE CREATED YEARS AGO. MANY HAVE BEEN OPERATING UNDER THE SAME STRUCTURE AND MISSION SINCE THEN.GIVEN THE RAPID PACE OF CHANGE IN GLOBAL,NATIONAL , STATE ,REGIONAL AND LOCAL CONDITIONS IT’S CLEAR THAT CURENT ORGANIZATIONAL STRUCTURES MAY NO LONGER BE ADEQUATELY ADDRESSING THE ECONOMIC AND BUSINESS DEVELOPMENT GOALS OF THE CITY.

THE VERY FACT THAT MEMBERS OF THE GOVERNING BODY OF BOWIE HAVE INQUIRED ON THE POSSIBLE ADVANTAGES OF MOVING TO A NONPROFIT PUBLIC -PRIVATE PARTNERSHIP ORGANIZATIONAL STRUCTURE AS OPPOSED TO A GOVERNMENT DEPARTMENT UNDERSCORES POSSIBLE DISSATISFACTION WITH THE CURRENT ECONOMIC DEVELOPMENT PROCESS AND THE CURRENT STRUCTURE .

THE KEY QUESTION THAT BOWIE MUST INTERNALLY ADDRESS IS WHETHER THE CURRENT ORGANIZATIONAL STRUCTURE IS ADEQUATELY ADDRESSING THE ECONOMIC AND BUSINESS DEVELOPMENT GOALS OF THE EVER CHANGING ECONOMIC AND SOCIAL OBJECTIVES OF THE CITY.

IF THERE IS A SENSE THAT THE CURENT STRUCTURE MAY NOT BE SUTIED TO IMPLEMENT THE ECONOMIC DEVELOPMENT GOALS OF THE GOALS OF THE CITY , WHAT ARE THE ALTERNATIVES THAT SHOULD BE EVALUATED ?

CASE STUDIES

ROCKVILLE ECONOMIC DEVELOPMENT INC.

ROCKVILLE ECONOMIC DEVELOPMENT INC.(REDI) IS A PUBLIC-PRIVATE PARTNERSHIP FORMED IN 1997. IT WAS PREVIOUSLY KNOWN AS THE GREATER ROCKVILLE PARTNERSHIP. IT WAS CREATED BY THE CITY OF ROCKVILLE ,MARYLAND TO STRENGTHEN AND BROADEN THE CITY'S ECONOMIC BASE THROUGH ENTREPRENEURSHIP , EXPANSION , RETENTION AND RECRUITMENT PROGRAMS

**INTERVIEW CONDUCTED WITH CINDY STEWART RIVARDE ;
CHIEF EXECUTIVE OFFICER.**

• QUESTIONS(Q) : WHO CREATED REDI?

RESPONSE(R): THE CITY OF ROCKVILLE CREATED REDI AND SUBSEQUENTLY ABOLISHED THEIR ECONOMIC DEVELOPMENT .THE EFFORT TO CREATE REDI WAS LED BY A DOWNTOWN BUSINESS LED COMMITTEE

WHAT IS THE LEGAL STRUCTURE OF REDI?

(R) REDI IS A 501(C) 3

(Q) : WHY WAS REDI CREATED AS A 501(C) 3 AS OPPOSED TO 501(C) 6 ?

(R) REDI WAS STRUCTURED AS A 501(C) 3 IN ORDER TO OBTAIN GRANT REVENUE FROM OTHER 501(C) 3 FOUNDATIONS.HOWEVER REDI IS ALSO EVALUATING WHETHER TO ALSO CREATE A SEPARATE RELATED 501(C) 6.THE NEW STRUCTURE WOULD PRIMARILY BE FOCUSED AS A RESOURCE DEVELOPMENT ORGANIZATION IN THE LIFE SCIENCES. WE ARE CURRENTLY LOOKING AT A SIMILAR MODEL IN SAN DIEGO FUNDED IN PART BY TAX DOLLARS

(Q): WHAT CURRENTLY IS REDI'S FUNDING?

(R) REDI CURRENTLY RECEIVES \$1.4 MILLION PER YEAR VIA A THREE YEAR NON-BINDING CONTRACT WITH THE CITY OF ROCKVILLE. THE TOTAL BUDGET IS \$2.4 MILLION . THE ADDITIONAL RESOURCES COME FROM COUNTY AND FEDERAL SOURCES. GIVEN THE EXTENT OF PUBLIC FUNDING , THE ORGANIZATION IS OFTERN SUBJECT TO PRIORITIES OF ELECTED OFFICIALS.

(Q) : HOW MANY STAFF DOES REDI CURRENTLY EMPLOY?

(R) : REDI CURRENTLY HAS FOUR STAFF PLUS THOSE FUNDED BY GRANTS. THEY ARE (CORE STAFF) :CHIEF EXECUTIVE DIRECTOR ;DEPUTY DIRECTOR ;MANAGING DIRECTOR ; MARKETING & COMMUNICATIONS ; PLUS 2 PROGRAM MANAGERS ; OPERATIONS & ENGAGEMENT MANAGER ; MARKETING AND EVENTS MANAGER.

(Q) WHAT IS THE STRUCTURE OF YOUR BOARD OF DIRECTORS AND WHO APPOINTS THEM?

(R) : THE REDI BOARD IS COMPRISED OF 21 VOLUNTEER BUSINESS REPRESENTATIVES MADE UP OF RESIDENTS WHO LIVE AND WORK IN ROCKVILLE.THE MEMBERS ARE SELECTED BY THE BOD ITSELF ALSO WITH FORMAL APPOINTMENTS FROM THE MAYOR AND COUNCIL

(Q) : WHO DEVELOPS THE KPI's (KEY PERFORMANCE INDICATORS) FOR THE ORGANIZATION ?

(R) : THE KPI's ARE DEVELOPED BY THE BOD IN ALIGNMENT WITH THE ORGANIZATION'S APPROVED STRATEGIC PLAN.

(Q) : WHAT ARE THE MAJOR IMPEDIMENTS CURRENTLY FACED BY REDI IN ORDER TO IMPLEMENT YOUR STRATEGIC PLAN AND THE RELATED KPI'S?

(R) : ADEQUATE FUNDING REMAINS A KEY ISSUE FOR THE ORGANIZATION. IT LIMITS BOTH OUR INTERNAL AND EXTERNAL MARKETING PRIORITIES. IT HAS ALSO LIMITED BOTH INTERNATIONAL AND NEW -TO -MARKET RECRUITMENT. THE EVALUATION FOR A POTENTIAL 501(C)6 IS DRIVEN IN PART TO SEEK ADDITIONAL RESOURCES.

(Q) : WHAT NEW INITIATIVES ARE ON THE HORIZON FOR REDI?

(R) : THERE IS A REVISION OF THE ORGANIZATION'S STRATEGIC PLAN.

PRINCE GEORGE'S COUNTY ECONOMIC DEVELOPMENT CORPORATION :

PRINCE GEORGE'S COUNTY ECONOMIC DEVELOPMENT CORPORATION IS A 501(C) 3 IS A PRIVATE NON-PROFIT ECONOMIC DEVELOPMENT CORPORATION OPERATING IN PARTNERSHIP WITH COUNTY GOVERNMENT .THEIR STRUCTURE IS CONSISTENT WITH MANY US EDOs. THEY OPERATE UNDER A CONTRACT WITH THE COUNTY GOVERNMENT. THEY ARE THE EDO THAT REPRESENTS BOWIE ON A COUNTY LEVEL.

INTERVIEW CONDUCTED WITH INGRID WATSON , PRESIDENT OF THE PGCEDC

(Q) : WHAT ARE THE CURRENT PRIORITIES OF THE PGCEDC?

(R) : OUR PRIMARY GOAL IS FOR CITIES IN THE COUNTY NOT TO OPERATE IN SILOS. WE WISH TO WORK WITH EACH CITY TO EMBRACE THEIR ECONOMIC DEVELOPMENT VISION

(Q) : HOW IS THE ORGANIZATION FUNDED AND WHAT IS YOUR CURRENT BUDGET ? HOW MANY EMPLOYEES DO YOU CURRENTLY HAVE ?

(R) : WE ARE PRIMARILY FUNDED VIA A CONTRACT WITH THE COUNTY GOVERNMENT . OUR BUDGET IS \$5.8 MILLION . WE HAVE 25 EMPLOYEES.

(Q) HOW IS YOUR BOARD APPOINTED AND WHAT IS THE SIZE AND FUNCTION OF THE BOD?

(R) : THE BOARD IS RELATIVELY SMALL WITH 12 MEMBERS. MEMBERS ARE SELECTED BY THE COUNTY EXECUTIVE FOR ONE YEAR TERMS. THERE IS AN EXECUTIVE COMMITTEE CONSISTING OF FOUR MEMBERS OF THE BOD .THE CHAIR AND OFFICERS ARE CHOSEN BY THE BOD ITSELF . THE PRESIDENT SERVES AS AN EX-OFFICIO MEMBER OF THE BOD

(Q) : AS A RELATIVELY NEW PRESIDENT OF THE ORGANIZATION WHAT ARE YOUR PRIORITIES FOR THE ORGANIZATION ?

(R) : WE WOULD LIKE TO CONDUCT A SITE SELECTOR SHOWCASE THAT INVOLVES THE INDIVIDUAL CITIES WITHIN THE COUNTY. AS A BOWIE RESIDENT I WOULD LIKE TO SEE US HELP TO IMPROVE THE BOWIE TOWN CENTER. WE NEED TO PROMOTE OUR ASSETS : HOUSNG DEVELOPMENT; ACCESS TO TRANSPORTATION ; PROXIMITY TO DC,BALTIMORE,PARKS AND RECREATION ; AND OUR RETAIL MIX. LOOKING TO HAVE QUARTERLY MEETINGS WITH THE INDIVIDUAL MUNICIPALITIES WITHIN THE COUNTY.

CONSULTANT OBSERVATION: THE NEW PRESIDENT IS CLEARLY TRYING TO FIND HER WAY AND ESTABLISH A WORK PLAN FOR THE ORGANIZATION. IN REVIEWING THEIR WORK PLAN I AM STRUCK BY THE NUMBER OF EVENTS HELD BY THE ORGANIZATION. THIS IS MORE IN LINE WITH THE WORK OF A CHAMBER OF COMMERCE AS OPPOSED TO AN AGGRESSIVE COUNTY-WIDE EDO . IN THE PAST IT HAS LACKED A STRUCTURED INTERNATIONAL AND DOMESTIC NEW TO MARKET RECRUITMENT PROGRAM . THERE ALSO DOES NOT SEEM TO BE A STRUCTURED BRE PROGRAM WITH MEASURED AND ACCOUNTABLE RESULTS. THE MAIN IMPEDIMENT FACING THE COUNTY ORGANIZATION IS PERMITTING AND DEVELOPING A STRUCTURED AND STRATEGIC PLAN WITH ASSIGNED RESPONSIBILITIES AND IDENTIFIED RESOURCES. THEY HAVE TO WEAN THEMSELVES OFF OF THE “EVENTS R US” PROGRAM OF WORK . THE PGCEDC SHOULD CONSIDER REVISING THEIR STRATEGIC PLAN ,THAT WOULD FOLLOW THE WORK-PLANS OF THE COUNTRY’S TOP PERFORMING EDOs. ABSENT THAT ,BOWIE MIGHT WISH TO CONSIDER FORMING A REGIONAL ALLIANCE WITH OTHER CITIES EVEN IF IT CROSSED COUNTY LINES.

NEW BRUNSWICK DEVELOPMENT CORPORATION (DEVCO) :

DEVCO IS A 501(C) 3 DEVELOPMENT CORPORATION FORMED FOR THE EXPRESSED PURPOSE OF BEING A CATALYST IN THE REVITALIZATION OF A DETERIORATING INNER CITY IN NEW JERSEY. IT HAS BECOME A NATIONALLY RECOGNIZED EDO THAT HAS EXPANDED ITS WORK BEYOND NEW BRUNSWICK TO OTHER CITIES IN NEW JERSEY. IT HAS BECOME ONE OF THE PREMIER AND SUCCESSFUL EDOS IN THE USA

NOTE THIS CONSULTANT FORMERLY SERVED AS PRESIDENT OF DEVCO IN THE 1980’S

**INTERVIEW CONDUCTED WITH CHRISTOPHER PALADINO ;
PRESIDENT :**

(Q) WHEN WAS DEVCO CREATED? WHAT WAS THE REASON IT WAS FORMED?

(R) : DEVCO WAS ESTABLISHED IN 1976 AS A NONPROFIT DEVELOPMENT COMPANY TO INITIATE REDEVELOPMENT PROJECTS AND TO SERVE AS THE VEHICLE FOR PUBLIC AND PRIVATE INVESTMENT IN THE CITY OF NEW BRUNSWICK , NEW JERSEY. NEW BRUNSWICK IS HOME OF BOTH RUTGRS UNIVERSITY AND THE CORPORATE HEADQUARTERS OF JOHNSON AND JOHNSON . THE CITY HAD GONE THROUGH A PERIOD OF DISINVESTMENT. A COMMUNITY PLANNING EFFORT KNOWN AS NEW BRUNSWICK TOMORROW WAS LAUNCHED TO CREATE A BLUEPRINT/MASTERPLAN FOR THE URBAN REVITALIZATION OF THE CITY. UNFORTUNATELY ONCE THE MASTER PLAN OF PROPOSED DEVELOPMENT WAS COMPLETED NO PRIVATE SECTOR DEVELOPERS WERE WILLING TO TAKE THE RISK OF INVESTING IN NEW BRUNSWICK TO IMPLEMENT ITS AGGRESSIVE DEVELOPMENT MASTER PLAN. SUBSEQUENTLY THE PRIVATE , PUBLIC, CIVIC AND ACADEMIC LEADERSHIP OF THE CITY DETERMINED THAT THEY WOULD CREATE DEVCO TO ACT AS THE DEVELOPER OF THE PLANNED REVITALIZATION OF THE CITY.

(Q) WHY WAS DEVCO STRUCTURED AS A 501(C)3 AS OPPOSED TO A 501(C) 6

(R) : THE START UP FUNDING FOR DEVCO WAS PROVIDED BY THE ROBERT WOOD JOHNSON FOUNDATION (RWJF) SO IN ORDER FOR THEM TO GRANT THE FUNDS WE HAD TO BE A 501(C) 3. THE INITIAL START UP FUNDS FOR THE ORGANIZATION WAS \$100,000

(Q) : ANY THOUGHT OF CREATING A 501(C) 6 ?

(R) : ACTUALLY WE ARE CURRENTLY EVALUATING WHETHER TO CREATE A COMPANION 501(C) 6 AS WE NO LONGER DEPEND UPON THE RWJF FOR FUNDING.

(Q) : SPEAKING OF FUNDING HOW IS DEVCO FUNDED NOW ?

(R) : WE ARE NOW PRIMARILY SELF-FUNDED VIA PROFITS REALIZED FROM OUR DEVELOPMENT PROJECTS. WE CURRENTLY HAVE \$24 MILLION IN THE BANK AND NO DEBT.

(Q) : HOW IS THE BOARD OF DIRECTORS SELECTED.?

(R) : THE BOD IS SELF APPOINTED. IT IS MADE UP PRIMARILY OF THOSE WITH CORPORATE AND FINANCIAL BACKGROUNDS. J&J HAS REDUCED ITS PARTICIPATION AS WE HAVE GROWN AND BEEN ABLE TO REALIZE MANY OF THE ASPIRATIONS OF THE ORIGINAL MASTER PLAN

(Q) : WHAT IS THE CURRENT RELATIONSHIP WITH THE CITY, COUNTY AND STATE?

(R) : DEVCO HAS SERVED SINCE ITS CREATION AS THE VEHICLE FOR PUBLIC AND PRIVATE INVESTMENT IN THE CITY OF NEW BRUNSWICK, DEVCO UNDERTAKES COMMUNITY DEVELOPMENT PROJECTS AS MAY BE NECESSARY TO PROMOTE AND IMPROVE

ECONOMIC ,SOCIAL ,CULTURAL,INSTITUTIONAL AND PHYSICAL ENVIRONMENT OF THE COMMUNITIES THAT IT SERVES. DEVCO HAS DEVELOPED A MODEL THAT ALLOWS IT TO FULFILL ITS MISSION IN EVER -CHANGING REAL ESTATE AND MARKET CONDITIONS. IT HAS FOCUSED ON DEVELOPING STRONG LOCAL COLLABORATIONS AND USING TRUE PUBLIC-PRIVATE PARTNERSHIPS TO PROMOTE AND SUCCESSFULLY CARRY OUT REDEVELOPMENT PROJECTS . DEVCO WORKS IN CONCERT WITH ITS PUBLIC PARTNERS TO CONCEIVE IMPORTANT AND ESSENTIAL REDEVELOPMENT INITIATIVES .

(Q) : YOU MENTION COMMUNITIES..DOES DEVCO NOW ALSO WORK IN CITIES OUTSIDE OF NEW BRUNSWICK ?

(R) : YES WE CHANGED OUR CHARTER TO ALLOW US TO WORK IN OTHER CITIES IN NEW JERSEY . WE HAVE DEVELOPED PROJECTS IN ATLANTIC CITY AND NEWARK NEW JERSEY. WITH THE SUCCESS WE HAD IN THE REVITALIZATION OF NEW BRUNSWICK WE WERE URGED BY BOTH STATE AN LOCAL LEADERSHIP TO USE OUR SAME APPROACH IN OTHER URBAN CENTERS IN THE STATE. DEVCO HAS BEEN ABLE TO HARNESS THE KEY COMPONENTS OF SUCCESSFUL URBAN REVITALIZATION ,WHILE BRINGING THE EXPERTISE NECESSARY TO LEVERAGE A VARIETY OF PUBLIC AND PRIVATE RESOURCES TO ACHIEVE MULTIPLE DEVELOPMENT GOALS. WE HAVE BEEN ABLE TO LEVERAGE PUBLIC AND PRIVATE RESOURCES TO MOVE PROJECTS FROM CONCEPT TO CONSTRUCTION IN A TIMELY AND COST- EFFECTIVE MANNER.

(Q) : WHAT TYPE OF PROJECTS HAS DEVCO BUILT ?

(R) : SINCE ITS INCEPTION DEVCO HAS OVERSEEN AND MANAGED OVER \$4 BILLION OF REDEVELOPMENT ACTIVITY INCLUDING THE DEVELOPMENT OF RESIDENTIAL,COMMERCIAL.OFFICE ,NEW PUBLIC SCHOOLS,STATE OF THE ART CULTURAL AND HEALTH -CARE FACILITIES. WE HAVE CREATED PUBLIC OFFICE BUILDINGS .HOSPITALITY VENTURES ,MIXED USE DEVELOPMENTS AND MARKET RATE SENIOR,STUDENT AND AFFORDABLE HOUSING AS WELL AS PARTICIPATED IN THE PLANNING OF FUTURE DEVELOPMENTS.

(Q) : HOW HAS DEVCO BEEN ABLE TO SUCCEED IN SUCH A MANNER FOR AN INITIAL INVESTMENT OF JUST \$100,000 ?

(R) : DEVCO ALWAYS WAS MINDFUL OF BEING CREDIT WORTHY FOR EVERY PROJECT NO MATTER HOW SMALL OR LARGE. THE ONE THING THAT HAS BEEN CONSTANT SINCE OUR INCEPTION HAS BEEN DISCIPLINE IN EVERY ASPECT OF OUR WORK. WE ALSO DEVELOPED STRONG PARTNERSHIPS WITH PRIVATE INVESTORS AND DEVELOPERS. OUR WORK WITH PUBLIC AND ACADEMIC ENTITIES CREATED A CREDITABILITY BASED UPON RESULTS . WE BELIEVE IN SHARED RISK AND ALSO SHARED PROFITS. ALL TOO OFTEN THE PRIVATE SECTOR WANTS THE PUBLIC PARTNER TO TAKE THE BULK OF THE RISKS BUT NOT SHARE IN THE APPROPRIATE PORTION OF THE PROFITS. WE BEGAN VERY SMALL AND GREW GRADUALLY AS SUCCESS AFTER SUCCESS FOLLOWED,. NOT TO SAY WE DID NOT HAVE TROUBLED TIMES..WE DID ! AT ONE POINT THERE EVEN WAS TALK OF DISBANDING THE ORGANIZATION. HOWEVER WE STAYED THE COURSE AND WERE ABLE TO ACHIEVE THE SUCCESSFUL COMPLETION OF IMPORTANT PUBLIC-PRIVATE DEVELOPMENT INITIATIVES THROUGHOUT NEW JERSEY. WE NOW HAVE A REPUTATION OF COMPETENCE AND SUCCESS.

(Q) : HOW MANY CURRENT STAFF MEMBERS DO YOU HAVE?

(R) : WE CURRENTLY HAVE 15 STAFF . SOME WHO HAVE BEEN WITH THE ORGANIZATION FOR OVER TWO DECADES. THE KEY FOR ANY SUCCESSFUL ORGANIZATION IS TO HAVE EXPERIENCED STAFF AS WELL AS DEVELOPMENT PARTNERS,PROFESSIONALS AND GOVERNMENT ENTITIES TO RESOLVE ISSUES AND ACHIEVE SUCCESSFUL COMPLETION OF PROJECTS.

(Q) : WHAT ADVICE DO YOU HAVE FOR A START UP 501(C) 3 ?

(R) : MUST BE ENGAGED WITH ALL POTENTIAL PARTNERS. START SMALL BUT START. HAVE STABLE LEADERSHIP AND PARTNERSHIPS FROM BOTH THE PUBLIC AND PRIVATE SECTORS. CREATE PARTNERSHIPS WITH CREDITABLE DEVELOPMENT PARTNERS WITH SHARED RISK AND SHARED REWARD. LOOK TO ARTS- RELATED OR ACADEMIC -RELATED PROJECTS. HIRE QUALIFIED STAFF NOT POLITICAL APPOINTEES . MAKE SURE ALL PROJECTS PENCIL OUT.

(Q) : WHAT ARE THE CHALLENGES /OPPORTUNITIES FOR PARTNERING WITH A PRIVATE DEVELOPER?

(R) : THE LION AND THE LAMB MAY LIE DOWN TOGETHER BUT THE LAMB ISN'T GOING TO GET MUCH SLEEP. NEED TO INSURE CREDITABLE DEVELOPMENT PARTNERS WITH A VERIFIABLE TRACK RECORD OF SUCCESS. SHARE THE RISK AND THE REWARD. ALWAYS KEEP THE FOCUS ON THE PUBLIC PURPOSE OF THE PROJECT.

NOTE: NEW BRUNSWICK'S POPULATION IS SIMILAR TO BOWIE, HOWEVER IT IS AUGMENTED BY THE PRESENCE OF RUTGERS UNIVERSITY AND THE HEADQUARTERS OF JOHNSON AND JOHNSON. THIS UNDERSCORES THE NEED TO FULLY ENGAGE BOWIE STATE UNIVERSITY. IT ALSO ILLUSTRATES HOW SUCCESS CAN COME FROM A VERY FOCUSED SMALL BEGINNING, A WELL RUN EDO CAN HAVE A SIGNIFICANT IMPACT ON THE ECONOMIC DEVELOPMENT OF A CITY. A MODEL BOWIE SHOULD EVALUATE ESPECIALLY AS IT RELATED TO THE STATE GOALS OF REVITALIZATION OF THE OLD TOWN AND CITY CENTER AREAS. A BOWIE DELEGATION VISIT TO NEW BRUNSWICK TO EVALUATE AND LEARN FROM THEIR HISTORY AND RESULTING CONTINUING SUCCESS WOULD BE BENEFICIAL.

THE GREATER HOUSTON PARTNERSHIP :

THE GREATER HOUSTON PARTNERSHIP IS AN ECONOMIC DEVELOPMENT ORGANIZATION AND THE PRIMARY VOICE OF THE HOUSTON TEXAS BUSINESS COMMUNITY. ITS PRIMARY GOAL IS TO BUILD REGIONAL ECONOMIC DEVELOPMENT PROSPERITY. THE PARTNERSHIP WAS CREATED VIA A MERGER OF THREE ALREADY EXISTING BUSINESS ORGANIZATIONS : THE HOUSTON CHAMBER OF COMMERCE, THE HOUSTON ECONOMIC DEVELOPMENT COUNCIL , AND THE HOUSTON WORLD TRADE ASSOCIATION.

NOTE DURING MY CARRER OF HEADING VARIOUS ECONOMIC DEVELOPMENT ORGANIZATIONS , I OFTEN VIEWED THE HOUSTON PARTNERSHIP STRUCTURE AS ONE OF THE PLATINUM MODELS FOR COMMUNITIES TO EMULATE. THEY HAVE STRONG SUPPORT FROM THE PRIVATE SECTOR AND ARE PRIMARILY PRIVATELY FUNDED. THE DIVERSITY AND BREADTH OF THE BUSINESS COMMUNITY IN HOUSTON HAS MADE THS POSSIBLE. HOWEVER , THE PRIVATE SECTOR HAS BEEN SUPPORTIVE DUE TO THE SUCCESS OF THE ORGANIZATION. THE ORLANDO PARTNERSHIP WHICH I WILL ALSO DISCUSS HAS IN SOMEWAYS SURPASSED THE HOUSTON PARTNERSHIP AS A PREMIER MODEL TO EMULATE.

INTERVIEW CONDUCTED WITH BONITA LOCKINGS ,SENIOR VP RESOURCES

(Q) WHAT WERE THE REASONS THE PARTNERSHIP WAS FORMED ? WHEN WAS IT FORMED AND HOW LONG DID THE PROCESS TAKE?

(R) : THE PARTNERSHIP WAS CREATED IN 1989 VIA A COMMUNITY PROCESS THAT TOOK THREE YEARS. THE GOAL WAS TO CONSOLIDATE AND INCREASE FUNDING FOR THE FUNCTIONS CARRIED OUT SEPARATELY BY THE THREE MERGED ORGANIZATIONS. THE GOAL WAS TO LEVERAGE PRIVATE SECTOR SUPPORT , TO INCREASE AND ENHANCE HOUSTON'S GLOBAL REPUTATION AND IMAGE. COMPETING ECONOMIES OF SCALE AND FUND-RAISING WERE THE MAIN DRIVERS IN THE CREATION OF THE PARTNERSHIP . ISSUES DON'T NECESSARILY GO AWAY BUT YOU ARE BETTER ABLE TO MANAGE THEM. HENCE WE STRUCTURED THE PARTNERSHIP AS A 501(C) 6

(Q) HOW WERE THE ORGANIZATIONS SELECTED AND WHY WASN'T THE VISITOR AND CONVENTION BUREAU INCLUDED?

(R) : THE THREE ORGANIZATIONS HAD DEVELOPED OVERLAPPING AND AT TIMES , COMPETITIVE FUNCTIONS. PRIVATE SECTOR SUPPORT AND ENGAGEMENT WAS DWINDLING IN EACH ORGANIZATION .THE CVB WAS NOT INCLUDED AS TOURISM WAS NOT A MAJOR INDUSTRY DRIVER AT THE TIME , FUNDING WAS NOT VIEWED AS COMPETITIVE WITH THE THREE OTHER ORGANIZATIONS.

(Q) : WHO DROVE THE CONSOLIDATION EFFORT? WHAT WERE THE KEY ISSUES ? WHO OPPOSED THE CONSOLIDATION ?

(R) : THE CONSOLIDATION WAS DRIVEN PRIMARILY BY TOP PRIVATE SECTOR LEADERSHIP THAT INCREASINGLY HAD BECOME DISILLUSIONED WITH NOT ONLY THE INDIVIDUAL ORGANIZATIONS BUT THEIR RESULTS. THEY WERE ALSO CONCERNED ABOUT THE GROWING POLITICAL INFLUENCE OVER ECONOMIC AND BUSINESS DEVELOPMENT ISSUES. OPPOSITION WAS PRIMARILY CENTERED FROM THOSE WHO WERE STAKEHOLDERS IN THE THREE ORGANIZATIONS, 1) REGIONAL CHAMBERS WHO WERE WORRIED ABOUT FUNDING 2) SMALL BUSINESSES WHO FELT THEY WOULD LOSE THEIR VOICE WITHIN THE BUSINESS COMMUNITY AND 3) SOME POLITICAL LEADERSHIP

(Q) : WHAT IS THE CURRENT STRUCTURE ,FUNDING , AND STAFF STRUCTURE ?

(R) : THE PARTNERSHIP IS 100% PRIVATELY FUNDED: THERE IS NO GOVERNMENT FUNDING. IT HAS THREE MAJOR FOCUS AREAS: POLICY ,EDUCATION,AND ECONOMIC DEVELOPMENT . THE ORGANIZATION WISHED TO BE FREE OF DIRECT POLITICAL INFLUENCE HENCE THE STRUCTURE OF 100% PRIVATE FUNDING. THE LARGE SUPPORTIVE BUSINESS COMMUNITY IN HOUSTON IS THE FOUNDATION FOR COMPLETE PRIVATE FUNDING .(NOTE NOT A REALISTIC OPTION FOR BOWIE . AS PRIMARILY A BEDROOM COMMUNITY. IT DOES BEG THE QUESTION ON WHETHER THERE IS SOME LEVEL OF PRIVATE SECTOR SUPPORT THAT IS POSSIBLE IN BOWIE)

THE BOARD IS COMPRISED ONLY OF CEOS-130 TOTAL IN ALL, BOD MEETINGS ARE VERY WELL ATTENDED. EXECUTIVE COMMITTEE AND FULL BOD MEET ON ALTERNATIVE MONTHS. THEY DO NOT ALLOW DESIGNATION OF ALTERNATIVE PROXY REPRESENTATIVES. IT IS THE BUSINESS ORGANIZATION FOR HOUSTON AND MEMBERSHIP ON THE BOD IS VIEWED AS A PRESTIGIOUS POSITION.

MEMBERSHIP IS THE MAIN DRIVER AND PRIMARY SOURCE OF FUNDING HENCE THE 501(C) 6 LEGAL STRUCTURE. WE HAVE STRIVED TO GET AWAY FROM THE “EVENTS R US “FUND RAISING STRUCTURE.(AN ISSUE THAT I BELIEVE PGCEDC HAS FALLEN INTO) ANY NEW INITIATIVES HAVE TO RAISE THEIR OWN MONEY . THE CURRENT OPERATING BUDGET IS PROJECTED BETWEEN \$40-60 MILLION PER YEAR. THE ORGANIZATION PERIODICALLY CONDUCTS CAPITAL CAMPAIGNS WITHIN THE HOUSTON BUSINESS COMMUNITY.

STAFF: THERE IS ONE PRESIDENT AND CEO WITH EXECUTIVE VP'S RUNNING THE THREE SEPARATE DIVISIONS. THERE ARE APPROXIMATELY 125 STAFF . STAFF TURNOVER IS HIGH IN THAT MANY ARE RECRUITED BY THE INDUSTRY MEMBERS . (THE PARTNERSHIP CLEARLY IS NOT COMPARABLE WITH BOWIE IN SIZE OR BUSINESS COMMUNITY . HOWEVER THE PROCESS TO CREATE THE ORGANIZATION IS INSTRUCTIVE. IT DOES UNDERSCORE HOWEVER THE COMPETITION THE PGCEDC IS UP AGAINST.) THE GREATER HOUSTON PARTNERSHIP IS ONE OF THE PREMIER ECONOMIC AND BUSINESS DEVELOPMENT ORGANIZATIONS IN THE COUNTRY. THE HOUSTON PARTNERSHIP IS A REGIONAL EDO A CONCEPT THAT BOWIE SHOULD EXPLORE IF THE CURRENT STRUCTURE AND RELATIONSHIP WITH PGEDC FAILS TO PROVIDE DIRECT BENEFITS TO BOWIE.

JAXUSA;

JAXUSA IS A PRIVATE NONPROFIT DIVISION OF THE JACKSONVILLE ,FLORIDA CHAMBER OF COMMERCE , IT IS THE JACKSONVILLE ECONOMIC DEVELOPMENT ORGANIZATION. IT FOCUSES ON BUSINESS RECRUITMENT AND EXPANSION TO GENERATE HIGH QUALITY JOBS , INCREASING PRIVATE CAPITAL INVESTMENT ,RESULTING IN A HIGHER STANDARD OF LIFE FOR THE RESIDENTS OF JACKSONVILLE.

NOTE; THE CONSULTANT SERVED AS THE DEPUTY MAYOR (AN APPOINTED POSITION) FOR ECONOMIC DEVELOPMENT FOR JACKSONVILLE FOR SIX AND A HALF YEARS PRIOR TO BECOMING THE PRESIDENT OF THE MIAMI-DADE BEACON COUNCIL. THE CONSULTANT WORKED VERY CLOSELY WITH THE RENAMED JAXUSA. JAXUSA WAS ALWAYS A DIVISION OF THE CHAMBER OF COMMERCE AND UNLIKE MANY OTHER LOCALES IN THE LATE 1980'S AND 1990'S THAT SPUN OFF THEIR EDO FUNCTIONS THEY REMAIN A KEY AND IMPORTANT DIVISION WITHIN THE CHAMBER. THEIR ROLE THEN AND NOW IS PRINCIPALLY MARKETING,BUSINESS RECRUITMENT AND LOCAL BUSINESS DEVELOPMENT ISSUES. UNLIKE OTHER EDO's THEY DO NOT HANDLE ANY PUBLIC INCENTIVE NEGOTIATIONS. AT THE TIME THIS POSED A CONFLICT AS THEY OFTEN PROMISED PROSPECTS INCENTIVES THAT THE COUNTY GOVERNMENT WAS EITHER UNWILLING OR UNABLE TO DELIVER . (JACKSONVILLE HAS A CONSOLIDATED GOVERNMENT AS THE CITY AND THE COUNTY ARE ONE IN THE SAME.) THERE WERE ALSO AT TIMES CONFLICTS WITH THE POLITICAL LEADERSHIP AS TO WHAT ENTITY WAS PRIMARILY RESPONSIBLE FOR SUCCESSFUL RECRUITMENT. THOSE ISSUES WERE USUALLY WORKED OUT BETWEEN THE MAYOR AND THE CHAIR OF THE CHAMBER. OVER THE YEARS THIS HAS BECOME LESS AND LESS AN ISSUE AS MANY FORMER ELECTED OFFICIALS HAVE BECOME MEMBERS OF THE CHAMBER AND THEIR ECONOMIC DEVELOPMENT EFFORTS FOR THE MOST PART ARE NOW SEAMLESS AND IN LOCK STEP WITH EACH OTHER. A SEPARATE DOWNTOWN INVESTMENT INC WHICH HAS BOTH A 501(C) 3 AND A 501(C) HAS ALSO BEEN INSTRUMENTAL IN THE REVITALIZATION OF THE DOWNTOWN OF THE CITY. IF BOWIE DECIDES TO ONLY FOCUS ON OLD TOWN AND TOWN CENTER REVITALIZATION IT IS A MODEL THEY SHOULD CONSIDER. THEY OFTEN ACT AS A BRIDGE BETWEEN THE CITY AND THE CHAMBER ON DOWNTOWN ECONOMIC DEVELOPMENT ISSUES AND INITIATIVES. THE STRUCTURE OF JAXUSA IS THE REVERSE OF WHEN A WEAK CHAMBER IS MERGED WITH A STRONGER EDO. IN THE CASE OF JACKSONVILLE , THE CHAMBER WAS THE STRONGER ORGANIZATION. JAXUSA HOWEVER ACTS IN MANY WAYS AS AN INDEPENDENT EDO.

INTERVIEW CONDUCTED WITH AUNDRA WALLACE ;PRESIDENT OF JAXUSA.

(Q) : WHAT IS THE LEGAL STRUCTURE OF JAXUSA AND ITS CURRENT SOURCE AND AMOUNT OF FUNDING ?

(R) : JAXUSA IS A LEGAL SUBSIDIARY OF THE JACKSONVILLE CHAMBER OF COMMERCE BUT IT DOES HAVE ITS OWN TAX ID NUMBER, ITS CURRENT OPERATION BUDGET IS USUALLY AROUND \$3 MILLION . HOWEVER AT TIMES IF THERE IS A SPECIFIC MARKETING INITIATIVE IT MAY BE MORE . SOURCES OF FUNDING ARE APPROXIMATELY : 80% PRIVATE ; 20% GOVERNMENT (RESTRICTED TO DIRECT MARKETING) 120 INDIVIDUAL INVESTORS. JAXUSA DOES NO FUNDRAISING AS THAT FUNCTION IS CARRIED OUT BY THE CHAMBER .HOWEVER WE DO HAVE AN INVESTOR RELATIONS TEAM. WE DO NOT CONDUCT ANY EVENTS AS OUR FOCUS IS SOLEY ON OUR MISSION. THE CHAMBER FOCUSES ON GOOD BUSINESS CLIMATE AND PROMOTING GOOD BUSINESS FRIENDLY POLICY AND REGULATIONS AT THE LOCAL,STATE AND NATIONAL LEVELS. JAXUSA FOCUS IS ON : BUSINESS ATTRACTION AND RETENTION ;TALENT AND WORKFORCE DEVELOPMENT ; AND ENTREPRENEURIAL SUPPORT. WE HAVE ALSO LAUNCHED PERIODICALLY THREE-YEAR CAPITAL CAMPAIGNS WITHIN THE BUSINESS COMMUNITY. THE PUBLIC FUNDING IS VIA A MULTI-YEAR AGREEMENT WITH A DIRECT APPROPRIATION FROM THE CITY OF JACKSONVILLE

NOTE: THE FIRST PUBLIC APPROPRIATION TO THE CHAMBER WAS WHEN THE CONSULTANT SERVED AS DEPUTY MAYOR .IT WAS CREATED IN ORDER TO PROMOTE JACKSONVILLE AS THE “EXPANSION CITY” AFTER IT WAS AWARDED AN NFL FRANCHISE. ALL FUNDS WERE SOLELY FOR DIRECT MARKETING ; NO STAFF ; NO OVERHEAD AND THE INITIAL AMOUNT OF \$200,000 HAD TO BE MATCHED BY THE CHAMBER. IF BOWIE WERE TO CREATE SOME TYPE OF EXTERNAL MARKETING PROGRAM TO ELEVATE ITS PROFILE A DIRECT APPROPRIATION FOR THIS PURPOSE COULD BE A SOURCE OF FUNDS UNDER A SIMILAR PROGRAM.

(Q) : WHAT IS THE CURENT STRUCTURE OF THE BOARD? WHAT IS THE ENGAGEMENT IN JAXUSA BY THE PRIVATE SECTOR?

(R) : JAXUSA DOES NOT HAVE A FORMALLY CONSTITUTED BOD BUT WE DO HAVE A BUSINESS ADVISORY COMMITTEE WHICH FOR THE MOST PART ACTS AS A BOD . THIS COMMITTEE IS LIMITED TO THOSE THAT HAVE A SPECIFIC “INVESTOR” STATUS AS SUCH THEY MAY ATTEND EXCLUSIVE MONTHLY MEETINGS. THEY MAY ALSO ATTEND EXECUTIVE COMMITTEE MEETINGS . AT THESE MEETINGS ATTENDEES ARE GIVEN UPDATES ON REGIONAL OUTLOOK , WHAT IS GOING ON IN THEIR AREAS OF INTEREST , STATUS OF POTENTIAL PROSPECTS. ETC.

NOTE: JAXUSA HAS A CLEAR UNSPOKEN “PAY TO PLAY” METHODOLOGY . ADVISORY LEVELS REQUIRE A CERTAIN LEVEL OF INVESTMENT. THE HIGHER THE INVESTMENT THE MORE INFO THE INVESTOR IS GIVEN. ALSO THE HIGHER THE LEVEL THE CLOSER YOU GET TO THE PROSPECT . THIS IS A PROCESS THAT IS NOT WELL SUITED FOR A PUBLIC-PRIVATE PARTNERSHIP, ESPECIALLY UNDER A 501(C) 3 STRUCTURE. HOWEVER MANY BUSINESSES DO INVEST AS MEMBERS IN 501(C) 6 EDOS FOR THE EXPRESSED PURPOSE TO GET KNOWLEDGE OF AND ACCESS TO THE ECONOMIC DEVELOPMENT PROCESS.

THEY ALSO HAVE AN EXECUTIVE LEVEL INVOLVEMENT WITH THE CHAMBER FOR \$50,000- \$100,000 A YEAR. THERE IS NO QUESTION THAT THE PUBLIC SECTOR IS OFTEN INVOLVED IN THE RECRUITMENT AND DEVELOPMENT , HOWEVER OFTEN THE LEAD ORGANIZATION IS JAXUSA DOING THE WORK. INCREASINGLY HOWEVER THE MAYOR HAS BECOME INTEGRALLY AND DIRECTLY INVOLVED IN THE PROCESS .

(Q) ; WHAT IS THE EXTENT OF INVOLVEMENT/INTERFERENCE BY THE PUBLIC SECTOR IN JAXUSA FUNCTIONS ?

(R) ; BECAUSE WE ARE 80% PRIVATELY FUNDED THE INTERVENTION BY THE PUBLIC SECTOR IN OUR OPERATIONS IS KEPT TO A MINIMUM. WE DO RECEIVE 20 % OF OUR BUDGET FOR DIRECT MARKETING FROM THE PUBLIC SECTOR.THE ROI’S ARE DELINEATED IN A MULTI-YEAR CONTRACT WITH THE CITY. AS A CONSOLIDATED GOVERNMENT ,JACKSONVILLE/DUVAL COUNTY ALSO MAKES THIS LESS PROBLEMATIC. AS LONG AS THE MAYOR IS AN ALLY (WHICH FOR THE MOST PART HAS BEEN THE CASE)

NOTE: JAXUSA STILL HAS TO OPERATE WITHIN THE POLITICAL ARENA ESPECIALLY WHEN IT COMES TO PUBLIC BENEFITS FOR A COMPANY AND PUBLIC RELATIONS. HOWEVER THEY DO NOT HAVE TO DEAL WITH ON-GOING THREATS TO THEIR FUNDING FROM MEMBERS OF THE CITY COUNCIL OR MAYOR'S OFFICE.

(Q) : WHO ARE THE MAJOR COMPETITORS AND WHAT ARE YOUR BIGGEST CHALLENGES ?

(R) : WE HAVE FOUR MAJOR COMPETITORS : CHARLOTTE , NASHVILLE , TAMPA , AND ORLANDO . IN RELATION TO THE PORT, SAVANNAH AND NEW ORLEANS.

CYBERSECURITY IS A BIG CHALLENGE DUE TO LARGE BACK OFFICE OPERATIONS IN JACKSONVILLE. ALSO LIKE MANY CITIES THE BRAIN DRAIN AND ATTRACTING AND RETAINING TALENT ARE MAJOR ISSUES.

NOTE: JAXUSA IS A REGIONAL EDO . A CONCEPT THAT BOWIE SHOULD EXPLORE IF THE COUNTY EDO ,PGCEDC DOESN'T PRODUCE RESULTS THAT DIRECTLY BENEFIT BOWIE.

THE ORLANDO ECONOMIC PARTNERSHIP :

THE ORLANDO PARTNERSHIP WAS FORMED BY THE MERGER OF THE CENTRAL FLORIDA PARTNERSHIP(A CHAMBER) AND THE ORLANDO ECONOMIC DEVELOPMENT COMMISSION (EDO) . IT IS A NONPROFIT 501(C) 6 PUBLIC -PRIVATE PARTNERSHIP ENCOMPASSING CENTRAL FLORIDA'S SEVEN COUNTIES: BREVARD ; ORANGE ; POLK ; SEMINOLE ; AND VOLUSIA AS WELL AS THE CITY OF ORLANDO

**INTERVIEW CONDUCTED WITH TIM GIULIANI
PRESIDENT AND CEO , AND DALE BRILL SR VP
(BRILL IS NO LONGER WITH THE ORGANIZATION)**

**(Q) WHAT WERE THE DRIVING FORCES THAT LED TO THE
MERGER ? HOW LONG DID IT TAKE ? WHO DROVE THE
CONSOLIDATION EFFORT ?**

**(R) : PRIVATE SECTOR FRUSTRATION LED TO THE
CONSOLIDATIONS. THE TOP PRIVATE SECTOR LEADERS AS
WELL AS SOME PUBLIC OFFICIALS WERE BECOMING
INCREASINGLY FRUSTRATED WITH BOTH ORGANIZATIONS.
THIS WAS MANIFESTED BY DWINDLING PARTICIPATION BY
BOTH TOP BUSINESS AND ELECTED OFFICIALS IN BOTH
ORGANIZATIONS. PARTICIPATION BY LEADERS AS WELL
REDUCED FINANCIAL SUPPORT WAS STEADILY DECREASING.
THE ORGANIZATIONS HAD BECOME COMPETITIVE WITH EACH
OTHER FOR BOTH FUNDING AND PRIVATE SECTOR
ENGAGEMENT. RESULTS WERE ALSO ON A DOWNWARD
TREND.**

**THE EDO HAD COME OUT OF THE CHAMBER IN THE 1980'S .
THEY WERE INSTRUMENTAL IN BRINGING THE SEVEN
CENTRAL FLORIDA COUNTIES TOGETHER . THE PRIVATE
SECTOR WAS CONCERNED ABOUT THE GROWING MORE
COMPLEX ECONOMIC DEVELOPMENT ISSUES ORLANDO
WOULD BE FACING AND WHETHER EITHER ORGANIZATION
WAS EQUIPPED TO ADDRESS THEM SUCCESSFULLY.**

IT ALSO WAS EVIDENT THAT EACH OF THE ORGANIZATIONS WAS LOSING MEMBERSHIP , HENCE FINANCIAL SUPPORT. ENGAGEMENT BY TOP PRIVATE SECTOR CEO'S AND LEADERS WAS ALSO DIMINISHING. IN ORDER TO GARNER THE NECESSARY RESOURCES TO FUNCTION THERE WAS INCREASING COMPETITION FOR PRIVATE SECTOR FINANCIAL SUPPORT, DUPLICATION OF PROGRAMS AND ACTIVITIES.

THE IDEA OF A MERGER BETWEEN THE TWO ORGANIZATIONS HAD BEEN DISCUSSED FOR SEVERAL YEARS HOWEVER NO ACTION HAD BEEN TAKEN. FINALLY THERE WAS A CONCERTED EFFORT LED BY THE PRIVATE SECTOR TO MERGE THE TWO ORGANIZATIONS. THE ACTUAL PROCESS TOOK APPROXIMATELY A YEAR TO COMPLETE . HOWEVER IN REALITY IT WAS MORE LIKE AN 18 MONTH PROCESS TO FULLY CONSOLIDATE THE TWO ORGANIZATIONS.

(Q) : HOW IS THIS PARTNERSHIP STRUCTURED ?.BOARD ? MEMBERSHIP ? AND HOW IS IT FUNDED?

(R) : THE GOAL OF THE MERGER AND CONSOLIDATION WAS TO HAVE ONE ORGANIZATION WITH ONE BOARD. IT WAS DECIDED EARLY IN THE PROCESS THAT IN ORDER FOR THE MERGER TO WORK AND BE SEEN AS A COMPLETELY NEW ORGANIZATION ,THE CEO'S OF THE TWO ORGANIZATIONS TO BE MERGED COULD NOT COMPETE FOR THE TOP POSITIONS OF THE NEWLY FORMED ENTITY.

THE BOARD INITIALLY CONSISTED OF 150 PEOPLE ,WHICH WAS LATER REDUCED TO 75. A NOMINATING COMMITTEE. SELECTS AN EXECUTIVE COMMITTEE OF 30 MEMBERS .OFFICER POSITIONS ARE FIXED BY ELECTION FROM AMONG THE MEMBERSHIP AND BOARD.

THE PARTNERSHIP ALSO CREATED A CHAMPION'S COUNCIL WHICH REQUIRED A YEARLY INVESTMENT OF AT LEAST \$200,000 A YEAR. A GOVERNOR'S COUNCIL WAS ALSO CREATED WHICH REQUIRES A YEARLY INVESTMENT OF AT LEAST \$125,000.THEY MEET SIX TIMES A YEAR. THESE COUNCILS CONSIST PRIMARILY OF THE TOP BUSINESS LEADERSHIP IN THE COMMUNITY.

UNLIKE THE HOUSTON PARTNERSHIP ,THE ORLANDO PARTNERSHIP DOES ALLOW CEOS TO DESIGNATE THEIR NUMBER TWO IN THE COMPANY TO REPRESENT THEM.

FUNDING ; THE FUNDING FOR THE PARTNERSHIP IS BASED UPON 70 % PRIVATE FUNDING AND 30% PUBLIC FUNDING . FOR THE PUBLIC FUNDING THE "PARTNERSHIP " CONTRACTS WITH THE THREE COUNTIES AND THE CITY OF ORLANDO . THE FUNDING IS BASED UPON A PER CAPITA ASSESSMENT \$.90 FROM THE COUNTIES AND \$1.80 FROM THE CITY .MEMBERSHIP OF CHAMBER FUNCTIONS REMAINS AT \$1500-\$3,000 PER YEAR WHILE THE PARTNERSHIP INVESTMENT BEGINS AT \$5,000 . THE CURRENT RANGE IS \$5,000-\$200,000 THE TOTAL OPERATING BUDGET IS \$10.5 M PER YEAR. THE BREAKDOWN OF FUNDING IS APPROXIMATELY:

INVESTOR DUES / CORPORATE FUNDING : 60 -75%

PROGRAM EVENTS SPONSORSHIPS : 15-25 %

PUBLIC SECTOR CONTRIBUTIONS : 10-20 %

GRANTS/ PHILANTHROPIES : 10%

VARIES YEAR TO YEAR.

THE PARTNERSHIP RUNS ONLY FIVE SIGNATURE EVENTS A YEAR . THEY HAVE ELIMINATED ALL NETWORKING AND SEMINAR EVENTS SO THAT STAFF MAY FOCUS SOLEY ON THEIR CORE MISSION.

THE PARTNERSHIP ALSO HAS A 501(C) 3 NOT FOR PROFIT FOUNDATION. THE FOUNDATION RAISES MONEY SEPARATELY . THE CURRENT BUDGET FOR THE FOUNDATION BEGAN WITH \$1.5 M. IT CURRENTLY HAS REVENUE OF \$4.8 MILLION. ALMOST ENTIRELY PHILANTHROPIC AND GRANT FUNDED. THE FOUNDATION RUNS GRADUATE ACADEMIC PROGRAMS SUCH AS LEADERSHIP 2.0. (TRAINING FOR THOSE WHO WISH TO SEEK OR ALEADY HOLD PUBLIC OFFICE)THEY ALSO WORK IN THE AREA OF SOCIAL MOBILITY AND PROSPERITY SCORECARDS. ALL ADVOCACY IS PREFORMED THROUGH THE FOUNDATION

(Q) : WHAT IS THE CURRENT STAFF STRUCTURE ? HOW MANY STAFF ARE EMPLOYED BY THE PARTNERSHIP AND WHAT ARE THEIR RESPECTIVE ASSIGNMENTS ?

(R) : THE STAFF HAS RESPONSIBILITY FOR THE FOUNDATION ,RESEARCH,PUBLIC POLICY,MARKETING, AND BUSINESS DEVELOPMENT. THERE ARE ALSO SOME STAFF DEDICATED PRIMARILY TO TRADITIONAL CHAMBER LIKE FUNCTIONS WITH SUPPORT FROM THE MARKETING DEPARTMENT.MORE THAN 50% OF THE STAFF WERE NEW AFTER THE MERGER.

(Q) : WAS THERE OPPOSITION TO THE MERGER ? IF SO BY WHOM AND DOES THAT OPPOSITION STILL EXIST ?

(R) : INITIAL OPPOSITION TO THE MERGER FIRST CAME FROM STAKEHOLDERS IN THE RESPECTIVE ORGANIZATIONS WHO FEARED LOSING THEIR STATUS AND LEADERSHIP POSITIONS IN A MERGED POWERFUL ORGANIZATION. OPPOSITION WAS ALSO VOICED BY SMALL BUSINESSES WHO HISTORICALLY WERE THE BULK OF THE CHAMBER'S MEMBERSHIP.

(Q) : HOW WAS THE OPPOSITION DEALT WITH ?

(R) : THE MEMBERSHIP LEVELS FOR THE CHAMBER FUNCTION SIDE OF THE ORGANIZATION WERE KEPT AT THE SAME LEVELS. HOWEVER THE LACK OF ANY REAL NETWORKING TYPE EVENTS REMAIN A CONCERN. MANY SMALL BUSINESSES HAVE MIGRATED TO JOIN SEVERAL OTHER LOCAL CHAMBERS IN THE AREA. THE MERGED ORGANIZATION HAS LITTLE OR NO OPPOSITION.

(Q) : WHAT IS THE CURRENT RELATIONSHIP WITH THE PUBLIC SECTOR? DOES THE ORGANIZATION EXPERIENCE ANY POLITICAL PRESSURE OR INTERFERENCE ?

(R) : THE PARTNERSHIP WORKS CLOSELY WITH THE MAYORS OF THE RESPECTIVE COUNTIES AND THE MAYOR OF ORLANDO. SINCE THE ORGANIZATION IS 70% FUNDED BY THE PRIVATE SECTOR AND LED BY THE TOP BUSINESS LEADERS IN THE AREA POLITICAL INTERFERENCE HAS BEEN KEPT TO A MINIMUM. CLEARLY WE STILL FUNCTION IN THE PUBLIC ARENA ESPECIALLY WHEN IT COMES TO PUBLIC BENEFITS AND DEVELOPMENT APPROVALS, THE RESULTS OF THE PARTNERSHIP HAVE DAMPENED MUCH OF THE PUBLIC CRITICISM THAT HAD BEEN PREVIOUSLY LEVELED AT THE FORMER EDO AND CHAMBER. THE PARTNERSHIP HAS ALSO DEVELOPED STRONG TIES TO THE EDUCATIONAL INSTITUTIONS IN THE AREA AND ARE FOCUSING MORE AND MORE ON TALENT RETENTION AND RECRUITMENT.

NOTE: THE ORLANDO AREA HAS RECENTLY BEEN ONE OF THE TOP COMPETITORS IN FLORIDA FOR NEW- TO- MARKET CORPORATE LOCATIONS AND INVESTMENT. PRIOR TO THE MERGER THEY REPEATEDLY HAD ROI'S WHICH WERE OFTEN EXCEEDED BY OTHER JURISDICTIONS WITHIN FLORIDA. THAT HAS BEEN GREATLY ALTERED . THE ORLANDO PARTNERSHIP NOW OFTEN FAR EXCEEDS THE MEASURABLE ROI RESULTS WHEN COMPARED WITH OTHER COMPARABLE JURISDICTIONS WITHIN FLORIDA. IN MANY WAYS THEY HAVE BECOME ONE OF THE PREMIER EDOS NOT ONLY IN FLORIDA , BUT IN THE USA. THEIR SIZE AND LEVEL OF BUSINESS PRESENCE IS NOT COMPARABLE TO BOWIE .HOWEVER THE PROCESS OF THEIR MERGER IS RELEVANT IN THAT THEY CREATED BOTH A 501(C) 6 AND A (C) 3 . IT IS A REGIONAL EDO THAT CROSSES COUNTY LINES , AN OPTION THAT BOWIE SHOULD CONSIDER IN THE FUTURE SHOULD THE PGCEDC NOT PRODUCE TOP LEVEL RESULTS THAT BENEFIT BOWIE.

CHARLOTTE NC REGIONAL PARTNERSHIP ALLIANCE :

THE CHARLOTTE REGIONAL ALLIANCE IS ANOTHER POLITICAL JURISDICTIONS TO FULLY MERGE THEIR CHAMBER OF COMMERCE WITH THEIR ECONOMIC DEVELOPMENT ORGANIZATION.THE MERGER WAS A COMPLETE CONSOLIDATION OF THE TWO ORGANIZATION , THE MERGER TOOK PLACE IIN 2018 . AS A 501(C)6 THEY ALSO CREATED A COMPANION 501(C) 3 FOUNDATION.

INTERVIEW CONDUCTED WITH RONNIE BRYANT , FORMER CEO OF THE “ALLIANCE”.

(Q) : WHAT FACTORS DROVE THE DECISION TO MERGE THE TWO ORGANIZATIONS AND WHAT SECTOR WAS THE DRIVING FORCE BEHIND THE MERGER ?

(R) : THE 150 YEAR OLD CHARLOTTE CHAMBER OF COMMERCE WAS THE HOLY GRAIL IN THE BUSINESS COMMUNITY. THE REGIONAL PARTNERSHIP (EDO) WAS FORMED IN 1996. AFTER SEVERAL YEARS IT BECAME APPARENT TO THE BUSINESS COMMUNITY THAT CREATING A SEPARATE ORGANIZATION WAS PROBABLY NOT A GOOD IDEA. IT WAS ALSO BECOMING CLEAR THAT THE CHAMBER HAD NOT EVOLVED OR CHANGED. QUESTIONS WERE RAISED BY THE BUSINESS LEADERSHIP AS TO THE VALUE OF BOTH ORGANIZATIONS. WHY PUT YOUR MONEY IN ONE ORGANIZATION OVER THE OTHER ? WHAT WAS THE ROI? OVER SEVERAL YEARS ,LEADERSHIP TRIED TO FIGURE OUT WHAT WAS THE BEST MODEL .THE PARTNERSHIP (EDO) HAD 30% PUBLIC FUNDING .THE TWO ORGANIZATIONS OFTEN COMPETED FOR FUNDING . THEIR MEMBERSHIP LEVELS WERE FROM \$5,000-\$100,000 AND THERE WERE APPROXIMATELY 180 PRIVATE SECTOR INVESTORS . INTERESTINGLY THEY ALSO RECEIVED \$100,000 FROM THE VISITORS BUREAU WHILE THE CHAMBER RECEIVED \$600,000 . THE REALIZATION WAS THAT THE INCREASING TREND IN THE COUNTRY WAS TO MERGE TWO OFTEN COMPETING ORGANIZATIONS.

(Q) : HOW WAS THE MERGER ACCOMPLISHED AND HOW LONG DID IT TAKE ?

(R) : THE MERGER WAS DRIVEN BY A LEADERSHIP GROUP NAMED “THE GANG OF TEN” . THEY CONSISTED OF CHAIRS, PAST CHAIRS , AS WELL AS INCOMING CHAIRS OF BOTH ORGANIZATIONS . EVERY ONE OF THEM WAS AN INDIVIDUAL WHO HAD REPRESENTED ONE OR BOTH ORGANIZATIONS. THE PROCESS BEGAN IN 2017 AND WAS COMPLETED IN NOVEMBER OF 2018.

(Q) : WHAT WAS THE BUDGET OF THE MERGED ORGANIZATION? HOW IS THE STAFF STRUCTURED ? HOW IS FUNDING STRUCTURED ?

(R) : LIKE ORLANDO , IT WAS DETERMINED THAT NEITHER OF THE TWO CEO’S FROM THE ORIGINAL ORGANIZATIONS COULD APPLY TO BECOME CEO OF THE NEW BUSINESS ALLIANCE. THE INITIAL BUDGET WAS \$8-\$10 MILLION.

THE NEW ORGANIZATION STILL HAS SOME CHAMBER LIKE EVENTS. PRIOR TO THE MERGER THE EDO HAD NO EVENTS AND DEALT STRICTLY WITH THE INVESTORS TO RAISE FUNDS. THE GOAL IS TO ULTIMATELY PHASE OUT ALL EVENTS AND NETWORKING .

STAFF NUMBERS WERE SIMILAR TO THE TOTAL NUMBER OF THE COMBINED ORGANIZATIONS BUT GRADUALLY WAS REDUCED AS OVERLAP AND DUPLICATION WAS ELIMINATED.

(Q) : WAS THERE ANY OPPOSITION TO THE MERGER AND DOES ANY REMAIN TODAY?

(R) : THOSE THAT HAD EQUITY IN THEIR RESPECTIVE ORGANIZATIONS WERE LESS THAN SUPPORTIVE AT FIRST. THIS WAS ESPECIALLY TRUE OF THOSE INVOLVED IN THE 150 YEAR OLD CHAMBER OF COMMERCE. HOWEVER , SINCE THE MERGER WAS DRIVEN BY THE LEADERSHIP FROM BOTH ORGANIZATIONS THIS WAS SOMEWHAT MITIGATED. IN ADDITION ,SMALL BUSINESS MEMBERS WERE SKEPTICAL OF WHETHER THEY WOULD HAVE A PLACE AT THE TABLE IN THE NEWLY FORMED ORGANIZATION. EFFORTS WERE MADE TO TRANSITION THEM TO SMALLER CHAMBERS WITHIN THE AREA THAT HAD MEMBERSHIP LEVELS AT \$200-\$300

IT WAS CLEAR ,AFTER RESEARCHING TRENDS IN THE INDUSTRY ACROSS THE COUNTRY ,THE GROWING TREND WAS TO MERGE CHAMBERS AND EDOS .CHARLOTTE LEADERSHIP FELT THIS WAS THE MOST EFFECTIVE MODEL FOR THEM TO ADOPT. THIS HAS PROVEN TO HAVE BEEN THE CORRECT DECISION.

NOTE : SUBSEQUENTLY THEY ALSO CREATED A 501(C) 3 FOUNDATION TO COMPLEMENT THE NEWLY FORMED EDO. THEY HAVE ADOPTED THE HYBRID MODEL WITH THE FOUNDATION HAVING A BUDGET OF \$5 -\$7 million. THIS EDO IS ANOTHER REGIONAL EDO. AN ALTERNATIVE STRUCTURE THAT SHOULD BE EXPLORED BY BOWIE.

THE MIAMI DADE COUNTY BEACON COUNCIL :

THE BEACON COUNCIL WAS FORMED FROM A CHAMBER OF COMMERCE YEARLY RETREAT IN 1985. THERE WAS NO EDO AT THE TIME AS EACH INDIVIDUAL MUNICIPALITY HAD THEIR OWN ECONOMIC DEVELOPMENT DEVELOPMENT DEPARTMENT. OFTEN THE COMMUNITIES WITHIN THE COUNTY COMPETED AMONG THEMSELVES TO RECRUIT NEW- TO -MARKET PROSPECTS. IN ADDITION , THE MUNICIPALITIES ALSO TRIED TO POACH COMPANIES TO RELOCATE BETWEEN MUNICIPALITIES. THE CHAMBER WAS NOT REALLY EQUIPPED TO ALSO CONDUCT CHAMBER RELATED ACTIVITIES

AND THE ROLE OF AN EFFECTIVE EDO. A RECOMMENDATION WAS CRAFTED TO CREATE A COUNTY-WIDE EDO. THE EFFORT TO CREATE THE NEW ORGANIZATION WAS LED BY THREE WELL RESPECTED LEADERS WITHIN THE COUNTY : THE COUNTY GOVERNMENT MANAGER (AT THE TIME MIAMI DADE HAD A COUNTY MANAGER FORM OF GOVERNMENT WITH NO STRONG MAYOR) . A PRESIDENT OF A MAJOR BANK AND A BUSINESS LEADER WHO ALSO WAS SERVING AS THE SECRETARY OF COMMERCE FOR THE STATE OF FLORIDA . THE RECOMMENDATION ALSO INCLUDED A PROVISION THAT THE NEW ORGANIZATION WOULD BE FUNDED BY A DEDICATED FUNDING SOURCE; A SURCHARGE ON THE BUSINESS OCCUPATIONAL LICENSE (NOW CALLED LOCAL BUSINESS TAX). THE GOAL WAS TO TRY TO LIMIT AS MUCH AS POSSIBLE POLITICAL INFLUENCE UPON THE NEW ORGANIZATION. WHILE A LAUDABLE GOAL SINCE THE COUNTY HAD TO ACTUALLY COLLECT THE FEE , THE COUNTY COMMISSIONERS WOULD STILL TRY TO EXCERPT POLITICAL INFLUENCE UPON THE EDO AND OFTEN TRIED TO DIVERT SOME PERCENTAGE OF THE RESOURCES FOR THEIR INDIVIDUAL DISTRICTS OR OTHER POLITICALLY CONNECTED ORGANIZATIONS.. THE FUNDING SOURCE REQUIRED LEGISLATION TO BE ENACTED BY BOTH THE STATE AND THE COUNTY. WITH BOTH GOVERNMENTAL BODIES APPROVING THE REQUIRED ENABLING LEGISLATION THE BEACON COUNCIL WAS FORMALLY CREATED IN 1986. THE NEW ORGANIZATION WAS CREATED AS A 501(C) 6 FOLLOWED SHORTLY WITH THE CREATION OF A COMPANION 501(C) 3 FOUNDATION.

NOTE: THE CONSULTANT SERVED AS PRESIDENT AND CEO OF THE BEACON COUNCIL FOR 17 YEARS. THE COMMENTS OUTLINED BELOW ARE BASED UPON MY SERVICE AND KNOWLEDGE OF THE ORGANIZATION

THE BEACON EVOLVED FROM ITS INCEPTION TO OFTEN BE LISTED AS ONE OF THE TOP EDOS IN THE NATION. AT ONE TIME IT WAS ONE OF THE FEW CERTIFIED EDOs BY THE IEDC . THE 501(C) 6 GREW TO A MEMBERSHIP OF OVER 2000 , PRIMARILY BUSINESS MEMBERS. MOST OF THE TOP CORPORATE BUSINESSES IN THE COUNTY ARE MEMBERS AS WELL AS REPRESENTATIVES OF CITIES AND OTHER RELATED NONPROFITS WITHIN THE COUNTY.

THE BUDGET IS FUNDED VIA THE LOCAL BUSINESS TAX SURCHARGE, MEMBERSHIP , SPONSORSHIPS, SEVERAL PREMIER EVENTS , AND PERIODICALLY MATCHING GRANTS , SPECIFICALLY FOR EXTERNAL MARKETING FUNDED BY MATCHING GRANTS BETWEEN PRIVATE SECTOR INVESTORS AND THE COUNTY GOVERNMENT . THE INITIAL BUDGET OF THE ORGANIZATION WHEN IT WAS FORMED WAS APPROXIMATELY \$1.5 MILLION . THE OBJECTIVE WAS TO GRADUALLY HAVE THE ORGANIZATION FUNDED 70 % FROM THE PRIVATE SECTOR AND 30 % FROM THE PUBLIC SECTOR. WHILE THOSE TARGETS REMAIN THE PROJECTED PROPORTIONAL FUNDING GOALS HAVE NOT YET BEEN TOTALLY ACHIEVED.

CURRENT BUDGETS ARE PROJECTED TO BE IN THE \$5 - \$7 MILLION DOLLAR RANGE, ALTHOUGH PERIODICALLY THE BUDGET HAS EXCEEDED \$9 MILION .

THE ORGANIZATION HAS A STRONG EXTERNAL , INTERNATIONAL , AND DOMESTIC RECRUITMENT PROGRAM TO VERY TARGETED MARKETS . BEACON COUNCIL ALSO HAS A VERY ROBUST BRE PROGRAM.

THE BEACON COUNCIL VIA CONSTANT REVIEW AND MODIFICATION OF THE STRATEGIC PLANNING PROCESS KNOWN AS ONE COMMUNITY ONE GOAL (OCOG) HAS DEVELOPED A VERY SPECIFIC LIST OF TARGETED INDUSTRIES TO BOTH RECRUIT ,RETAIN , AND ASSIST IN EXPANSION.

THEIR COMMUNITY -WIDE PRIORITIES WERE INITIALLY DEVELOPED FROM TWO COMMUNITY -WIDE ECONOMIC DEVELOPMENT SUMMITS , THEYARE :

- A) EDUCATION AND WORKFORCE**
- B) PHYSICAL INFRASTRUCTURE**
- C) ENTREPRENEUSHIP**
- D) BUSINESS CLIMATE AND PUBLIC POLICY**
- E) ECONOMIC DEVELOPMENT MARKETING**
- F) TARGETED INDUSTRIES.(SEVEN IDENTIFIED)**
- G) CONTINUE TO IMPROVE MIAMI-DADE COUNTY'S TARGETED URBAN AREAS**
- H) REFINE AND UNITIZE APPROPRIATE INCENTIVES WITH POSITIVE ROI FOR THE COMMUNITY'S TAX BASE**
- I) THE ORGANIZATION HAS VERY SPECIFIC KPIs THAT ARE REVIEWED AND MODIFIED ON A YEARLY BASIS**

THE BOARD OF DIRECTORS WAS ORIGINALLY 125 MEMBERS TO ADDRESS THE FEARS THAT THE NEW ORGANIZATION WOULD NOT BE ALL -INCLUSIVE . IN 2009 , AFTER A REVISED STRATEGIC PLAN IT WAS REDUCED TO 65 . THE EXECUTIVE COMMITTEE WHICH HAD BEEN 55 MEMBERS , WAS REDUCED TO 30 MEMBERS. THE BOARD MEETS ONLY ONCE A QUARTER WHILE THE EXECUTIVE COMMITTEE MEETS MONTHLY AND IS EMPOWERED TO ACT IN LIEU OF THE BOARD.

THE FOUNDATION'S CURRENT WORK PRGRAM HAS FIVE MAJOR OBJECTIVES RATHER THN JUST PHILANTHROPIC SUPPORT :

- INCLUSIVE PROSPERITY**
- TALENT DEVELOPMENT**
- INNOVATION ECOSYSTEM**
- RESILIENCE & FUTURE INDUSTRIES**

- **CIVIC- PRIVATE LEADERSHIP.**

THE BEACON COUNCIL'S 501(C) 6 HAS TO A DEGREE MORPHED INTO OVER- LAPPING PROGRAMS THAT ARE SOMEWHAT MORE ALIGNED TO CHAMBER OF COMMERCE OPERATIONS THAN THOSE STRICTLY CONDUCTED BY A EDO.

ON OCCASION THERE HAS BEEN SOME DISCUSSION OF FOLLOWING THE ORLANDO AND CHARLOTTE MODELS AND MERGING THE EDO WITH THE CHAMBER. PRIVATE SECTOR INVESTORS WHICH HAVE OFTEN SERVED IN ROTATING LEADERSHIP POSITIONS , IN BOTH ORGANIZATIONS HAVE MOSTLY RESISTED ANY MERGER BETWEEN THE TWO ORGANIZATIONS TO PRESERVE THEIR STATUS WITHIN THE BUSINESS COMMUNITY.

FUNDING SOURCES AND REVENUE MIX COMPARISON

EDO NAME	INVESTOR SUPPORT	PUBLIC SUPPORT	GRANTS	PROGRAM INCOME	PROFILE
CHARLOTTE	HIGH	MODERATE	MODERATE	MODERATE	DIVERSIFIED
ORLANDO	HIGH	LOW	HIGH	MODERATE	HIGHLY DIVERSIFIED
BEACON	HIGH	HIGH	MODERATE	HIGH	DEDICATED PUBLIC FUNDING: \INVESTOR SUPPORT
PGCEDC	LOW TO MODERATE	HIGH	MODERATE	MODERATE	CONTRACT MODEL
MCEDC	MODERATE	HIGH	MODERATE	MODERATE	CONTRACT MODEL
DEVCO	LIMITED	HIGH	MODERATE	HIGH	PROJECT -DRIVEN
REDI	LOW	HIGH	MODERATE	MODERATE	MUNICIPAL MODEL

COMPARATIVE FOUNDATION /ASSET STRUCTURE

EDO	IRS STATUS	RELATED FOUNDATION	ASSETS	STAFF	MODEL
CHARLOTTEE	501(C) 6	YES-C-3	\$7.6M + \$5 M FOUNDATION	37	HYBRID
ORLANDO	501(C) 6	YES-C-3	\$10.5 + \$4.8 FOUNDATION	70	HYBRID
BEACON	501(C) 6	YES-C-3	\$4-5 + \$2-3M FOUNDATION	30	HYBRID
PGCEDC	501(C) 3	NONE	\$5.8 M	40	SINGLE NONPROFIT
MCEDC	501(C) 3	NONE	EST; \$7-\$8 M	50	SINGLE NONPROFIT
DEVCO	501(C) 3	NONE	SIGNIFICANT PROJECT ASSETS \$24 M+	15	ASSET / PROJECT BASED
REDI	501(C) 3	NONE	\$2.4 M	6	MUNICIPAL NONPROFIT



BOWIE METRICS & PERFORMANCE TRACKING

Key Performance Indicators and Accountability Framework

Prepared for the City of Bowie, Maryland
Prepared by Frank R. Nero
Economic Development Consultant

METRICS AND PERFORMANCE TRACKING

IT IS IMPORTANT THAT PERFORMANCE METRICS ARE DEVELOPED TO TRACK PERFORMANCE OF ANY ECONOMIC DEVELOPMENT ORGANIZATION : “IF YOU CAN’T MEASURE IT.. IT DOESN’T EXIST.”

**KEY PERFORMANCE INDICATORS (KPIs) SHOULD BE ESTABLISHED YEARLY AND REPORTED TO THE COMMUNITY AT LARGE
SUGGESTED KPIs :**

THE KPIs AND IMPLEMENTATION PRIORITIES TO BE DEVELOPED FROM STRATEGIC PLAN/WORKPLAN AND BOARD OF DIRECTORS IN CONCERT WITH THE CITY AND PPP EDO STAFF

PERFORMANCE METRICS: BREAKDOWN BY QUARTER

METRICS	Q1	Q2	Q3	Q4	TOTAL
PROJECTS COMPLETED					
RATE OF COMPLETION					
NUMBER OF ACTIVE PROJECTS					
NEW CAPITAL INVESTMENT					
PROJECTS IN OLD TOWN					
PROJECTS IN TOWN CENTER					
ECONOMIC IMPACT					
BRE VISITS					
INDIRECT/ INDUCED JOBS					
SHOWS / MISSIONS ATTENDED					

PROJECT LIST

NAME	PROJECT TYPE	INDUSTRY	COUNTRY	QUARTER	COUNCIL DISTRICT

METRICS TO BE MEASURED ARE ESTABLISHED BY THE PPP EDO BOARD OF DIRECTORS

EDUCATION AND WORKFORCE DEVELOPMENT

ENTREPRENEURSHIP AND INNOVATION

RECOMMENDATIONS	LEAD ORGANIZATION	TIMEFRAME COMPLETED	PRIORITY	COMMENTS

BUSINESS CLIMATE AND PUBLIC POLICY :

ECONOMIC DEVELOPMENT MARKETING:

TARGETED PROSPECTS: RETAIL

TARGETED PROSPECTS : RESTAURANTS

GOVERNANCE AND LEADERSHIP :

**RECOMMEND THAT A YEARLY ANNUAL
REPORT “ A REPORT TO THE
COMMUNITY “ BE PUBLISHED , AND
PLACED ON THE WEBSITE . THE END-
OF -YEAR RESULTS SHOULD ALSO BE
PRESENTED DURING A PUBLIC
COMMUNITY EVENT**



BOWIE BUSINESS RETENTION AND EXPANSION PROGRAM (BRE)

Business Outreach, Retention and Expansion Initiatives

Prepared for the City of Bowie, Maryland
Prepared by Frank R. Nero
Economic Development Consultant

**LOCAL BUSINESS ..LOCAL JOBS
A BUSINESS RETENTION AND
EXPANSION (BRE) PROGRAM
FOR BOWIE
A KEY KPI FOR THE NEW PPP
EDO**

**“PROACTIVELY SUPPORTING
THE RETENTION AND
EXPANSION OF EXISTING
BUSINESSES IS A
FUNDAMENTAL FUNCTION OF
ECONOMIC DEVELOPMENT
ORGANIZATIONS (EDOs) . EDOs
THAT ENGAGE WITH EXISTING
BUSINESSES AT A DEEPER
LEVEL THAN SURVEYS , TEND
TO REAP MORE SUCCESS WITH
THEIR BRE EFFORTS.”**

IF ALL POLITICS ARE LOCAL THE SAME HOLDS TRUE FOR JOB CREATION. SURVEY AFTER SURVEY SHOW THAT 65-70% OF ALL JOBS ARE CREATED LOCALLY. HENCE IT IS IMPORTANT TO FOCUS ON LOCAL BUSINESSES THAT ARE ALREADY LOCATED IN BOWIE . ANY COMPREHENSIVE ECONOMIC DEVELOPMENT PROGRAM SHOULD FOCUS ON THE CARE AND FEEDING OF LOCAL COMPANIES. EVEN RELATIVELY LOW UNEMPLOYMENT RATES CAN BE A FALSE INDICATOR OF THE ECONOMIC CONDITIONS OF THE CURRENT BUSINESSES THAT ARE LOCATED IN BOWIE. THIS IS ESPECIALLY TRUE OF THE OLD TOWN AND TOWN CENTER AREAS

- A VIBRANT AND EFFECTIVE BRE PROGRAM SHOULD BE CITY -WIDE.**

- **IT IS RECOMMENDED THAT ANY NEW PPP EDO INITIALLY FOCUS ON SPECIFIC TARGETED GEOGRAPHIC AREAS.**
- **IT SHOULD TARGET BOTH LARGE AND SMALL BUSINESSES**

OUTLINE OF A POTENTIAL BRE PROGRAM FOR BOWIE : MAJOR OBJECTIVES

- **EARLY WARNING OF POTENTIAL RELOCATION OF CLOSURE :**
- **Often by the time local government learns of a potential business relocation , reduction in force , or a closure , it is too late to change the decision**

- Often other locales may be trying to recruit Bowie companies to relocate to their communities. Or national chains or firms may be deciding whether to downsize or merge operations in another community.
- It is imperative to nip in the bud any potential relocation decision early on. Often government will learn of a potential relocation ,closure or down-sizing via the WARN NOTICE.
- Early warning comes with direct contact prior to any relocation/ expansion decision.
- BRE programs are also excellent ways to learn of any difficulty a company may be experiencing with a government agency or action.

MAYOR'S BRE VISITATION PROGRAM :

- **As part of any comprehensive BRE program it is recommended to establish a MAYOR'S BUSINESS VISITATION PROGRAM. "LOCAL BUSINESS...LOCAL JOBS "**
- **Two visits per month ; one to a large employer , one to a small business**
- **Mayor to be accompanied by the CEO of the PPP EDO**
- **May also include district council person**
- **No press..no PR , all discussions to be confidential.**
- **Opportunity to speak candidly with any business CEO or owner about ANY pending issues of concern.(of course there is also an opportunity for elected officials and EDO head to express appreciation of being located in Bowie)**
- **If appropriate may provide an opportunity to meet/address employees**

- **Maintaining active relationships with local businesses demonstrates that the local government is listening ,which helps gain a business -friendly reputation that results in positive referrals by existing businesses to new ones , or to corporate officials as to why Bowie is an excellent place to be and potentially expand**
- **Top EDO official follows up through the Mayor's office and city manager on any issues or concerns**
- **Follow up letter to business addressing any concerns or items covered in the meeting.**

**MAYOR CAN'T DO IT ALL ALONE. EDO NEEDS TO ENGAGE PARTNERS IF THE PROGRAM IS TO BE SUCCESSFUL .
POTENTIAL PARTNERS :**

- **Utilities can provide info on hookup or notices of discontinuance of service**

- **New business licenses**
- **Local commercial brokers ; usually first to know if a company is expanding, closing or leaving**
- **Zoning /permitting officials**
- **Executive search firms**
- **Local chamber of commerce (if they still have ability to monitor members)**
- **WARN notices ..usually too late**

BRE SURVEYS :

- **Surveys if developed /administrated correctly : wide distribution with follow- up can be a usefull tool BUT THEY ARE A BASIC BRE PROGRAM**
- **Can be developed in concert with top players in the local economy**
- **Follow up is the key ..not just a pro-forma letter . Need to use info gleaned from the surveys to act.**

WHAT COMPANIES SHOULD BE TARGETED ? HOW SMALL IS TOO SMALL ?

- **Varying definitions of what constitutes a small business**
- **Determine median size businesses in Bowie. Initially target those above and below the median size**
- **Determine what efforts will provide greatest ROI of staff , Mayor and partner resources**
- **Develop training sessions on how to create and implement a successful comprehensive BRE program**
- **Typical targets for BRE visitations are:**
 - 1) tax base impact**
 - 2) high-wage employers**
 - 3) employers in emerging /promising industries**
 - 4) companies in growth phases**
 - 5) largest employers**
 - 6) companies in target industries**

- 7) legacy companies**
- 8) companies that are rumored to be in trouble or considering relocation**
- 9) new companies**
- 10) those in target areas such as Town center**

WHAT SHOULD BE THE ROLE OF THE PPP EDO IN THE CREATION AND IMPLEMENTATION OF A SUCCESSFUL BRE PROGRAM ?

- The EDO should be the lead agency**
- It should be a major component of the EDO's KPIs**
- Each staff member of the EDO should be assigned a predetermined number of visitations and be required to report and follow up results in writing. Staff evaluations should be based in-part on efforts and results regarding BRE program.**

WHAT ARE SOME COMPONENTS OF A SUCCESSFUL BRE PROGRAM ?

- **First and foremost show the flag.. “ I’m here on behalf of the City of Bowie and and we ARE here to help.”**
- **Indicate why you wish to speak to the business about their operations in the city**
- **MOST IMPORTANT COMPONENT IS TO LISTEN ! Proactively listening and responding to the needs of existing businesses can result in successful efforts to help them survive when they are in trouble. Positive actions to mitigate business challenges can also help them grow more rapidly .**
- **The objective is to determine companies profile in Bowie ..what are their current and long- range plans**
- **What are they concerned about..what do they like/dislike about being in Bowie..what help might they need ?**

- **Be prepared to offer information if company is looking to expand. If applicable , provide access to commercial brokers, lenders, government incentives/financing where eligible .**
- **EDO should evolve to be able to provide technical assistance for businesses. This is especially important for small businesses.**

THE COMPANY IN THE INTERVIEW TELLS YOU :

“ WE ARE LEAVING/CLOSING /MOVING TO ANOTHER CITY/ DOWNSIZING..” ..NOW WHAT ?

- **First need to determine if it is REALLY a done deal..**
- **How can the city.. PGCEDC ..help**
- **Why are they leaving /downsizing ? consolidation ..**

- If closing completely what are the reasons: workforce ; regulatory; reduction in business ; worker/housing affordability: national chain decision ; etc
- Develop a check list ; if not yet a done deal address point by point if possible a specific course of action with a timetable
- If it is a done deal : they are closing/ leaving ..prepare if possible a joint statement with the company to put on the best spin for the media and residents ; e.g. not the community but the market has shifted..merger.. national decision ; etc
- Keep list as to who has left ; downsized ;closed ; and why

- **Flush out issues that have common thread; high taxes; lack of skilled workforce for their requirements ..housing ; commercial costs ; regulatory issues ; lack of government responsiveness ; permitting ; available land /space for expansion ; quality of life issues etc**
- **Chart and weigh every reason cited .. analyze as to how issues could be incorporated to annual work program and strategic plan.**
- **Can serve as issues for the Mayor & Council to develop programmatic solutions**
- **Also celebrate expansions and new locations**
- **No matter how small the expansion or new location it should be celebrated and reported.**

**BRE PROGRAMS ARE OFTEN CUMBERSOME AND TIME CONSUMING
BRE PROGRAMS ARE OFTEN ABANDONED AS THEY ARE NOT AS SEXY AS RECRUITING A SHINY NEW COMPANY. THEY REQUIRE DISCIPLINE AND COMMITMENT.**

LOCAL COMPANIES ARE THE BACKBONE OF THE CITY'S ECONOMY AND NEED CONSTANT CARE AND ATTENTION. THIS IS ESPECIALLY THE CASE FOR UNDERSERVED AREAS OF THE CITY . IT ALSO PROVIDES AN EARLY WARNING SYSTEM FOR COMPANIES CONSIDERING DOWNSIZING, LEAVING OR CLOSING. IT IS EASIER TO ASSIST A COMPANY THAT IS ALREADY LOCATED IN BOWIE THEN TO REPLACE IT.

ENGAGE FREQUENTLY AND BE RESPONSIVE. PROMPT RESPONSES CONFIRM A CUSTOMER-SERVICE ORIENTATION AND HELP ESTABLISH CREDITABILITY AND CONFIDENCE IN THE EDO. AN INDIRECT BENEFIT IS TO GARNER SUPPORT FOR THE EDO ITSELF . MANY COMPANIES HAVE BECOME ENGAGED FINANCIALLY AND VIA PARTICIPATION IN THE EDO AFTER FIRST BEING CONTACTED THROUGH A WELL DEVELOPED AND EXECUTED BRE PROGRAM



BOWIE PR AND MARKETING

Economic Development Branding and Strategic Communications

Prepared for the City of Bowie, Maryland

Prepared by Frank R. Nero
Economic Development Consultant

PR AND MARKETING STRATEGY

BRANDING:

- As the 2022 strategic plan points out the City of Bowie is “not perceived to have a strong brand or identity that reflects modern Bowie ; that results in a sense of place”
- It further states : “A perception that the city’s external marketing to businesses appears limited “
- It is apparent that there needs to be a consistent branding effort.
- The marketing budget for strictly economic development is practically non-existent.
- In order to compete in the global market place Bowie needs to have an adequate marketing budget to promote the community.

- **The initial marketing effort will need to be twofold : 1) market to the community the PPP EDO ; 2) develop a consistent Bowie Brand and initially use it to raise Bowie's profile regionally, statewide and to targeted national markets and industries**

BRANDING FOR MAXIMUM IMPACT:

- **A branding message needs to be transparent and consistent, as part of any successful marketing plan**
- **It is crucial that the branding message is such that it allows for flexibility within the campaign .**
- **This is necessary in order to customize messaging to target markets, groups ,and the community without sacrificing the overall brand campaign**
- **The role of the PPP EDO is to promote Bowie as a business destination, and an excellent place to live ,work , play dine and shop**

- **It is also important to further brand the PPP EDO as THE organization that is supportive of the business community and its residents.**
- **To this end a component of any marketing strategy should include branding the PPP EDO as an organization that is a resource for companies, local, national and international to expand and locate in Bowie.**
- **This strategy should translate into involvement of companies in the organization through coop marketing, sponsorship and attendance at events**
- **Marketing Bowie's live. work ,play , shop and dine benefit to include geographic location ,infrastructure, multicultural workforce, community and lifestyle should be part of any integrated marketing strategy**

- **Due to an anticipated limited marketing budget there is a need to focus on targeted prospects that show the most promise for location and expansion. This will spell success.**
- **Important targets are the companies themselves, site location consultants, commercial real estate professionals who advise or make the location decision.**
- **An initial effort should be made to get Bowie on their radar screen by providing relevant information about the advantages of doing business in Bowie.**

SOLICIT PARTNERSHIPS AND GREATER COMMUNITY SUPPORT TO TELL THE BOWIE STORY :

TELL THE STORY:

- **Define and clarify the Bowie story : why Bowie ..?**

- Define cause and impact to the community
- Define the competitive environment
- Inter-government initiatives : coop with PGCEDC
- Develop support in order to create an independent revenue stream for integrated coop marketing

PRIVATE SECTOR :

- Solicit coop opportunities
- Sponsorships
- Direct marketing financial contribution/ match program with city/PGCEDC

NOT FOR PROFIT :

- Define the parameters of the 501© 3
- Go after foundation money
- Solicit private donations directly and indirectly (Events or straight funding for marketing)

PUBLIC :

- Integrated coop marketing

- **Ultimately solicit public support for a dedicated marketing budget..**
- **intergovernmental /regional campaign**
- **IS THE BRANDING MESSAGE TRANSPARENT AND ARE WE EFFECTIVELY TELLING THE BOWIE STORY ?**
- **Determine if targeted prospects recognize the value and the message**
- **Determine if the targeted audience of the community, region and state finds the message transparent and effective through surveys**
- **Internal review**

HOW TO START :

- **Clearly there is a need to tell Bowie's story , both in the current and future**
- **There is a pressing need to fund, create and implement a results-oriented public relations and marketing program on behalf of both the city and the new PPP EDO**

- **There is a need to craft a positive image of Bowie . Often absent a positive image there is an assumed negative one.**
- **Negative assumptions or merely lack of knowledge about Bowie can negatively impact current and future economic development goals**
- **It is less certain however that even the local population as well as local ,regional and national media have a clear and accurate image of the city.**
- **The prospect of reduced future tax revenue to meet the city's budgetary requirements underscores the need to project positive news and stories to reinforce confidence in Bowie as an option to consider to live ,work ,play, shop and dine.**
- **There is a need and an opportunity to tell positive stories that transcend any negative images about the city**

- **Bowie needs to make the case why investing in residential, retail and restaurant opportunities will never be better than NOW! The strength and opportunities outlined in the 2022 Strategy and Action plan need to be translated into a concise PR message**

WHAT TO DO :

- **Editorial placement is a powerful tool to help meet both the challenge and opportunity to spread the Bowie story**
- **There is need to shape public perceptions among decision makers that the investment climate on Bowie and the reason to live, work ,play ,shop and dine are NOW**
- **Survey after Survey have consistently shown that “articles” in newspapers and magazines are one of the top three leading information sources influencing public perception of an area .**

- **It is recommended this technique be employed by Bowie with resulting measurable success.**
- **This does not preclude social media as a part of any comprehensive media program**
- **DIRECT ADVERTISING HOWEVER VIA ADS IS LESS IMPACTFUL UNLESS THERE IS A VERY LARGE BUDGET FOR LARGE AND CONTINUED AD PLACEMENT**
- **A small budget for editorial placement clearly provides the most cost effective and unique media placement to promote the Bowie Story.**

HOW TO DO IT?

- **For a small budget media campaign to be effective it will require Bowie's leadership from the public, private and civic sectors to raise the necessary funds to create and implement a comprehensive and effective media marketing program.**
- **The PPP EDO should be the lead on this effort**
- **A component of the campaign should include Bowie leadership going on the road to key markets and meeting with key prospects to tell the Bowie story**
- **In partnership with the PGCEDC media representatives , location consultants should be invited to Bowie to establish face to face appointment and special promotional events to tell the Bowie (Prince George's County) story.**

PROGRAM OUTLINE:

- **Raise positive perceptions of Bowie as an ideal place to live, work, play ,dine and shop**
- **Dispel negative images of the community and Bowie's quality of life**
- **Generate both local and out of market media via positive placements in newspapers, magazines, and electronic media.**
- **Increase inquiries and leads on investment and business opportunities**

TARGET AUDIENCES:

- **News -media in targeted markets ; DC-Baltimore , Virginia , Delaware , NYC/ Northeast**
- **Broadcast media in the targeted markets**
- **Trade publications /business magazines**

INTERNAL :

- **A positive /future opportunity message has to get out locally and to those in the region and state**
- **Engage local partners such as PGCEDC ,local stakeholders with vested financial interests in Bowie**
- **Local and regional media**
- **State -elected officials**

STRATEGY:

- **Create a joint funded media campaign**
- **tap into the resources of local businesses : PGCEDC : state government .**
- **State has great potential to provide marketing resources ; perhaps even on a matching basis . Engage your state representatives.**
- **Conduct special events to raise resources for direct marketing resources.**

- **Create a realistic budget to accomplish goals**
- **A joint -marketing Partnership with multiple investors will be necessary**
- **Explore potential of coop media and PR ,even a tag line about Bowie included on local business media ads ,brochures , websites , etc will serve to reinforce positive image of Bowie**
- **A realistic initial budget of at LEAST \$250,000 a year for a three- year program should be the goal**
- **Conduct a media perception survey with key local and national media on the current viability of Bowie as a place to live, work ,play, dine and shop**
- **Generate “earned media” which effectively communicates Bowie’s unique quality of life , business opportunities , housing stock , geographic location .**

- **Create positive local excitement to tell the Bowie Story**
- **Hire an experienced PR firm with a measurable track record of media placement in major markets (Note there are excellent PR firms who ONLY work to promote communities .DCI in NYC is among the leaders)**
- **Create major themes and tactics to be used to tell the Bowie story in a compelling manner**
- **Create a promotions/marketing team consisting of local , current , and past public ,civic, and private sector leadership with the ability and willingness to tell the Bowie story both locally , regionally , and out- of -market
Train the team on how to express the Bowie story.**

- **Ask local Stakeholders to become promoters of Bowie. All have a vested interest in seeing Bowie to be a premier area to live, work ,play ,and dine**

- **Create a pocket profile marketing piece designed to be able to be carried by individuals in their shirt pockets and pocketbooks . A trifold with bullet points promoting various aspects of the community , that includes individual sections on residential, business, restaurants ,and retail that promotes existing assets and future investment opportunity works wonders. Copies should be placed at point -of- sale at key retail and restaurants located in Bowie. Local leaders should be encouraged to carry them and distribute whenever an opportunity arises to tell the Bowie Story. Marketing pieces to be paid for by via coop effort by businesses highlighted in Brochure should also be included.**

- **Take the Bowie story on the road . Choose appropriate spokespersons to and bring specific stories directly to the media in key local ,region, national markets. Possible participants could be local officials, business and civic leaders , even state officials..**
- **The goal would be to conduct four -to -five media presentations to targeted journalists. The PR firm would be charged to select and schedule the journalists.**
- **PR firm should draft appropriate documents and presentation materials**
- **Consider a Bowie familiarization press trip by inviting key reporters ,both local and out of market to experience first -hand the quality of life in Bowies as well as business opportunities. There is no substitute for actually seeing and experiencing the product .**

- **Solicit sponsors to provide housing, meals and transportation. Partner with PGCEDC on these familiarization trips.**
- **Create a local speaker's bureau to sell and participate in speaking opportunities at targeted events and venues before civic groups ,business organizations and conferences. All provide opportunities to tell the Bowie Story.**
- **There will be a need to identify public, civic and private sector leaders who could be dynamic spokespersons for Bowie.**
- **Launched locally /regionally**
- **REMEMBER THE GOAL IS TO RAISE BOWIE'S PROFILE**
- **In consultation with the PR Firm , develop a list of the “most wanted” media outlets and trade publications , especially those that service the retail and restaurant industry**

DIRECT MARKETING :

- **Identify the top retailers and Restaurants that Bowie wishes to recruit.**
- **Develop Bowie promotional packages and send them to the CEOs of the top prospects. Not a one shot deal .Be persistent**
- **The goal is to get Bowie on their radar screen as a potential location.**
- **Facts and demographics matter**
- **Provide information on potential locations and any inducements available to them.**
- **Partner with the private sector owners of Town Center and any other potential locations**

WHAT ARE THE MOST COST EFFECTIVE ECONOMIC DEVELOPMENT MARKETING TECHNIQUES GIVEN A LIMITED BUDGET ? (IN ORDER OF PREFERENCE)

- 1. PR/ targeted publications/trade publications**
- 2. Internet/website/social media**
- 3. Direct mail/ newsletters**
- 4. Publicity**
- 5. Telemarketing**
- 6. Planned visits to corporate executives site selectors , commercial real estate brokers , editorial board , business writers.**
- 7. Familiarization tours**
- 8. Integrated /coop advertising**
- 9. Paid media**
- 10. Advertising**

MARKETING : GETTING THE WORD OUT

- Economic development marketing requires a comprehensive integrated multifaceted campaign**

- **What IS the Bowie brand and story?**
- **Who is the targeted audience?**
- **what do you hope to accomplish?**
- **Which effective marketing techniques will you use?**
- **How will you fund any marketing effort**
- **Who will be your marketing partners ?**
- **How will you define success ?**

DEFINING SUCCESS ; HOW SHOULD YOU MEASURE SUCCESS ?

- **Editorial results : quantity ,advertising equivalency and placement of key messages**
- **Prospects contacted : track number of prospects that become projects**
- **Positive data improvements in locations /expansions**
- **Periodic surveys to gage elevated profile knowledge of Bowie**
- **Keep running tally of ROI based upon advertising equivalency and editorial impact**

- **Develop a timeline and specific objectives that need to be developed ,implemented and measured.**

CONCLUSION;

WHAT HAS BEEN OUTLINED WILL NOT BE AN EASY UNDERTAKING . IT IS COMPREHENSIVE AND NOT EASILY ACCOMPLISHED . THIS IS WHY AN EXPERIENCED PR FIRM TO ASSIST IN THIS EFFORT IS ESSENTIAL.

THERE MUST BE A DEDICATED COMMITMENT TO RAISE THE NECESSARY FUNDING AND THEN TO IMPLEMENT A COMPREHENSIVE MARKETING PROGRAM IN LINE WITH AVAILABLE RESOURCES. THIS EFFORT SHOULD BE A TOP KPI FOR THE NEW PPP EDO.

**CONSIDERABLE RESOURCES
ACCOMPLISH ALL THAT A
COMPREHENSIVE MARKETING
APPROACH REQUIRES .**

**PROFESSIONAL STAFF CANNOT AND
SHOULD NOT BE EXPECTED TO “DO IT
ALL” THUS ,THE ROLE OF
VOLUNTEERS, ELECTED OFFICIALS,
BUSINESS PEOPLE , EDUCATORS, AND
OTHER COMMUNITY LEADERS ARE
CRITICAL IN DEVISING AND
IMPLEMENTING AN EFFECTIVE
MARKETING PLAN.**

**I HAVE PROJECTED AN INITIAL
MARKETING BUDGET OF AT LEAST
\$250,000 A YEAR FOR THREE YEARS.**

**FINANCING SOURCES INCLUDING
GRANTS,COOP ADVERTISING ,LOANS,
PRIVATE SECTOR CONTRIBUTIONS ,
AND DIRECT PUBLIC APPROPRIATIONS
ALL NEED TO BE EXPLORED .**



BOWIE ECONOMIC SUMMIT

Stakeholder Engagement and Community Visioning

Prepared for the City of Bowie, Maryland

Prepared by Frank R. Nero
Economic Development Consultant

**“BOWIE ECONOMIC
DEVELOPMENT SUMMIT : A
BLUE PRINT FOR OUR CITY’S
ECONOMIC FUTURE”**

**A COMMUNITY -WIDE
ECONOMIC DEVELOPMENT
VISIONING SUMMIT TO BRING
TOGETHER ALL SECTORS OF
OUR COMMUNITY TO CHART A
COMPREHENSIVE STRATEGY
FOR GENERATING JOB GROWTH
AND ECONOMIC OPPORTUNITY
FOR ALL OF BOWIE’S
RESIDENTS. THE SUMMIT WILL
EXPLORE HOW TO TAP INTO
BOWIE’S STRENGTHS SO THAT A
VIABLE COURSE OF ACTION CAN
BE DEVELOPED, AGREED TO
AND IMPLEMENTED.**

GOAL : TO ENGAGE THE BOWIE COMMUNITY AT LARGE TO SOLICIT CITIZEN INPUT IN REGARD TO PRIVATIZING ECONOMIC DEVELOPMENT FUNCTIONS :

- **DETERMINING TOP ECONOMIC DEVELOPMENT PRIORITIES FOR THE COMMUNITY AND THE NEW PPP EDO**
- **OPPORTUNITY FOR NEW ADMINISTRATION TO CHART CURRENT AND FUTURE ECONOMIC DEVELOPMENT GOALS AND PRIORITIES**
- **ELEVATE ECONOMIC DEVELOPMENT AS A PRIORITY FOR THE COMMUNITY.**

- **VALIDATE/MODIFY FINDINGS AND RECOMMENDATIONS OF THE 2022 ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN.**

BOWIE 2022 ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN FINDINGS /RECOMMENDATIONS :

- **The above referenced report pages 24-27 outlines stakeholder engagement with resulting findings;**
- **Stakeholder engagement is always an important component in the development of any community's economic development strategic plan**
- **It is recommended however that the outreach to the community is expanded to the community at large.**
- **This can be accomplished via a community -wide economic development summit.**

- The report indicated that the : “findings from both interviews and online surveys were largely aligned “
- These findings as well as the analysis from the SWOT assessment in the report can also be reviewed and verified via the “ SUMMIT” and modified as necessary and appropriate.
- The SWOT analysis of Bowie’s strengths, weaknesses opportunities and threats enumerated in the report can also serve the basis for workshops during the “SUMMIT”, and can form a foundation for the PPP EDO’s initial workplan.
- The “SUMMIT” ; can also serve as the vehicle to launch the new PPP EDO

STRATEGIC AREAS OF FOCUS: PAGES 33-51 :

- **The four major strategic areas enumerated on page 33 of the report should form the basis of the major workshops/panels of the “SUMMIT”**
- **It is questionable however whether item number 3 : “Distinguish the city as an Athletic tourism hub” has a true questionable economic development ROI. This would be an excellent topic to be reviewed during the “SUMMIT.**
- **The charts on pages 47- 50 are an excellent outline of assigned responsibilities and required resources . However , they do not indicate the specific level of resources that are actually required**
- **The designated assigned responsibilities on the charts are too general and do not drill down into specifics.**

- The report called for an “actionable strategy” by soliciting “partners to participate in implementing this strategy ‘
- The “SUMMIT” should be instrumental in developing an “ACTIONABLE STRATEGY”
- There is a difference between a strategic plan and a business or operating plan
- This is underscored but the fact is that little of the 2022 Strategy and Action Plan was actually implemented.

SUGGESTED FORMATS FOR A BOWIE ECONOMIC DEVELOPMENT SUMMIT:

COMMON LOGISTICS AND FORMAT

- “SUMMIT” to be held at Bowie State University

- Faculty and students to be tapped as panelists, moderators, facilitators “expert speakers” and resource persons
- National ,state , regional , and local officials and community leaders from all sectors can be tapped as keynote speakers panelists, topic advisors and resource persons.
- City staff , or outside consultant/event planner could format ,organize and run the “SUMMIT”

OPTION ONE :

- Delegate selection as participants
- Broad cross -section of community leadership from public, private, civic and academic sectors.
- Delegates selected by invitation
- Limited number of participants but with as wide a cross section of the community as possible

- **One -two day duration recommended for weekend**
- **Minimal or no cost for registration**
- **Sponsorships to defray costs including box lunch**

OPTION TWO :

- **An alternative to delegate- selected participants is an open to- all residents and business representatives format .**
- **Number of participants should be capped based upon University or alternative site capacity**
- **One day weekend SUMMIT**
- **Minimal cost , sponsorships to defray costs**

SUGGESTED WORKSHOP FORMAT AND TOPICS :

OPENING PLENARY SESSION: ALL PARTICIPANTS

WELCOME REMARKS: PRESIDENT OF BOWIE STATE UNIVERSITY

INTRODUCTION OF THE MAYOR MEMBER OF THE CITY COUNCIL

MAYOR: PURPOSE OF THE SUMMIT

BOWIE ECONOMIC OVERVIEW

- **Bowie Economic overview : local economist or faculty member of Bowie State university**

SUMMARY OF 2022 ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN

- **John H King ; Economic Development Director /representative of Jacob France institute , University of Baltimore & Margrave Strategies**

KEYNOTE PRESENTATIONS

- **POTENTIAL SPEAKERS**

**Governor/congressional representative/
state legislative representative**

CONCURRENT BREAKOUT SESSIONS ; SUGGESTED PANELS: CONSIST OF SMALLER WORKING GROUPS ,FOCUSING ON SPECIFIC TOPICS SUCH AS :

- **Revitalization of OLD TOWN : how can the arts be a revitalization tool ?
Review of the Old town 5 year strategic plan. Is it still valid ?**
- **The permitting challenges : WHAT IS THE ROLE OF THE PGCEDC ?**
- **Bowie Town Center development ;
review of the Bowie Town Center
Technical support panel . Are the
recommendations valid : how to recruit
upscale retail and restaurants ?**

- **Marketing Bowie :how to raise Bowie's profile for increased investment , developing a Brand for Bowie**
-
- **Should Bowie transition from a department of economic development to a PPP EDO ?**
- **How to engage/ leverage Bowie State University ?**
- **Small business enhancement and support: “ Local business ..local jobs “**
- **Does Bowie have a role as a Athletic / recreation hub ?**
- **Recruitment of targeted industries; information technology, government contracting, health services**

These are merely suggested topics to be scheduled. The goal is to establish a set of economic development priorities that can be merged into a workplan for the new PPP EDO (or current Department Economic development.)

LOGISTICS: BREAKOUT WORKSHOPS ;

- **Each topic shall have a separate workshop**
- **Each workshop should have a moderator and a panel of knowledgeable participants on the topic to give an overview and frame the issues**
- **Participants may attend any workshop**
- **Each panel should develop three top priorities to recommend for implementation with assigned responsibilities and potential funding sources**
- **Workshop sessions should be held from 11:30 a.m.-2:45 p.m. -(working lunch) 2:45p.m. -3:15p.m. (coffee break)**

AFTERNOON PLENARY SESSION :

**EACH WORKSHOP REPORTS THEIR
THREE TOP RECOMMENDATIONS TO
THE SUMMIT PARTICIPANTS**

MAYOR & CITY COUNCIL RESPONSE

**KEYNOTE ADDRESS :
GUEST SPEAKER : MAKING THIS THE
BEST YEAR EVER FOR BOWIE !!**

**CLOSING REMARKS: BOWIE MAYOR/
GOVERNOR**

A SUMMIT SUCH AS THE ONE THAT IS PROPOSED WILL REQUIRE SIGNIFICANT PLANNING , ATTENTION TO DETAIL AND LOGISTICS. HOWEVER IF ECONOMIC DEVELOPMENT IS TO BE A TOP PRIORITY OF THE CITY THE ROI WILL BE WELL WORTH IT. IT IS A PERFECT VEHICLE TO LAUNCH THE NEW PPP EDO . IT WILL ALSO SERVE TO IDENTIFY THE TOP ECONOMIC DEVELOPMENT PRIORITIES OF BOWIE AND SET THE STAGE FOR THEIR IMPLEMENTATION

BOWIE HAS CREATED MANY EXCELLENT REPORTS AND STUDIES IN RELATION TO ECONOMIC DEVELOPMENT FOR THE CITY. THE CHALLENGE HAS BEEN THE IMPLEMENTATION OF THE RECOMMENDATIONS CONTAINED IN THOSE EPORTS.

CITY OF BOWIE

MARYLAND

BOWIE OLD TOWN RECOMMENDATIONS



Strategic Redevelopment and Revitalization Recommendations for Old
Town



PREPARED FOR THE CITY OF BOWIE, MARYLAND

FRANK NERO

ECONOMIC DEVELOPMENT CONSULTANT

BOWIE OLD TOWN RECOMMENDATIONS :

Strategic redevelopment and revitalization

- **Evaluate merging the Old Town CDC into the new 501 (C) 3 (if that structure is adopted)**
- **Under the PPP EDO create a Business and the arts initiative focused on the Old Town District**
- **The goals of the initiative are to :**
 - **Determine how and why local corporations , both small and large , residents support art organizations.**
 - **Develop a more integrated business and arts sector with a focus on Old Town**
 - **Promote the arts and cultural assets of Bowie as an aspect of the quality of life**
 - **Grow this sector by strengthening the cultural and art entities**

- **View the arts as an economic development component**
- **Conduct a business and community survey designed to solicit their involvement and support of the arts**
- **The survey needs to analyze the business and economic development aspects of involvement and support of the arts , not just by their participating as an audience or their contributions as a civic duty.**
- **The city of Bowie in concert with the PPP EDO need to play an aggressive role in promoting the arts and culture as an economic development strategy.**
- **The approach for Old Town should be preservation oriented to protect the historic villages's character and artistic direction so that it can attract artists , retail , and restaurants to the district.**

CREATING A PUBLIC PLACE IN OLD TOWN :

Public places provide opportunities for social interactions and create image focal points. Old Town's most important spaces are its streets and potential public spaces. The development of inviting public spaces are perfect to develop an arts district in the Old Town district. There is a continuing need to create settings for casual social interactions , civic gatherings , and special events related to the arts.

Create a distinctive cultural environment that also reflects how the arrival of the railroad transformed the city.

SANTA FE AND TAOS NEW MEXICO AS MODELS FOR OLD TOWN :

- **Both Santa fe and Taos demonstrate how arts and culture can become a central component of successful community and economic development strategies , The arts can help stimulate :**
- **Tourism and hospitality growth**
- **Restaurant and retail expansion**
- **Historic preservation and adaptive reuse**
- **Public-private partnerships**
- **REgional and state branding**
- **Bowie's goal should be to develop an identity as the state's most historic and authentic art district**

POTENTIAL ROLE OF MUNICIPAL GOVERNMENT & THE PPP EDO IN DEVELOPING AN OLD TOWN ARTS DISTRICT :

- **Insure historic preservation and architectural controls protecting the historic character of Old Town**
- **Invest in Old Town as an arts district through museums , public spaces and public art programs**
- **Support festivals , galleries , district promotion**
- **Support for local artists exhibitions and art festivals and events**
- **Create specific zoning to allow artists to combine residential with studio/ galleries**

Develop investment partnerships with private investors and developers . Recommend following the New Brunswick (DEVO) model

Bowie needs to effectively treat Old Town's cultural identity as a strategic economic asset, helping to drive investment , tourism , retail activity and real estate investment.

CITY OF BOWIE

MARYLAND

BOWIE TOWN CENTER RECOMMENDATIONS



Commercial and Residential Development and Economic Revitalization
Strategies for Bowie Town Center



PREPARED FOR THE CITY OF BOWIE, MARYLAND

FRANK NERO

ECONOMIC DEVELOPMENT CONSULTANT

Bowie Town Center Mixed-Use Redevelopment Strategy

Public-Private Partnership Implementation Framework

Executive Introduction

The long-term success of modern retail and restaurant districts increasingly depends upon the creation of vibrant mixed-use environments that combine retail, restaurants, entertainment, residential development, and public gathering spaces. The Bowie Town Center already possesses many of the assets necessary to support this transition, including established retail infrastructure, restaurants, strong regional access, and an existing commercial identity. However, the Town Center currently lacks a sufficient on-site residential population capable of generating sustained customer activity and supporting upgraded retail and restaurant offerings.

Strategic Redevelopment Rationale

Modern suburban retail centers nationwide are increasingly evolving into mixed-use districts. Residential integration creates a permanent customer base that supports restaurants, entertainment venues, experiential retail, and pedestrian activity. The addition of residential development at or adjacent to the Bowie Town Center would create the critical mass of consumers necessary to sustain upgraded retail and restaurant uses while increasing property values and strengthening long-term economic competitiveness.

DEVCO-Type Public-Private Partnership Model

The proposed Bowie Public-Private Partnership Economic Development Organization (PPP EDO) could function similarly to the New Brunswick Development Corporation (DEVCO) in New Brunswick, New Jersey. Under this framework, the PPP EDO would coordinate redevelopment initiatives, facilitate development partnerships, align multiple property owners, pursue infrastructure funding, and support phased mixed-use redevelopment implementation.

Optional Direct Development Partnership Structure

As an additional implementation option, the Bowie PPP EDO could potentially act as a direct development partner with each of the five independent ownership groups within the Bowie Town Center area. This approach would provide greater redevelopment coordination, stronger long-term strategic control, and the ability to implement a unified mixed-use redevelopment vision.

Residential Critical Mass Strategy

Higher-density residential development creates the customer base necessary to sustain destination restaurants, upgraded retail concepts, and entertainment uses. Residential integration can generate stronger evening activity, increased pedestrian traffic, improved public safety, and stronger long-term occupancy performance for retail tenants.

Relevant National Case Studies

Relevant mixed-use case studies include Coconut Point (Estero, Florida), Mercato (Naples, Florida), CityCentre (Houston, Texas), City Center at Oyster Point (Virginia), and the implementation partnership framework utilized by the New Brunswick Development Corporation (DEVCO). These projects demonstrate how residential integration and public-private coordination can strengthen retail performance and create long-term destination identity.

Infrastructure and Investment Considerations

Potential redevelopment implementation requirements may include zoning modifications, mixed-use overlay districts, parking strategy revisions, streetscape improvements, pedestrian enhancements, public gathering spaces, and phased infrastructure investments. The PPP EDO could help coordinate financing strategies, infrastructure participation, and redevelopment partnerships.

Long-Term Vision

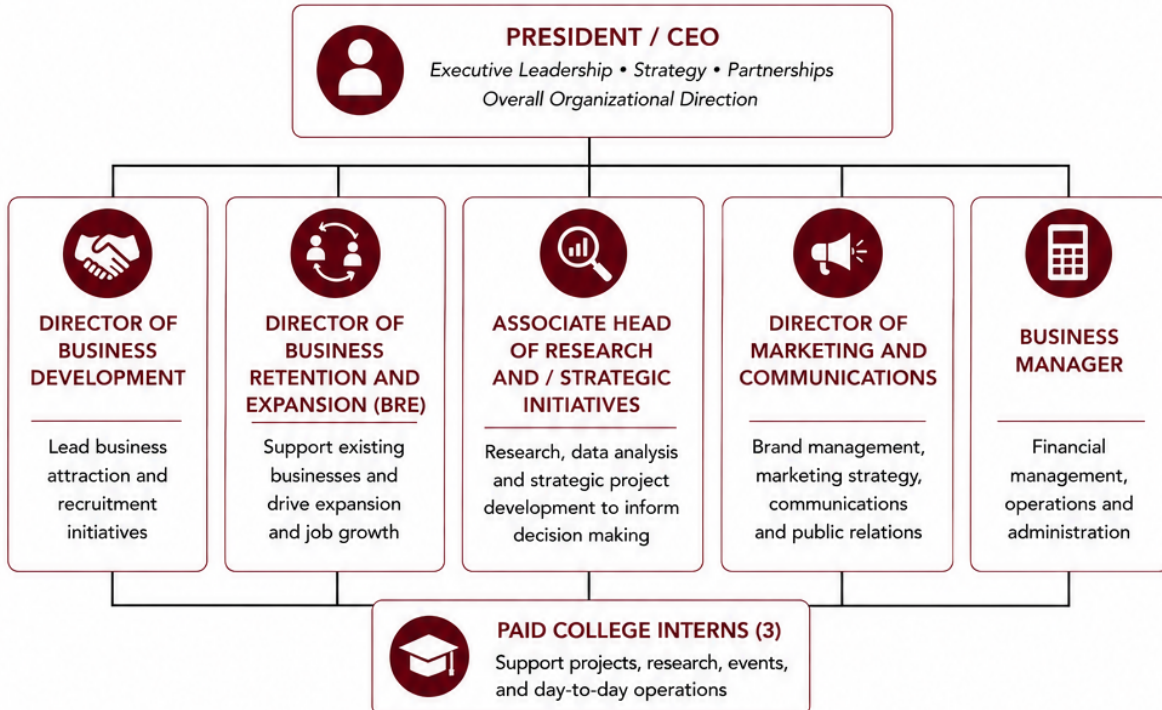
The long-term strategic objective is to transform the Bowie Town Center from a traditional suburban shopping center into a vibrant mixed-use destination district capable of supporting upgraded retail, restaurants, entertainment, and community activity. A coordinated public-private partnership framework could help guide redevelopment while aligning the interests of the five independent ownership groups and supporting long-term economic competitiveness for the City of Bowie.



501(C)(3) ECONOMIC DEVELOPMENT ORGANIZATION

BUILDING A STRONGER ECONOMY. CREATING OPPORTUNITY. IMPROVING LIVES.

POTENTIAL STAFF STRUCTURE



PROJECTED BENEFITS

- ✓ Attract new businesses and investment
- ✓ Retain and expand existing businesses
- ✓ Create and retain quality jobs
- ✓ Strengthen local tax base and increase economic output
- ✓ Enhance community quality of life
- ✓ Support long-term, sustainable economic growth



FUNDING PLAN

MARKETING FUNDS **\$250,000**

A YEAR FOR THREE YEARS

Total: \$750,000 over 3 years

YEAR 1	YEAR 2	YEAR 3
\$250,000	\$250,000	\$250,000

Funds will support marketing, outreach, business attraction, and promotional initiatives.



TRAVEL MISSIONS AND TRADE SHOWS

- ✓ Domestic and international travel missions
- ✓ Industry trade shows and conferences
- ✓ Site selection and client meetings
- ✓ Relationship building with businesses and site consultants
- ✓ Market the community and attract investment



BENEFITS / OVERHEAD

- Employee benefits (health, dental, vision)
- Retirement plan contributions
- Payroll taxes and workers' compensation
- Professional development and training
- Office rent / occupancy
- Utilities and office supplies
- Technology and software
- Insurance (liability, D&O, property)
- Auditing and legal/accounting services
- Miscellaneous administrative expenses



PROJECTED TOTAL BUDGET RANGE

Based on the parameters provided

ANNUAL BUDGET (YEAR 1-3)

\$2,400,000 – \$3,400,000

THREE-YEAR TOTAL BUDGET

\$7,200,000 – \$10,200,000

Range reflects typical cost of a 6-8 person organization, including staff salaries, benefits/overhead, marketing funds, interns, and travel.



Budget range assumes a 6-8 person core team (including 3 paid college interns) with competitive compensation for a professional economic development organization in mid-sized U.S. markets.

STRATEGIC LEADERSHIP. STRONG PARTNERSHIPS. LASTING IMPACT.

This structure is adaptable based on organization size, budget, and strategic priorities.

CITY OF BOWIE

MARYLAND

ADDITIONAL CONSULTANT SERVICES

Optional Strategic Advisory and Implementation Support Services

PREPARED FOR THE CITY OF BOWIE, MARYLAND
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ADDITIONAL CONSULTANT SERVICES:

TRAINING SEMINARS FOR NEWLY HIRED STAFF OF THE 501(C)(3)

TOPIC	DESCRIPTION	KEY TAKEAWAYS	FORMAT
 1. FUNDAMENTALS OF ECONOMIC DEVELOPMENT	Overview of the economic development profession, key concepts, tools, and the role of a 501(c)(3) EDO in creating long-term community prosperity.	- Understand the economic development ecosystem - Define goals and measurement of success - Align EDO strategy with community priorities	FULL DAY WORKSHOP
 2. ATTRACTING DIRECT INVESTMENT: FOREIGN AND DOMESTIC	Strategies to identify, target, and attract foreign and domestic companies that create jobs, investment, and economic impact.	- Identify target industries and markets - Build and leverage global and domestic networks - Position the community for competitive advantage	FULL DAY WORKSHOP
 3. THE SITE SELECTIONS PROCESS (How to attract investment by marketing to site selection consultants, corporate real estate staff, commercial brokers, and executives)	How to attract investment by effectively marketing to site selection consultants, corporate real estate staff, commercial brokers, and executives.	- Understand how site selectors evaluate locations - Build strong relationships with key influencers - Market your community to win projects	FULL DAY WORKSHOP
 4. INCENTIVE NEGOTIATION (Corporate Welfare or Valuable Economic Development Tool?)	Explore the role of incentives in business attraction and expansion and how to negotiate responsibly and transparently.	- Evaluate incentive options and their ROI - Negotiate fair and performance-based agreements - Communicate value to stakeholders	FULL DAY WORKSHOP
 5. ANATOMY OF DOING A DEAL	A step-by-step look at the deal cycle from lead generation to project announcement and implementation.	- Navigate each stage of the deal process - Coordinate internal and external partners - Manage timelines, confidentiality, and due diligence	FULL DAY WORKSHOP
 6. HOW TO DEVELOP AND IMPLEMENT A LOCAL BUSINESS RETENTION AND EXPANSION PROGRAM (BRE PROGRAM)	Build a proactive BR&E program to retain and expand existing businesses and strengthen the local economy.	- Design an effective BR&E strategy - Conduct impactful business outreach - Address challenges and identify growth opportunities	FULL DAY WORKSHOP
 7. HOW TO FOSTER SMALL BUSINESS ENTREPRENEUR DEVELOPMENT	Strategies to support start-ups, entrepreneurs, and small business growth as a driver of local prosperity.	- Understand small business needs and resources - Build support systems and referral networks - Promote entrepreneurship and innovation	FULL DAY WORKSHOP
 8. DEVELOPING AND IMPLEMENTING A COMMUNITY BRAND AND MARKETING STRATEGY	Create a compelling brand identity and marketing strategy that attracts investment, talent, and visitors.	- Develop a clear brand and value proposition - Use targeted messaging and digital tools effectively - Build awareness and enhance community reputation	FULL DAY WORKSHOP
 9. HOW TO CREATE DEVELOPMENT PARTNERSHIPS	Build and sustain effective partnerships with public, private, nonprofit, and academic partners to advance community goals.	- Identify and engage key partners - Build trust and align shared goals - Leverage partnerships for greater impact	FULL DAY WORKSHOP

 FIVE FULL DAY WORKSHOPS \$25,000 – \$30,000 PLUS EXPENSES <i>Customized content. Interactive sessions. Practical tools. Real-world application.</i>	 CREATION OF STAFF REQUIREMENTS FOR EACH POSITION & RECRUITMENT \$5,000 <i>Includes job descriptions, required qualifications, interview guidance, and recruitment support.</i>	 STRATEGIC PLANNING SESSION WITH NEW BOARD OF DIRECTORS, CITY REPRESENTATIVES AND NEW STAFF INVESTMENT: \$7,500 <i>Facilitated strategic planning session to align vision, goals, and priorities for long-term success.</i>
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EQUIPPING YOUR TEAM. STRENGTHENING YOUR COMMUNITY. DRIVING LASTING IMPACT.