



City of Bowie

Regular City Council Meeting

Monday, August 3, 2026
Council Chambers - 7 p.m.

AGENDA

- I. CALL MEETING TO ORDER**
- II. PLEDGE OF ALLEGIANCE**
- III. QUORUM**
- IV. AGENDA ADDITIONS/DELETIONS/AMENDMENTS**
- V. CITIZEN PARTICIPATION**
- VI. PRESENTATIONS**
- VII. CITY BOARDS AND COMMITTEES**
- VIII. COUNCIL ANNOUNCEMENTS**
- IX. CITY MANAGER'S REPORT**
- X. CONSENT AGENDA**
 - A.** Approval of April 13, 2026 Council Meeting Minutes
 - B.** Approval of May 4, 2026 Council Meeting Minutes
 - C.** Approval of May 18, 2026 Council Meeting Minutes
 - D.** Approval of June 1, 2026 Council Meeting Minutes
 - E.** Approval of June 2, 2026 Special Council Meeting Minutes
 - F.** Approval of July 13, 2026 Council Meeting Minutes
 - G.** Adoption of Resolution R-63-26 Waiving the Competitive Bidding Requirements of Section 61 "Purchasing and Contracting" of the Charter of the City of Bowie to Allow Fall Street Tree Planting in City Right-of-Ways, and Authorizing the City Manager to Enter Into an Agreement with Ashton Manor Environmental LLC in the Amount of \$89,489.00
 - H.** Adoption of Resolution R-64-26 Waiving the Competitive Bidding Requirements of Section 61 "Purchasing and Contracting" of the Charter of the City of Bowie to Allow for the Purchase of One Skid Steer in the Amount of \$94,620.50 by Piggybacking Sourcewell Contract Number 011723-JDC, and Authorizing the City Manager to Issue a Purchase Order to James River Equipment
 - I.** Adoption of Resolution R-65-26 Declaring the Official Intent of the City of Bowie to Reimburse a Portion of the Expenditures Paid with Respect to a Project Involving Streetlight Repair and Maintenance, Streetlight Cable Replacements, and LED Streetlight Upgrades from the Proceeds of Tax-Exempt Debt

- J.** Adoption of Resolution R-66-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0003-22 for South Lake Residential Phase 2A and Authorizing the Release of Construction Securities
- K.** Adoption of Resolution R-67-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0004-22 for South Lake Residential Phase 2B and Authorizing the Release of Construction Securities
- L.** Adoption of Resolution R-68-26 Authorizing the Acceptance of the Drainage Improvements Constructed Under Permit SC-0004-25 at 15511 Ebbyside Court and the Release of Construction Securities
- M.** Adoption of Resolution R-69-26 Authorizing the Release of Certificate Bond No. GM247639 for Stormwater Management Permit No. SWM-0003-25 for Stormwater Management Improvements at 2415 Mitchellville Road, Parcel 132
- N.** Adoption of Resolution R-70-26 Authorizing the Release of Construction Securities Provided Under Permit SWM-0001-25 for the Premier A-2 Bowie Self Storage Project at 13600 Old Annapolis Road
- O.** Adoption of Resolution R-71-26 Authorizing the Release of Construction Securities Provided Under Permit SC-0002-25 for the Premier A-2 Bowie Self Storage Project at 13600 Old Annapolis Road
- P.** Introduction of Ordinance O-11-26 To Authorize and Empower the City of Bowie (the "City") to Sell and Issue from Time to Time, Upon Its Full Faith and Credit, One or More Series of (1)(A) General Obligation Bonds and (B) General Obligation Bond Anticipation Notes, Each in an Original Aggregate Principal Amount Not to Exceed Sixteen Million Dollars (\$16,000,000), and (2) General Obligation Refunding Bonds, Subject to the Limitations Provided for Herein, the Proceeds of the Sale Thereof to Be Used and Applied for the Public Purpose of Financing, Reimbursing or Refinancing Costs of a Project Generally Described as Streetlight Repair and Maintenance, Streetlight Cable Replacements, and LED Streetlight Upgrades, Including Costs of Issuance; Providing for Reallocation of Proceeds of the Authorized Bonds or Bond Anticipation Notes to Other Projects; Providing that the Council by Resolution Shall Determine, Approve or Provide for Various Matters Relating to the Authorization, Sale, Security, Issuance, Delivery, Payment and Prepayment or Redemption of and for Each Series of the Bonds, the Bond Anticipation Notes and the Refunding Bonds (Each a "Series of the Obligations" or the "Obligations"); Providing for the Imposition of Ad Valorem Taxes Sufficient for, and Pledging the Full Faith and Credit and Unlimited Taxing Power of the City to, the Payment of Debt Service on Each Issued Series of the Obligations; Providing that Debt Service on Each Issued Series of the Obligations Also May Be Paid from Any Other Sources of Revenue Lawfully Available to the City for Such Purpose; Providing that Certain Actions May Be Taken or Provided for by Resolution in Connection with the Reissuance or Modification of Any of the Obligations; Providing that Any of the Obligations May Be Consolidated with Other Obligations of the City and Issued as a Single Series of Bonds, Bond Anticipation Notes and/or Refunding Bonds; Authorizing, Directing and Empowering Officials and Employees of the City to Take Certain Actions in Connection with the Obligations; Authorizing Modifications of the Obligations to Be Made by Resolution Unless Another Action is Required; Providing that This Title Shall Be Deemed a Fair Summary of this Ordinance for All Purposes and Allowing Fair Summaries to Be in Another

Format as Provided Herein; Providing that the Provisions of This Ordinance Shall Be Liberally Construed; and Otherwise Generally Relating to the Sale, Issuance and Delivery and Payment of and for the Obligations.

- Q.** Approval of Letter to Prince George's County DPW&T re: Recent Street Repaving

XI. OLD BUSINESS

- A.** Creating a Private Economic Development Corporation for the City of Bowie - Consultant's Report to City Council
- B.** Adoption of Amended Ordinance O-7-26 Amending Bowie City Code, Chapter 17 "Park Rules and Regulations," §17-2 "Park Rules" to Require a City Permit for Filming Production in City Parks and Facilities; and Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2026, and Ending June 30, 2027, as Embodied in Ordinance O-5-26, to Incorporate the Associated User Fee - **Public Hearing/Eligible for Action**
- C.** Adoption of Ordinance O-8-26 - Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2026 and Ending June 30, 2027, as Embodied in Ordinance O-5-26 and Amended by Ordinance O-7-26 to Appropriate Funds for the Following Project: \$16,000,000 for Streetlight Repair and Maintenance, Streetlight Cable Replacements, and LED Streetlight Upgrades - **Public Hearing/Eligible for Action**
- D.** Adoption of Ordinance O-9-26 - Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2026 and Ending June 30, 2027, as Embodied in Ordinance O-5-26 and Amended by Ordinances O-7-26 and O-8-26 to Appropriate Funds for the Following Project: \$112,700 for an Information Technology Systems Integrator - **Public Hearing/Eligible for Action**
- E.** Adoption of Amended Ordinance O-10-26 - Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2026 and Ending June 30, 2027, as Embodied in Ordinance O-5-26 and Amended by Ordinances O-7-26, O-8-26 and O-9-26 to Appropriate Funds for the Following Project: \$100,000 for Program Supplements to the Bowie Volunteer Fire Department - **Public Hearing/Eligible for Action**

XII. NEW BUSINESS

XIII. ADJOURNMENT

Note: The Ethics Commission has advised that under certain circumstances, members of the public may qualify as lobbyists when they testify before the City Council. If so, the Bowie Ethics Ordinance requires that certain information be filed with the Ethics Commission. Please review the information about lobbying that is provided with the City Clerk. If you have any questions about lobbying, please contact the Ethics Commission or the Assistant City Manager.

This meeting will be televised live on Verizon Channel 10 and Comcast Channel 71 and 996, repeated on 8/5/2026 and 8/8/2026 at 7:00 p.m., and [web-streamed live](#).

For a closed-captioned version of the meeting video, please go

to <https://www.youtube.com/user/cityofbowiemd/playlists> and select the 2026 Council Meetings list. Once the meeting video opens, be sure to click on “CC” button to turn on closed captioning.

NEXT REGULAR MEETING OF THE BOWIE CITY COUNCIL - TUESDAY, SEPTEMBER 8, 2026 - COUNCIL CHAMBERS - 7:00 P.M.

SPECIAL CITY COUNCIL MEETING MINUTES

MONDAY, APRIL 13, 2026

CALL MEETING TO ORDER:

The Special Meeting of the Bowie City Council was held on Monday, April 13, 2026, in Council Chambers at City Hall. Acting Mayor Woolfley called the meeting to order at 7:02 p.m.

PRESENTATION OF COLORS AND PLEDGE OF ALLEGIANCE TO THE FLAG:

City of Bowie Police Department Honor Guard led the Presentation of Colors and the Pledge of Allegiance to the flag of the United States of America.

QUORUM:

In attendance were Acting Mayor Woolfley, Councilmembers Brady, Estève, Ndebumadu (virtual 7:12 p.m.), Rogers (arrived 7:05 p.m.), and Truesdale, Acting City Manager Mears, City Attorney Ruff, City Clerk Hernandez and Staff.

ADMINISTRATIVE REPORT:

Certification of April 7, 2026, City of Bowie Special Election – Ms. Yolanda Jones, Chair of the Bowie Board of Elections, read the report from the Board of Elections dated April 13, 2026, certifying the results of the April 7, 2026 Special Election which is attached hereto.

SWEARING-IN CEREMONY:

A. Ms. Mahasin El Amin, Clerk of the Circuit Court for Prince George's County, administered the Oath of Office to Michael P. Estève, Mayor, in accordance with the Oath prescribed in Section 92A of the City Charter.

B. Remarks by Newly Elected Mayor – Mayor Estève thanked his family, friends, voters, and members of his campaign staff for their help in getting him elected.

C. Prince Georges County Council Members Jolene Ivey and Wanda Blegay presented official congratulatory citations to Mayor Estève.

NEW BUSINESS:

A. Introduction of Ordinance O-5-26 Approving and Adopting a Budget for the Fiscal Year Beginning July 1, 2026 and ending June 30, 2027; and Increasing the Real Property Tax Rate and Various Special Taxing District Tax Rates for FY27; Increasing the Water Consumption Rates and Sewerage Surcharge Rates for FY27 and Increasing the Personal Property Tax Rate and Resolution R-38-26 Adopting a Capital Improvements Program for the Fiscal Years 2027-2032 – Acting City Manager Daniel Mears,

outlined the annual budget development process, noting that departments begin preparing budget requests in the fall, followed by detailed reviews by Finance and the City Manager before presentation to the Council. The proposed General Fund Budget totals approximately \$98.5 million, representing an increase of approximately \$6.7 million over the prior fiscal year. The proposed Capital Improvement Program totals approximately \$11.7 million, and the Water and Sewer Fund Budget totals approximately \$24.8 million, an increase of approximately \$5.5 million. Acting City Manager Mears explained that the proposed budget includes increases to the personal property tax rate, real property tax rate, and water and sewer rates to address structural budget needs and reduce reliance on fund balance.

Public Hearing:

Mayor Estève opened the public hearing. City Clerk Hernandez reported that 13 written comments had been received via email and would be made part of the official record.

1. Joshua Wooten, Wharten Turn - Chair of the Green Team's Multimodal Access and Public Spaces (MAPS) Subcommittee, expressed support for continued investment in trail connectivity, pedestrian safety, and park improvements.
2. Scott Vining, Trinity Dr. - Encouraged the Council to continue discussions regarding speed camera enforcement and related traffic concerns.
3. Carolyn Carter, Eagles Nest Dr. - Spoke in opposition to the proposed tax increase, expressing concerns regarding its impact on seniors and residents facing rising living costs. She encouraged the Council to pursue additional economic development opportunities and diversify revenue sources before increasing taxes.

With no more speakers signed up to speak, Mayor Estève declared the public hearing to have been held.

Mayor Estève thanked the speakers for their comments and emphasized that the proposed budget would be the subject of several upcoming work sessions and public listening sessions prior to Council action. He encouraged continued public participation throughout the budget process.

Mayor Pro Tem Woolfley motioned to introduce Ordinance O-5-26 and Resolution R-38-26. Councilmember Truesdale second the motion. Motion passed 6-0.

Councilmember Ndebumadu encouraged District 4 residents to continue providing comments and suggestions throughout the budget process, noting that public input would assist the Council in evaluating difficult budget decisions and potential trade-offs. She advised that information regarding the upcoming public listening session would be shared once finalized and thanked residents for their continued engagement.

Councilmember Brady acknowledged the significant public feedback received regarding the proposed budget and discussed the City's long-term financial challenges, including its reliance on residential property taxes and the depletion of unrestricted fund balance. He suggested exploring additional long-term revenue opportunities, including expanded economic development, annexation opportunities, and legislative initiatives to diversify municipal revenue. Councilmember Brady also requested future work sessions to discuss the recent special election, annexation and growth boundaries, the Capital Improvement Program, and improved tracking of Council-directed initiatives and departmental objectives. He concluded by thanking staff for their work in preparing the proposed budget.

Councilmember Truesdale thanked staff for the budget presentation and recognized the financial challenges created by inflation and rising costs. He expressed concern regarding the impact of potential tax increases on residents and emphasized the importance of examining existing resources and financial

priorities to reduce reliance on residential property taxes. He encouraged residents to continue participating in the upcoming public meetings and expressed his commitment to working collaboratively with the Council throughout the budget process.

Councilmember Rogers stated that the City could no longer rely on fund balance to support ongoing operating expenses and emphasized the need to restore long-term fiscal stability. She discussed the importance of addressing aging water infrastructure, prioritizing essential services, evaluating capital projects based on financial necessity, identifying operational efficiencies, and maintaining transparency throughout the budget process.

Mayor Pro Tem Woolfley noted that the City had maintained one of the lowest municipal tax rates in Prince George's County for many years while relying on available reserves to support operations. He encouraged residents to participate in the upcoming budget listening sessions and provide constructive feedback regarding service priorities and potential budget reductions, emphasizing that community input would be critical as the Council worked toward adopting a balanced budget.

ADJOURNMENT AND MOVE TO BUDGET WORKSESSION #1:

Mayor Pro Tem Woolfley motioned to adjourn the regular City Council meeting and move to Budget Worksession #1. Councilmember Brady second the motion. Motion passed 6-0. The meeting adjourned at 8:14 p.m.

Awilda Hernandez, MMC
City Clerk

CITY OF BOWIE
UNOFFICIAL SPECIAL MAYORAL ELECTION RESULTS
APRIL 7, 2026

MAYOR

	Winner	1	1-AB*	2	2-AB*	3	3-AB*	4	4-AB*	TOTAL VOTES	% OF VOTES CAST
ALEGBELEYE		23	0	14	0	43	0	22	1	103	1.56%
BROWN		42	0	46	4	65	1	51	1	210	3.17%
ESTÈVE	X	965	168	1102	127	415	53	452	66	3,348	50.60%
NDEBUMADU		131	3	160	4	266	8	356	14	942	14.24%
NKIMBI		0	0	2	0	1	0	4	0	7	0.11%
PEARCE		99	3	141	2	142	5	136	4	532	8.04%
ROGERS		205	15	219	7	398	22	494	24	1,384	20.92%
TENESSEE		11	0	15	1	20	1	30	1	79	1.19%
WRITE-INS		3	0	4	0	2	0	2	0	11	0.17%
Total Votes Cast By District		1479	189	1703	145	1352	90	1547	111	6616	100.00%

*AB - Absentee Ballots

Summary of 2026 Special Mayoral City Election

Total registered voters	48,486
Total # of voting participants	6,616
Percentage voting	14%

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, MAY 4, 2026

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, May 4, 2026, in Council Chambers at City Hall. Mayor Estève called the meeting to order at 7:07 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Estève led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Estève, Councilmembers Brady, Ndebumadu, Rogers, Truesdale, and Woolfley, Acting City Manager Mears, City Attorney Levan, City Clerk Hernandez and Staff.

AGENDA ADDITIONS/DELETIONS/AMENDMENTS:

Mayor Pro Tem Woolfley motioned to add General Provisions Art. §3-305(b)(1) "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals" to Closed Session. Councilmember Brady second the motion. Motion passed 6-0.

CITIZEN PARTICIPATION:

1. Peter Friedrich, Science Dr. – Addressed the Council regarding organizations utilizing public facilities and urged the City to establish a process for vetting organizations that partner with or use City facilities.
2. Lisa Babin – Spoke regarding incidents of racism and discrimination following the recent municipal election.

PRESENTATIONS:

None.

CITY BOARDS AND COMMITTEES:

A. Appointments and Swearing-in:

1. Councilmember Ndebumadu motioned to appoint Remington Tennessee to the Education Committee as a regular member for a 2-year term. Mayor Pro Tem Woolfley second the motion. Motion passed 6-0.

Mayor Estève swore in Mr. Tennessee to the Education Committee.

COUNCIL ANNOUNCEMENTS:

None.

CITY MANAGER'S REPORT:

None.

CONSENT AGENDA:

Mayor Pro Tem Woolfley motioned to approve Consent Agenda items: A) Adoption of Proclamation P-4-26 Proclaiming May 3 Through May 9, 2026, as the 57th Annual Professional Municipal Clerks Week in the City of Bowie; B) Adoption of Resolution R-42-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0009-21 at South Lake Residential Phase 1B and Authorizing the Release of Construction Securities; C) Adoption of Resolution R-43-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0008-21 at South Lake Residential Phase 1C and Authorizing the Release of Construction Securities; D) Adoption of Resolution R-44-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0003-23 at South Lake Residential Phase 1D and Authorizing the Release of Construction Securities. Councilmember Rogers second the motion. Motion passed 6-0.

OLD BUSINESS:

A. FY 2027 Budget, CIP, and Tax Rate – Acting City Manager Mears presented an overview of the proposed Fiscal Year 2027 budget, including a General Fund budget of approximately \$98.5 million, a Capital Improvement Program totaling approximately \$11.7 million, and the proposed property tax rate of \$0.60 per \$100 of assessed value for real property and \$1.50 per \$100 is assessed value of personal property. He noted that the proposed budget had been developed following multiple Council worksessions and was being presented for public comment prior to adoption.

Public Hearing:

Mayor Estève opened the public hearing. City Clerk Hernandez reported that 28 written comments were received regarding the proposed budget in advance of the public hearing, all of which had been provided to Council and will be part of the record.

1. Erica Coleman, Brunswick Ln - Spoke in support of continued funding for Bowie Family Services and the City's mentoring program.
2. Mary Santa Biggony, Chestnut Ave. - Spoke in support of retaining the City's grant to the Bowie Volunteer Fire Department and Rescue Squad. She explained that the grant provides life insurance and accidental injury benefits for volunteer firefighters and emphasized the financial hardship families experience following the loss of a volunteer member.
3. Millie Hall, Dunstable Ct. - She referenced incidents of racial discrimination that occurred during the recent municipal election and encouraged the Council to recognize the importance of promoting trust, equity, and accountability while making budget decisions.
4. Mary Ellen Winlund, Everett Dr. - Expressed concerns regarding the proposed Fiscal Year 2027 budget. She questioned discretionary spending, encouraged greater prioritization of City expenditures, and suggested that the Council consider scaling back or delaying non-essential spending before approving a tax increase.

5. Linda Tucker, Bridgeview Ln - Spoke in opposition to the proposed tax increase, stating that many residents would face financial hardship as a result. She expressed concerns regarding the City's reliance on fund balance in prior years, called for increased transparency throughout the budget process, and encouraged greater public involvement before final budget decisions are made.
6. Lee Havens, Fire Chief of the Bowie Volunteer Fire Department - Addressed the Council regarding volunteer recruitment, retention, and training challenges. He discussed increased training requirements, staffing limitations, and the importance of continued City support for volunteer fire services.
7. Kathleen Parker, Chair of the Bowie Arts Committee - Requested that the Council continue funding the City's Arts Scholarship Program. She explained that the program provides financial assistance to graduating Bowie students pursuing post-secondary education in arts-related fields and encouraged the Council to continue investing in educational opportunities for the City's youth.
8. Duane Graves, Didmarton Dr. - Expressed concerns regarding the proposed budget process, emphasizing the need for greater transparency and additional information regarding infrastructure funding.
9. Anne Johnson, 9th Street - Spoke in support of continued funding for the Old Bowie Celebrates Festival. Ms. Johnson encouraged the Council to view the festival as an investment in community engagement rather than solely as an expenditure.
10. James Biggony, President of the Bowie Volunteer Fire Department - Spoke in opposition to eliminating the City's grant to the Volunteer Fire Department. He explained that the grant supports CPR training for residents, fire prevention programs, volunteer training, fundraising activities, life insurance for members, vehicle insurance, and station maintenance.
11. Warren Brown, Dunwood Crossing Dr. - Expressed concerns regarding the proposed property tax increase. He requested that the Council postpone the proposed tax increase and revisit the matter at a later date when economic conditions improve.
12. Alethea Smalls, Dunleigh Dr. - Opposed the proposed increase in the property tax rate, noting that the proposed increase from \$0.40 to \$0.60 per \$100 of assessed value would significantly impact working families, seniors on fixed incomes, and first-time homebuyers.
13. Diane Pisano, Ivy Hill Ln - Expressed concerns regarding the size of the proposed tax increase and stated that residents had not been given gradual adjustments in previous years.
14. Anne Simonetti, Roundtree Ln - She encouraged the Council to reduce discretionary spending, including arts and cultural initiatives, rather than increasing taxes on residents who are already facing financial hardship.

There being no additional speakers, Mayor Estève declared the public hearing to have been held.

Mayor Estève thanked all residents who spoke and those who submitted written comments regarding the proposed Fiscal Year 2027 Budget and tax rate. He acknowledged the concerns expressed by the public, particularly regarding the proposed property tax increase, budget transparency, and City spending priorities. Mayor Estève stated that the Council appreciated the community's input and emphasized that the comments received would be considered as the Council continued its deliberations. He noted that, while the proposed tax rate established the maximum revenue available for the upcoming fiscal year, the Council could continue to review the proposed budget and make reductions to expenditures prior to final budget adoption.

Councilmember Brady made a motion to accept staff's proposed \$.20 tax rate increase. Mayor Pro Tem Woolfley second the motion. Motion failed 3-3 (Brady, Ndebumadu, Truesdale). Councilmember Rogers stated for the record that she misunderstood the motion and her vote is against the tax increase.

Councilmember Truesdale discussed balancing infrastructure investments with community priorities and recognized the importance of maintaining transparency throughout the budget process while addressing the City's long-term capital needs. He does not support the tax increase proposed.

Councilmember Brady discussed the City's long-term financial outlook, noting the importance of maintaining adequate reserves, carefully evaluating expenditures, and ensuring the budget reflects responsible stewardship of public funds. He does not support the full \$.20 increase.

Councilmember Rogers emphasized preserving programs that directly benefit residents and maintaining services that contribute to the quality of life within the community while remaining mindful of the financial impact on taxpayers. She recommends a \$.15 increase this year and a proposed \$.05 increase next year.

Mayor Pro Tem Woolfley discussed the importance of balancing the City's financial needs with the impact on residents, emphasizing the need for continued fiscal discipline while maintaining essential municipal services and investing in critical infrastructure improvements. He supports the \$.20 increase with continued diligence from Council and staff to possibly reduce in the coming years.

Councilmember Ndebumadu highlighted the need to continue investing in City services, infrastructure, and community programs while ensuring the budget reflected the Council's commitment to responsible financial planning and meeting residents' needs. She proposes additional amendments that could possibly be an increase of \$.187.

Council reviewed proposed budget adjustments, considered potential reductions to discretionary spending, and evaluated funding recommendations made during previous budget work sessions. Members also discussed preserving funding for programs supporting youth, public safety, volunteer organizations, community events, and quality-of-life initiatives while continuing to identify opportunities for future cost savings.

Mayor Estève motioned to restore funding to the Bowie Volunteer Fire Department in the amount of \$165,000. Mayor Pro Tem Woolfley second the motion. Motion failed as no votes were taken.

Mayor Pro Tem Woolfley motioned to pursue the adjusted budget reduction savings targets that Councilmember Ndebumadu proposed and adopt the tax rate at \$.1875. Motion failed as there was no second to the motion.

Councilmember Brady motioned to adopt the tax rate at \$.18. Mayor Pro Tem Woolfley second the motion. Motion failed 3-3 (Ndebumadu, Rogers, Truesdale). Motion failed.

Mayor Estève noted that Council will take a ten-minute recess. Council resumed the meeting at 10:40 p.m.

Mayor Pro Tem Woolfley made a motion to adopt an \$.18 tax rate with the provision that we establish a commitment within one fiscal year, that we evaluate and present options to reduce real property tax rate including fiscal conditions required to do so. It would include analysis of the fund balance, expenditure reductions, recurring revenue growth, commercial tax base expansion, redevelopment progress, and service level impacts that Councilmember Ndebumadu spoke to earlier this evening. Councilmember Brady second the motion. Motion passed 4-2 (Ndebumadu, Truesdale).

NEW BUSINESS:

None.

ADJOURNMENT AND MOVE TO CLOSED SESSION:

Mayor Pro Term Woolfley motioned to adjourn the regular City Council meeting and move to closed session under the statutory authority of the Md. Annotated Code, General Provisions Article §3-305(b)(1) "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals"; §3-305(b)(3): "To consider the acquisition of real property for a public purpose and matters directly related thereto"; §3-305(b)(4): "To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State" and §3-305(b)(7): "To consult with counsel to obtain legal advice". Councilmember Brady second the motion. Motion passed 6-0. The regular meeting adjourned at 10:44 p.m.

Awilda Hernandez, MMC
City Clerk

Awilda Hernandez

From: Stephen Cooper [REDACTED]
Sent: Sunday, May 3, 2026 8:52 PM
To: CityClerk
Subject: [EXTERNAL] Budget

This Message Is From an External Sender

This message came from outside your organization.

[Report Suspicious](#)

Hello,

I support raising taxes and keeping city services. Bowie provides excellent services and we need to pay for the services. From my perspective, Bowie is also very efficient. A great example is the recent Special Election. When I arrived to vote, there was a long line but it moved quickly and I think it took less than 10 minutes for me to vote. Excellent and efficient services cost money and we need to pay for them with a tax increase.

We also have an outstanding Senior Center and I was disappointed when I saw that staff has already been cut. Every time I go there, I see that the staff are all busy helping people. Cutting services for seniors is not a good way to save money. I hope you restore the staff in the final budget.

I am opposed to staff cuts as it means of saving money because the savings do not amount to much and it reduces the services of the City and it demoralizes staff, which is not good for productivity.

Thank you for the opportunity to comment on the budget.

Sincerely,

Stephen Cooper

Sent from my iPhone

Awilda Hernandez

From: Charlotte Schoenborn <[REDACTED]>
Sent: Sunday, May 3, 2026 9:41 PM
To: CityClerk
Subject: [EXTERNAL] Input for budget session May 4

This Message Is From an Untrusted Sender

You have not previously corresponded with this sender.

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Hello,

I want to add my voice to the record for the budget session on May 4 in support of a tax increase in order to maintain city services. It is unfortunate that the previous administration did not address the financial reality of running a city but here we are.
If any cuts are needed, please DO NOT cut Animal Control.

Thank you.
Charlotte Schoenborn

Sent from Charlotte's iPhone

From: Tamiiko Emery <[REDACTED]>
Sent: Monday, May 4, 2026 5:33 AM
To: Awilda Hernandez; Michael Estève; Wanda Rogers
Subject: [EXTERNAL] Against tax increase

This Message Is From an External Sender

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Mayor and Members of the Bowie City Council:

I am writing to express my opposition to the proposed 20-cent property tax rate increase currently before the Council. While I recognize the seriousness of the budget shortfall and appreciate the Council's transparent process over the past several weeks, I believe the city has not yet exhausted the structural reforms necessary before asking residents to absorb a significant and lasting tax burden.

The Core Problem Requires a Structural Solution

The budget shortfall is, at its root, a police department funding problem. Bowie created a department of 66 officers from scratch in 2006 without a sustainable funding plan, and that department now consumes a budget equal in size to the entire deficit — approximately \$20 million annually. Raising taxes to close this gap without placing meaningful constraints on the department's future growth simply defers the same problem to the next budget cycle. Without cost controls, the police budget will continue to expand, and residents will face this conversation again.

I urge the Council to commit, as a condition of any tax increase, to the following:

- Establish a formal cap or growth rate limit on the police department budget as a percentage of total city revenues.
- Commission an independent operational review of the department to identify efficiencies without compromising public safety.
- Set explicit, measurable benchmarks for when the tax rate can be reduced as fiscal conditions improve.

Prioritize Economic Development as a Revenue Strategy

Raising taxes is one way to close a budget gap; growing the tax base is another — and the more sustainable path. A stagnating, federal-dependent local economy is a structural vulnerability the Council has acknowledged, yet I have not seen a corresponding urgency around economic development as a revenue strategy. Attracting new commercial development, supporting small business growth within Bowie, and incentivizing mixed-use

development along key corridors would expand the tax base and reduce per-household burden over time.

I ask the Council to pair any near-term tax rate action with a concrete, funded economic development strategy — not as a future aspiration, but as a documented, accountable plan with a timeline.

Protect Twice-Weekly Trash Collection and Leaf Pickup

I want to be clear that not all city services are equal in their impact on residents' daily quality of life. Twice-weekly trash collection and vacuum leaf pickup are among the most visible and valued services Bowie provides. They are a direct reflection of the community standard that distinguishes Bowie from neighboring jurisdictions, and their reduction would be felt immediately and negatively by nearly every household.

I understand that eliminating twice-weekly trash pickup would yield only a fraction of a cent on the tax rate — far too little to justify the disruption and community dissatisfaction. These services should be fully protected in the final budget. If cuts must be made, they should come from lower-visibility administrative and discretionary lines, not from the core public works services that residents rely on most.

Conclusion

Bowie's residents deserve both fiscal honesty and fiscal discipline. I do not oppose responsible tax adjustments in principle, but a full 20-cent increase adopted without structural guardrails on the very cost center driving the shortfall is not a solution — it is a delay. I encourage the Council to adopt a more targeted approach: protect essential services like trash and leaf collection, place real constraints on police budget growth, and invest urgently in the economic development strategies that will reduce this city's dependence on property tax increases in the future.

Thank you for your service to this community and for the opportunity to be heard.

Respectfully submitted,

Tamiiko Emery
[REDACTED] Dunwood Valley drive
Bowie, Maryland

Awilda Hernandez

From: JACQUES CHEVALIER <[REDACTED]>
Sent: Monday, May 4, 2026 8:35 AM
To: Awilda Hernandez; Michael Estève; dwoodfley@cityofbowie.org; ctruedale@cityofbowie.org; Wanda Rogers; Dennis Brady; Roxy Ndebumadu; JACQUES CHEVALIER
Subject: [EXTERNAL] NO TAX INCREASES notice for meeting May 4, 2026

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Hope all the caring elected officials will quit bleeding our pockets with tax increases forthwith. Frankly speaking I deplore the **'high-derriere'** taxes and despicable wasting of monies this body anoints monthly against us homeowners especially! No need to enumerate the WASTE in poor taste by some of you but I am pleading with this body of elected officials to control our monies with some morals and exhibit humanity to the overtaxed citizens and in particular homeowners like myself. We love living in the City of Bowie but are burdened by the tax increases and current high spending by you officials.

Awilda Hernandez

From: 202vicki <[REDACTED]>
Sent: Monday, May 4, 2026 11:38 AM
To: CityClerk
Subject: [EXTERNAL] Bowie Budget

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Hello Bowie Council. I'm aware of the budget deficit and have considered various ways to right the ship as they say and have concluded that our best action to take would be a tax increase and just wanted to let my voice be heard and included in the public record.

Thank you for your consideration.

Vicki Sammons

Awilda Hernandez

From: Liz Enagonio <[REDACTED]>
Sent: Monday, May 4, 2026 11:57 AM
To: CityClerk
Cc: Liz Enagonio
Subject: [EXTERNAL] City Budget

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Good morning,

Although I am unable to attend the City Council hearing this evening in which the Mayor and Council must pass our budget, I would like to include the comments in this email in the public record.

After filling out the mayor's survey and attending one of the in-person listening sessions by the Mayor and Councilmembers, I believe it is time to pass a tax increase of 20 cents per hundred dollars of assessed home value.

I have lived in Bowie for 33 years. I am now a widowed retiree, living on a fixed income. Expenses are going up everywhere, and I'm hurting as much as the next guy.

But.....I love and use many of the city services, including the Senior Center and Animal Control. I value curbside recycling, twice a week trash pick-up, curbside leaf collection, city events such as Juneteenth and the summer concert series. I'm proud of our playhouse, city parks, trails, and other amenities.

As a person who carefully budgets in my own home, I know one can't pay for what one can't afford. So because I want to keep our services that make Bowie unique and desirable, I would vote FOR this tax increase, which, in reality, we have avoided for years when we probably should have phased it in already.

Thank you very much for your thoughtfulness and transparency regarding our budgetary dilemma.

Respectfully,

Liz Enagonio
[REDACTED] Long Ridge Lane
Bowie, MD 20715
[REDACTED]

Awilda Hernandez

From: Tracy Thompson <[REDACTED]>
Sent: Monday, May 4, 2026 12:02 PM
To: CityClerk
Subject: [EXTERNAL] Increase tax rate

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Hello Bowie City Clerk,
I would like this email to be included in the public record.
I prefer a tax increase over cuts in city services.
Thank you so much,
Tracy Thompson
[REDACTED] Marvel Ln
Bowie, 20715
[REDACTED]

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Awilda Hernandez

From: Toni Adams <[REDACTED]>
Sent: Monday, May 4, 2026 12:24 PM
To: CityClerk
Subject: [EXTERNAL] BCPA

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Dear council: I am writing to strongly encourage you to support the Bowie Center for the Performing Arts- This center offers many opportunities, services and programs for our city residents and visitors to our city of all ages ...

Sincerely

Toni Adams

35- year Bowie resident

Awilda Hernandez

From: Jon Palks <[REDACTED]>
Sent: Monday, May 4, 2026 12:46 PM
To: Awilda Hernandez
Subject: [EXTERNAL] city budget

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requesting consideration for funding towards Performing Arts Center. thank you

Awilda Hernandez

From: [REDACTED]
Sent: Monday, May 4, 2026 1:13 PM
To: CityClerk
Subject: [EXTERNAL] Please include in public record

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I would think there would be some cuts to unnecessary services we can make to the budget rather than raise our property taxes. They are too high already.

Awilda Hernandez

From: Heike Nyland <[REDACTED]>
Sent: Monday, May 4, 2026 1:18 PM
To: CityClerk
Cc: Michael Estève
Subject: [EXTERNAL] Tax increase

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To the Bowie City Council,
Bowie citizens wanted a police force. We got it almost 2 decades ago without "paying" for the service. All the great services the City of Bowie offer do not materialize by osmosis! Go for tax increase now and get it over with. Please look at the big picture and don't roll the can down the road.
Best,
Heike Nyland

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Awilda Hernandez

From: Michelle Knight <[REDACTED]>
Sent: Monday, May 4, 2026 1:22 PM
To: CityClerk
Subject: [EXTERNAL] Budget comments for public record

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Please include my comments for the public record for tonight's city council meeting: I am on favor of increasing our taxes in order to continue the city services we now receive.

Thank you,
Michelle Knight
[REDACTED] Skylark Lane

Sent from my iPad

Awilda Hernandez

From: Kookie Riley <[REDACTED]>
Sent: Monday, May 4, 2026 1:36 PM
To: CityClerk
Subject: [EXTERNAL] Tax increase

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Hi. I understand the need for the increase as a means to make up a deficit and save services for the city but as a retired person and a caretaker of a 93 year old mother, both of us on fixed incomes, the monthly increase of \$33-\$67 extra monthly may not seem like a lot but when the property tax bill comes, it just may.

Well, do what is best for us as a whole.

Thank you.

Maria Riley

[REDACTED] Keyberry Ln, Bowie, MD 20715

Awilda Hernandez

From: Sue Livera <[REDACTED]>
Sent: Monday, May 4, 2026 1:52 PM
To: Michael Estève; Awilda Hernandez
Subject: [EXTERNAL] Re: Email the city clerk with your budget thoughts today

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Let the guiding question be “is this a need or a want”? If a want-by whom? Overall impact? Where does it fit in with a Bowie priority? Is there an alternative source of funds? Can the “need” wait a year. Price the plan!!

Sue

On Mon, May 4, 2026 at 11:17 AM Michael Estève <michael.p.esteve@gmail.com> wrote:
Hi, team!

Many of you have written me your thoughts about the city budget. Thank you! Unfortunately, my city council colleagues are not seeing these messages.

I would strongly encourage if you have thoughts on the city budget to email cityclerk@cityofbowie.org before 5pm today and ask your email be included in the public record. That way, my council colleagues will receive them ahead of tonight's meeting and they will be considered official feedback as the city makes its budget decisions.

Thank you for being so engaged!

Mayor Mike

301.728.9262 (cell)
michaelesteve.com

Awilda Hernandez

From: [REDACTED]
Sent: Monday, May 4, 2026 1:54 PM
To: CityClerk
Subject: [EXTERNAL] City Deficit

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I chose to increase taxes even though most people are struggling to cover our bills these days.
Please send this email to the counsel meeting to be entered into the meeting records.

Leslie Pelton-Spratley

Sent from my iPhone

Awilda Hernandez

From: Bill Boone <[REDACTED]>
Sent: Monday, May 4, 2026 2:00 PM
To: CityClerk
Subject: [EXTERNAL] City Budget

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Good afternoon,

I really appreciate the information that has been made available about the budget. A thought that I have had is this: Is there a way to prevent this situation from occurring again, that goes beyond simply everyone agreeing to increase, or not increase the budget to avoid such a drawdown situation as we have with the Police Department?

By this I mean to look into some form of city code or budget requirement that addresses an issue of a large expenditure taking place (i.e. establishment of the Bowie PD) without having a budget increase of some sort, within a specified period of time, to start to lessen the impact of that draw from reserves.

I don't know if this would be a formula to address the percentage of the reserves to be used, or the anticipated draw over upcoming years. It could also be a series of identified tax increases over a specified number of years to reach a point where the new expenditure is supported, and the draw from reserves is eliminated, and reserve build-up resumes.

I would not be surprised if some variation of the above thoughts are already being discussed, but I just wanted to bring it up.

Thanks,

Bill Boone
District 1
Bowie

Awilda Hernandez

From: John Teasdale <[REDACTED]>
Sent: Monday, May 4, 2026 2:59 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Approve Tax Rate Increase

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I support raising the Bowie tax rate by 20 cents per \$100 assessed property value. This is the best approach for maintaining city services for FY27.

During the upcoming year, I also support making a detailed assessment of all city expenditures as well as potential untapped revenue sources to develop a clear plan for maintaining a balanced budget in future years.

Please add this email to the public record for tonight's Council Meeting.

Thank you,

John Teasdale
[REDACTED] Midwood Lane

Awilda Hernandez

From: Stephen Wehrenberg [REDACTED]
Sent: Monday, May 4, 2026 3:08 PM
To: CityClerk; Michael Estève
Subject: [EXTERNAL] City budget.

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I'm a 35 year Bowie resident, and have watched repeated warnings from council members, city staff, up to and including the City Manager, regarding the cost of providing services and the dwindling reserve fund. Every budget year for a decade proposals to increase the property tax have been voted down.

It seems that the kicked can has finally come to rest and our financial situation can no longer be ignored.

I fully support the proposed property tax increase and encourage the Council to both take action and continue to ensure that our spending remains wise ... and transparent.

Stephen Wehrenberg, Ph.D.
[REDACTED] Kittery Ln, Bowie

Awilda Hernandez

From: Isabel Pocurull <[REDACTED]>
Sent: Monday, May 4, 2026 4:11 PM
To: Michael Estève; Wanda Rogers; Dennis Brady; Clinton Truesdale; Rosann Ndebumadu; Dufour Woolfley
Cc: Awilda Hernandez
Subject: [EXTERNAL] Support for Old Bowie Celebrates! Festival 2026

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Honorable Mayor and Members of the City Council,

I represent the Old Bowie Arts & Heritage Steering Committee. A little background – our mission is to develop events and activities that draw visitors to Old Town Bowie, a charming area of Bowie, to enjoy its heritage, arts, activities, and entertainment. In February 2020 the City of Bowie approved a Resolution (R-19-20) that stated “supporting the efforts of the people organized to promote and support arts and entertainment in Old Town Bowie in their efforts to organize and operate an Arts and Heritage Event.” This event supports the City’s desire to attract more people to Old Bowie and become an income generator for the City as well as provide a new venue for arts and entertainment and support the history and heritage of the whole of Bowie. Old Bowie Celebrates! Festival grew out of this mission. The City of Bowie has been a great supporter, financially and in spirit, from its inception.

We are in our 6th year of a festival that has become a regular fixture for City residents and beyond. Each year we have attracted more and more attendees, reaching 5000+ in 2025. We have garnered community support and have attracted great interest from artists, musicians and entertainers eager to be a part of our celebration of Old Bowie.

We understand the current budget deficit and want to respect this situation but also offer another option to go on with the show. We propose a consolidated festival-ground footprint (one side of the bridge) that would still offer musical and strolling entertainment, vendors offering hand-made arts and crafts, including hands-on crafts for kids, and of course a wonderful assortment of culinary treats.

We would be pleased to submit a revised financial request and we hope you will kindly consider this modified plan/financial request and continue your long, and very much appreciated, support, of this loved annual Bowie event.

Regards,

Isabel Pocurull
Secretary
Old Bowie Arts & Heritage Steering Committee
Old Bowie Celebrates! Festival

Awilda Hernandez

From: Fred Lane <[REDACTED]>
Sent: Monday, May 4, 2026 4:13 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Budget

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I oppose the increase. Cut services that are not essential.

As a homeowner, I have to cut my wants to pay for my needs. The govt has to do the same. No one says it's easy. We have had it easy for a long time.

WE ARE THE ONES WE HAVE BEEN WAITING FOR.

Teach our residents how to grow food, take care of livestock, improve the soil. Turn some large green parcels of land into farms. Make Bowie a place where young people can homestead. Make us a city that others come to and want to duplicate what we do.

Final words from my grandfather, a farmer: "All true wealth comes from the soil".
Thank you.

Awilda Hernandez

From: Olivia Clemonts <[REDACTED]>
Sent: Monday, May 4, 2026 4:43 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Property Taxes increase

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I, Olivia Clemonts, do not support the proposed 20% increase in property taxes. Prince George's County already has some of the highest taxes in the state, and this additional burden comes at a time when many residents are struggling with unemployment and the rising cost of essentials like gas and food. Increasing taxes under these conditions places unnecessary financial strain on families who are already doing their best to make ends meet.

Olivia Clemonts
[REDACTED]

Awilda Hernandez

From: Mary Brym [REDACTED]
Sent: Monday, May 4, 2026 4:52 PM
To: Awilda Hernandez
Subject: [EXTERNAL] City tax hike

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No to tge hike in city taxes. I thought all the new developments that were approved and brought into Bowie were supposed to help with plugging the holes. Make the politicians responsible for the deficit pay up.

Mary

Awilda Hernandez

From: India [REDACTED]
Sent: Monday, May 4, 2026 5:13 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Nope!

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Dear Hernandez,

I am writing as a Bowie resident to share my perspective regarding the proposed property tax increase under consideration by the City Council.

I understand the seriousness of the reported budget deficit and appreciate the need for responsible fiscal management. However, I strongly believe that a comprehensive review of current spending, project prioritization, and potential cost-saving measures should be fully explored before placing a significant additional burden on residents.

A 20 percent increase is substantial, and for many families, it would create real financial strain. This would negatively impact homeowners and risks pushing some residents beyond what they can reasonably afford. I encourage the City Council to identify alternative ways to generate revenue and balance the budget more effectively, while minimizing the direct impact on residents.

Additionally, I urge greater transparency around the drivers of the deficit and a clear outline of what alternatives have been evaluated, including reductions in discretionary spending, delayed capital projects, or adjustments to non-essential expenditures.

Residents should not be expected to carry the full weight of long-term financial challenges without confidence that all other options have been thoroughly assessed.

I appreciate the opportunity to provide input and respectfully ask that my concerns be taken into consideration as decisions are made.

Thank you for your time and service to the community.

Sincerely,
The Karim's
The A-Section

India McCargo

Awilda Hernandez

From: Jesse Chittams <[REDACTED]>
Sent: Monday, May 4, 2026 5:23 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Please do not vote to raise our taxes

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Take the time to find ways to save money

Sincerely
Jesse

Awilda Hernandez

From: Lynette Russell [REDACTED]
Sent: Monday, May 4, 2026 5:45 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Please Vote AGAINST the 20% Property Tax Increase

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Dear Members of the Bowie City Council,

Thank you for your dedication and the hard work you do on behalf of our community. Your service does not go unnoticed.

I am writing regarding tonight's vote on the proposed 20% property tax increase, and I respectfully urge each of you to vote AGAINST it.

I understand that the city is facing a budget deficit, and I doubt anyone that's that challenge lightly. However, a 20% increase at this particular moment places an enormous burden on residents who are already stretched thin. Here is why this matters:

- Everyday costs are surging. Groceries, utilities, insurance premiums, and healthcare expenses have all risen sharply. Residents are absorbing these increases with no corresponding rise in income. Adding a significant property tax hike on top of that is simply too much at once.
- Homeowners are already facing higher insurance and mortgage-related costs. Many residents have seen their homeowners insurance premiums spike dramatically in recent years. Combined with elevated interest rates affecting those with adjustable-rate mortgages or refinancing needs, housing costs are at a pressure point even before this proposed increase.
- A 20% jump is a shock. Even if some increase is eventually necessary, the size and speed of this proposal does not give residents time to adjust. A more gradual, phased approach would be far less damaging to household budgets.
- There may be other paths to close the gap. Before placing the full weight of the deficit on property owners, I would encourage the council to explore alternative revenue sources, identify areas where city spending can be reduced or deferred, and consider whether a smaller, incremental increase might be more sustainable for all.

I know there is no easy answer here, and I respect the difficult position you are in. But I believe we owe it to our community to slow down, explore every option, and find a more balanced path forward — one that does not ask residents to absorb more than they can reasonably bear right now.

Please vote NO on the 20% property tax increase tonight.

Thank you for hearing me, and for all that you do for the city of Bowie.

Respectfully,

Lynette Russell
Amber Ridge Resident-Bowie

Awilda Hernandez

From: David Naves <[REDACTED]>
Sent: Monday, May 4, 2026 5:51 PM
To: Awilda Hernandez
Subject: [EXTERNAL] Proposed Property Tax Increase

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City Clerk,

Unfortunately, my wife and I will not be able to attend the meeting tonight. We are against the proposed property tax increase. Vote no for me and my household.

David and Jacqueline Naves

[REDACTED] Dunkagle CT

Bowie, MD 20721

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Awilda Hernandez

From: Hazel <[REDACTED]>
Sent: Monday, May 4, 2026 5:59 PM
To: CityClerk
Subject: [EXTERNAL] Tax increases

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Increasing my Bowie taxes by \$37 - \$62 per month would cause significant financial stress to me as a senior citizen on a fixed income. Please don't do this!!

Hazel Weathers
[REDACTED] Sugarberry Lane
Bowie 2720

Sent from the all new AOL app for iOS

Awilda Hernandez

From: Alethea [REDACTED]
Sent: Monday, May 4, 2026 7:34 PM
To: Awilda Hernandez
Subject: [EXTERNAL] FY 2027 Budget

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The current proposal would raise the city's property tax rate from \$0.40 to \$0.60 per \$100 of assessed value—a **50% increase in the city rate**. This increase is far out of step with the financial reality facing residents.

You create a situation where costs are rising far faster than incomes. That gap puts real pressure on working families, seniors on fixed incomes, and first-time homeowners trying to stay in this community.

Almost 1 out of 5 residents of the city, about 20% are 65+ relying on fixed incomes.

In the Prince George's County FY 26 Proposed general fund there already is a 6.2% projected growth without the proposed tax increase.

A tax increase of this scale will push current residents out and make the city of Bowie less accessible.

I ask the Council to consider a more measured approach. One that aligns with income growth, protects residents from sudden financial strain, and ensures Bowie remains a place people can afford to call home.

I also think that the CURRENT financial climate should be addressed, like why now does it make sense. Cost are rising everywhere why does the city think now is the time to put even more stress on residents.

Finally, what alternatives were considered prior to the tax increase and why is a phased approach not being taken?

Alethea Smalls
Resident

Awilda Hernandez

From: hallmilly <[REDACTED]>
Sent: Monday, May 4, 2026 7:42 PM
To: Michael Esteve; Dufour Woolfley; Wanda Rogers; Dennis Brady; Clinton Truesdale; Rosann Ndebumadu
Cc: Awilda Hernandez; Daniel Mears; Milly Hall
Subject: [EXTERNAL] No Tax Increase At This Time. . .

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May 4, 2026

Good evening, Mayor and Councilmembers. Thank you for the opportunity to speak,

In 1997, my family came to Prince George's County to purchase land to build a second home. We selected a lot in Mitchellville, within a community known as Woodmore Highlands. At the time, we were still residing in Germantown, Maryland, so we visited the site primarily on weekends while our home was under construction and while we worked to sell our first residence.

In September 1998, our home was completed and we came to settlement prepared to move in. During the closing process, I noticed that the documentation listed our address as Bowie rather than Mitchellville. I questioned this discrepancy, as we had built our home in Mitchellville and had not received any prior notice of a jurisdictional change. We were told by the real estate agent that Woodmore Highlands had been annexed into the City of Bowie for tax purposes.

Over time, I accepted this change and became invested in the Bowie community. Wanting to be informed and engaged, I looked up the date and time of a City Council meeting so that I could meet my councilmembers and better understand the city's governance. When I arrived at Kenhill Center, which was City Hall at the time, I encountered a large group of residents outside holding signs and chanting, "We want to secede."

I asked a bystander what was taking place and why this group wanted to leave the city. I was told they wished to join Anne Arundel County because Black residents were moving into the area.

Now, I ask the Council to consider this next point carefully.

On April 7, 2026—twenty-seven years later—at the same location, outside a polling place, individuals were chanting, "Make Bowie White Again." The location has not changed. The message has not changed. Only the years have passed.

This history cannot be ignored.

As we now discuss proposed tax increases, I respectfully ask the Council to acknowledge the broader context and address the underlying concerns that many residents continue to experience. Fiscal responsibility is important, but so is trust, equity, and accountability. There are choices to be made—choices about priorities, expenditures, and resource allocation.

Thank you for your time and consideration.

Milly Hall

District 3 resident

Bowie MD 20721

**PRESIDING OFFICER'S WRITTEN STATEMENT FOR CLOSING A MEETING ("CLOSING STATEMENT")
UNDER THE OPEN MEETINGS ACT (General Provisions Article § 3-305)**

This form has two sides. *Complete items 1 – 4 before closing the meeting.*

1. **Recorded vote to close the meeting:** Date: 5/4/26 Time: 10:43 Location: City Hall;
Motion to close meeting made by: Woolfley Seconded by Brady;
Members in favor: All Aye; Opposed: _____;
Abstaining: _____; Absent: _____.

2. **Statutory authority to close session (check all provisions that apply).**
This meeting will be closed under General Provisions Art. § 3-305(b) only:

(1) ☒ "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals"; (2) ☐ "To protect the privacy or reputation of individuals concerning a matter not related to public business"; (3) ☒ "To consider the acquisition of real property for a public purpose and matters directly related thereto"; (4) ☒ "To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State"; (5) ☐ "To consider the investment of public funds"; (6) ☐ "To consider the marketing of public securities"; (7) ☐ "To consult with counsel to obtain legal advice"; (8) ☐ "To consult with staff, consultants, or other individuals about pending or potential litigation"; (9) ☐ "To conduct collective bargaining negotiations or consider matters that relate to the negotiations"; (10) ☐ "To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans"; (11) ☐ "To prepare, administer, or grade a scholastic, licensing, or qualifying examination"; (12) ☐ "To conduct or discuss an investigative proceeding on actual or possible criminal conduct"; (13) ☐ "To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter"; (14) ☐ "Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process." (15) ☐ "To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information . . . or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices."

Continued →

3. For each provision checked above, disclosure of the topic to be discussed and the public body's reason for discussing that topic in closed session.

Citation (insert # from above)	Topic	Reason for closed-session discussion of topic
§3-305(b) ☒ 1	Personnel	
§3-305(b) ☒ 3	Property Acquisition	
§3-305(b) ☒ 4	Business Location	
§3-305(b) ☐		
§3-305(b) ☐		

4. This statement is made by , Presiding Officer.

WORKSHEET FOR OPTIONAL USE IN CLOSED SESSION: INFORMATION FOR SUMMARY TO BE DISCLOSED IN THE MINUTES OF THE NEXT OPEN MEETING. (See also template for summary.)

- For a meeting closed under the statutory authority cited above:

Time of closed session: 10:50

Place: City Hall

Purpose(s): (1) (3) (4) Personnel, Property, Business Location

Members who voted to meet in closed session: Esteva, Woolfley, Truesdale, Nadeau, Rogers, Brady

Persons attending closed session: ME, DM, CT, RN, WR, DB, Leann, Mears, Hernandez, Lawrence

Authority under § 3-305 for the closed session: (1) (3) (4)

Topics actually discussed: Personnel, Property Acquisition

Actions taken: _____

Each recorded vote: _____

- For a meeting recessed to perform an administrative function (§ 3-104): Time: _____

Place: _____

Persons present: _____

Subjects discussed: _____

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, MAY 18, 2026

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, May 18, 2026, in Council Chambers at City Hall. Mayor Estève called the meeting to order at 7:00 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Estève led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Estève; Mayor Pro Tem Woolfley; Councilmembers Brady, Ndebumadu (virtually), Rogers, and Truesdale; Acting City Manager Mears; City Attorney Ruff; Assistant City Clerk Hartig and Staff.

CITIZEN PARTICIPATION:

1. Mary Ellen Winlund, Everette Drive – Voiced concerns about proposed cuts to the Summer Sunset Concert Series and International Festival.
2. James Bigony, Winding Lane – Voiced concerns about proposed cuts to funding provided to the Bowie Volunteer Fire Department that the City provides.
3. Heike Nyland, Yorktown Drive – Expressed opposition to budget cuts made during the FY2027 budget process that affect the Bowie Senior Center.
4. Liz Enagonio, Long Ridge Lane – Advocated for increasing the tax rate more to prevent budget and staff cuts.
5. Judi Decker, Tapered Lane – Expressed opposition to the budget cuts made that affect the Bowie Senior Center.
6. Diane Pisano, Ivy Hill Lane – Expressed that she believes this council should take responsibility for not raising the tax rate in previous budget cycles.
7. Alethea Smalls, Dunleigh Drive – Spoke about opposition to scholarship cuts for City Committees and advocated for the scholarships to be reinstated.

PRESENTATIONS:

- A. Benjamin Tasker Middle School Student Service Learning Project – A group of sixth-grade students, led by teacher Tiffani Scales, presented information to the Council on their service learning project regarding the environmental effects of F.O.G. (fats, oils, and grease), particularly its impact on community pipes and waterways.
- B. Arts Committee Inaugural Poet Laureate Introduction – Members of the Arts Committee introduced the City of Bowie's first Poet Laureate, Ms. Cheryl McKinney, selected through the

City's Poet Laureate program administered by the Bowie Arts Committee. Ms. McKinney presented a poem.

- C. Diversity Committee Asian American and Pacific Islander and Jewish-American Heritage Month Presentation – Diversity Committee member Mr. Fernando Castro shared a presentation recognizing Asian American and Pacific Islander culture and achievements, as well as Jewish-American culture and achievements.

CITY BOARDS AND COMMITTEES:

A. Appointments/Reappointments/Swearing-In:

1. Councilmember Rogers motioned to appoint Ms. Omolabake Bada to the Diversity Committee as a Regular Member for a 2-year term. Mayor Pro Tem Woolfley seconded the motion. Motion passed 6-0.

COUNCIL ANNOUNCEMENTS:

Councilmember Ndebumadu recognized a District 4 student who received a full scholarship from Exxon Corporation to attend the University of Maryland, College Park.

CITY MANAGER'S REPORT:

Acting City Manager Mears thanked the Benjamin Tasker Middle School students for their presentation on F.O.G. and thanked Council and Staff for their work during the atypical budget process, with special recognition given to Acting Finance Director Bruce Miller and Acting Assistant Finance Director Shahnaz Ariff.

CONSENT AGENDA:

Mayor Pro Tem Woolfley motioned to approve Consent Agenda items: A) Approval of February 17, 2026 Council Meeting Minutes; B) Approval of March 2, 2026 Council Meeting Minutes; C) Adoption of Proclamation P-5-26 Celebrating Memorial Day 2026, by Honoring Those Whose Lives Were Given in Service to Their Country; D) Adoption of Resolution R-41-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0004-21 at South Lake Residential Phase 1A and Authorizing the Release of Construction Securities; E) Adoption of Resolution R-45-26 Accepting the Driveway Apron Improvements Constructed Under Permit SDP-0007-25 at 8003 River Gate Lane and Authorizing the Release of Construction Securities; F) Adoption of Resolution R-46-26 Waiving the Competitive Bidding Requirements of Section 61 "Purchasing and Contracting" of the Charter of the City of Bowie and Awarding a Contract to Rehrig Pacific Company in the Amount of \$98,050 for the Purchase of Food Compost Bins; G) Adoption of Resolution R-47-26 Awarding a Professional Services Contract to KCI Technologies, Inc. to Advance the Recently Developed Vision and Strategy for Revitalizing Bowie Town Center Through Community Engagement and Strategy Refinement in an Amount of Forty-Eight Thousand Nine Hundred Forty Dollars (\$48,940.00). Councilmember Brady seconded the motion. Motion passed 6-0.

OLD BUSINESS:

A. Adoption of Amended Ordinance O-5-26 Approving and Adopting a Budget for the Fiscal Year Beginning July 1, 2026 and Ending June 30, 2027, and Amended Resolution R-38-26 Adopting a Capital Improvements Program for the Fiscal Years 2027-2032.

Acting City Manager Mears summarized budget adjustments during the worksession budget reviews.

Mayor Estève thanked staff for their work during the budget season.

Councilmember Rogers expressed support for the FY2027 Budget, emphasized responsible planning for the future, and noted the importance of careful spending and providing value to taxpayers.

Mayor Pro Tem Woolfley thanked Council and staff for their work during a challenging budget cycle and noted the importance of continued planning and community input moving forward.

Councilmember Ndebumadu thanked Council and City staff for their work during the budget process and acknowledged the difficulty of the budget discussions and decisions. Councilmember Ndebumadu clarified support for the amended tax increase proposal reducing the increase from twenty cents to eighteen cents, stating that the motion had been misunderstood during the meeting on May 4, 2026. Councilmember Ndebumadu proposed reallocating \$10,000 from the additional \$45,000 increase allocated to BCPA to the Education Committee to support scholarship fundraising efforts. Councilmember Ndebumadu also requested discussion regarding Information Technology modernization initiatives to improve infrastructure and position the City for future grant opportunities and external funding. Mayor Estève stated that three proposed budget amendment items would be considered at the June 1 meeting: restoration of firefighter funding, the IT modernization proposal, and the scholarship funding proposal. Council reached consensus to place the items on the June 1 agenda for consideration.

Councilmember Truesdale thanked staff, colleagues, and residents for their work during the budget process and expressed appreciation for the Council's collaboration and public engagement throughout the budget discussions. Councilmember Truesdale also requested future discussion regarding Senior Center staffing and budget needs, as well as the Volunteer Fire Department.

Councilmember Brady requested clarification regarding the City's unassigned fund balance following Council budget actions. Staff confirmed that the originally proposed budget had zero dollars of unassigned fund balance, while the Council's adopted changes would increase the balance to approximately \$2.3 million.

Councilmember Brady thanked staff and colleagues for their work during the budget process and noted the importance of collaboration throughout the budget discussions. Councilmember Brady expressed support for continued efforts to strengthen the City's financial position and budget process. Councilmember Brady also emphasized the need to identify long-term revenue sources, diversify the City's tax base, and explore economic development and annexation opportunities, including potential commercial development areas.

Mayor Pro Tem Woolfley motioned to adopt Amended Ordinance O-5-26. Councilmember Rogers seconded the motion. Motion passed 6-0. Mayor Pro Tem Woolfley motioned to adopt Amended Resolution R-38-26. Councilmember Brady seconded the motion. Motion passed 6-0.

B. Adoption of Resolution R-48-26 Expressing the Sense of the Council on the Adoption of the FY27 Budget and a Commitment to Act to Restore Reserves in Future Budgets – Councilmember Brady shared the intent behind the resolution.

Councilmember Ndebumadu requested the following additions under Section 1 of the resolution:

“5. Evaluate and publicly present options within one fiscal year to reduce the real property tax rate, including the fiscal conditions required to do so, based on reserve restoration,

expenditure reductions, recurring revenue growth, commercial tax-base expansion, redevelopment progress, and service-level impacts.

6. Track implementation of Council-adopted FY27 budget reductions, savings targets, and modernization objectives, and provide periodic public updates on progress.”

Councilmember Brady motioned to adopt Resolution R-48-26 with the inclusion of Councilmember Ndebumadu’s two suggested additions under Section 1. Councilmember Rogers seconded the motion. Motion passed 6-0.

NEW BUSINESS:

A. Introduction and Adoption of Emergency Ordinance O-6-26 Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2025 and Ending June 30, 2026, as Embodied in Ordinance O-4-25 and Amended by Ordinances O-11-25, O-13-25, O-1-26, O-3-26 and O-4-26 to Appropriate and Reallocate Funds for the Following Projects: \$50,000 for the Administration of the June 30, 2026 District 1 Election, \$70,000 for the Golf Course Driving Range Contingency, \$835,800 to Purchase Weapons, Ammunition, Protective Apparel and a Utility Vehicle for the Police Department and \$110,000 for the Public Works Department for Equipment Repairs – Acting City Manager Mears gave an overview of the ordinance.

Public Hearing:

Mayor Estève opened the public hearing. One individual signed up but decided not to speak. Assistant City Clerk Hartig reported no written comments had been received. Mayor Estève declared the public hearing to have been held.

Mayor Pro Tem Woolfley motioned to adopt Emergency Ordinance O-6-26. Councilmember Rogers seconded the motion. Motion passed 6-0.

ADJOURNMENT:

Mayor Pro Tem Woolfley motioned to adjourn the Regular City Council meeting and move to Closed Session under the statutory authority of the Md. Annotated Code General Provisions Article §3-305(b)(4): "To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State" and §3-305(b)(7): "To consult with counsel to obtain legal advice". Councilmember Brady seconded the motion. Motion passed 6-0. The meeting adjourned at 8:15 p.m.

Awilda Hernandez, MMC
City Clerk

**PRESIDING OFFICER'S WRITTEN STATEMENT FOR CLOSING A MEETING ("CLOSING STATEMENT")
UNDER THE OPEN MEETINGS ACT (General Provisions Article § 3-305)**

This form has two sides. *Complete items 1 – 4 before closing the meeting.*

1. **Recorded vote to close the meeting:** Date: 5-18-26; Time: 8:13; Location: City Hall;
Motion to close meeting made by: Woolfley Seconded by Brady;
Members in favor: All 4ye; Opposed: _____;
Abstaining: _____; Absent: _____.

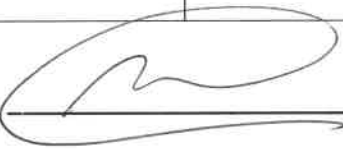
2. **Statutory authority to close session (check all provisions that apply).**
This meeting will be closed under General Provisions Art. § 3-305(b) only:

(1) ☐ "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals"; (2) ☐ "To protect the privacy or reputation of individuals concerning a matter not related to public business"; (3) ☐ "To consider the acquisition of real property for a public purpose and matters directly related thereto"; (4) ☒ "To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State"; (5) ☐ "To consider the investment of public funds"; (6) ☐ "To consider the marketing of public securities"; (7) ☒ "To consult with counsel to obtain legal advice"; (8) ☐ "To consult with staff, consultants, or other individuals about pending or potential litigation"; (9) ☐ "To conduct collective bargaining negotiations or consider matters that relate to the negotiations"; (10) ☐ "To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans"; (11) ☐ "To prepare, administer, or grade a scholastic, licensing, or qualifying examination"; (12) ☐ "To conduct or discuss an investigative proceeding on actual or possible criminal conduct"; (13) ☐ "To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter"; (14) ☐ "Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process." (15) ☐ "To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information . . . or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices."

Continued →

3. For each provision checked above, disclosure of the topic to be discussed and the public body's reason for discussing that topic in closed session.

Citation (insert # from above)	Topic	Reason for closed-session discussion of topic
§3-305(b) ☒	Business	Business Incentives
§3-305(b) ☒	Consult with Counsel	
§3-305(b) ☐		
§3-305(b) ☐		
§3-305(b) ☐		

4. This statement is made by , Presiding Officer.

WORKSHEET FOR OPTIONAL USE IN CLOSED SESSION: INFORMATION FOR SUMMARY TO BE DISCLOSED IN THE MINUTES OF THE NEXT OPEN MEETING. (See also template for summary.)

- For a meeting closed under the statutory authority cited above:

Time of closed session: 8:27

Place: City Hall

Purpose(s): (4) Business (7) Consult with Counsel

Members who voted to meet in closed session: Estevé Brady Rogers Woodley Truesdale Ndeleumadu

Persons attending closed session: Estevé Brady Rogers Woodley Truesdale Ndeleumadu Ruff King Mears

Authority under § 3-305 for the closed session: (4) (7)

Topics actually discussed: Business incentives

Actions taken: _____

Each recorded vote: _____

- For a meeting recessed to perform an administrative function (§ 3-104): Time: _____

Place: _____

Persons present: _____

Subjects discussed: _____

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, JUNE 1, 2026

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, June 1, 2026, in Council Chambers at City Hall. Mayor Estève called the meeting to order at 7:07 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Estève led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Estève, Councilmembers Brady, Ndebumadu, Rogers, Truesdale (virtual), and Woolfley, Acting City Manager Mears, City Attorney Ruff, City Clerk Hernandez and Staff.

AGENDA ADDITIONS/DELETIONS/AMENDMENTS:

None.

CITIZEN PARTICIPATION:

1. Prince Georges County Council Member Tim Adams - Provided an update on County funding secured for the City of Bowie through the Fiscal Year 2027 County budget. He highlighted approximately \$2.25 million in investments, including funding for improvements to Allen Pond Park, a feasibility study for a future aquatic center, development of a new gymnasium, recreational investments associated with the Bowie Ice Arena and driving range, strategic planning for the Bowie Town Center, and planning for redevelopment opportunities along Racetrack Road and Church Road.
2. Ann Fleming – Requested that the City consider displaying a Pride flag during Pride Month.

PRESENTATIONS:

- A. Arts and Education College Scholarship Awards - Council recognized the recipients of the City's Arts and Education Scholarships. Committee representatives congratulated the recipients and highlighted the City's commitment to supporting young artists pursuing higher education.
- B. 41st Annual Excellence in Education Teacher Awards – Members of the Education Committee recognized local educators for their dedication and commitment to student achievement. Educators representing Bowie-area public and private schools received Excellence in Education Awards in recognition of their outstanding service to students and the community.

CITY BOARDS AND COMMITTEES:

None.

COUNCIL ANNOUNCEMENTS:

Mayor Estève thanked the Bowie Memorial Library, City staff, Anacostia Trails Heritage Area, volunteers, and all organizations that assisted with the successful Bowie 250 Block Party.

Councilmember Brady also recognized City staff and volunteers for organizing the Memorial Day Ceremony, noting the importance of honoring those who gave their lives in service to the nation.

CITY MANAGER'S REPORT:

None.

CONSENT AGENDA:

Mayor Pro Tem Woolfley motioned to approve Consent Agenda items: A) Adoption of Resolution R-49-26 Accepting Bid for a Landscape Maintenance Program for the Stormwater Management Bioretention System Facility at the Kenhill Center, Located at 2614 Kenhill Drive; B) Adoption of Resolution R-51-26 Accepting a Bid Proposal for Street Resurfacing from Reliable Contracting Co., Inc. in the amount of \$2,136,000; C) Adoption of Resolution R-52-26 Accepting a Proposal for Enterprise Telephone System Replacement from Brave Federal Technologies, LLC in the Amount of \$495,781.77; D) Adoption of Resolution R-53-26 Awarding a Contract to Hanada Contracting LLC for the Public Works Fence Repair in the Amount Not to Exceed \$100,000; E) Adoption of Resolution R-54-26 Awarding a Contract to Lighting Maintenance, Inc. for the Street Light Cable Replacement in the Amount Not to Exceed \$1,000,000; F) Adoption of Resolution R-55-26 Accepting a Bid Proposal for 5th Street Reconstruction Project From MP Services, Inc., in the Amount of \$704,000. Councilmember Rogers second the motion. Motion passed 6-0.

OLD BUSINESS:

None.

NEW BUSINESS:

A. Maryland Women's Business Center Update - Economic Development Director John Henry King introduced Ms. Karen Sippel, Managing Director of the Maryland Women's Business Center (MWBC), and highlighted the City's long-standing partnership with the organization. Mr. King noted that the City has partnered with MWBC for approximately nine years, initially providing business counseling services at the Bowie Business Innovation Center and City Hall, and more recently supporting the Shop Local Bowie retail incubator located in Bowie Town Center. He stated that the proposed Fiscal Year 2027 Budget includes continued funding for the partnership.

Ms. Sippel thanked Council for the opportunity to provide an update and shared that the partnership between the City and MWBC has expanded significantly over the past nine years. Ms. Sippel explained that the organization is supported through a partnership with the U.S. Small Business Administration and Rockville Economic Development, Inc., and provides services throughout Prince George's, Montgomery, Frederick, and Charles Counties. The center assist entrepreneurs and small business owners with starting, sustaining, and growing their businesses. She explained that the organization serves approximately 1,500 entrepreneurs annually through free one-on-one business

counseling, educational workshops, networking opportunities, business incubator programs, and access to financing resources. She noted that counseling services are available to businesses at every stage of development, from concept through expansion, and that most educational programming is offered at no cost to participants.

Councilmembers thanked Ms. Sippel for the presentation and expressed appreciation for the long-standing partnership between the City and the Maryland Women's Business Center. Members commended the organization for supporting small businesses, encouraging entrepreneurship, and contributing to the economic vitality of Bowie. Several Councilmembers discussed the positive impact of the Shop Local Bowie initiative and recognized the value of providing mentoring, counseling, and educational opportunities to local entrepreneurs.

B. Bowie Business Innovation Center (Bowie BIC) Update - Executive Director June Evans presented the Fiscal Year 2026 Impact Report for the Bowie Business Innovation Center (Bowie BIC). Ms. Evans introduced the organization's staff and Board of Directors and reviewed the Center's mission to educate, equip, and elevate entrepreneurs by preparing businesses for financial success, expanding government contracting opportunities, and supporting business growth and expansion. She noted that the organization is currently developing a new strategic plan aligned with the City's economic development priorities.

Ms. Evans highlighted the Center's accomplishments during Fiscal Year 2026, reporting that Bowie BIC provided direct services to 98 Bowie-based businesses, assisted 371 businesses throughout Prince George's County, and served more than 1,250 businesses across the region. She noted that the Center referred 54 businesses interested in commercial space to the City's Economic Development Office and worked with businesses generating approximately \$56 million in annual revenue. She also summarized the success of the Center's flagship programs, including Innovate Bowie, the Capital Accelerator, the Open Door Program, and the Center of Excellence for 8(a) Government Contracting, which collectively supported business growth, job creation, and increased access to government contracting opportunities.

Councilmember Rogers commended the presentation and noted the value of the performance metrics presented. She compared the economic impact of Bowie State University to other university communities and expressed support for expanding partnerships among the Bowie Business Innovation Center, Bowie State University, the Maryland Women's Business Center, and the City to promote entrepreneurship, innovation, and local job creation.

Councilmember Ndebumadu praised the presentation and discussed opportunities to expand support for businesses affected by changes in federal contracting. She inquired about the Center's efforts to prepare businesses to compete for Maryland State contracting opportunities and discussed strategies to improve outreach so local businesses are better positioned to compete for available funding. Ms. Evans explained that the Center is expanding its government contracting programming to include state procurement opportunities and welcomed continued collaboration with the Council to develop additional resources and educational programming for Bowie businesses.

C. Detailed Site Plan DSP-2025-0036, Mill Branch Crossing Arby's – Mr. Ridwan Coker, City's Transportation Planner presented Detailed Site Plan DSP-2025-0036 for the construction of an Arby's restaurant with a drive-through on approximately 0.93 acres within the Mill Branch Crossing development, located at 3480 St. Lola Lane. Staff explained that the proposed site is part of the larger mixed-use Mill Branch Crossing project previously approved by the Council and Advisory Planning Board. The Advisory Planning Board unanimously recommended approval of the detailed site plan with staff's recommended conditions, including the addition of a pedestrian connection to the adjacent retail parcel and incorporation of outdoor seating into the site design.

Mr. Edward Gibbs, attorney for the applicant, provided an overview of the project and introduced the development team. Mr. Gibbs reviewed the history of the Mill Branch Crossing development, including prior approvals for the residential and commercial components, transportation improvements, and overall site planning. He explained that the proposed Arby's restaurant is a permitted use within the development and that the detailed site plan addresses the building layout, parking, circulation, landscaping, and pedestrian access. He also noted that the applicant had eliminated a previously proposed design departure and that the project complies with all applicable zoning and design requirements. Mr. Gibbs advised that the applicant had agreed to provide outdoor seating and a pedestrian bridge connecting the restaurant to the adjacent retail building.

During Council discussion, members asked questions regarding traffic circulation, parking, pedestrian connectivity, landscaping, architectural design, future commercial tenants, road improvements, signage, and the overall buildout of the Mill Branch Crossing development. The applicant stated that the project would include enhanced landscaping, outdoor seating, bicycle parking, and safe pedestrian connections between the commercial and residential portions of the development. The applicant also expressed a willingness to work with the City's Arts Committee regarding potential public art opportunities and confirmed its commitment to supporting community events and local partnerships once the business opens.

Councilmembers also discussed future economic development opportunities within the project, including additional retail tenants, an urgent care facility, a grocery store, and pedestrian-oriented design. Questions were raised regarding electric vehicle charging infrastructure, future commercial occupancy, and completion of roadway improvements. The applicant advised that the primary road improvements were expected to be substantially completed within approximately four weeks, with the Arby's restaurant anticipated to open in the spring or summer of 2027, subject to permitting and construction schedules.

Public Hearing:

Mayor Estève opened the public hearing. City Clerk Hernandez reported that no individuals signed up to speak and no written comments had been received. Mayor Estève declared the public hearing to have been held.

Councilmember Truesdale motioned to approve DSP-2025-0036 with staff's recommendations. Councilmember Rogers second the motion. Motion passed 6-0.

D. Adoption of Resolution R-50-26 Adopting the FY 2027 Annual Action Plan and Proposed Projects for the Community Development Block Grant Program - Grant Development staff member, Ms. Kay Starr, presented the Fiscal Year 2026 Annual Action Plan for the Community Development Block Grant (CDBG) Program. She provided an overview of the City's grant administration responsibilities and explained that the CDBG program, funded through the U.S. Department of Housing and Urban Development (HUD), supports housing rehabilitation, economic opportunity, workforce development, fair housing education, and other community development initiatives benefiting low and moderate income residents. Staff also reviewed the City's five-year Consolidated Plan process, annual reporting requirements, and extensive public participation efforts associated with development of the Action Plan.

Staff also reviewed the Workforce Development Center located at the Kenhill Center, which provides employment resources, job search assistance, resume support, training opportunities, and connections to Prince George's County workforce programs.

Public Hearing:

Mayor Estève opened the public hearing. City Clerk Hernandez reported that no individuals signed up to speak and no written comments had been received. Mayor Estève declared the public hearing to have been held.

Mayor Pro Tem Woolfley motioned to approve Resolution R-50-26. Councilmember Rogers second the motion. Motion passed 6-0.

E. Adoption of Resolution R-56-26 Awarding a \$150,000 Economic Development Incentive Fund Grant to Bowie Legacy Holdings, LLC and Authorizing the City Manager to Enter into a Grant Agreement with Bowie Legacy Holdings, LLC in the Amount of \$150,000 to Incentivize 'Paris Baguette' to Execute a Lease at 3931 Town Center Boulevard - Economic Development Director, Mr. John Henry King presented Resolution R-56-26, authorizing an incentive agreement through the City's Economic Development Incentive Fund to assist with the recruitment of Paris Baguette to Bowie Town Center. Mr. King explained that the Economic Development Incentive Fund was established to encourage desirable commercial development, retain existing businesses, and attract new businesses to the City. He advised that Bowie Legacy Holdings, LLC, the new owner of the four primary retail buildings at Bowie Town Center, requested assistance in securing Paris Baguette as its first new tenant to replace the existing Panera Bread location.

Mr. King stated that the proposed incentive would support the revitalization of Bowie Town Center while encouraging the owner to make significant investments in maintenance, landscaping, sidewalk and parking lot repairs, and façade improvements. He explained that the proposed \$150,000 incentive would be paid in three installments: the first upon execution of a lease with Paris Baguette; the second upon City approval of plans for landscaping, pothole repairs, sidewalk improvements, and façade enhancements; and the final payment upon the restaurant's opening.

During Council discussion, Mayor Pro Tem Woolfley asked staff to describe Paris Baguette and its market position. Mr. King explained that Paris Baguette is a highly desirable bakery and café concept, noting that the nearest location in Annapolis has been successful and that residents have frequently expressed interest in bringing the franchise to Bowie. Mayor Pro Tem Woolfley commented that several Councilmembers had visited other locations and believed the business would be a significant addition to Bowie Town Center while complementing future physical improvements planned for the shopping center.

Mayor Pro Tem Woolfley motioned to approve Resolution R-56-26. Councilmember Brady second the motion. Motion passed 6-0.

Mayor Estève stated that tonight's closed session will have to be postponed.

ADJOURNMENT:

Mayor Pro Term Woolfley motioned to adjourn the regular City Council meeting. Councilmember Rogers second the motion. Motion passed 6-0. The regular meeting adjourned at 10:30 p.m.

Awilda Hernandez, MMC
City Clerk

SPECIAL CITY COUNCIL MEETING MINUTES

TUESDAY, JUNE 2, 2026

CALL MEETING TO ORDER:

The Special Meeting of the Bowie City Council was held on Tuesday, June 2, 2026, in Room 181 at City Hall. Mayor Estève called the meeting to order at 7:08 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Estève led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Estève, Councilmembers Brady, Ndebumadu (virtual: 7:50 pm), Rogers, Truesdale, and Woolfley, Acting City Manager Mears, City Attorney Ruff, City Clerk Hernandez and Staff.

NEW BUSINESS:

A. Bowie Town Center – Council met with the new owners of the Bowie Town Center and discussed the future of the town center. The principals of Bowie Legacy Holdings, LLC, which acquired Bowie Town Center approximately four months ago, presented their background and plans for the property. They described their first three to five years of ownership as a placemaking and repositioning phase focused on improving the quality of the tenant mix and filling gaps at the center. They advised that a lease with Paris Baguette, which would be the first location for that brand in Prince George's County, is being finalized, and thanked Council for the funding action taken at its prior meeting, stating that the City's support was the difference in that transaction moving forward. Planned capital work includes pothole repair, sealing, restriping and curb repair, roof work, murals, lighting and seating; pothole repairs will proceed first, with initial design work focused on the corridor near Starbucks and the alleyway. Conceptual renderings were presented.

Council posed a number of questions to the owners. Council asked how the owners handle common area maintenance, noting resident complaints regarding trash; the owners' management team takes the lead role for the broader center with all owners contributing, and no issues were reported. Council asked what the owners' biggest challenges have been to date; the owners identified leasing. Council asked whether the pending Paris Baguette lease could be discussed publicly; the owners requested that Council refrain until the lease is signed, anticipated by the end of the month, and Council asked to be notified for a ribbon cutting.

Council stated that increased density at the town center is a long-term priority, identifying the former Sears building as a prime location for a five to seven story mixed-use building with ground-floor retail, and emphasized that density is sought to support the center's businesses rather than for its own

sake. The owners stated that events and foot traffic are the most valuable ongoing support the City can provide, as prospective tenants evaluate locations using third-party foot traffic data.

ADJOURNMENT:

Mayor Pro Tem Woolfley motioned to adjourn the Special City Council meeting. Councilmember Brady second the motion. Motion passed 5-0 (Ndebumadu did not vote). The meeting adjourned at 8:38 p.m.

Awilda Hernandez, MMC
City Clerk

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, JULY 13, 2026

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, July 13, 2026, in Council Chambers at City Hall. Mayor Estève called the meeting to order at 7:00 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Estève led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Estève, Councilmembers Brady, Ndebumadu, Rogers, Truesdale, and Woolfley, Acting City Manager Mears, City Attorney Levan, City Clerk Hernandez and Staff. Councilmember Miller was administered the Oath of Office during the meeting and thereafter took her seat with the Council.

AGENDA ADDITIONS/DELETIONS/AMENDMENTS:

Councilmember Brady requested that a discussion item regarding the Committee of the Whole and the kickoff of the Council's budget discussions be added to the agenda. Mayor Estève accepted the request, and the item was placed on the agenda as New Business Item A. Mayor Estève advised that Council polls would be circulated to schedule two additional work sessions, one devoted to the ongoing budget discussions and one devoted to economic development, and that those sessions would follow the previously scheduled work session with the City's lobbyists.

CITIZEN PARTICIPATION:

1. David Love – Stated concerns regarding the increase in his City property tax levy, which he reported increased by approximately \$900, or 52%, compared to the prior year following a 45% increase in the City's property tax rate.

ADMINISTRATIVE REPORT:

A. Certification of June 30, 2026 City of Bowie Special Election – Ms. Yolanda Jones, Chair of the Bowie Board of Elections, read the report certifying the results of the June 30, 2026 Special District 1 Councilmember Election which is attached hereto.

PRESENTATIONS:

A. Administration of Oath of Office to Dr. Zipporah Miller – Mayor Estève administered the Oath of Office to Dr. Zipporah Miller as District 1 Councilmember.

B. Remarks by Newly Elected Councilmember – Councilmember Miller thanked the voters of District

1 for entrusting her with the seat and stated that she is committed to ensuring that every resident feels heard, respected, and fairly represented. She thanked the other candidates in the special election, Mr. Steven Donnelly, Ms. Linda Tucker, and Mr. Carl Robinson, for stepping forward in service to the community. Councilmember Miller thanked Mayor Estève for encouraging her to run and recognized her family, friends, neighbors, and supporters.

C. Adoption of Resolution R-61-26 Appointing Angel L. Jones as City Manager for the City of Bowie and Administration of Oath of Office – Mayor Pro Tem Woolfley made a motion to adopt Resolution R-61-26. Councilmember Rogers second the motion. Motion passed 7-0. Mayor Estève administered the Oath of Office to Ms. Angel L. Jones as City Manager for the City of Bowie.

Mayor Estève announced that Ms. Jones' official start date with the City will be Monday, July 20, 2026, and noted that Ms. Jones would reserve her remarks until she begins her service. Mayor Estève expressed appreciation to City personnel and department directors in attendance, and to Acting City Manager Mears, for guiding the City through a number of transitions during the year and for the on-time adoption of the budget.

D. Adoption and Presentation of Proclamation P-7-26 Recognizing Delmer "Del" Billings for His 23 Years of Service to the City as a Member of the Public Safety Committee – Mayor Pro Tem Woolfley motioned to adopt Proclamation P-7-26. Councilmember Brady second the motion. Motion passed 7-0.

Mr. Billings thanked the Mayor and Council and the Chief, Deputy Chief, officers, and staff of the Bowie Police Department for the recognition.

E. Diversity Committee – Disability Pride Month & French-American Heritage Month Presentation – Ms. Carla Carter, Chair of the Diversity Committee, presented an excerpt on Disability Pride Month and French-American Heritage Month.

CITY BOARDS AND COMMITTEES:

A. Appointments/Reappointments/Swearing-in

1. Mayor Pro Tem Woolfley made a motion to appoint Ms. Heather Kerley as a regular member of the Environmental Advisory Committee for a two-year term. Councilmember Rogers second the motion. Motion passed 7-0. Mayor Estève swore-in Ms. Kerley.

COUNCIL ANNOUNCEMENTS:

None.

CITY MANAGER'S REPORT:

Acting City Manager Mears congratulated Councilmember Miller on her election and Ms. Angel L. Jones on her appointment as City Manager and stated that he looks forward to working with them both.

CONSENT AGENDA:

Councilmember Brady made a motion to approve Consent Agenda items: A) Approval of April 17, 2026 Special Council Meeting Minutes; B) Approval of April 20, 2026 Council Meeting Minutes; C) Adoption of Resolution R-62-26 Awarding a Contract to Pollu-Tech Inc for the Supply and Delivery of Polymer to the Wastewater Treatment Plant in the Amount of \$35,600.00. Mayor Pro Tem Woolfley second the motion. Motion passed 7-0.

OLD BUSINESS:

None.

NEW BUSINESS:

A. Discussion – Committee of the Whole and Budget Kickoff – Councilmember Brady requested that the Council begin its budget preparation earlier in the cycle than in prior years. He recalled the lengthy discussions held during the budget worksessions and the Council's commitment to doing the necessary work before the next budget is adopted and cautioned that although the Council has approximately ten months until adoption, staff begins work on the budget in November. Councilmember Brady stated that the Council needs to provide staff with better guidance so that the City does not repeat the difficulties of the last budget cycle, and that the Council needs to examine new revenues. Councilmember Brady also requested that staff provide the Council with an early briefing on program budgeting so that the Council can determine whether it is a tool that could be used to better manage development of the budget, and expressed continued interest in identifying efficiencies.

Mayor Estève proposed that the Council schedule the discussion for the week of July 27 and offered to circulate a Council poll, noting that the new City Manager begins on July 20, that a new Finance Director has recently been hired, and that the City is currently recruiting an Assistant Public Works Director. He also noted a scheduled internal meeting with the City's State lobbyists on July 30 to shape the City's legislative asks, and advised that the guidance he had received is that the shape of the City's budget is not expected to be determinative of those asks.

Councilmember Ndebumadu asked whether the economic development discussion would be added to the same meeting or remain a separate meeting. Mayor Estève recommended that the two topics remain separate and that the economic development work session be held in August.

Councilmember Rogers thanked Mayor Estève for scheduling the July 27 date and recalled that during the worksessions the Council committed to making itself accountable for the budget, stating that the Council "would be proactive around meeting and ensuring that we're doing what we need to do to take care of this structural deficit."

ADJOURNMENT:

Mayor Pro Tem Woolfley motioned to adjourn the regular City Council meeting. Councilmember Rogers second the motion. Motion passed 7-0. The regular meeting adjourned at 8:00 p.m.

Awilda Hernandez, MMC
City Clerk

**CITY OF BOWIE
UNOFFICIAL SPECIAL DISTRICT 1 COUNCILMEMBER ELECTION RESULTS
JUNE 30, 2026**

DISTRICT 1 COUNCILMEMBER

	WINNER	1	1-AB*	TOTAL VOTES	% OF VOTES CAST
DONNELLY		79	6	85	22.55%
MILLER	X	239	16	255	67.64%
ROBINSON		4	4	8	2.12%
TUCKER		27	2	29	7.69%
Total Votes Cast		349	28	377	100.00%

*AB - Absentee Ballots

Summary of 2026 Special District 1 Councilmember City Election

Total registered voters in District 1	11,596
Total # of voting participants	377
Percentage voting	3.3%



Memorandum

TO: City Council

FROM: Nick Spurgeon, Director of Community Services

SUBJECT: Award Contract for Fall Street Tree Planting in City Right-of-Ways to Ashton Manor Environmental LLC - Resolution R-63-26

DATE: 07/30/2026

The City of Bowie plants specified trees in the City Right-of-Ways each Fall. City staff found a cooperative contract through Montgomery County ("MoCo") on which the City could piggyback.

However, when discussing the piggyback opportunity with the company hired under the MoCo contract, Ashton Manor Environmental LLC (AME), the company agreed to provide the City more favorable pricing than the pricing established in the MoCo contract. The price for the Hand Mowing in the MoCo contract is \$150.00 per hour. AME has quoted a price of \$136.36 per hour. Since the pricing offered the City is different than that established in the MoCo contract, the City cannot piggyback on the contract. However, since MoCo awarded the AME contract as a result of a competitive solicitation, as the lowest responsible and responsive bidder, the Department of Community Services does not believe that the City will be able to obtain a better price.

The Department of Community Services believes that the above establishes good cause for waiving the bidding requirements of the City Charter and recommends a waiver from Section 61 of the City of Bowie Charter for the Fall street tree planting in the City Right-of-Ways.

Approval of Resolution R-63-26 is requested.

ATTACHMENTS: 1. 20260803 - Resolution R-63-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
WAIVING THE COMPETITIVE BIDDING REQUIREMENTS OF SECTION 61
“PURCHASING AND CONTRACTING” OF THE CHARTER OF THE CITY OF
BOWIE TO ALLOW FALL STREET TREE PLANTING IN CITY RIGHT-OF-WAYS,
AND AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT
WITH ASHTON MANOR ENVIRONMENTAL LLC IN THE AMOUNT OF \$89,489.00

WHEREAS, the Charter of the City of Bowie, Maryland (hereinafter, “the City”) requires, in section 61, that all expenditures for inter alia, materials, construction of public improvements or contractual services involving more than twenty-five thousand dollars be made by written contract upon sealed bids to the lowest responsible bidder, except where the City Council by two-thirds (2/3) vote of its members waives the bidding requirement for good cause shown; and

WHEREAS, the City of Bowie plants trees, known as street trees, each Fall in the City Right-of-Ways; and

WHEREAS, Montgomery County (MoCo) has a contract for such services with Ashton Manor Environmental LLC that is available for the City of Bowie to use; and

WHEREAS, Ashton Manor Environmental LLC has agreed to provide these services to the City of Bowie at a lower price than established in the Montgomery County contract; and

WHEREAS, the proposed contract price for the services to be procured will exceed twenty-five thousand dollars and the City Council deems the aforesated economic efficiencies to constitute good cause to waive the bidding requirements otherwise required by the Charter.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, by at least a two-thirds (2/3) vote of its members, that:

Section 1. The competitive bidding requirements of Section 61 of the Bowie City Charter for good cause shown, are hereby waived.

Section 2. The City Manager is hereby authorized to enter into an agreement with the said company for the above mentioned services.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026 by a vote of at least two-thirds (2/3) of the members of the Council.

ATTEST:

THE CITY OF BOWIE, MARYLAND

 Awilda Hernandez, MMC
 City Clerk

 Michael P. Estève
 Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Waive Bidding for Replacement of Skid Steer #413 - Resolution R-64-26

DATE: 07/30/2026

The FY27 budget allows for the replacement of skid steer #413, which is used by the utilities division. The Public Works Department located a contract awarded by Sourcewell, a unit of Minnesota state government formed for cooperative bidding purposes, to John Deere (Contract #011723-JDC), including skid steers meeting the needs of the utilities division. The Mid-Atlantic John Deere franchisee is James River Equipment of Waldorf, Maryland. The cost of the skid steer is \$94,620.50. Although this amount exceeds the \$75,000 budget, there are sufficient funds in the machinery and equipment account for water and sewer to absorb the additional \$19,620.50.

The Sourcewell contract may be deemed not substantially equivalent to the City's procurement practices for purposes of applying the cooperative bidding section of the City Charter, because Sourcewell charges a fee to participating vendors. The Department investigated whether better results might be obtained through a City-initiated competitive procurement process, by obtaining several quotations from local dealers. All the quoted prices received were significantly greater than the price offered under the Sourcewell contract. Therefore, in the Department's judgment, good cause exists under Section 61(b)(3) of the Charter to waive the competitive procurement requirements of Section 62. The waiver requires the affirmative vote of 2/3 of the Council.

In accordance with City Charter Section 61, we are requesting that Council waive bidding requirements and allow for the issuance of a purchase order to James River Equipment in the amount of \$94,620.50.

Approval of Resolution R-64-26 is requested.

ATTACHMENTS: 1. 20260803 - Resolution R-64-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
WAIVING THE COMPETITIVE BIDDING REQUIREMENTS OF SECTION 61
“PURCHASING AND CONTRACTING” OF THE CHARTER OF THE CITY OF
BOWIE TO ALLOW FOR THE PURCHASE OF ONE SKID STEER IN THE
AMOUNT OF \$94,620.50 BY PIGGYBACKING SOURCEWELL CONTRACT
NUMBER 011723-JDC, AND AUTHORIZING THE CITY MANAGER TO ISSUE A
PURCHASE ORDER TO JAMES RIVER EQUIPMENT

WHEREAS, the Charter of the City of Bowie, Maryland (hereinafter, “the City”) requires, in section 61, that all expenditures for inter alia, materials, construction of public improvements or contractual services involving more than twenty-five thousand dollars be made by written contract upon sealed bids to the lowest responsible bidder, except where the City Council by two-thirds (2/3) vote of its members waives the bidding requirement for good cause shown; and

WHEREAS the FY27 budget allows for the replacement of skid steer #413 to be used by the utilities division; and

WHEREAS, the Public Works Department located a contract awarded by Sourcewell, a unit of Minnesota state government formed for cooperative bidding purposes, to John Deere (Contract #011723-JDC), including skid steers meeting the needs of the utilities division; and

WHEREAS, the Mid-Atlantic John Deere franchise is James River Equipment of Waldorf, Maryland; and

WHEREAS the cost of the skid steer is \$94,620.50; and

WHEREAS, although the purchase amount exceeds the \$75,000 budget, there are sufficient funds in the machinery and equipment account for water and sewer to absorb the additional \$19,620.50; and

WHEREAS, the Sourcewell contract may be deemed not substantially equivalent to the City’s procurement practices for purposes of applying the cooperative bidding section to the City Charter, because Sourcewell charges a fee to participating vendors; and

WHEREAS, the Department investigated whether better results might be obtained through a City-initiated competitive procurement process, by obtaining several quotations from local dealers; and

WHEREAS, all prices received were significantly greater than the price offered under the Sourcewell contract; and

WHEREAS, in the Department’s judgement, good cause exists under Section 61(b)(3) of the Charter to waive the competitive procurement requirements of Section 62; and

WHEREAS, the waiver requires the affirmative vote of two-thirds of the Council.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, by at least a two-thirds (2/3) vote of its members, that:

Section 1. The competitive bidding requirements of Section 61 of the Bowie City Charter for good cause shown, are hereby waived.

Section 2. The City Manager is hereby authorized to issue a purchase order to the said company for the above-mentioned equipment.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026, by a vote of at least two-thirds of the members of the Council.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Declaration of Official Intent Resolution for Street Lighting Project
Resolution R-65-26

DATE: 07/30/2026

The City intends to undertake a project involving streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades, and reasonably expects to pay certain project expenses prior to issuing tax-exempt general obligation debt to finance or reimburse project costs.

Under the "reimbursement regulations" of the federal tax code, an issuer of tax-exempt debt that intends to use proceeds of such debt to reimburse project costs paid prior to the date of issuance of such debt must make a declaration of "official intent" expressing its reasonable expectation to use such tax-exempt debt for reimbursement purposes. A declaration of official intent is commonly made in the form of a resolution and must do two things: (1) generally describe the project and (2) state the maximum principal amount of obligations expected to be issued for the project.

City staff reasonably expects that the City will need to pay certain project costs prior to closing on the anticipated tax-exempt debt and will use a portion of the proceeds of such debt, once issued, to reimburse all or a portion of such previously paid project costs. The City will be able to rely on Resolution R-65-26 to reimburse any such project expenses that are paid between (1) the date that is 60 days prior to the effective date of Resolution R-65-26, and (2) the date of issuance of tax-exempt debt for project purposes. While the reimbursement regulations contain two exceptions to the declaration of official intent requirement, such exceptions do not necessarily cover all of the project costs the City may need to pay prior to closing on the tax-exempt borrowing that it will want to reimburse from proceeds of the borrowing.

Resolution R-65-26 does not authorize the issuance of general obligation debt for project purposes; it merely preserves the City's reimbursement rights with respect to use of such debt. Authorization of the borrowing for project purposes will require additional legislative actions of the Council.

Council's approval of Resolution R-65-26 is requested.

ATTACHMENTS: 1. 20260803 - Resolution R-65-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
DECLARING THE OFFICIAL INTENT OF THE CITY OF BOWIE TO REIMBURSE A
PORTION OF THE EXPENDITURES PAID WITH RESPECT TO A PROJECT
INVOLVING STREETLIGHT REPAIR AND MAINTENANCE, STREETLIGHT
CABLE REPLACEMENTS, AND LED STREETLIGHT UPGRADES FROM THE
PROCEEDS OF TAX-EXEMPT DEBT

WHEREAS, to facilitate an efficient borrowing program, The City of Bowie, a Maryland municipal corporation (the “City”), intends to use non-borrowed funds to pay certain capital expenses of a project involving streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades (the “Project”) prior to issuing debt to finance all or a portion of the costs of the Project; and

WHEREAS, the City intends to reimburse all or a portion of such previously paid Project expenditures from the proceeds of tax-exempt debt to be issued by the City; and

WHEREAS, to comply with applicable provisions of the Internal Revenue Code of 1986, as amended, and Section 1.150-2 of the Income Tax Regulations, it is necessary, in order for the City to be able to use proceeds of tax-exempt debt to reimburse any Project expenditures paid prior to the issuance of such tax-exempt debt, that the City declare its official intent to make such a reimbursement of Project expenditures from proceeds of tax-exempt debt of the City.

Section 1: NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the Recitals to this Resolution constitute an integral part of this Resolution and are incorporated herein by reference. Capitalized terms used in the Sections of this Resolution and not otherwise defined herein shall have the meanings given to such terms in the Recitals.

Section 2: AND BE IT FURTHER RESOLVED by the Council of the City of Bowie, Maryland, that, as evidenced by this Resolution, the City reasonably expects (i) to spend non-borrowed funds on costs of the Project prior to the issuance of tax-exempt debt for Project purposes, (ii) to issue tax-exempt debt for the Project in the maximum original aggregate principal amount of \$16,000,000, and (iii) to use proceeds of such tax-exempt debt to reimburse all or a portion of the Project expenditures originally paid prior to the issuance of such tax-exempt debt.

Section 3: AND BE IT FURTHER RESOLVED by the Council of the City of Bowie, Maryland, that this Resolution constitutes a declaration of official intent within the meaning of Section 1.150-2 of the Income Tax Regulations.

Section 4: AND BE IT FURTHER RESOLVED by the Council of the City of Bowie, Maryland, that this Resolution shall take effect immediately upon its adoption.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 2026.

ADOPTED by the Council of the City of Bowie, Maryland at a meeting on _____, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor

**APPROVED AS TO FORM AND
SUFFICIENCY:**

Elissa D. Levan, City Attorney

#245144



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - South Lake Phase 2A - Resolution R-66-26

DATE: 07/30/2026

South Lake Partners, LLC has requested the release of the Performance Bond and Payment Bond associated with Permit No. SDP-0003-22 for the construction of public improvements within the rights-of-way serving South Lake Development – Phase 2A.

A Performance Bond in the amount of \$875,982.50 and a Payment Bond in the amount of \$700,786.00 were posted to guarantee the completion of the required public improvements and payment for all labor and materials associated with the construction of the public infrastructure. These bonds also ensured that the improvements would be completed in accordance with the approved plans, the City of Bowie Standards and Specifications, applicable City Codes, and the requirements of the Public Works Agreement.

The Department of Public Works has completed the required inspections and verified that all public improvements have been satisfactorily completed and accepted. All conditions for which the bonds were secured have been fulfilled, and the improvements are recommended for acceptance into the City's public infrastructure inventory.

Public Improvements to be Accepted

Upon approval of the requested bond release, the City of Bowie will assume ownership and maintenance responsibility for the following public improvements constructed under Permit No. SDP-0003-22:

Public Roadways

- **Midbrook Lane** – 0.1319 miles – 60' R/W
- **Bay Water Way** – 0.0707 miles - 53' R/W
- **Twin River Circle** – 0.8131 miles – 53' R/W
- **Twin River Circle** – 0.1881 miles – 53' R/W

Note: The Phase 2A and Phase 2B limits along Twin River Circle are identified on the approved Grade Establishment Plans.

Associated Public Infrastructure

The city will also assume ownership and maintenance responsibility for the following public improvements located within the public rights-of-way:

- Roadway pavement
- Pavement striping and markings
- Curb and gutter
- Public storm drain system
- Public sidewalks
- ADA-compliant curb ramps
- Street trees
- Street lighting
- Street name and regulatory signage

Public Easements

The following public easements associated with Phase 2A have been recorded:

- **Book 48528, Page 430**
 - Parts 1 through 4 – Public Storm Drain Easements

Recommendation

Based on the successful completion of the required public improvements and satisfaction of all permit requirements, the Department of Public Works recommends the release of the following bonds associated with Permit No. SDP-0003-22:

- **Performance Bond:** \$875,982.50
- **Payment Bond:** \$700,786.00

Total Bond Release:\$1,576,768.50

ATTACHMENTS: 1. 20260803 - Resolution R-66-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE RIGHT-OF-WAY IMPROVEMENTS CONSTRUCTED UNDER
PERMIT SDP-0003-22 FOR SOUTH LAKE RESIDENTIAL PHASE 2A AND
AUTHORIZING THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, the developer South Lake Partners LLC, Inc provided securities for the permit number SDP-0003-22 for the performance bond in the amount of \$875,982.50 and the payment bond in the amount of \$700,786.00 to guarantee completion of construction in the right-of-way for South Lake Residential Phase 2A; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

Road Locations:

1. **Midbrook Lane** – 0.1319 miles – 60' R.W
2. **Bay Water Way** – 0.0707 miles – 53' R/W
3. **Twin River Circle** - 0.8131 miles – 53' R/W
4. **Twin River Circle** – 0.1881 miles – 53' R/W

Easements:

1. **Book: 48528, Page: 430**

Parts 1-4: Public Storm Drain Easement

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement for South Lake Residential Phase 2A and authorizes the release of securities for the performance and payment bond in the combined amount of \$1,576,768.50 that was provided by South Lake Partners LLC for permit number SDP-0003-22.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

 Awilda Hernandez, MMC
 City Clerk

 Michael P. Estève
 Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - South Lake Phase 2B - Resolution R-67-26

DATE: 07/30/2026

South Lake Partners, LLC has requested the release of the Performance Bond and Payment Bond associated with Permit No. SDP-0004-22 for the construction of public improvements within the rights-of-way serving South Lake Development – Phase 2B.

A Performance Bond in the amount of \$705,567.50 and a Payment Bond in the amount of \$564,454.00 were posted to guarantee the completion of the required public improvements and payment for all labor and materials associated with the construction of the public infrastructure. These bonds also ensured that the improvements would be completed in accordance with the approved plans, the City of Bowie Standards and Specifications, applicable City Codes, and the requirements of the Public Works Agreement.

The Department of Public Works has completed the required inspections and verified that all public improvements have been satisfactorily completed and accepted. All conditions for which the bonds were secured have been fulfilled, and the improvements are recommended for acceptance into the City's public infrastructure inventory.

Public Improvements to be Accepted

Upon approval of the requested bond release, the City of Bowie will assume ownership and maintenance responsibility for the following public improvements constructed under Permit No. SDP-0004-22:

Public Roadways

- **Moore Gate Way** - ST 0+00.00 to 4+50.10
- **Rockburn Way** - ST 0+00.00 to 6+50.34
- **Quail Creek Place** - ST 0+00.00 to 3+52.02
- **Twin River Circle** – ST 9+20 to 33+00.00

Note: The Phase 2A and Phase 2B limits along Twin River Circle are identified on the approved Grade Establishment Plans.

Associated Public Infrastructure

The city will also assume ownership and maintenance responsibility for the following public improvements located within the public rights-of-way:

- Roadway pavement
- Pavement striping and markings
- Curb and gutter
- Public storm drain system
- Public sidewalks
- ADA-compliant curb ramps
- Street trees
- Street lighting
- Street name and regulatory signage

Public Easements

The following public easements associated with Phase 2B have been recorded:

- **Book 48528, Page 440**
 - Parts 3 through 4 – Public Storm Drain Easements
- **Book 48554, Page 101**
 - Part 3: Private Storm Drain Easement
- **Book 49942, Page 178**
 - Private Surface Drainage Easement
- **Book: 49942, Page 185**
 - Private Storm Drain Easement

Recommendation

Based on the successful completion of the required public improvements and satisfaction of all permit requirements, the Department of Public Works recommends the release of the following bonds associated with Permit No. SDP-0003-22:

- **Performance Bond:** \$705,567.50
- **Payment Bond:** \$564,454.00

Total Bond Release:\$1,270,021.50

ATTACHMENTS: 1. 20260803 - Resolution R-67-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE RIGHT-OF-WAY IMPROVEMENTS CONSTRUCTED UNDER
PERMIT SDP-0004-22 FOR SOUTH LAKE RESIDENTIAL PHASE 2B AND
AUTHORIZING THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, the developer South Lake Partners LLC, Inc provided securities for the permit number SDP-0004-22 for the performance bond in the amount of \$705,567.50 and the payment bond in the amount of \$564,454.00 to guarantee completion of construction in the right-of-way for South Lake Residential Phase 2A; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

Road Locations:

1. **Moore Gate Way** – 0.0852 miles – 53' R/W
2. **Rockburn Way** – 0.1232 miles – 53' R/W
3. **Quail Creek Place** – 0.0667 miles - 53' R/W
4. **Twin River Circle** – 0.8131 miles – 53' R/W

Easements:

1. **Book 48528, Page 440**
 - Parts 3 through 4 – Public Storm Drain Easements
2. **Book 48554, Page 101**
 - Part 3: Private Storm Drain Easement
3. **Book 49942, Page 178**
 - Private Surface Drainage Easement
4. **Book: 49942, Page 185**
 - Private Storm Drain Easement

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement for South Lake Residential Phase 2B and authorizes the release of securities for the performance and payment bond in the combined amount of \$1,270,021.50 that was provided by South Lake Partners LLC for permit number SDP-0004-22.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - 15511 Ebbynside Court - Resolution R-68-26

DATE: 07/30/2026

Pay Dirt, LLC is requesting the release of the bond associated with permit number SC-0004-25 for the drainage improvement located at 15511 Ebbynside Court. The performance bond, in the amount of \$10,605.00, was recorded for the purpose of securing the completion of public improvement related to the development and acceptance of drainage improvements.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance bond in the amount of \$10,605.00 is recommended.

ATTACHMENTS: 1. 20260803 - Resolution R-68-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AUTHORIZING THE ACCEPTANCE OF THE DRAINAGE IMPROVEMENTS
CONSTRUCTED UNDER PERMIT SC-0004-25 AT 15511 EBBYNSIDE COURT
AND THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, Essington Homeowners Association provided securities for the permit number SC-0004-25 for the performance bond in the amount of \$10,605.00 to guarantee completion of construction of the drainage improvement at 15511 Ebbynside Court; and

WHEREAS, the City of Bowie Department of Public Works has certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept drainage improvement into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the drainage improvement at 15511 Ebbynside Court and authorizes the release of the performance bond in the amount of \$10,605.00 that was provided by Essington Homeowners Association for permit number SC-0004-25.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

 Awilda Hernandez, MMC
 City Clerk

 Michael P. Estève
 Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - 2415 Mitchellville Road Parcel 132 - Resolution R-69-26

DATE: 07/30/2026

Great Midwest Insurance Company is requesting the release of the bonds associated with Stormwater Management Permit No. SWM-0003-25 for the stormwater management improvements constructed at 2415 Mitchellville Road, Parcel 132. The Certificate Bond No. GM247639 in the amount of \$23,149.00 was posted to guarantee the satisfactory completion of the approved stormwater management facilities and associated site improvements in accordance with the approved Stormwater Management Permit and the City of Bowie requirements.

All required stormwater management improvements have been constructed, inspected, and accepted by the Department of Public Works in accordance with the approved plans. The project has satisfied the requirements of the approved Stormwater Management Permit, the City of Bowie Stormwater Management Ordinance, and applicable City standards and specifications.

Based on the successful completion and acceptance of the stormwater management improvements, fulfillment of all Certificate Bond obligations, and satisfactory final inspection, the staff recommends the release of Certificate Bond No. GM247639 in the amount of \$23,149.00.

ATTACHMENTS: 1. 20260803 - Resolution R-69-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AUTHORIZING THE RELEASE OF CERTIFICATE BOND NO. GM247639 FOR
STORMWATER MANAGEMENT PERMIT NO. SWM-0003-25 FOR STORMWATER
MANAGEMENT IMPROVEMENTS AT 2415 MITCHELLVILLE ROAD, PARCEL 132

WHEREAS, Great Midwest Insurance Company provided Certificate Bond No. GM247639 in the amount of \$23,149.00 to guarantee completion of the stormwater management improvements required under the Stormwater Management Permit No. SWM-0003-25 for the property located at 2415 Mitchellville Road, Parcel 132; and

WHEREAS, the Department of Public Works has inspected the stormwater management improvements and certified that all work required by the Stormwater Management Permit No. SWM-0003-25 has been completed in accordance with the approved plans, City of Bowie Standards, Specifications, and applicable City Codes; and

WHEREAS, all conditions and requirements for which Certificate Bond No. GM247639 was secured have been satisfied, and the Department of Public Works recommends release of the Certificate Bond; and

WHEREAS, all requirements of section 21B-18 of the Bowie City Code concerning approval and acceptance of public improvements have been fulfilled.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City hereby authorizes the release of Certificate Bond No. GM247639 in the amount of \$23,149.00 associated with the Stormwater Management Permit No. SWM-0003-25 for the stormwater management improvements constructed at 2415 Mitchellville Road, Parcel 132.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland, at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - 13600 Old Annapolis Road - Resolution R-70-26

DATE: 07/30/2026

Premier A-2 Bowie MD, LLC is requesting the release of the bonds associated with permit number SWM 0001-25 for the Premier A-2 Bowie Self Storage project located at 13600 Old Annapolis Road. The performance bond, in the amount of \$88,285.00, and the payment bond, in the amount of \$35,314.00, were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of stormwater management improvements.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance bond in the amount of \$88,285.00 and the payment bond in the amount of \$35,314.00 is recommended.

ATTACHMENTS: 1. 20260803 - Resolution R-70-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AUTHORIZING THE RELEASE OF CONSTRUCTION SECURITIES PROVIDED
UNDER PERMIT SWM-0001-25 FOR THE PREMIER A-2 BOWIE SELF STORAGE
PROJECT AT 13600 OLD ANNAPOLIS ROAD

WHEREAS, the developer Premier A-2 Bowie MD, LLC provided securities for the permit number SWM-0001-25 for the performance bond in the amount of \$88,285.00 and the payment bond in the amount of \$35,314.00 to guarantee completion of the stormwater management improvements for the Premier A-2 Bowie Self Storage project at 13600 Old Annapolis Road; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to authorize the release of the construction securities.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby authorize the release of securities for the performance and payment bond in the combined amount of \$123,599.00 that was provided by Premier A-2 Bowie MD, LLC for permit number SWM-0001-25.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor



Memorandum

TO: City Council

FROM: Robert Holt, Acting Public Works Director

SUBJECT: Request for Bond Release - 13600 Old Annapolis Road - Resolution R-71-26

DATE: 07/30/2026

Premier A-2 Bowie MD, LLC is requesting the release of the bond associated with permit number SC-0002-25 for the Premier A-2 Bowie Self Storage project located at 13600 Old Annapolis Road. The performance bond, in the amount of \$20,375.00, was recorded for the purpose of securing the completion of public improvement related to the development and acceptance of erosion and sediment control improvements.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance bond in the amount of \$20,375.00 is recommended.

ATTACHMENTS: 1. 20260803 - Resolution R-71-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AUTHORIZING THE RELEASE OF CONSTRUCTION SECURITIES PROVIDED
UNDER PERMIT SC-0002-25 FOR THE PREMIER A-2 BOWIE SELF STORAGE
PROJECT AT 13600 OLD ANNAPOLIS ROAD

WHEREAS, the developer Premier A-2 Bowie MD, LLC provided securities for the permit number SC-0002-25 for the performance bond in the amount of \$20,375.00 to guarantee completion of the erosion and sediment control improvements for the Premier A-2 Bowie Self Storage project at 13600 Old Annapolis Road; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to authorize the release of the construction security.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby authorize the release of the security for the performance bond in the amount of \$20,375.00 that was provided by Premier A-2 Bowie MD, LLC for permit number SC-0002-25.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on August 3, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

 Awilda Hernandez, MMC
 City Clerk

 Michael P. Estève
 Mayor



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Regarding General Obligation Debt for Streetlight Improvement Project
Ordinance O-11-26

DATE: 07/30/2026

This ordinance provides for the City to issue general obligation bonds in one or more series from time to time in the maximum original aggregate principal amount of \$16,000,000 ("Bonds") to finance, reimburse or refinance costs of a project involving streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades (the "Project"). The ordinance defines "Costs of the Project" or "Costs" (which definitions include costs of issuance and capitalized interest) and contains provisions for how proceeds of any issued Bonds may be reallocated to other projects not listed in the ordinance (any reallocation to other projects would require one or more amendatory ordinances and resolutions of the Council).

Because of amendments to Charter Section 58 undertaken in 2019, as with the City's publicly offered general obligation bonds issued in November 2025, most of the details of any issued Bonds will be determined or provided for by resolution of the Council. Notwithstanding the maximum principal amount of the authorized Bonds, and based on communications with the City's registered municipal advisor (also sometimes referred to as the City's "financial advisor"), it is anticipated that the contemplated Bonds will be sold in a direct purchase transaction to a single purchaser in the form of a single general obligation installment bond. However, the determination as to the method of sale, the number of series of the Bonds to be issued and the form of any such series will be determined or provided for by resolution of the Council.

The Bonds will be backed by a pledge of the City's full faith and credit and unlimited taxing power, meaning that if other moneys are not lawfully available to pay debt service on the Bonds, the City will be required to raise taxes for such purpose.

The ordinance also authorizes the City to issue (i) general obligation bond anticipation notes in one or more series from time in the maximum original aggregate principal amount of \$16,000,000 ("BANs") in order to finance or reimburse Costs of the Project on an interim basis and costs of issuance of and/or capitalized interest on the BANs, and (ii) general obligation refunding bonds (the "Refunding Bonds") in one or more series from time to time in order to currently refund or advance refund any of the Bonds then outstanding, provided that the maximum original aggregate principal amount of any such series of Refunding Bonds does not exceed 130% of the principal amount of the Bonds refunded therefrom.

BANs will be issued only if near the time the City wishes to issue the Bonds market conditions are such that, based on the recommendation of the City's registered municipal advisor, the Council determines to issue shorter-term bond anticipation notes in order to finance or reimburse Costs of the Project on an interim basis. In such case, Bonds will be issued at or prior to the maturity of the BANs in order to pay off the BANs and thereby provide permanent financing for that portion of the Costs of the Project initially funded from the BANs.

Authority to issue Refunding Bonds is included in the ordinance in order to position the City if an opportunity arises to refinance issued Bonds in whole or in part. Reasons to refinance include to reduce debt service costs when market interest rates on municipal bonds decrease or to restructure issued Bonds.

Any issuance of BANs or Refunding Bonds will require one or more resolutions of the Council at the applicable time.

RECOMMENDATION:

Staff recommends the Council introduce and pass the ordinance in order to authorize and position the City (i) to issue Bonds for the Project, (ii) to first issue BANs to address changing market conditions, if applicable, and (iii) to refinance issued Bonds in the future, if applicable.

ATTACHMENTS: 1. 20260803 - Ordinance O-11-26

ORDINANCE

OF THE COUNCIL (THE "COUNCIL") OF THE CITY OF BOWIE, MARYLAND TO AUTHORIZE AND EMPOWER THE CITY OF BOWIE (THE "CITY") TO SELL AND ISSUE FROM TIME TO TIME, UPON ITS FULL FAITH AND CREDIT, ONE OR MORE SERIES OF (1)(A) GENERAL OBLIGATION BONDS AND (B) GENERAL OBLIGATION BOND ANTICIPATION NOTES, EACH IN AN ORIGINAL AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED SIXTEEN MILLION DOLLARS (\$16,000,000), AND (2) GENERAL OBLIGATION REFUNDING BONDS, SUBJECT TO THE LIMITATIONS PROVIDED FOR HEREIN, THE PROCEEDS OF THE SALE THEREOF TO BE USED AND APPLIED FOR THE PUBLIC PURPOSE OF FINANCING, REIMBURSING OR REFINANCING COSTS OF A PROJECT GENERALLY DESCRIBED AS STREETLIGHT REPAIR AND MAINTENANCE, STREETLIGHT CABLE REPLACEMENTS, AND LED STREETLIGHT UPGRADES, INCLUDING COSTS OF ISSUANCE; PROVIDING FOR REALLOCATION OF PROCEEDS OF THE AUTHORIZED BONDS OR BOND ANTICIPATION NOTES TO OTHER PROJECTS; PROVIDING THAT THE COUNCIL BY RESOLUTION SHALL DETERMINE, APPROVE OR PROVIDE FOR VARIOUS MATTERS RELATING TO THE AUTHORIZATION, SALE, SECURITY, ISSUANCE, DELIVERY, PAYMENT AND PREPAYMENT OR REDEMPTION OF AND FOR EACH SERIES OF THE BONDS, THE BOND ANTICIPATION NOTES AND THE REFUNDING BONDS (EACH A "SERIES OF THE OBLIGATIONS" OR THE "OBLIGATIONS"); PROVIDING FOR THE IMPOSITION OF AD VALOREM TAXES SUFFICIENT FOR, AND PLEDGING THE FULL FAITH AND CREDIT AND UNLIMITED TAXING POWER OF THE CITY TO, THE PAYMENT OF DEBT SERVICE ON EACH ISSUED SERIES OF THE OBLIGATIONS; PROVIDING THAT DEBT SERVICE ON EACH ISSUED SERIES OF THE OBLIGATIONS ALSO MAY BE PAID FROM ANY OTHER SOURCES OF REVENUE LAWFULLY AVAILABLE TO THE CITY FOR SUCH PURPOSE; PROVIDING THAT CERTAIN ACTIONS MAY BE TAKEN OR PROVIDED FOR BY RESOLUTION IN CONNECTION WITH THE REISSUANCE OR MODIFICATION OF ANY OF THE OBLIGATIONS; PROVIDING THAT ANY OF THE OBLIGATIONS MAY BE CONSOLIDATED WITH OTHER OBLIGATIONS OF THE CITY AND ISSUED AS A SINGLE SERIES OF BONDS, BOND ANTICIPATION NOTES AND/OR REFUNDING BONDS; AUTHORIZING, DIRECTING AND EMPOWERING OFFICIALS AND EMPLOYEES OF THE CITY TO TAKE CERTAIN ACTIONS IN CONNECTION WITH THE OBLIGATIONS; AUTHORIZING MODIFICATIONS OF THE OBLIGATIONS TO BE MADE BY RESOLUTION UNLESS ANOTHER ACTION IS REQUIRED; PROVIDING THAT THIS TITLE SHALL BE DEEMED A FAIR SUMMARY OF THIS ORDINANCE FOR ALL PURPOSES AND ALLOWING FAIR SUMMARIES TO BE IN ANOTHER FORMAT AS PROVIDED HEREIN; PROVIDING THAT THE PROVISIONS OF THIS ORDINANCE SHALL BE LIBERALLY CONSTRUED; AND OTHERWISE GENERALLY RELATING TO THE SALE, ISSUANCE AND DELIVERY AND PAYMENT OF AND FOR THE OBLIGATIONS.

WHEREAS, The City of Bowie, a municipal corporation of the State of Maryland and a municipality within the meaning of the Enabling Act, the Bond Anticipation Note Act and the Refunding Act identified below (the “City”), is authorized and empowered by Sections 19-301 through 19-309 of the Local Government Article of the Annotated Code of Maryland (the “Enabling Act”) and Sections 58 and 59 of the Charter of the City of Bowie (the “Charter”) to borrow money for any proper public purpose and to evidence such borrowing by the sale and issuance of its general obligation bonds; and

WHEREAS, the City has determined to authorize the sale and issuance from time to time of one or more series of its general obligation bonds in order to finance, reimburse or refinance all or a portion of the costs of a public purpose project involving streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades (the “Project”); and

WHEREAS, the City currently expects that the bonds authorized by this Ordinance for purposes of the Project will be sold in a direct purchase transaction and issued as a single series, in the form of a single general obligation installment bond, but the determination as to method of sale, how many series will be issued for the Project, the tax status of interest payable on any series of the bonds, and whether each series will consist of one or more general obligation bonds will be determined by the Council of the City (the “Council”) by resolution as authorized by the Charter; and

WHEREAS, prior to issuing one or more series of the general obligation bonds authorized hereby, the City may need to obtain interim financing in order to finance, reimburse or refinance applicable Project costs on a timely basis through the sale and issuance from time to time of general obligation bond anticipation notes in one or more series as authorized by Sections 19-211 through 19-223 of the Local Government Article of the Annotated Code of Maryland (the “Bond Anticipation Note Act”); and

WHEREAS, subsequent to the issuance of any general obligation bonds provided for herein, the City may desire to currently refund or advance refund all or a portion of such bonds through the sale and issuance from time to time of one or more series of its general obligation refunding bonds as authorized by Section 19-207 of the Local Government Article of the Annotated Code of Maryland (the “Refunding Act”); and

WHEREAS, the City has determined to pledge its full faith and credit and unlimited taxing power to the prompt payment of debt service on any general obligation bonds, bond anticipation notes or refunding bonds authorized hereby that are issued; and

WHEREAS, the City shall issue any general obligation bonds, bond anticipation notes or refunding bonds authorized hereby in accordance with the terms and conditions provided for in a resolution or resolutions to be adopted by the Council pursuant to the authority of the Enabling Act, the Bond Anticipation Note Act, the Refunding Act, other applicable law, Sections 58 and 59 of the Charter and this Ordinance, as applicable.

Section 1: NOW, THEREFORE BE IT ORDAINED AND ENACTED by the Council of the City of Bowie, Maryland, that:

(a) The Recitals to this Ordinance are deemed a substantive part of this Ordinance and incorporated by reference herein. Capitalized terms used in the Sections of this Ordinance and not defined herein shall have the meanings given to such terms in the Recitals.

(b) References in this Ordinance to any official by title shall be deemed to refer (i) to any official authorized under the Charter, the code of ordinances of the City (the "City Code") or other applicable law or authority to act in such titled official's stead during the absence or disability of such titled official, (ii) to any person who has been elected, appointed or designated to fill such position in an acting or interim capacity under the Charter, the City Code or other applicable law or authority, (iii) to any person who serves in a "deputy," "associate" or "assistant" capacity as such an official, provided that the applicable responsibilities, rights or duties referred to herein have been delegated to such deputy, associate or assistant in accordance with the Charter, the City Code or other applicable law or authority, and/or (iv) to the extent an identified official commonly uses another title not provided for in the Charter, the City Code or other applicable law or authority, the official, however known, who is charged under the Charter, the City Code or other applicable law or authority with the applicable responsibilities, rights or duties referred to herein.

(c) References in this Ordinance to City officials shall be construed to include references to City employees, to the extent applicable.

(d) References in this Ordinance to the "par amount" of any of the Bonds, the BANs, the Refunding Bonds or the Obligations (each as defined herein) shall be construed to mean the principal amount of such Bonds, BANs, Refunding Bonds or Obligations, as applicable. References in this Ordinance to the "proceeds" of any of the Bonds, the BANs, the Refunding Bonds or the Obligations shall be construed to mean, as applicable, par amount, net original issue premium realized upon sale and/or investment earnings. References in this Ordinance to "investment earnings" shall be construed to include interest income.

(e) References in this Ordinance to the terms "owner" or "owners" with respect to any issued Bonds, BANs, Refunding Bonds or Obligations shall be construed to refer to the owner or owners in whose names such instruments are registered with the applicable registrar and, with respect to any references in this Ordinance to notice to or consent of owner or owners of the applicable instruments not being required, shall also be construed to refer to the beneficial owner or owners of such instruments when held in book-entry form.

(f) References in this Ordinance to any statutory or legislative authority shall be deemed to refer to such statutory or legislative authority as replaced, supplemented or amended, to the extent applicable.

(g) Notwithstanding anything to the contrary contained in this Ordinance, references in this Ordinance to the Council making determinations by resolution shall be construed to require an ordinance of the Council instead of a resolution if counsel to the City advises that the Council does not have authority to make any such determination by resolution at the applicable time.

Section 2: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that pursuant to the authority of the Enabling Act, Sections 58 and 59 of the Charter and any other applicable law, the City hereby determines to borrow money and incur indebtedness from time to time for the public purpose of financing, reimbursing or refinancing costs (as defined in Section 3(b) hereof) of the Project.

Section 3: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that:

(a) To evidence the borrowing and indebtedness authorized in Section 2 of this Ordinance, the City, acting pursuant to the authority of the Enabling Act, Sections 58 and 59 of the Charter and any other applicable law, hereby determines to authorize the sale and issuance from time to time, in one or more series, upon its full faith and credit, of its general obligation bonds in an original aggregate principal amount not to exceed Sixteen Million Dollars (\$16,000,000) (each, a “series of the Bonds” and, collectively, the “Bonds”). Any series of the Bonds may be issued as one or more bonds and any such bond may be issued in installment form and/or draw-down form.

(b) With respect to the Project, the word “costs” as used in Section 2 hereof shall include, as applicable, costs of the following activities and expenses: acquisition of land, rights-of-way, easements and other property interests; site and utility improvements, including, without limitation, grading, landscaping, lighting, paving and repaving, sidewalk, curb, gutter, storm water, water and sewer improvements, conduits, cables, other amenities, and related or similar activities and expenses; demolition, razing and removal and related or similar activities and expenses; acquisition, construction, expansion, reconstruction, replacement, renovation, rehabilitation, upgrading, improvement, installation, and equipping activities and expenses, and related or similar activities and expenses; planning, design, testing, study, feasibility, surveying, architectural, engineering, document development, bidding, permitting, inspection, construction management, financial, administrative and legal expenses, and related or similar activities and expenses; contingency allowances for unforeseen conditions or changes during Project activities; costs of issuance (which may include costs of bond insurance or other credit or liquidity enhancement); interest during construction and for a reasonable period thereafter (whether or not expressly so stated); and any such costs that may represent the City’s share or contribution to the financing, reimbursement or

refinancing of the costs of the Project (collectively, "Costs of the Project" or "Costs"). The maximum original aggregate principal amount of the Bonds (or the BANs, as identified in Section 6 hereof) to be appropriated or applied to the Costs of the Project (exclusive of any net original issue premium realized upon sale or investment earnings that may be applied for such purposes) shall not exceed Sixteen Million Dollars (\$16,000,000).

(c) The City hereby appropriates up to the maximum principal amount of any issued Bonds (or any issued BANs, as applicable) for application to the Costs of the Project, subject to the further provisions of this Ordinance.

(d) It is the intention of the Council that, without having to amend this Ordinance, unless an amendment is necessary to modify the definition of "Costs of the Project," and without notice to or the consent of the owners of any issued Bonds (or the owners of any issued BANs, as applicable), the principal amount of any issued Bonds (or of any issued BANs, as applicable) may be spent on any applicable Costs of the Project including, without limitation, costs related to changes in the scope of and/or name of the Project effected through applicable budgetary procedures or applicable law.

(e) The Council, by enactment of an ordinance that supplements and amends this Ordinance and, to the extent applicable, by adoption of one or more resolutions that supplement and amend any corresponding resolution or resolutions, and without notice to or consent of the owners of any issued Bonds (or the owners of any issued BANs, as applicable), may reallocate any portion of the principal amount thereof to be spent on Costs (as such definition may be amended by supplemental ordinance) of one or more additional projects identified in such supplemental ordinance and, in such event, (i) references in this Ordinance to the "Project" shall be deemed to include the Project identified in subsection (b) above and all such additional projects (unless any original or additional project is removed entirely from the definition of the Project by a supplemental ordinance), and (ii) references in this Ordinance to "Costs of the Project" or "Costs" shall be deemed to include any modifications to such definition, as applicable. After any such reallocation is made by supplemental ordinance, the Council, without having to further amend this Ordinance and without notice to or the consent of the owners of any issued Bonds (or the owners of any issued BANs, as applicable), may reallocate the maximum principal amount of any issued Bonds (and of any issued BANs, as applicable) to be spent on Costs of the Project among all such authorized projects in compliance with applicable budgetary procedures or applicable law.

(f) In the event the City issues any series of the BANs pursuant to Section 6 of this Ordinance, proceeds of the Bonds of any series in anticipation of which such series of the BANs were issued may also be applied to prepay or pay principal, premium and/or interest on such series of the BANs as well as costs of issuance thereof in accordance with the provisions of the Bond Anticipation Note Act, and such application shall be deemed the payment of Costs of the Project for purposes of this Ordinance.

(g) Subject to the foregoing provisions of this Section 3, by resolution or as otherwise allowed by applicable law, and without notice to or the consent of any owners of any issued Bonds (or of any issued BANs, as applicable), the Council may determine or provide for the determination of, and subsequently reallocate, how any unexpended par amount of any series of the Bonds (or any series of the BANs, as applicable), any net original issue premium realized upon sale and/or any investment earnings shall be expended, which may include, without limitation, on Costs of the Project (including costs of issuance) and/or on debt service payable or prepayable on any such series of the Bonds or of the BANs, as applicable, to the extent not prohibited by applicable law.

(h) To the extent not prohibited by applicable law, the authorization of the sale and issuance of the Bonds and the BANs provided for in this Ordinance in order to finance, reimburse or refinance Costs of the Project shall be construed to authorize the sale and issuance of any series of the Bonds or the BANs in any fiscal year later than fiscal year 2027 for such purpose in the event such authority is not fully used in fiscal year 2027, for whatever reason; provided that, no BANs shall be issued to finance, reimburse or refinance Costs of the Project once the authority to issue Bonds to finance, reimburse or refinance Costs of the Project has been used up to the maximum original aggregate of the Bonds authorized in subsection (a) above.

Section 4: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that the proceeds of the Bonds shall be used and applied by the City exclusively and solely for the public purpose described in Section 3 of this Ordinance, unless an ordinance that supplements and amends this Ordinance is enacted by the Council to provide for the use and application of such proceeds for some other proper public purpose authorized by the Enabling Act, the Charter or other applicable law; provided that, no such supplemental ordinance shall be required to the extent specified in Section 3 of this Ordinance.

Section 5: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that pursuant to the authority of the Enabling Act, Sections 58 and 59 of the Charter, this Ordinance and any other applicable law, the Council, prior to the sale, issuance and delivery of each series of the Bonds, shall adopt a resolution or resolutions specifying, prescribing, determining, providing for or approving such matters, details, forms (including, without limitation, the form or substantially final form of the Bonds of such series), documents or procedures as may be required by the Enabling Act, Sections 58 and 59 of the Charter, other applicable law or this Ordinance or as the Council may deem appropriate for the authorization, sale, security, issuance, delivery, payment, prepayment or redemption of or for such series of the Bonds, subject to the limitations of any applicable law. Any such resolution may, subject to the limitations of any applicable law, set forth, determine or provide for the determination of, provide for, or approve or provide for the approval of, among other matters, as applicable, the designation of such series of the Bonds; the date of issuance of such series of the Bonds; the original aggregate principal amount of such series of the Bonds; the denomination or denominations of such series of the Bonds; the maturity or maturities of such series of

the Bonds, or the method of determining such maturity or maturities; the principal installment or installments (including, without limitation, serial maturities and/or mandatory sinking fund installments) payable on such series of the Bonds or the method of determining such principal amounts; the rate or rates of interest, or the method of determining the rate or rates of interest, payable on such series of the Bonds, which may be fixed or variable; provisions for the payment of late fees, additional interest and/or penalties payable with respect to such series of the Bonds and/or adjustments to interest rates; the purchase price for such series of the Bonds (which may be at, above or below par value) or the method of determining the purchase price; provisions relating to the prepayment or redemption of such series of the Bonds at the City's option or by mandatory sinking fund payments; provisions allowing the owners of such series of the Bonds to put or cause the prepayment or redemption of the same at their option; the manner of selling such series of the Bonds, which may be by private negotiated sale without advertisement or publication of notice of sale (including in a negotiated underwriting or by direct purchase) or at public sale after solicitation of competitive bids (in any manner permitted by applicable law), and all matters in connection therewith, including any forms or substantially final forms of documents, agreements, certificates, instruments or notices authorized or required by applicable law; provisions for the execution of such series of the Bonds; whether any net original issue premium realized upon sale shall be applied to reduce the par amount of such series of the Bonds to be issued for Costs of the Project; any limitations on the Costs of the Project on which the proceeds of such series of the Bonds may be expended and further provisions for the appropriation, disposal and investment of such proceeds; unless otherwise required by applicable law, the selection of any bond registrar, paying agent, investment bidding agent or other appropriate service providers in connection with such series of the Bonds; certifications, representations, determinations, designations or elections relating to the tax-exempt or taxable status of interest payable on such series of the Bonds; and all other terms and conditions pursuant to which such series of the Bonds will be issued, sold and delivered. Among other matters, the Council by resolution may authorize, approve or otherwise provide for (i) payment of any commitment fee, breakage fee or other fee and any other costs (including other parties' legal costs and expenses) payable in connection with any series of the Bonds, (ii) the obtaining of credit enhancement or liquidity enhancement for any series of the Bonds (and the negotiation, approval, execution and delivery of any agreements or documents relating thereto), and (iii) any other agreements, documents, instruments or determinations necessary or desirable to enhance the marketability of or as security for any series of the Bonds, including, without limitation, any ratings, any official statement or similar disclosure document or any continuing disclosure undertaking required to satisfy the requirements of Securities and Exchange Commission Rule 15c2-12. By resolution the Council may delegate to one or more City officials the authority to make or provide on behalf of the City any of the determinations, approvals or other decisions contemplated by this Section 5. Any resolution may specify, prescribe, determine or provide for the determination of, provide for, or approve or provide for the approval of, the matters identified in this Section 5 for more than one series of the Bonds.

Section 6: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that:

(a) Pursuant to the authority of the Bond Anticipation Note Act, Sections 58 and 59 of the Charter and any other applicable law, the City is hereby authorized and empowered to sell and issue, upon its full faith and credit, its general obligation bond anticipation notes in one or more series from time to time in an original aggregate principal amount not to exceed Sixteen Million Dollars (\$16,000,000) (each, a “series of the BANs” and, collectively, the “BANs”), prior to and in anticipation of the sale of any series of the Bonds, for the public purpose of financing, reimbursing or refinancing Costs of the Project on an interim basis. Any such series of the BANs may consist of one or more notes and any note may be issued in installment form and/or draw-down form.

(b) Prior to the sale, issuance and delivery of each series of the BANs, the Council shall adopt a resolution or resolutions pursuant to the authority of the Bond Anticipation Note Act, Sections 58 and 59 of the Charter, any other applicable law and this Ordinance authorizing such series of the BANs and specifying, prescribing, determining or providing for the determination of, providing for, or approving or providing for the approval of, with respect to such series of the BANs, the same types of matters, details, forms, documents, procedures or determinations detailed in Section 5 hereof that may be made or addressed with respect to any series of the Bonds, to the extent applicable with respect to such series of the BANs, and as otherwise may be authorized or required by applicable law, including, without limitation, whether any net original issue premium realized upon sale shall be applied to reduce the par amount of such series of the BANs to be issued for the intended purposes. By resolution the Council may delegate to one or more City officials the authority to make any final determinations, approvals or decisions with respect to any series of the BANs. Any resolution may specify, prescribe, determine or provide for the determination of, provide for, or approve or provide for the approval of, the details required or authorized by this Section 6 for more than one series of the BANs.

(c) The City hereby covenants (i) to pay from the proceeds of one or more series of the Bonds the principal of any series of the BANs actually issued, (ii) to the extent that interest on any series of the BANs is not paid from proceeds of such BANs (within the limitations of applicable law), to pay the interest on such series of the BANs from the proceeds of one or more series of the Bonds, and (iii) to issue the applicable series of the Bonds as soon as there is no longer a reason for deferring its issuance. This covenant shall not be construed to prevent the City from paying principal of and/or interest on any series of the BANs from sources of funds other than proceeds of the Bonds, to the extent such other funds are lawfully available for such purpose.

(d) As authorized by the Bond Anticipation Note Act, by resolution the Council may provide for the renewal of any series of the BANs at maturity with or without resale, together with any amendments or modifications to or replacements of such series of the BANs and any related documentation.

Section 7: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that:

(a) Pursuant to the authority of the Enabling Act, the Refunding Act, Sections 58 and 59 of the Charter and any other applicable law, the City is hereby authorized and empowered to sell and issue, upon its full faith and credit, its general obligation refunding bonds in one or more series from time to time (each, a “series of the Refunding Bonds” and, collectively, the “Refunding Bonds”), for the purpose of currently refunding or advance refunding in whole or in part any of the Bonds then outstanding, including paying all or any portion of the following: outstanding principal, any prepayment or redemption premium, and/or interest accrued or to accrue to the date or dates of prepayment, redemption, purchase or maturity of the Bonds to be refunded, paying costs and expenses in connection with the sale, issuance and delivery of such series of the Refunding Bonds (including, without limitation, legal and financial costs and costs of any credit enhancement or liquidity enhancement), and, to the extent determined or provided for by the Council by resolution, paying interest on such series of the Refunding Bonds, for the public purpose of (A) realizing savings to the City in the total cost of debt service on a direct comparison or present value basis, (B) debt restructuring that reduces the total cost of debt service, (C) debt restructuring that is determined to be in the best interests of the City, to be consistent with the City’s long-term financial plan, and to realize a financial objective of the City, including improving the relationship of debt service to any source of payment such as taxes, assessments or other charges, and/or (D) for any other purpose then authorized by the Refunding Act or other applicable law, and as determined or provided for by the Council by resolution; provided that, the original aggregate principal amount of any series of the Refunding Bonds shall not exceed one hundred thirty percent (130%) of the aggregate principal amount of the Bonds refunded therefrom. Any such series of the Refunding Bonds may consist of one or more bonds and any bond may be issued in installment form and/or draw-down form. Any series of the Refunding Bonds may be issued in any fiscal year.

(b) Prior to the sale, issuance and delivery of each series of the Refunding Bonds, the Council shall adopt a resolution or resolutions pursuant to the authority of the Refunding Act, Sections 58 and 59 of the Charter, any other applicable law and this Ordinance authorizing such series of the Refunding Bonds and specifying, prescribing, determining or providing for the determination of, providing for, or approving or providing for the approval of, with respect to such series of the Refunding Bonds, the same types of matters, details, forms, documents, procedures and determinations detailed in Section 5 hereof that may be made or addressed with respect to any series of the Bonds, to the extent applicable to such series of the Refunding Bonds, and as otherwise may be authorized or required by applicable law, including, without limitation, the purposes of the Refunding Act or other applicable law to be achieved by the issuance of such series of the Refunding Bonds; whether any net original issue premium realized upon sale shall be applied to reduce the par amount of such series of the Refunding Bonds to be issued for the intended purposes; unless otherwise required by applicable law, the selection of any escrow agent, verification

consultant, escrow bidding agent or other service provider; the determination of the Bonds to be refunded in whole or in part from such series of the Refunding Bonds; and any agreements, documents or other instruments necessary or desirable in connection with the refunding. By resolution the Council may delegate to one or more City officials the authority to make any final determinations, approvals or decisions with respect to any series of the Refunding Bonds. Any resolution may specify, prescribe, determine or provide for the determination of, provide for, or approve or provide for the approval of, the details required or authorized by this Section 7 for more than one series of the Refunding Bonds.

(c) By resolution or as otherwise allowed by applicable law, and without notice to or the consent of the owners of any issued series of the Refunding Bonds, the Council may determine or provide for the determination of, and subsequently reallocate, how any unexpended par amount of such series of the Refunding Bonds, any net original issue premium realized upon sale and/or any investment earnings shall be expended, which may include, without limitation, on refunding the applicable Bonds, on costs of issuance of such series of the Refunding Bonds, and/or on debt service payable or prepayable on such series of the Refunding Bonds, to the extent not prohibited by applicable law.

Section 8: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that:

(a) The full faith and credit and unlimited taxing power of the City are hereby pledged to the payment of the principal of and interest on each series of the Bonds, the BANs or the Refunding Bonds (each, a “series of the Obligations” and, collectively, the “Obligations”) actually issued, as applicable, when due and to the imposition of the taxes hereinbelow described as and when such taxes may become necessary in order to provide sufficient funds to meet the debt service requirements of each series of the Obligations. Subject to the further provisions of this Section 8, the City hereby covenants with the owners of the Obligations of each issued series to impose ad valorem taxes on all real and tangible personal property in the City that is subject to assessment for unlimited municipal taxation at a rate and in an amount sufficient to pay the principal of and the interest on the Obligations in each fiscal year in which any of the Obligations are outstanding and to take any further action that may be lawfully appropriate from time to time during the period that the Obligations of such series remain outstanding and unpaid to provide the funds necessary to pay promptly the principal thereof and the interest due thereon. If the proceeds from the taxes so imposed in any such fiscal year are inadequate for such payment, additional taxes shall be imposed in the succeeding fiscal year to make up such deficiency.

(b) The foregoing provisions shall not be construed so as to prohibit the City from paying the principal of and interest on the issued Obligations of any series from the proceeds of the sale of any other obligations of the City or from any other funds legally available for that purpose (including, without limitation, with respect to any

BANs, from the proceeds of any Bonds and, with respect to any Bonds, from the proceeds of any Refunding Bonds). Within the limitations of any applicable Maryland or federal law (including, without limitation, to the extent applicable, the Internal Revenue Code of 1986, as amended, and the U.S. Treasury Regulations promulgated thereunder), the City may apply to the payment of the principal of or interest on the Obligations of any series any funds received by it from the State of Maryland or the United States of America, or any governmental agency or instrumentality, or from any other source, if the funds are granted or paid to the City for the purpose of assisting the City in accomplishing the components of Costs of the Project which the Obligations of such series are issued to finance, reimburse or refinance or are otherwise available for such purpose, and to the extent of any such funds received or receivable in any fiscal year, the taxes hereby required to be imposed may be reduced proportionately.

(c) Pursuant to the authority of Section 58(b)(2)(C) of the Charter, by resolution the Council may provide that all or a portion of the debt service on any issued series of the Obligations shall be payable in the first instance from specified revenues or other moneys identified in such resolution, to the extent available for such purpose.

Section 9: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that by resolution, the Council may make any appropriate arrangements (including, without limitation, by authorizing one or more appropriate officials to make any elections, designations, determinations or filings on the City's behalf) in the event any right of the owner of an Obligation to put or cause the prepayment or redemption of such Obligation at its option, or any change in the interest rate of an Obligation, or any other modification to an Obligation could lead to a reissuance of such Obligation for purposes of the Internal Revenue Code of 1986, as amended, and the U.S. Treasury Regulations promulgated thereunder.

Section 10: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that by resolution, the Council may determine that any of the Bonds, the BANs or the Refunding Bonds may be consolidated with any bonds, bond anticipation notes and/or refunding bonds authorized by the Council and issued as a single series of bonds, bond anticipation notes and/or refunding bonds, as applicable.

Section 11: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that by resolution the Council may make or authorize any modifications to (i) any series of the Obligations once issued, and (ii) any related documentation, agreements, certificates or instruments, unless under applicable law the proposed modifications require action by ordinance in addition to or in place of a resolution.

Section 12: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that with respect to any series of the Obligations, the Council by resolution may delegate to one or more specified officials the authority to negotiate, approve, execute and deliver, as applicable, any documents, agreements, certificates or instruments relating to such Obligations or to take other actions with respect thereto. The

following City officials: the Mayor, the City Manager, the Director of Finance, the City Clerk and all other appropriate officials of the City are hereby authorized, empowered and directed to (i) take any and all action necessary to complete and close the sale, issuance and delivery of the Bonds, the BANs and the Refunding Bonds, (ii) negotiate, approve, execute and deliver all documents, agreements, certificates and instruments necessary or appropriate in connection with any such sale, issuance and delivery, and (iii) carry out the transactions contemplated by this Ordinance, any ordinance amendatory of or supplemental to this Ordinance, any resolution adopted in furtherance of this Ordinance (including any amendatory or supplemental resolutions), and any documents, agreements, certificates or instruments executed and delivered in connection with any series of the Obligations, all to the extent any particular action is within the scope of such official's authority and such authorization has not otherwise been delegated to one or more specified City officials by ordinance or resolution.

Section 13: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that nothing in this Ordinance shall be construed as preventing the City from applying other available moneys to any of the purposes for which any series of the Obligations is issued, in addition to proceeds of such Obligations.

Section 14: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that in addition to the Mayor and the City Manager, the City Clerk is hereby authorized and empowered to attest to the impression or affixing of the City seal on any of the Obligations or any related documents, agreements, certificates and instruments. Notwithstanding the previous sentence, none of such listed officials may both execute any document, agreement or Obligation on behalf of the City and attest to the impression or affixing of the City seal on the same; provided that, any such official may both certify to the impression or affixing of the City seal on and make other certifications in any closing certificate.

Section 15: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that this Ordinance may be executed (i) in counterparts and/or (ii) to the extent not prohibited by applicable law, by electronic, stamped or facsimile signature, and all executed counterparts of this Ordinance shall be treated as one and the same instrument.

Section 16: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that the title of this Ordinance shall be deemed to be, and is, a fair summary of this Ordinance for publication and all other purposes; provided that, the City may provide for a fair summary of this Ordinance that otherwise satisfies the Charter or other applicable law.

Section 17: **AND BE IT FURTHER ORDAINED** by the Council of the City of Bowie, Maryland, that the provisions of this Ordinance shall be liberally construed in order to effectuate the transactions contemplated by this Ordinance.

Section 18: AND BE IT FURTHER ORDAINED by the Council of the City of Bowie, Maryland, that this Ordinance shall become effective at the expiration of thirty (30) calendar days following its passage by the Council of the City of Bowie, Maryland provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 2026.

PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 2026.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor

**APPROVED AS TO FORM AND
SUFFICIENCY:**

Elissa D. Levan
City Attorney

#245177;52000.315

August 3, 2026

Ms. Oluseyi Olugbenle, Acting Director
Prince George's County Government
Department of Public Works and Transportation
9400 Peppercorn Place, Suite 300
Largo, MD 20774

Subject: Street Repaving Throughout Bowie

Dear Ms. Olugbenle,

The City of Bowie is sending this letter to express our sincere gratitude for the recent street repaving throughout the City.

We appreciate the time, effort, and coordination that went into these roadway improvements. The quality of the work and attention to detail did not go unnoticed, and residents have shared positive feedback about the completed streets.

Thank you for your continued partnership and commitment to maintaining and improving the transportation infrastructure that serves our community. We look forward to continuing to work together to enhance the quality of life for Bowie residents.

Thank you again for your hard work and dedication to improving our community's roadways.

Sincerely,

Bowie City Council
Michael P. Estève
Mayor



Memorandum

TO: City Council

FROM: John Henry King, Economic Development Director

SUBJECT: Creating a Private Economic Development Corporation for the City of Bowie - Consultant's Report to City Council

DATE: 07/30/2026

The City's consultant, Mr. Frank Nero, will present the results of his study on the feasibility of creating a private economic development corporation to conduct the city's economic development activities.

BACKGROUND

In November 2025, the City Council asked staff to seek a consultant to study and advise on the formation of a private economic development corporation for the City ("Project"), and in February 2026 the City Council specifically identified elements of the Project to be included in the scope of work:

City of Bowie's Economic Development Goals

1. Raise the quality of life, in particular, high-quality, restaurant and retail experiences in Bowie
2. Increase tax revenue through new opportunities beyond existing homeowners
3. Increase high-quality employment within the City

Objectives for an Economic Development Corporation

1. Lead City's effort to redevelop the Bowie Town Center
2. Lead City's effort to revitalize Old Town Bowie (City has Existing Community Development Corporation for Old Town Bowie)
3. Lead City's effort to revitalize South Bowie/Pointer Ridge Shopping Center
4. Expand and Diversify Bowie's business base

Potential Strategies and Tactics

1. Creative Placemaking
2. Leveraging Bowie State University (e.g. land use and workforce development)
3. Positioning Bowie as an Athletic/Recreation Destination and Tourism Hub
4. Facade Improvement Programs
5. Vacant storefront/commercial registry ordinances, minimum maintenance ordinances

6. Capital structuring, developer engagement, and project delivery
7. Tenant attraction programs
8. Public-private partnerships

On March 2, 2026 Council authorized a contract with Frank R. Nero.

RECOMMENDATION

Staff recommends that the City Council receive and discuss Mr. Nero's final report and consider its findings in the context of the City's broader economic development goals, existing organizational capacity, and competing resource priorities. Staff **does not recommend** proceeding with the formation of a private economic development corporation at this time. Following its discussion, Council may provide further direction regarding any additional analysis or alternative economic development strategies it wishes staff to pursue.

- ATTACHMENTS:**
1. 20260803 - Economic Development Corporation Recommendation Presentation
 2. 20260803 - Creating a Private Economic Development Corporation for the City of Bowie Evaluation and Recommendation Report



CITY OF BOWIE, MARYLAND

EVALUATION AND RECOMMENDED STRUCTURE FOR A MUNICIPAL NONPROFIT ECONOMIC DEVELOPMENT ORGANIZATION

Presented to the Bowie City Council

Prepared by Frank R. Nero | Economic Development Consultant



01

INTRODUCTION

The City's charge, the study's methodology, and why organizational form follows function

Purpose of This Report

To provide the City of Bowie, Maryland with a legally supportive, implementation-oriented recommendation on whether a proposed municipal nonprofit Economic Development Organization (EDO) should be created – and whether the best path forward is a 501(c)(3), a 501(c)(6), or a phased hybrid model.

This report evaluates organizational alternatives — not economic development policy itself.

This report evaluates the principal nonprofit structures used by economic development organizations in the United States: 501(c)(3) and 501(c)(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.

Important 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 Structure Matters: Form Follows Function

The Challenge

There are almost as many definitions of economic development success as there are political jurisdictions.

Bowie's challenge is transitioning from theory, goals, and objectives to implementation.

Economic developers — in government or nonprofits — face growing pressure with limited budgets and resources.

The Response

Community leaders must consolidate efforts across elected officials, business, civic, and academic leaders.

Public-Private Partnerships (PPPs) can plan and implement expensive, complex projects.

PPPs reduce timelines, share development risks, and let the public sector focus on environmental, political, and permitting issues.

“

The City wants to increase the number of non-residential taxpayers and the revenue they create, to ultimately reduce the residential taxpayers' burden.

— City of Bowie, stated economic development objective



02

LEGAL STRUCTURE OPTIONS

501(c)(3), 501(c)(6), and the hybrid model — compared on Bowie's own terms

Two Legal Paths for a Nonprofit EDO

Under the U.S. tax code, jurisdictions creating a private nonprofit EDO choose between two basic models:

501(c)(3)

Charitable / public-benefit nonprofit

501(c)(6)

Business-league / membership-driven

What They Share

- Both are federally tax-exempt nonprofits under Section 501(c).
- Both must avoid private inurement – no personal financial benefit to insiders.
- Both can support business retention, recruitment, research, marketing, and strategic partnerships.
- Both require formal governance, annual tax filings, and disciplined financial controls.

501(c)(3): Strengths & Limitations

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.

Easier to defend as serving the public interest and economic development priorities.

Limitations

Lobbying is limited, and political campaign intervention is prohibited.

Must avoid delivering excessive private benefit to individuals or firms.

Board and staff must maintain a clearly documented public purpose.

Disproportionate public funding can lead to political interference.

501(c)(6): Strengths & Limitations

Strengths

Strong platform for policy advocacy, legislative engagement, and investor programming.

Often preferred by chambers and business coalitions seeking a unified private-sector voice.

Fits EDOs focused primarily on marketing, recruitment, retention, and expansion.

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

Limitations

Less favorable for charitable giving and grants.

Can be perceived as narrower and more business-centric than a broad community benefit.

Less comfortable as the initial structure for a municipal launch seeking a clear public-private partner.

The Hybrid Model, Explained

Many successful EDOs operate BOTH a 501(c)(3) and a 501(c)(6) side by side, under coordinated leadership.

The 501(c)(3) typically functions as a companion foundation – the legal vehicle to solicit grants from other 501(c)(3) foundations and demonstrate community benefit.

The 501(c)(6) carries the advocacy, lobbying, and membership-driven business agenda that a 501(c)(3) legally cannot.

Legal separation must be maintained: distinct governance, finances, and recordkeeping between the two entities.

National examples already operate this way: Orlando Economic Partnership, Miami-Dade Beacon Council, and the Charlotte Regional Business Alliance.

Bottom line: A 501(c)(3) does not foreclose a future 501(c)(6) — Bowie can start with the lower-risk structure and layer on an advocacy arm later.

Recommended Path: Phased, Starting with 501(c)(3)

If Bowie privatizes economic development, the recommended initial structure is a 501(c)(3) nonprofit public-private partnership – a stronger launch platform for public accountability, grant compatibility, and direct municipal and county partnerships.

Ideally, a hybrid model is the long-term goal for Bowie — reached incrementally and only once justified, not adopted on day one.



03

COMPARABLE NATIONAL MODELS

Proven structures already used by Maryland and national economic development organizations.

How Comparable EDOs Are Structured

Organization	Structure	Location	Relevance to Bowie
Rockville Economic Development Inc. (REDI)	501(c)(3)	Rockville, MD	City-created PPP model; Maryland comparator
Montgomery County EDC	501(c)(3)	Montgomery Co., MD	Official EDO role; county-funded PPP
Prince George's County EDC	501(c)(3)	Largo, MD	County-funded PPP; represents Bowie at the county level
New Brunswick Development Corp. (DEVCO)	501(c)(3)	New Brunswick, NJ	Top-performing redevelopment / public-private financing
Orlando Economic Partnership	Hybrid (c)(3) & (c)(6)	Orlando, FL	Top-performing PPP; consolidated EDO & chamber
Miami-Dade Beacon Council	Hybrid (c)(3) & (c)(6)	Miami, FL	County-funded via dedicated business tax; top-performing EDO
Greater Houston Partnership	501(c)(6)	Houston, TX	Business-led and funded; consolidated three organizations
Charlotte Regional Business Alliance	Hybrid (c)(3) & (c)(6)	Charlotte, NC	Business-led; consolidated EDO & chamber
JAXUSA / Jax Chamber of Commerce	501(c)(6)	Jacksonville, FL	Subset of chamber; strong EDO functions
Greater Phoenix Economic Council	501(c)(3)	Phoenix, AZ	Regional EDO; top-performing



CASE STUDIES

National comparable-organization interviews — provided separately.



04

RECOMMENDED GOVERNANCE MODEL

Balancing public accountability with private-sector leadership.

Why the Current Structure Needs to Evolve

Bowie has produced many excellent economic development reports and studies. **The challenge has never been ideas; it has been implementation.**

The push to create a PPP is often driven by frustration with government departments that generate plans but struggle to execute them.

Proposed Governance Model for Bowie

Board Category	Seats	Purpose
City-Appointed	2–3	Protects alignment with the city's priorities & public accountability.
Private Sector Executives	3–4	Brings market knowledge, investor credibility, business development perspective.
Commercial Real Estate / Development	1–2	Strengthens redevelopment and project insight.
Financial / Legal / Accounting Expertise	1–2	Supports governance compliance, fundraising, financial controls.
Bowie State University	1–2	Links workforce and entrepreneurial goals; formal working relationship.
Small Business / Entrepreneurship	1–2	Keeps the organization grounded in local small-business needs.
At-Large Civic / Community Leadership	1–2	Reinforces public legitimacy & community benefit; consider an Old Town seat.

Governance Safeguards & Accountability

Formal bylaws, conflict-of-interest policy, and annual disclosure requirements.

A clear statement that the nonprofit PPP serves the city broadly, not individual firms within it.

An annual workplan and budget approved by the board and reviewed by city leadership.

Performance KPIs tied to measurable outcomes: business retention, redevelopment progress, job creation.

A defined services agreement, contract, or MOU with the city to avoid duplication with existing departments.

A multi-year funding contract with the city that includes an annual review.



05

STAFFING, FUNDING & BUDGET

How the organization operates, is staffed, and is funded — responsibly and in phases.

Sample Organizational Structure – Minimum Staff for Launch

Board of Directors	Unpaid; sets strategy, approves budget & work plan, hires/evaluates the CEO — does not run day-to-day operations.
President / CEO / Executive Director	Leads daily operations, staffing, goal implementation, partnerships, fundraising, board support.
Business Development	Recruitment, project management, external marketing, site & prospect support.
Business Retention & Expansion	Directs and implements the BRE program; small-business interface.
Research / Strategic Initiatives	Data support, target-sector prospects, KPI tracking.
Marketing / Communications / Fundraising	Branding, events, placemaking, media relations, investor coordination.
Business Manager / CFO	All budgetary and financial matters; annual financial audit to the city and community.

First-Year Program of Work: Six Priorities

Year One / Two should emphasize implementation discipline rather than an overly ambitious agenda of work.

Organizational Launch: Incorporation, bylaws, IRS application, board appointments, banking/accounting controls, a possible Old Town CDC merger, and a multi-year city funding agreement.

Business Retention & Expansion (BRE): Develop a structured BRE visitation program with issue tracking and response protocols.

Priority Project Support: Coordinate with city staff and the commercial brokerage community on strategic redevelopment, commercial occupancy, and business attraction targets.

Bowie State University / Innovation Linkage: Create a formal engagement with Bowie State University focused on entrepreneurship, talent retention, and innovation commercialization – bringing the university into the economic development process.

Marketing & Placemaking Support: Pursue a twofold marketing agenda – introducing the EDO to the community while elevating Bowie's profile regionally and statewide.

Funding & Partnerships: Build a diversified support plan combining city funding, sponsorships, grants, and selected private donations.

Funding Strategy & First-Year Program

Start with a manageable work program tied directly to the city's top priorities, aimed at early, visible “wins.”

Organizational launch: incorporation, bylaws, IRS application, board appointments, banking/accounting controls, a possible Old Town CDC merger, and a multi-year city funding agreement.

Build a diversified funding plan: city support, sponsorships, grants, and selected private donations.

Financial support will not happen immediately – it builds momentum as the EDO establishes a track record of accomplishments.

Recommend a minimum three-year funding term with the city to avoid political budget swings that could adversely impact the new nonprofit.



06

BUSINESS RETENTION & EXPANSION

“Local Business...Local Jobs” – The first operational priority.

Why BRE Comes First

65–70% of all jobs are created locally. A structured Business Retention & Expansion (BRE) program – not just surveys, but deep, direct engagement – is often the highest-return economic development strategy available to Bowie.

Especially critical in Old Town and the Town Center, where low unemployment can mask real business stress. The program should be citywide, with the new EDO initially targeting specific geographic areas and both large and small businesses.

Outline of a Bowie BRE Program

Early warning of potential relocation or closure – by the time government hears through official channels, it is often too late to change the outcome.

Direct, proactive contact with local employers before relocation or expansion decisions are finalized.

Surface friction with government agencies or regulations early, before it escalates.

Track competitive recruitment threats from other locales and respond to WARN Act notices quickly.

Program name: “Local Business...Local Jobs” – recommended as a top KPI for the new PPP EDO.

Mayor's Business Visitation Program

How It Works

Two visits per month: one large employer, one small business.

Mayor accompanied by the PPP EDO's CEO.

May also include the district council member.

No press, no PR — all discussions confidential.

Why It Matters

A candid channel to surface any pending business concerns.

An opportunity for elected officials to express appreciation directly.

May include time to meet with employees when appropriate.

Reinforces the “Local Business...Local Jobs” brand at the highest level.



07

STRATEGIC REDEVELOPMENT PRIORITIES

Old Town Bowie and Bowie Town Center — Bowie's two defining redevelopment opportunities.

Old Town Bowie: A Business & Arts Initiative

Evaluate merging the Old Town CDC into the new 501(c)(3), if that structure is adopted.

Launch a Business & Arts Initiative focused on the Old Town District under the PPP EDO.

Survey local businesses and residents on support for the arts as an economic – not just civic – asset.

Take a preservation-oriented approach: protect the historic character while attracting artists, retail, and restaurants.

Invest in public spaces for social interaction, civic gatherings, and arts events that reflect how the railroad shaped the city.



Old Town: National Models & the EDO's Role

Santa Fe & Taos, New Mexico

Show how arts and culture drive tourism and hospitality growth.

Fuel restaurant and retail expansion.

Support historic preservation and adaptive reuse.

Bowie's goal: become the state's most historic, authentic arts district.

Potential Municipal / EDO Role

Protect historic character through preservation & architectural controls.

Invest in museums, public spaces, and public art programs.

Support festivals, galleries, and district promotion.

Allow zoning that combines artist residential with studio/gallery space.

Follow the New Brunswick DEVCO model for investment partnerships.

Bowie Town Center: A Mixed-Use Future

Town Center has strong retail infrastructure and regional access – but lacks the on-site residential population to sustain upgraded retail and restaurants.

Residential integration creates the permanent customer base that supports destination restaurants, entertainment, and pedestrian activity.

The PPP EDO could function like DEVCO: coordinating redevelopment, aligning the five independent ownership groups, and pursuing infrastructure funding.

An optional, deeper role: the PPP EDO acting as a direct development partner with each ownership group.

National models to study: Coconut Point (FL), Mercato (FL), CityCentre (Houston), and City Center at Oyster Point (VA).

Implementation needs: zoning modifications, a mixed-use overlay district, parking strategy, and streetscape/pedestrian improvements.



08

MARKETING & STAKEHOLDER ENGAGEMENT

Building the Bowie brand, telling Bowie's story, and bringing the community together.

Building the Bowie Brand

Bowie's 2022 strategic plan found the city lacks a strong, modern brand and “sense of place” – and that its external marketing to business is limited.

Today, the economic development marketing budget is practically non-existent.

Marketing must work on two fronts: introducing the new EDO to the community, and raising Bowie's profile regionally, statewide, and nationally.

The brand message must stay consistent while flexing to reach different target markets and audiences.

The EDO itself should be branded as a trusted resource for companies and residents alike – live, work, play, dine, and shop.

Telling the Bowie Story

Funding Partners to Solicit

Private sector: co-op sponsorships, matching-fund programs.

Nonprofit / 501(c)(3): foundation grants, private donations.

Public: integrated co-op marketing, regional campaigns.

What the Approach Should Be

Editorial placement (earned media) outperforms paid advertising on a limited budget.

Social media supplements the effort — it doesn't replace it.

A dedicated PR firm experienced in place marketing is essential.

Engage Bowie leadership directly with key markets and prospects.

Most Cost-Effective Techniques, in Priority Order

- 1 PR / targeted & trade publications
- 2 Internet / website / social media
- 3 Direct mail / newsletters
- 4 Publicity
- 5 Telemarketing
- 6 Planned visits to executives, site selectors & brokers
- 7 Familiarization tours
- 8 Integrated / co-op advertising
- 9 Paid media
- 10 Advertising

\$250,000 / year minimum, sustained for 3 years

Recommended initial marketing budget. Funding sources: grants, co-op advertising, private-sector contributions, and direct public appropriation.

The Bowie Economic Summit

“Bowie Economic Development Summit: A Blueprint for Our City's Economic Future.”

Goal: engage the full community in shaping economic development priorities and validate/update the 2022 Strategy & Action Plan.

An opportunity for the new Mayor to set economic development priorities from day one.

Recommend hosting at Bowie State University, with faculty and students serving as facilitators and panelists.

Workshops should sharpen the 2022 plan's strategic focus areas – including a hard look at ROI on niche ideas like athletic tourism.

Can double as the public launch moment for the new PPP EDO.

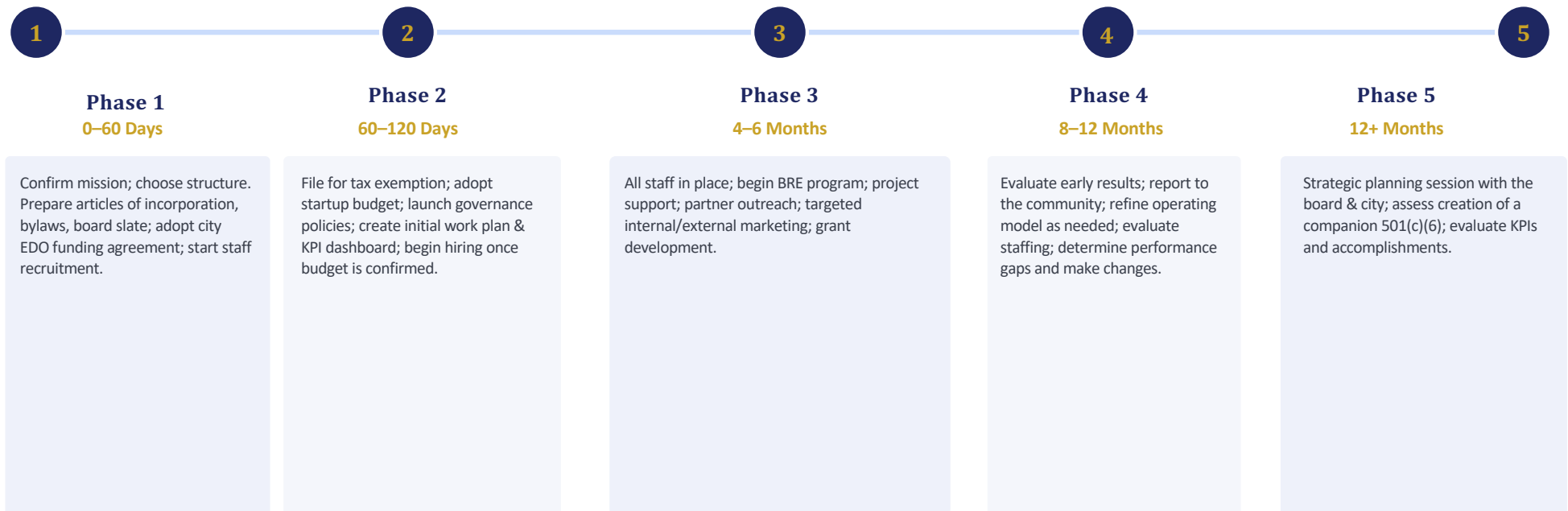


09

IMPLEMENTATION & PERFORMANCE

A phased roadmap – and how success will be measured.

Implementation Roadmap



Performance Metrics & Community Reporting

Quarterly KPI Dashboard Tracks

- Projects completed & rate of completion.
- Number of active projects.
- New capital investment.
- Projects in Old Town & Town Center.
- Economic impact and indirect/induced jobs.
- BRE visits and trade shows/missions attended.

Annual Reporting

- A “Report to the Community” published each year.
- Posted on the city / EDO website.
- Presented at a public community event.
- Anchors the EDO's accountability to residents and Council.



10

CONCLUSIONS & COUNCIL ACTION

The recommendation, the rationale, and what Council is asked to decide.

The Recommendation

Launch as a 501(c)(3) nonprofit public-private partnership – the strongest initial platform for a municipal EDO – and evaluate a companion 501(c)(6) once a record of achievement is established.

Why This Structure, Why Now

Fund the new nonprofit at least at current department levels, with a minimum three-year funding agreement.

Consider a dedicated private-sector funding source – a business tax or BID-style mechanism – if permissible under Maryland law.

A 501(c)(3) is better suited to demonstrate community benefit and grant compatibility.

Mirrors REDI, Montgomery County, and Prince George's County models already proven in Maryland.

Does not foreclose a future 501(c)(6) – Bowie can add an advocacy/investor arm once justified.

Recommended Next Steps for Council

Appoint a high-level task force to review this report's findings and recommendations.

Decide: retain the current government structure or establish a PPP EDO.

If proceeding, confirm the 501(c)(3) structure and authorize the Phase 1 launch timeline.

Authorize a multi-year (three-year minimum) funding agreement with the new EDO.

Approve hosting a community-wide Economic Development Summit at Bowie State University.



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.

Questions & Discussion

Thank You!



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

*Customized content. Interactive sessions.
Practical tools. Real-world application.*



CREATION OF STAFF REQUIREMENTS FOR EACH POSITION & RECRUITMENT

\$5,000

Includes job descriptions, required qualifications, interview guidance, and recruitment support.



STRATEGIC PLANNING SESSION WITH NEW BOARD OF DIRECTORS, CITY REPRESENTATIVES AND NEW STAFF

INVESTMENT: \$7,500

Facilitated strategic planning session to align vision, goals, and priorities for long-term success.



EQUIPPING YOUR TEAM. STRENGTHENING YOUR COMMUNITY. DRIVING LASTING IMPACT.

CITY OF
BOWIE
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

CITY OF BOWIE

MARYLAND

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

CITY OF BOWIE

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PREPARED FOR THE CITY OF BOWIE, MARYLAND
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

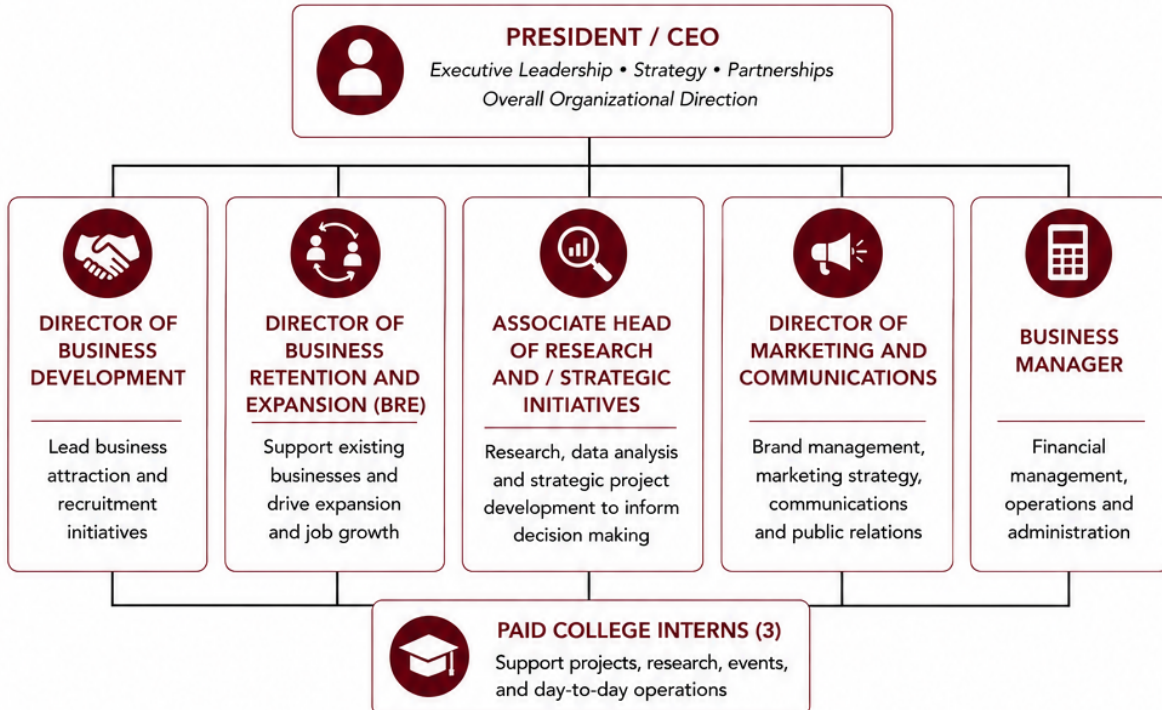
The long-term strategic objective is to transform the Bowie Town Center from a traditional suburban shopping center into a vibrant mixed-use destination district capable of supporting upgraded retail, restaurants, entertainment, and community activity. A coordinated public-private partnership framework 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
FRANK NERO • ECONOMIC DEVELOPMENT CONSULTANT



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.



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Supplemental Appropriations for the FY 2027 Annual Budget
Amended Ordinance O-7-26

DATE: 07/30/2026

Supplemental Amended Ordinance O-7-26 proposes amendments to the City's Fiscal Year 2027 Annual Budget to provide additional appropriations for the following purpose:

The Community Services Department requests approval of an ordinance to amend the Bowie City Code to require a permit for commercial filming, photography, and other media production activities conducted in City parks and facilities. The ordinance also establishes a new Filming Permit Fee of **\$100 per day**, in addition to any applicable facility permit fees, and incorporates the fee into the Fiscal Year 2027 User Fee Schedule.

Council's adoption of Amended Ordinance O-7-26 providing supplemental appropriations for the annual budget for the fiscal year ending June 30, 2027 is requested.

ATTACHMENTS: 1. 20260803 - Amended Ordinance O-7-26

AMENDED ORDINANCE
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AMENDING BOWIE CITY CODE, CHAPTER 17 "PARK RULES AND
REGULATIONS," §17-2 "PARK RULES" TO REQUIRE A CITY PERMIT FOR
FILMING PRODUCTION IN CITY PARKS AND FACILITIES; AND AMENDING THE
ADOPTED BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2026, AND
ENDING JUNE 30, 2027, AS EMBODIED IN ORDINANCE O-5-26, TO
INCORPORATE THE ASSOCIATED USER FEE

WHEREAS, pursuant to Maryland Code Annotated, Local Government Article, § 5-216, the Council of the City of Bowie ("the City") has the authority to establish and maintain parks, gardens, playgrounds, and recreational facilities for the benefit of the health and welfare of the City and its residents; and

WHEREAS, pursuant to Maryland Code Ann., Local Gov't Art ("LG"), Section 5-202, the Council of the City of Bowie ("the City") has the authority to pass such ordinances as the City Council deems necessary to assure, among other things, the good government of the City; and

WHEREAS, pursuant to this authority, the City has established and maintains various parks, playgrounds, recreational facilities, and other public spaces governed by Chapter 17 of the Bowie City Code, "Park Rules and Regulations"; and

WHEREAS, the City has determined that filming production activities within City parks and facilities should be regulated through a permitting process to ensure the safe, orderly, and appropriate use of public property and to minimize impacts on park users and City operations; and

WHEREAS, the City Council further finds that a user fee should be established to recover a portion of the administrative costs associated with processing filming permit applications and coordinating filming activities; and

WHEREAS, City Code, Chapter 17, § 17-3 Permits; fees, states in pertinent part, that fees for use or activity permits required by § 17-2 Park Rules will be established in the City budget; and

WHEREAS, the City Council adopted Ordinance O-5-26 establishing the Annual Budget for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027; and

WHEREAS, it is necessary to amend the adopted budget to establish a filming permit user fee; and

BOLD SMALL CAPS	:	Indicate matter added to existing law.
Strikethrough	:	Indicate matter deleted from existing law.
Asterisks***	:	Indicate matter retained in existing law but omitted herein.
Double underlining	:	Indicates matter added to the Ordinance after introduction.

WHEREAS, pursuant to Maryland Code Annotated, Local Government Article, § 5-205, and Section 45 of the Charter of the City of Bowie, the City Council may amend the annual budget by ordinance; and

WHEREAS, Section 12 of the Charter of the City of Bowie requires that ordinances become effective thirty (30) calendar days following their passage by the City Council.

Section 1. NOW, THEREFORE, BE IT ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland, that Bowie City Code, Chapter 17, "Park Rules and Regulations," § 17-2 "Park rules," be and is hereby amended to read as follows:

§17-2. Park Rules

The following are adopted as the City park rules:

* * *

EE. FILMING PRODUCTION. FILMING PRODUCTION IN CITY PARKS AND FACILITIES, INCLUDING ATHLETIC FIELDS, PICNIC AREAS, LAKES, STREAMS, RIVERS, AMPHITHEATERS, TENNIS COURTS, MULTIPURPOSE COURTS, TOT LOTS, GAZEBOS, PARK SHELTERS, PARKING LOTS, AND OPEN SPACE AREAS, BY INDIVIDUALS, GROUPS, OR ORGANIZATIONS, MAY ONLY BE CONDUCTED PURSUANT TO A VALID PERMIT ISSUED BY THE CITY MANAGER OR THE CITY MANAGER'S DESIGNEE. FILMING PRODUCTION CONDUCTED WITHOUT A VALID PERMIT SHALL BE UNLAWFUL.

AS USED IN THIS SECTION, FILMING PRODUCTION REFERS TO THE PROCESS OF CREATING A FILM, VIDEO OR PHOTOGRAPH. IT INCLUDES THOSE FILMING, VIDEOGRAPHY AND STILL PHOTOGRAPHY ACTIVITIES THAT USE AMPLIFIED SOUND, LIGHTING, PROFESSIONAL EQUIPMENT, OR MULTIPLE CREW MEMBERS, OR MONOPOLIZES PARKING SPACES AND/OR REQUIRES EXCLUSIVE ACCESS TO A LOCATION AND THEREBY IMPACTS SPACE AVAILABLE IN PARKS AND FACILITIES FOR CITY RESIDENTS, OR THAT COULD DISRUPT NORMAL USE OF THE PARK OR FACILITY, INCLUDING BUT NOT LIMITED TO FILMING OF FEATURE FILMS, SHORT FILMS, TELEVISION SHOWS, TELEVISION SERIES, REALITY TV, DOCUMENTARIES, MUSIC VIDEOS, COMMERCIAL ADVERTISEMENTS, PUBLIC SERVICE ANNOUNCEMENTS, WEB SERIES, ONLINE CONTENT, STUDENT FILMS AND PHOTOGRAPHY SHOOT. NON-COMMERCIAL PHOTOGRAPHY AND NEWS-RELATED FILMING IN CITY PARKS AND FACILITIES DO NOT REQUIRE A CITY PERMIT.

FF. Nothing contained in this chapter shall be construed to abrogate any other City laws or regulations, or any federal, state or local laws or regulations applicable to any area in which property is situated.

BOLD SMALL CAPS	:	Indicate matter added to existing law.
Strikethrough	:	Indicate matter deleted from existing law.
Asterisks***	:	Indicate matter retained in existing law but omitted herein.
Double underlining	:	Indicates matter added to the Ordinance after introduction.

Section 2. NOW, THEREFORE, BE IT FURTHER ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland, that the City's Budget Document for Fiscal Year 27, adopted as part of the City of Bowie Fiscal Year 27 Budget Ordinance, Ordinance O-5-26, is hereby amended to reflect a filming production permit fee, as follows:

* * *

CITY RENTAL AND USER FEES

* * *

City Park Permit Fees

FILM PRODUCTION PERMIT FEES **\$ 100 PER DAY**

* * *

AND BE IT FURTHER ORDAINED AND ENACTED, that revenues associated with the Film Production Permit Fee shall be recorded as earned and collected within the General Fund, and that total projected revenues are indeterminate at the time of adoption and shall be estimated and reflected in subsequent supplemental budget amendment.

Section 3. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of this Ordinance that can be given effect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, this Ordinance shall become effective thirty (30) days after its enactment by the Council of the City of Bowie, Maryland provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.
Double underlining : Indicates matter added to the Ordinance after introduction.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor

**APPROVED AS TO FORM AND
SUFFICIENCY:**

Elissa D. Levan
City Attorney

BOLD SMALL CAPS	:	Indicate matter added to existing law.
Strikethrough	:	Indicate matter deleted from existing law.
Asterisks***	:	Indicate matter retained in existing law but omitted herein.
<u>Double underlining</u>	:	Indicates matter added to the Ordinance after introduction.



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Supplemental Appropriations for the FY 2027 Annual Budget - Ordinance O-8-26

DATE: 07/30/2026

Supplemental Ordinance O-8-26 proposes amendments to the City's Fiscal Year 2027 Annual Budget to provide additional appropriations for the following purpose:

Staff proposes the creation of a new Capital Improvement Program (CIP) budget page for Street Lighting. The program will include streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades. The project is proposed to be funded through approximately \$16,000,000 in borrowed funds, which is expected to reduce long-term operational and maintenance costs.

CITY OF BOWIE
PROPOSED SUPPLEMENTAL BUDGET APPROPRIATION
FOR FISCAL YEAR JULY 1, 2026 - JUNE 30, 2027

Capital Projects Fund

<u>Source of Funds</u>				
10	49046	Borrowing		\$ 16,000,000
			Total Sources	<u>\$ 16,000,000</u>
<u>Uses</u>				
10324	57015	Street Lighting		\$ 16,000,000
			Total Uses	<u>\$ 16,000,000</u>

Council's adoption of Ordinance O-8-26 providing supplemental appropriations for the annual budget for the fiscal year ending June 30, 2027 is requested.

ATTACHMENTS: 1. 20260803 - Ordinance O-8-26

ORDINANCE
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AMENDING THE ADOPTED BUDGET FOR THE FISCAL YEAR
BEGINNING JULY 1, 2026 AND ENDING JUNE 30, 2027, AS
EMBODIED IN ORDINANCE O-5-26 AND AMENDED BY
ORDINANCE O-7-26 TO APPROPRIATE FUNDS FOR THE
FOLLOWING PROJECT: \$16,000,000 FOR STREETLIGHT REPAIR
AND MAINTENANCE, STREETLIGHT CABLE REPLACEMENTS,
AND LED STREETLIGHT UPGRADES

WHEREAS, as required by the Local Government Article of the Annotated Code of Maryland and the Charter of the City of Bowie, the Bowie City Council (hereinafter, "the City Council") adopted Ordinance No. O-5-26 to appropriate funds for the several objects and purposes for which the City intended to provide for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027; and

WHEREAS, Ordinance No. O-5-26 was amended by Ordinance No. O-7-25; and

WHEREAS, in accordance with Section 45 of the City Charter, no public money may be expended without having been appropriated by the City Council; and

WHEREAS, supplemental appropriations are necessary to reflect additional expenditures that were not included in Ordinance O-5-26 as amended; and

WHEREAS, it has become necessary, for the reasons set forth herein, to appropriate additional funding for the Capital Improvement Fund; and

WHEREAS, an additional appropriation from a borrowing in the amount of \$16,000,000 is required to facilitate expenses associated with streetlight repair and maintenance, streetlight cable replacements, and LED streetlight upgrades; and

WHEREAS, pursuant to Md. Code Ann., Local Gov't Article, § 5-205, the City may spend money for a purpose different from the purpose for which the money was appropriated or spend money not appropriated at the time of the annual levy if approved by a two-thirds vote of all the individuals elected to the Council; and

WHEREAS, City Charter, Sec. 12 "Procedure for enacting ordinances" requires that ordinances become effective at the expiration of thirty (30) calendar days following their passage by the City Council.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland that the Budget for the Fiscal Year beginning July 1, 2026, ending June 30, 2027, as adopted by Ordinance O-5-26 and amended by O-7-26; is further amended as follows:

CAPITAL PROJECTS FUND

BOLD SMALL CAPS	:	Indicate matter added to existing law.
Strikethrough	:	Indicate matter deleted from existing law.
Asterisks***	:	Indicate matter retained in existing law but omitted herein.

Estimated Revenues

Appropriated Fund Balance		\$ 4,280,700
Transfers from General Fund		4,973,800
Intergovernmental Revenues		1,639,600
BORROWING		16,000,000
Other Revenues		<u>800,000</u>
TOTAL REVENUES	\$ 11,694,100	\$27,694,000
Appropriations		

STREET LIGHT PROJECT **\$16,000,000**

Total Capital Projects Fund Revenues	\$11,694,100	\$27,694,000
Total Capital Projects Fund Appropriations	\$11,694,100	\$27,694,000

Difference \$ NONE

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, upon the favorable vote of at least two-third (2/3) of the members of the City Council, this Ordinance shall become effective on _____.

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, this Ordinance shall become effective thirty (30) days after its enactment by the Council of the City of Bowie, Maryland provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor

**APPROVED AS TO FORM AND
SUFFICIENCY:**

Elissa D. Levan
City Attorney

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Supplemental Appropriations for the FY 2027 Annual Budget - Ordinance O-9-26

DATE: 07/30/2026

Supplemental Ordinance O-9-26 proposes amendments to the City's Fiscal Year 2027 Annual Budget to provide additional appropriations for the following purpose:

Staff proposes the addition of a Systems Integrator position in the amount of \$112,700 to support the City's growing technology infrastructure and operational needs. The Systems Integrator will play a critical role in ensuring seamless communication and functionality across software applications, hardware platforms, and business systems. This position will enhance system reliability, improve cybersecurity and data management practices, streamline business processes, and support the efficient delivery of services to residents and staff. The investment will help ensure the City's technology resources remain secure, integrated, and capable of supporting future organizational growth and innovation.

CITY OF BOWIE
PROPOSED SUPPLEMENTAL BUDGET APPROPRIATION
FOR FISCAL YEAR JULY 1, 2026 - JUNE 30, 2027

General Fund

Source of Funds

Fund	Object		
01	48005	Appropriated Fund Balance	112,700
		Total Sources	<u>\$ 112,700</u>

Uses of Funds

Fund	Organization		
01	01145	Salaries & Wages	83,500
01	01145	Fringe Benefits	29,200
		Total Uses	<u>\$ 112,700</u>

Council's adoption of Ordinance O-9-26 providing supplemental appropriations for the annual budget for the fiscal year ending June 30, 2027 is requested.

ATTACHMENTS: 1. 20260803 - Ordinance O-9-26

ORDINANCE
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AMENDING THE ADOPTED BUDGET FOR THE FISCAL YEAR
BEGINNING JULY 1, 2026 AND ENDING JUNE 30, 2027, AS
EMBODIED IN ORDINANCE O-5-26 AND AMENDED BY
ORDINANCES O-7-26 AND O-8-26 TO APPROPRIATE FUNDS FOR
THE FOLLOWING PROJECT: \$112,700 FOR AN INFORMATION
TECHNOLOGY SYSTEMS INTEGRATOR

WHEREAS, as required by the Local Government Article of the Annotated Code of Maryland and the Charter of the City of Bowie, the Bowie City Council (hereinafter, "the City Council") adopted Ordinance No. O-5-26 to appropriate funds for the several objects and purposes for which the City intended to provide for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027; and

WHEREAS, Ordinance No. O-5-26 was amended by Ordinances O-7-25 and O-8-26; and

WHEREAS, in accordance with Section 45 of the City Charter, no public money may be expended without having been appropriated by the City Council; and

WHEREAS, supplemental appropriations are necessary to reflect additional expenditures that were not included in Ordinance O-5-26 as amended; and

WHEREAS, it has become necessary, for the reasons set forth herein, to appropriate additional funding for the General Fund; and

WHEREAS, an additional appropriation of \$112,700 is requested from the appropriated fund balance for the addition of an Information Technology Systems Integrator; and

WHEREAS, pursuant to Md. Code Ann., Local Gov't Article, § 5-205, the City may spend money for a purpose different from the purpose for which the money was appropriated or spend money not appropriated at the time of the annual levy if approved by a two-thirds vote of all the individuals elected to the Council; and

WHEREAS, City Charter, Sec. 12 "Procedure for enacting ordinances" requires that ordinances become effective at the expiration of thirty (30) calendar days following their passage by the City Council.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland that the Budget for the Fiscal Year beginning July 1, 2026, ending June 30, 2027, as adopted by Ordinance O-5-26 and amended by O-7-26 and O-8-26; is further amended as follows:

GENERAL FUND

ESTIMATED REVENUES

Appropriated Fund Balance	0.00	\$112,000
TOTAL REVENUES	\$95,285,600	\$95,398,300

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.

Appropriations

INFORMATION TECHNOLOGY	\$5,960,100	\$6,072,800
Total General Fund Revenues	\$95,285,600	\$95,398,300
Total General Fund Appropriations	\$95,285,600	\$95,398,300
Difference		\$ NONE

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, upon the favorable vote of at least two-third (2/3) of the members of the City Council, this Ordinance shall become effective on _____.

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, this Ordinance shall become effective thirty (30) days after its enactment by the Council of the City of Bowie, Maryland provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael P. Estève
Mayor

APPROVED AS TO FORM AND SUFFICIENCY:

Elissa D. Levan
City Attorney

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.



Memorandum

TO: City Council

FROM: Bruce Miller, Director of Finance

SUBJECT: Supplemental Appropriations for the FY 2027 Annual Budget (Amended)
Amended Ordinance O-10-26

DATE: 07/30/2026

Supplemental Amended Ordinance O-10-26 proposes amendments to the City's Fiscal Year 2027 Annual Budget to provide additional appropriations for the following purpose:

Staff proposes funding program supplements to the Bowie Volunteer Fire Department (BVFD) in the amount of \$100,000 to support essential operational, training, recruitment, and emergency response initiatives. Funding will be used for CPR and fire prevention programs, membership recruitment and incentive programs, training activities, fund drive efforts, disability and life insurance benefits, station and vehicle maintenance, emergency response vehicle upgrades and supplies, security and technology enhancements, improvements to Fire Station #39 (Free State), membership uniforms and equipment, and upgrades to onboard computer hardware and software. These expenditures will help ensure the continued readiness, safety, and effectiveness of BVFD personnel and emergency response services.

CITY OF BOWIE
PROPOSED SUPPLEMENTAL BUDGET APPROPRIATION
FOR FISCAL YEAR JULY 1, 2026 - JUNE 30, 2027

General Fund

Source of Funds

01	48005	Appropriated Fund Balance	\$	100,000
		Total Sources	\$	100,000

Uses

01220	55065	Program Supplements	\$	100,000
		Total Uses	\$	100,000

Council's approval of Amended Ordinance O-10-26 providing supplemental appropriations for the annual budget for the fiscal year ending June 30, 2027 is requested.

ATTACHMENTS: 1. 20260803 - Amended Ordinance O-10-26

ORDINANCE
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AMENDING THE ADOPTED BUDGET FOR THE FISCAL YEAR
BEGINNING JULY 1, 2026 AND ENDING JUNE 30, 2027, AS
EMBODIED IN ORDINANCE O-5-26 AND AMENDED BY
ORDINANCES O-7-26, O-8-26 AND O-9-26 TO APPROPRIATE
FUNDS FOR THE FOLLOWING PROJECT: \$100,000 FOR
PROGRAM SUPPLEMENTS TO THE BOWIE VOLUNTEER FIRE
DEPARTMENT

WHEREAS, as required by the Local Government Article of the Annotated Code of Maryland and the Charter of the City of Bowie, the Bowie City Council (hereinafter, “the City Council”) adopted Ordinance No. O-5-26 to appropriate funds for the several objects and purposes for which the City intended to provide for the Fiscal Year beginning July 1, 2026, and ending June 30, 2027; and

WHEREAS, Ordinance No. O-5-26 was amended by Ordinances O-7-25, O-8-26 and O-9-26; and

WHEREAS, in accordance with Section 45 of the City Charter, no public money may be expended without having been appropriated by the City Council; and

WHEREAS, supplemental appropriations are necessary to reflect additional expenditures that were not included in Ordinance O-5-26 as amended; and

WHEREAS, it has become necessary, for the reasons set forth herein, to appropriate additional funding for the General Fund; and

WHEREAS, an additional appropriation from the appropriated fund balance in the amount of \$100,000 is required to fund program supplements to the Bowie Volunteer Fire Department; and

WHEREAS, pursuant to Md. Code Ann., Local Gov’t Article, § 5-205, the City may spend money for a purpose different from the purpose for which the money was appropriated or spend money not appropriated at the time of the annual levy if approved by a two-thirds vote of all the individuals elected to the Council; and

WHEREAS, City Charter, Sec. 12 “Procedure for enacting ordinances” requires that ordinances become effective at the expiration of thirty (30) calendar days following their passage by the City Council.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland that the Budget for the Fiscal Year beginning July 1, 2026, ending June 30, 2027, as adopted by Ordinance O-5-26 and amended by Ordinances O-7-25, O-8-26 and O-9-26; is further amended as follows:

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.

GENERAL FUND

ESTIMATED REVENUES

Appropriated Fund Balance	\$112,700	\$212,700
TOTAL REVENUES	\$95,398,300	\$95,498,300

Appropriations

EMERGENCY MANAGEMENT	\$546,800	\$646,800
Total General Fund Revenues	\$95,398,300	\$95,498,300
Total General Fund Appropriations	\$95,398,300	\$95,498,300
Difference		\$ NONE

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, upon the favorable vote of at least two-third (2/3) of the members of the City Council, this Ordinance shall become effective on _____.

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, this Ordinance shall become effective thirty (30) days after its enactment by the Council of the City of Bowie, Maryland provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

ATTEST:

THE CITY OF BOWIE, MARYLAND

Awilda Hernandez, MMC
City Clerk

Michael Estève
Mayor

APPROVED AS TO FORM AND SUFFICIENCY:

Elissa D. Levan
City Attorney

BOLD SMALL CAPS : Indicate matter added to existing law.
Strikethrough : Indicate matter deleted from existing law.
Asterisks*** : Indicate matter retained in existing law but omitted herein.