




# City of Bowie

2614 Kenhill Drive  
Bowie, Maryland 20715

## MEMORANDUM

**TO:** City Council

**FROM:** David J. Deutsch   
City Manager

**SUBJECT:** Business Incubator Program Next Steps

**DATE:** June 12, 2008

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Council directed staff to continue with the implementation of a Bowie Business Incubator Program and to report the next steps to be taken.

Staff is following the *Incubator Feasibility Study For the City of Bowie, Final Report*, prepared by ANGLE Technology Group, and dated March 6, 2007. The short title for this is the ANGLE Report.

The ANGLE Report's business plan is a road map with recommendations for implementing a business incubation program. The next step to take is to issue a Request for Proposal for the services of an individual or firm to take the initial steps to implement the business plan we already have for an incubator.

The attached scope of work details those steps we want done, and that we need them done for the most part by December 31, 2008, so that we can return to Council and get further guidance prior to the next budget cycle.

Attachment

Scope of Work

## **SCOPE OF WORK**

The City is expecting an individual or firm to devote a significant amount of work time each week to these tasks. The following are the expected Phase 2 – Program Initiation tasks to be performed:

### **1. ORGANIZATION**

- a. Identify champions, advocates, and enthusiastic supporters for the program
- b. Create Incubator Advisory Committee, which may later become a Board of Directors
- c. Create the non-profit legal structure, incorporate the incubator, review and file legal documents (we anticipate using our City Attorney to provide the needed attorney level assistance)

### **2. FUNDING**

- a. Develop and package funding strategies that could include private, federal, state, and local resources.
- b. Establish budget for the incubator and identify funding sources
- c. Identify funding for first year operations
- d. Identify funding sources for incubator build-out
- e. Initiate fund raising program
- f. Review and update budgets including cost estimates and revenue estimates

### **3. OUTREACH and PARTNERSHIPS**

- a. Establish and foster working relationships with potential incubator partners.
- b. Establish the partnerships for the program
- c. Initiate outreach program to business community
- d. Organize briefings and networking events for potential incubator companies.
- e. Recruit qualified incubator business service providers willing to offer services (in-kind, pro-bono, reduced fee, etc.), such as angel investors, intellectual property attorneys, accounting firms specializing in emerging companies and small business developers.
- f. Confirm and solidify relationships with Bowie State University and the University of Maryland College Park.

- g. Start outreach program.

#### 4. MANAGEMENT

- a. Arrange for administrative, marketing and PR assistance (preferably in-kind or pro-bono)
- b. Assist with the identification of space for an interim/permanent business incubator.
- c. Assemble quotes and documentation for any fit out/construction options for interim/permanent business incubator.
- d. Create Client Selection Advisory Committee
- e. Provide general project management for the City of Bowie Business Incubator Project, working closely with the City's Economic Development Director and other City Staff members.

#### 5. ADDITIONAL TASKS

- a. Confer directly with the Economic Development Director to define monthly/weekly tasks and expectations. Progress reports will be submitted no less than monthly.
- b. Attend evening sessions of the Bowie City Council to present information and reports and answer questions. These briefings and reports are envisioned to be quarterly but may be more frequent if needed for the success of the project.
- c. Identify other tasks as needed to accomplish the objective of implementing a business incubator in the City of Bowie.
- d. As needed, prepare to implement Phase 3 if the City decides to proceed. This work would most likely not begin until January 2009 (see below).
  - i). Create Board of Directors
  - ii). Begin providing business mentoring and advisory services to a few affiliate client companies, without a designated facility.
  - iii). Recruit initial program participants