



# TOWN COUNCIL SPECIAL BUDGET AND WORK SESSION MEETING #1 | MARCH 2, 2026

March 02, 2026 at 5:30 PM

4229 Edmonston RD, Bladensburg, MD 20710

## AGENDA

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Public Access Virtual via live stream of the Town's Facebook and YouTube pages:

<https://www.youtube.com/channel/UCoflhVTBeID3c9oH8GYSW0g>

<https://www.facebook.com/Bladensburgmd>

1. Call to Order – 1 Minute
2. Approval of Agenda – 1 Minute
3. New Business
  - A. FY 2025 Audit | Update and Review (15 Minutes)
  - B. FY 2027 Budget Update | Mayor and Council and Events (30 Minutes)
  - C. Strategic Plan 2016-2021 | Closeout 2026 (15 Minutes)
4. Adjournment



# Agenda Item Summary Report

<b>Meeting Date:</b> March 6, 2026	<b>Submitted by:</b> Vito Tinelli, Treasurer Michelle Bailey Hedgepeth, Town Administrator
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**Item Title:** Update on FY 2025 Audit – February 2026

This is an update the Town Council on the status of the FY 2025 Audit and Financial Review.

<b>Work Session Item</b> <input checked="" type="checkbox"/> <b>Council Meeting Item</b> <input type="checkbox"/>	<b>Documentation Attached:</b>
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**Recommended Action:**

This is a session for the Council to review the audit and findings with the Town Treasurer and Auditor

**Item Summary:**

**Presenter:** Vito Tinelli, Town Treasurer

**Background:** The Town has completed a draft FY 2025 Town Audit and Financial Statement by LGWG. These are the Independent Accountants’ Report on Applying Agreed Upon Procedures for the Coronavirus State and Local Fiscal Recovery Funds for the Year ending June 30, 2026.

There are some items that staff and Auditor would like to review with the Town Council to allow everyone more time to ask questions. The Town Treasurer is still corresponding with LGWG on some matters an updated report will be provided by Friday, February 27, 2026

The Town Treasurer will answer any questions on this item. The LSWG will attend the March 9, 2026, Council meeting with the final report.

<b>Budgeted Item:</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <b>Budgeted Amount:</b> <b>One-Time Cost:</b> <b>Ongoing Cost:</b>	<b>Continued Date:</b>
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<b>Council Priority:</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>Approved Date:</b>
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# Agenda Item Summary Report

<b>Meeting Date:</b> March 2, 2026	<b>Submitted by:</b> Michelle Bailey Hedgepeth, Town Administrator Vito Tinelli, Treasurer
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**Item Title: Information Memo | FY 2027 Budget Update and Council Budget Review| March 2026**

This is an update on the FY 2026 mid-year status and the FY 2027 Budget Preview.

<b>Work Session Item</b> <b>Council Meeting Item [X ]</b>	<b>Documentation Attached:</b> PowerPoint
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**Recommended Action:**

This is a report for the Council and residents on the Town Budget update for March 2, 2026

**Item Summary:** This item is intended to provide the Town Council with additional context regarding the evolving FY 2026 budget and to preview key considerations as staff begins planning for FY 2027.

Throughout the current fiscal year, staff have worked diligently to mitigate costs and reduce expenditures in alignment with the adopted FY 2026 budget. As a result of revenue adjustments made last year, including changes to certain tax revenues while holding the residential rate flat, the Town has realized additional revenue, allowing services to continue without additional burden on residents. However, we have seen some cost-inflationary pressures.

As part of this update, the focus will be on the Town Council and Event Budget along with a discussion of the overall taxing framework and introductory matters. Key points for Council consideration include:

- 1. Revenue and Cost-Saving Strategies**  
Staff continues to evaluate potential revenue enhancements and cost-saving options to address any projected gaps in FY 2027. We have realigned slightly this year, which has given us some breathing room. However, there have been some larger-than-normal benefits payouts.  
  
As we mentioned previously, while options may be more limited than in prior years due to recent structural changes, staff will assess whether any additional refinements are feasible.
- 2. Draft Budget Development and Council Work Sessions**  
A draft FY 2027 budget document presentation and a new format have been provided with this meeting packet. From March through May, staff will hold a series of budget work sessions with the Council to receive direction, incorporate feedback, and make refinements. Adoption of the budget ordinance is anticipated in May or June, depending on progress through the process.

The Town remains committed to a transparent, inclusive budget process and to ensuring that employees are treated equitably throughout budget development.

**Considerations and Areas of Focus**

- **Employee Compensation:** No cost-of-living adjustment (COLA) or merit increases were implemented in FY 2026, this strategy helped to stabilize our budget at the cost of our employees. At Council’s direction, staff is evaluating whether, based on mid-year FY 2026 results, a partial restoration, one-time compensation, or other adjustment may be feasible. .
- **Capital and Fleet Needs:** Ongoing capital items, including vehicle replacements and capital improvements, have been addressed in part in FY 2026, but this will be an ongoing issue for FY 2027 and beyond. We are making adjustments to the overall FY 2027 to show that these changes are being considered for Council approval.
- **Staffing and Technology:** As part of the FY2027 budget, we are still suggesting that Council continue to keep some positions vacant in order to achieve some cost savings. This is a tough decision given that we are already a small team. In FY 2026, we also implemented changes that enabled us to automate certain functions.

Town staff will be available to answer any questions the Council may have.

<b>Budgeted Item:</b> Yes [ ] No [ ] <b>Budgeted Amount:</b> <b>One-Time Cost:</b> <b>Ongoing Cost:</b>	<b>Continued Date:</b>
<b>Council Priority:</b> Yes [ ] No [ ]	<b>Approved Date:</b>

**RISING  
TOGETHER**

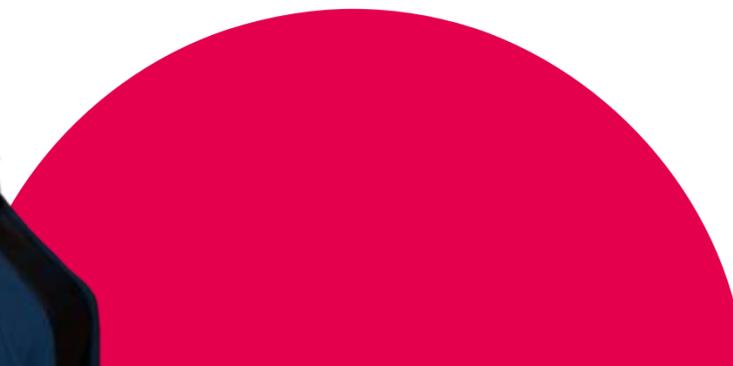
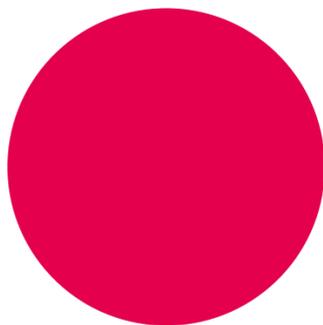
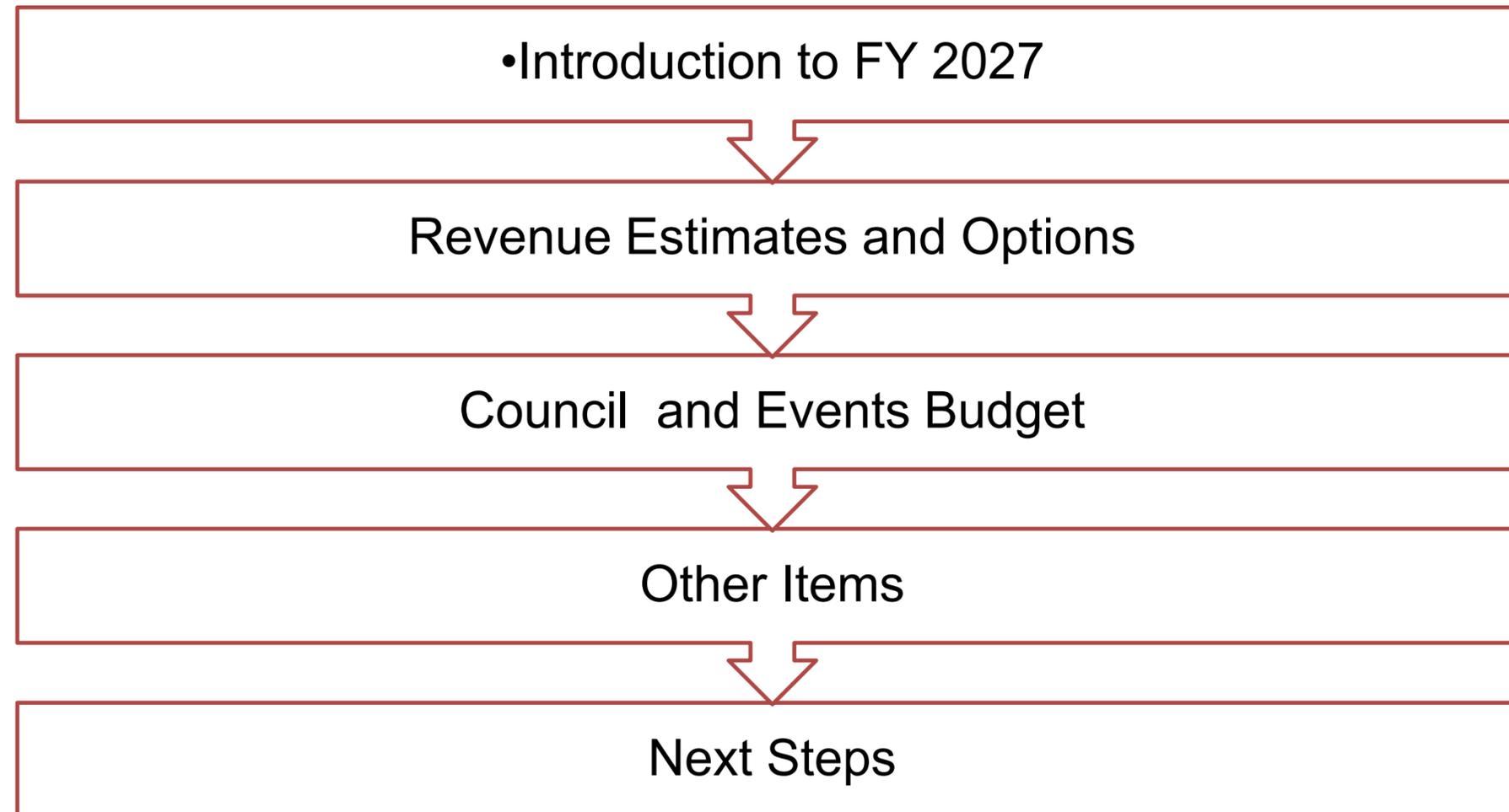


**FY 27**

**BUDGET PRESENTATION**

**March 2, 2026**

# OVERVIEW



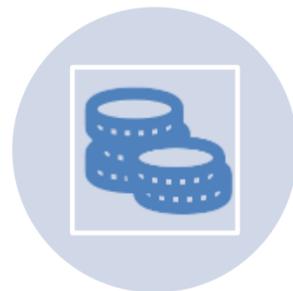
# INTRODUCTION TO FY 2027



The Town has initiated the FY 2027 budget development process.



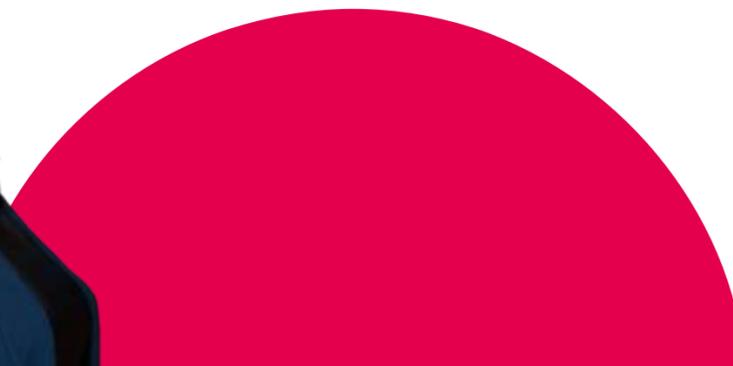
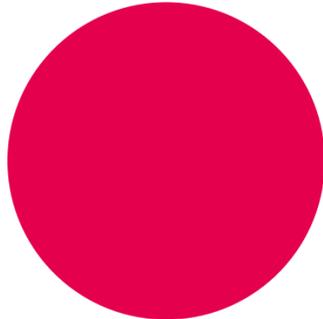
Staff have spent the past several months assessing the current fiscal environment.\*\*



This overview begins the interactive portion of the budget



Despite early economic concerns, the Town is now in a stronger position than in FY 2025



# REVENUE ESTIMATES AND OVERVIEW

## Residential Real Estate Taxes

- Residential assessed values are increasing by 6%
- Current tax rate of \$.74
- Estimated \$135K increase in revenues as compared to FY26.

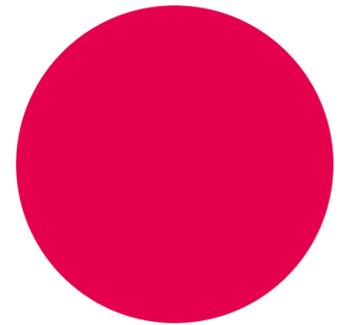
## Apartments and multi-unit housing

- Residential and Commercial assessed values increased from 2% Apartment and 5% Commercial
- Current tax rate for Commercial is \$.82
- Estimated \$40K increase for Apartments in revenues as compared to FY26.
- Estimated \$60K increase for Commercial in revenues as compared to FY26.

## Other Items

- Other Taxes – No planned changes to Business Property and Income tax.
- Slight increase in Highway User Funds.
- Grant revenue and reimbursements are strong and new grants funds will be realized in FY 27
- Rebounded income in Automated Speed Enforcement in FY 26

# COUNCIL AND EVENTS BUDGET



## Compensation Changes

- Health Insurance increase estimated at 8% based on coverages.

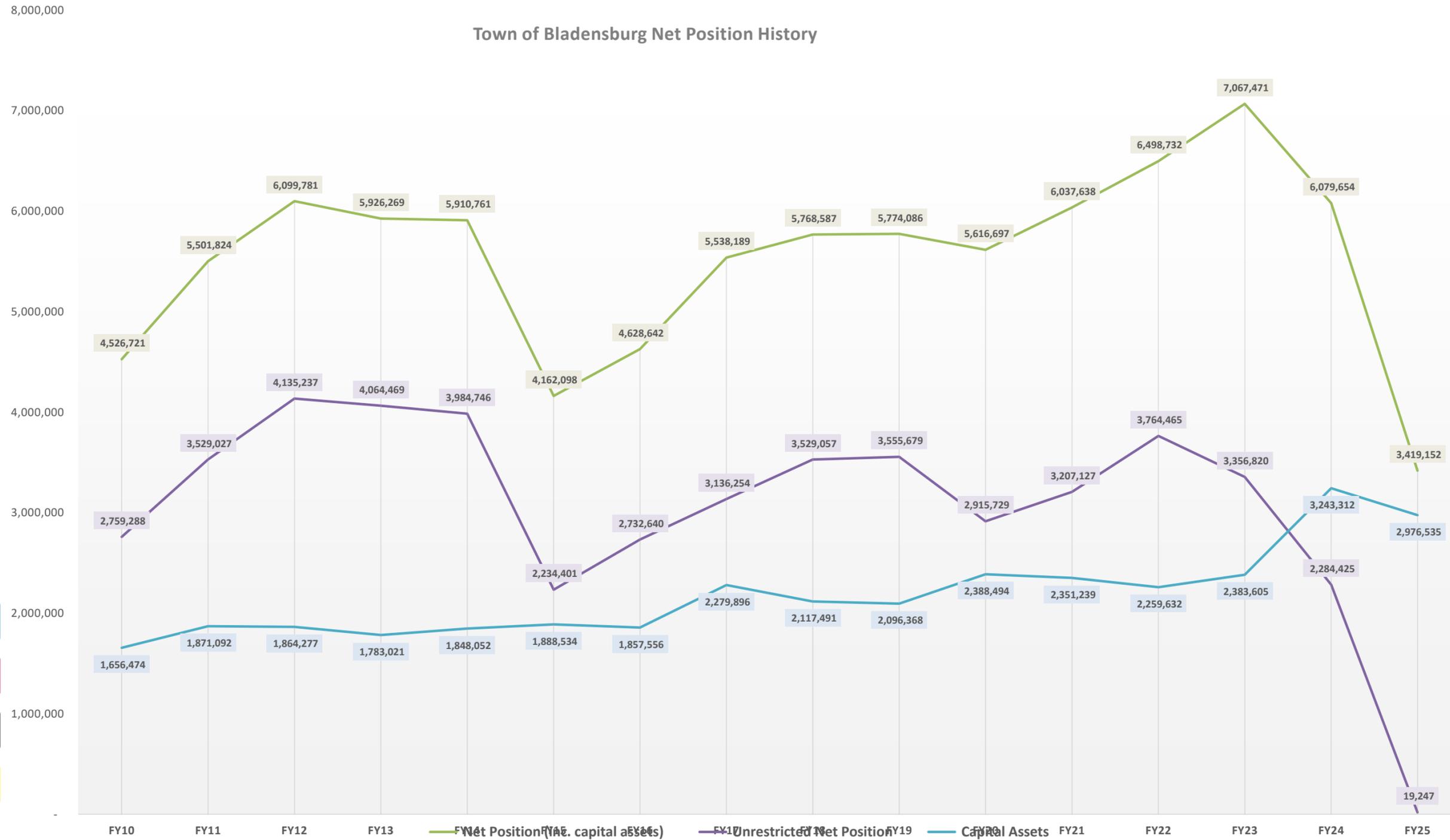
## Council Travel and Events

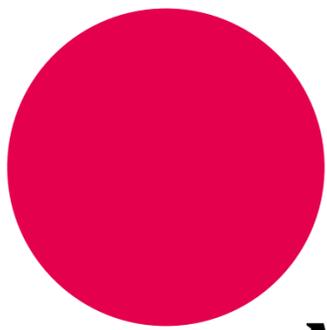
- Slightly increased cost in Professional Development and Travel for additional training opportunities and MML events.
- Need additional input from Council on FY 2027 Events.

## Community Events

- Slight increase for list of events. Some items were funded by Project Charge in FY 2026

# NET POSITION



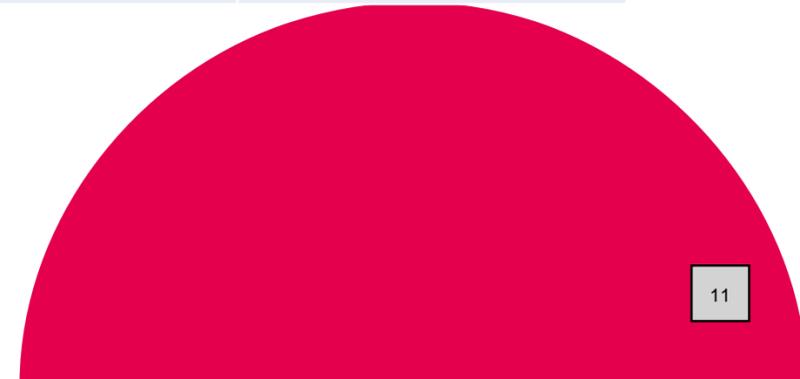


## REAL ESTATE TAXES

### WHAT'S A PENNY OF TAX WORTH TO FUND TOWN SERVICES? Next Budget Year

- FY27 Residential Assessments = \$303,410 (estimated)
- Every Penny of tax is worth \$30.34 of tax revenues to the Town
- \$30,341 x our tax rate of 74¢ per \$100 of assessed value = \$2,245,208 which is our projected Residential Estate Tax Revenues for FY27.
  - Any penny of change to the tax \$.74 tax rate would generate an additional \$30,341 of revenues.
  - (Example \$.06 increase x \$41,800 = \$250K increase in revenues).

	FY27	
<u>Penny of Tax</u>	<u>Multiplier</u>	<u>Revenues</u>
30,341	74	2,245,208
21,263	85	1,807,362
<u>14,609</u>	82	<u>1,197,917</u>
66,212		5,250,487



# NEXT STEPS

## •Budget Session #2 (All Departments)

- On March 9, 2026, the Town Council will receive the Introduction to the Budget, with presentations from all Town Departments, providing an overview of each department's budget requests for the upcoming fiscal year.



## •Budget Session #3 (Finance, Clerk, and Town Administrator)

- On March 17, 2026, a Special Council Meeting will be held to review budget requests from the Finance Department, Town Clerk, and Town Administrator.



## •Budget Session #4 | Special Budget Meeting (Public Works and Public Safety)

- On April 2, 2026, another Special Council Meeting will focus on budget requests from the Public Works and Public Safety departments.



## •First Reading of the Budget Ordinance

- On April 27, 2026, the First Reading of the Budget Ordinance will take place during the Town Council Meeting.



## •Budget Session #5 | Special Council Budget Meeting

- On April 27, 2026, the Town Council will hold a Special Budget Meeting for any remaining discussions and adjustments.



## •Proposed Budget Adoption – Second Reading

- On May 11, 2026, during the Town Council Meeting, the Proposed Budget for FY 2026–2027 will be presented for adoption.



## •Alternative Budget Adoption Date

- An alternative Budget Adoption Date is scheduled for June 8, 2026, if further revisions or discussions are necessary.





# **NEXT BUDGET MEETING**

March 9, 2026

**Town of Bladensburg  
FY27 Draft Budget**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>	<b>% of Total</b>	<b>Inc. over FY26</b>
<b>REVENUES</b>					
Real Estate Taxes	4,560,000	5,034,415	5,250,487	42%	4%
Business Personal Property Taxes	1,125,000	1,340,000	1,425,000	12%	6%
Income Tax and Other Taxes	650,000	650,000	700,000	6%	8%
Other Local Taxes	20,000	20,000	5,000	0%	-75%
Licenses and Permits	215,000	205,000	195,000	2%	-5%
Federal Funding	1,078,491	1,500,000	-	0%	-100%
State Funding	1,827,766	1,853,146	759,000	6%	-59%
County Funding	24,856	24,856	24,857	0%	0%
Service Charges	2,081,000	1,141,545	1,743,000	14%	53%
Other Revenues	351,000	372,200	274,000	2%	-26%
Grants	489,500	237,750	-	0%	-100%
Transfer from Speed Camera Fund Bal.					
Transfer from Fund Balance	575,114	-	-	0%	
<b>TOTAL REVENUES</b>	<b>12,997,727</b>	<b>12,378,912</b>	<b>10,376,344</b>	<b>84%</b>	<b>-16%</b>
<b>EXPENDITURES BY DEPARTMENT</b>					
Mayor and Council	323,510	333,788	350,036	3%	5%
Town Administrator	485,943	484,975	484,140	4%	0%
Clerk	404,266	438,022	414,665	3%	-5%
Finance	397,295	379,597	406,058	3%	7%
Subtotal Administration	1,611,014	1,636,382	1,654,899	13%	1%
Public Safety / Traffic Enforcement	7,359,704	6,480,027	7,384,131	60%	14%
Public Works	1,310,518	1,373,753	1,642,680	13%	20%
ARPA Projects	78,491	500,000	-	0%	-100%
Grants - Restricted	327,000	188,750	-	0%	-100%
Capital Projects - Federal/State Funds	2,311,000	2,200,000	-	0%	-100%
<b>TOTAL EXPENDITURES</b>	<b>12,997,727</b>	<b>12,378,912</b>	<b>10,681,710</b>	<b>86%</b>	<b>-14%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>(305,366)</b>		

**Town of Bladensburg  
FY27 Draft Budgeted Revenues**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>	<b>% inc.</b>
4000 · Property Taxes				
4020 · Real Estate Taxes	4,560,000	5,034,415	5,250,487	4%
4040 · Business Personal Property Tax	795,000	950,000	1,000,000	5%
4060 · Personal Property Tax - Other	330,000	390,000	425,000	9%
Total 4000 · Property Taxes	5,685,000	6,374,415	6,675,487	5%
4100 · Income Tax	650,000	650,000	700,000	8%
4200 · Other Local Taxes				
4220 · Admissions and Amusement Tax	20,000	20,000	5,000	-75%
Total 4200 · Other Local Taxes	670,000	670,000	705,000	5%
4300 · Licenses and Permits				
4310 · Local Business Licenses	80,000	110,000	100,000	-9%
4320 · County Traders License	15,000	15,000	5,000	-67%
4370 · Cable Franchise Fees	120,000	80,000	90,000	13%
Total 4300 · Licenses and Permits	215,000	205,000	195,000	-5%
4400 - Federal Funding (ARPA)	78,491	500,000	-	-100%
4410 · Federal Earmark	1,000,000	1,000,000	-	-100%
Total 4400 · Federal Funding	1,078,491	1,500,000	-	
4500 · State Funding				
4510 · Highway User Revenues	327,766	327,766	324,000	-1%
4520 · Police Aid	300,000	325,380	330,000	1%
4540 · Police Grants			105,000	
4550 · State Bond Bill	1,200,000	1,200,000	-	
Total 4500 · State Funding	1,827,766	1,853,146	759,000	-59%
4600 · County Funding				
4620 · County Disposal Fee Rebate	22,484	22,484	22,485	0%
4640 · Bank Stock	2,372	2,372	2,372	0%
Total 4600 · County Funding	24,856	24,856	24,857	0%
4700 · Service Charges				
4720 · Local Fines/Fees	40,000	40,000	40,000	0%
4730 · Copier Fees	3,000	3,000	2,000	-33%
4740 · Fingerprinting	1,000	1,000	1,000	0%
4780 · Red Light Enforcement	537,000	-	900,000	
4770 · Automated Traffic Enforcement	1,500,000	1,097,545	800,000	-27%
Total 4700 · Service Charges	2,081,000	1,141,545	1,743,000	53%
4800 · Other Revenues				
4810 · Insurance Reimbursement	50,000	50,000	20,000	-60%
4820 · Bus Shelter Advertising	-	-	-	
4830 · Property Rental	42,000	42,000	45,000	7%
4840 · Vehicle Deployment	7,000	28,200	24,000	-15%
4870 · Misc. Revenues	2,000	2,000	5,000	150%
4880 · Interest Earned	250,000	250,000	180,000	-28%
Total 4800 · Other Revenues	351,000	372,200	274,000	-26%
4900 · Restricted Revenues				
4950 - Community Legacy	150,000	-	-	
4960 - CDBG Construction Grant	167,000	188,750	-	
4970 · Other Grants	172,500	49,000	-	
Total 4900 · Restricted Revenues	489,500	237,750	-	-100%
4998 · Transfer from Speed Camera Fund Balance				
4999 · Transfer from Fund Balance	575,114	-	-	
<b>Total Revenues</b>	<b>12,997,727</b>	<b>12,378,912</b>	<b>10,376,344</b>	<b>-16%</b>

**Town of Bladensburg**  
**Mayor and Council FY27 Draft Budget**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
6000 · Compensation			
6010 · Regular Pay	62,708	61,568	63,427
6030 · FICA	4,797	4,710	4,852
6040 · Health Insurance	45,651	48,626	54,377
6050 · Pension	6,854	5,384	8,880
6060 · Workers Comp	500	500	500
<b>Total 6000 · Compensation</b>	<b>120,510</b>	<b>120,788</b>	<b>132,036</b>
6145 · Council Business Development	26,000	30,000	30,000
6160 · Employee Recognition	15,000	15,000	15,000
6210 · Council Projects	2,500	2,500	2,500
6223 · Food Assistance			10,000
6225 · Community Grants			
6226 · Fire Department Donation	30,000	30,000	30,000
6227 · Scholarships	5,000	5,000	5,000
6225 · Community Grants - Other	12,000	12,000	10,000
<b>Total 6225 · Community Grants</b>	<b>47,000</b>	<b>47,000</b>	<b>45,000</b>
6230 · Community Events	66,000	70,000	60,000
6235 · Senior Citizen Projects	4,500	4,500	4,500
6255 · Town Meetings	6,000	6,000	10,000
6320 · Wireless Communications	0	-	-
6420 · Computer Expense	-	-	-
6550 · Insurance - Liability	2,000	4,000	6,000
6825 · Membership	20,000	20,000	20,000
6835 · Travel	14,000	14,000	15,000
<b>Total Expense</b>	<b>323,510</b>	<b>333,788</b>	<b>350,036</b>

**Town of Bladensburg**  
**Town Administrator FY27 Draft Budget**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27Budget</b>
6000 · Compensation			
6010 · Regular Pay	156,760	156,853	160,000
6030 · FICA	11,992	11,999	12,240
6040 · Health Insurance	24,557	26,479	30,000
6050 · Pension	17,134	17,144	22,400
6060 · Workers Comp	500	500	500
<b>Total 6000 · Compensation</b>	<b>210,943</b>	<b>212,975</b>	<b>225,140</b>
6110 · Tuition Reimbursement	1,000	-	-
6140 · Professional Development	4,000	3,000	3,000
6255 · Town Meetings	5,000	5,000	0
6260 · Transportation	60,000	60,000	50,000
6320 · Wireless Communications	-	-	-
6400 · Computer	-	-	-
6560 · Legal	40,000	40,000	40,000
6580 · Contractual Services	125,000	125,000	130,000
6810 · Advertising	30,000	30,000	25,000
6820 · Website	4,000	4,000	4,000
6825 · Membership	1,000	1,000	2,000
6835 · Travel	5,000	4,000	5,000
<b>Total Expense</b>	<b>485,943</b>	<b>484,975</b>	<b>484,140</b>

**Town of Bladensburg**  
**Town Clerk FY27 Draft Budget**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
6000 · Compensation			
6010 · Regular Pay	255,963	265,574	256,602
6020 · Overtime	10,000	10,000	10,000
6030 · FICA	20,346	21,081	20,395
6040 · Health Insurance	29,078	51,938	26,342
6050 · Pension	27,977	29,027	35,924
6060 · Workers Comp	500	500	500
ARPA Funded			
<b>Total 6000 · Compensation</b>	<b>343,864</b>	<b>378,120</b>	<b>349,763</b>
6110 · Tuition Reimbursement	2,000	2,000	2,000
6140 · Professional Development	3,000	2,000	2,000
6240 · Memorials	2,000	2,000	-
6270 · Historic Promotion	2,402	2,402	2,402
6320 · Wireless Communications	-	-	-
6400 · Computer	-	-	2,000
6460 · Software Contract	15,000	15,000	15,000
6570 · Equipment Lease	8,000	8,000	9,000
6825 · Membership	500	500	1,000
6835 · Travel	1,500	1,000	1,500
6850 · Office Supplies	8,000	10,000	10,000
6855 · Postage	3,000	2,000	2,000
6880 · Election Costs	8,000	8,000	10,000
6890 · Utilities	7,000	7,000	8,000
<b>Total Expense</b>	<b>404,266</b>	<b>438,022</b>	<b>414,665</b>

**Town of Bladensburg  
Finance FY27 Draft Budget**

	<b><u>FY25 Budget</u></b>	<b><u>FY26 Budget</u></b>	<b><u>FY27 Budget</u></b>
6000 · Compensation			
6010 · Regular Pay	237,792	237,944	245,181
6020 · Overtime	1,000	1,000	5,000
6030 · FICA	18,191	18,207	19,139
6040 · Health Insurance	10,821	9,933	11,913
6050 · Pension	25,991	26,013	34,325
6060 · Workers Comp	500	500	500
ARPA Funded			
Total 6000 · Compensation	<u>294,295</u>	<u>293,597</u>	<u>316,058</u>
6110 · Tuition Reimbursement	4,000	-	-
6140 · Professional Development	2,000	2,000	2,000
6150 · Payroll Service	8,000	10,000	11,000
6320 · Wireless Communications	-	-	-
6400 · Computer	-	-	3,000
6460 · Software Contract	2,500	12,000	15,000
6510 · Audit	15,000	15,000	25,000
6520 · Bank Charges	5,000	5,000	5,000
6530 · Bad Debts	8,000	8,000	8,000
6550 · Insurance - Liability	10,000	15,000	20,000
6825 · Membership	500	500	500
6835 · Travel	1,000	500	500
Subtotal	<u>350,295</u>	<u>361,597</u>	<u>406,058</u>
6950 · Debt Service	47,000	18,000	-
<b>Total Expense</b>	<b><u>397,295</u></b>	<b><u>379,597</u></b>	<b><u>406,058</u></b>

**Town of Bladensburg**  
**Administration Combined (Town Admin., Clerk, Finance)**  
**FY27 Draft Budget**

	<u>FY25 Budget</u>	<u>FY26 Budget</u>	<u>FY27 Budget</u>	% inc.
6000 · Compensation				
6010 · Regular Pay	650,515	660,371	661,783	0%
6020 · Overtime	11,000	11,000	15,000	36%
6030 · FICA	50,529	51,287	51,774	1%
6040 · Health Insurance	64,456	88,350	68,255	-23%
6050 · Pension	71,102	72,184	92,649	28%
6060 · Workers Comp	1,500	1,500	1,500	0%
ARPA Funded				
Total 6000 · Compensation	<u>849,102</u>	<u>884,692</u>	<u>890,961</u>	1%
6110 · Tuition Reimbursement	7,000	2,000	2,000	0%
6140 · Professional Development	9,000	7,000	7,000	0%
6150 · Payroll Service	8,000	10,000	11,000	10%
6240 · Memorials	2,000	2,000	0	-100%
6255 · Town Meetings	-	5,000	0	
6260 · Transportation	60,000	60,000	50,000	-17%
6270 · Historic Promotion	2,402	2,402	2,402	0%
6320 · Wireless Communications	-	-	-	
6400 · Computer	-	-	5,000	
6460 · Software Contract	17,500	27,000	30,000	11%
6510 · Audit	15,000	15,000	25,000	67%
6520 · Bank Charges	5,000	5,000	5,000	0%
6530 · Bad Debts	8,000	8,000	8,000	0%
6550 · Insurance - Liability	10,000	15,000	20,000	33%
6560 · Legal	40,000	40,000	40,000	0%
6570 · Equipment Lease	8,000	8,000	9,000	13%
6580 · Contractual Services	125,000	125,000	130,000	4%
6810 · Advertising	30,000	30,000	25,000	-17%
6820 · Website	4,000	4,000	4,000	0%
6825 · Membership	2,000	2,000	3,500	75%
6835 · Travel	7,500	5,500	7,000	27%
6850 · Office Supplies	8,000	10,000	10,000	0%
6855 · Postage	3,000	2,000	2,000	0%
6880 · Election Costs	8,000	8,000	10,000	25%
6890 · Utilities	7,000	7,000	8,000	14%
Subtotal	<u>1,235,504</u>	<u>1,284,594</u>	<u>1,304,863</u>	2%
6950 · Debt Service	47,000	18,000	0	-100%
<b>Total Expense</b>	<u><b>1,282,504</b></u>	<u><b>1,302,594</b></u>	<u><b>1,304,863</b></u>	0%
	10%	11%	12%	

**Town of Bladensburg  
Public Safety FY27 Draft Budget**

	<b>FY25 Total</b>	<b>FY26 Total</b>	<b>FY27 Total</b>	% inc.
6000 · Compensation				
6010 · Regular Pay	3,793,792	3,236,082	3,701,933	14%
6020 · Overtime	350,000	400,000	440,000	10%
6030 · FICA	317,842	277,707	316,858	14%
6040 · Health Insurance	708,706	680,071	745,720	10%
6050 · Pension	415,864	349,622	497,620	42%
6060 · Workers Comp	250,000	230,000	240,000	4%
<b>Total 6000 · Compensation</b>	<b>5,836,204</b>	<b>5,173,482</b>	<b>5,942,131</b>	<b>15%</b>
6110 · Tuition Reimbursement	20,000	20,000	15,000	-25%
6120 · Uniforms	80,000	80,000	50,000	-38%
6130 · Recruitment	16,000	16,000	16,000	0%
6140 · Professional Development	50,000	50,000	50,000	0%
6160 · Employee Recognition	14,000	10,000	15,000	50%
6226 · Fire Department Donation		20,000	20,000	
6230 · Community Events	20,000	20,000	20,000	0%
6310 · Telephone	32,000	32,000	16,000	-50%
6320 · Wireless Communications	60,000	60,000	70,000	17%
6330 · Communications Contracts	40,000	40,000	47,000	18%
6340 · Interoperability	-	-	-	
6350 · Internet Access	7,000	7,000	7,000	0%
6360 · Data Fees	-	-	-	
6420 · Computer Expense	40,000	40,000	25,000	-38%
6440 · IT Support	142,500	100,000	100,000	0%
6460 · Software Contract	60,000	60,000	60,000	0%
6545 · Insurance - Auto	50,000	70,000	80,000	14%
6550 · Insurance - Liability	50,000	60,000	70,000	17%
6570 · Equipment Lease	10,000	10,000	15,000	50%
6580 · Contractual Services	120,000	120,000	110,000	-8%
6590 · Automated Traffic Enforcement	125,000	125,000	125,000	0%
6620 · Fuel	115,000	115,000	125,000	9%
6640 · Vehicle Repairs and Maintenance	40,000	40,000	50,000	25%
6650 · Vehicle Body Repairs	25,000	25,000	25,000	0%
6670 · Equipment Maintenance	-	-	-	
6680 · Weapon Repairs and Supplies	15,000	15,000	15,000	0%
6825 · Membership	10,000	10,000	6,000	-40%
6835 · Travel	8,000	8,000	12,000	50%
6850 · Office Supplies	15,000	15,000	15,000	0%
6855 · Postage	3,000	5,000	6,000	20%
6865 · Supplies	20,000	20,000	20,000	0%
6870 · K9 Supplies	15,000	15,000	15,000	0%
6885 · Finger Printing	1,000	1,000	2,000	100%
6890 · Utilities	20,000	20,000	20,000	0%
<b>Subtotal</b>	<b>7,059,704</b>	<b>6,402,482</b>	<b>7,164,131</b>	<b>12%</b>
6970 · Capital Outlay				
6975 · Capital Outlay - Speed Camera		77,545	220,000	
6970 · Capital Outlay - Other	300,000	-	-	
<b>Total 6970 · Capital Outlay</b>	<b>300,000</b>	<b>77,545</b>	<b>220,000</b>	<b>184%</b>
<b>Total Expense</b>	<b>7,359,704</b>	<b>6,480,027</b>	<b>7,384,131</b>	<b>14%</b>
	TOTAL	TOTAL	TOTAL	

**Town of Bladensburg  
Public Works FY27 Draft Budget**

	<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>	% inc.
6000 · Compensation				
6010 · Regular Pay	410,908	421,450	447,677	6%
6020 · Overtime	10,000	15,000	15,000	0%
6030 · FICA	32,199	33,388	35,395	6%
6040 · Health Insurance	86,499	107,361	118,433	10%
6050 · Pension	44,912	46,054	62,675	36%
6060 · Workers Comp	40,000	26,000	30,000	15%
ARPA Funded				
Total 6000 · Compensation	<b>624,518</b>	<b>649,253</b>	<b>709,180</b>	9%
6110 · Tuition Reimbursement	3,500	1,000	1,000	0%
6120 · Uniforms	4,000	5,000	10,000	100%
6140 · Professional Development	2,000	2,000	5,000	150%
6350 · Internet Access	3,000	3,000	3,000	0%
6420 · Computer Expense	-	-	-	
6620 · Fuel	20,000	20,000	20,000	0%
6640 · Vehicle Repairs and Maint.	20,000	20,000	20,000	0%
6670 · Equipment Maintenance	10,000	10,000	15,000	50%
6710 · Building Maintenance	50,000	50,000	60,000	20%
6720 · Grounds Maintenance	30,000	30,000	40,000	33%
6740 · Street Lights	50,000	50,000	50,000	0%
6750 · Sanitation Contract	250,000	300,000	325,000	8%
6760 · Landfill Fees	15,000	15,000	15,000	0%
6770 · Building Supplies	12,000	12,000	12,000	0%
6790 · Janitorial Services	36,000	25,000	25,000	0%
6835 · Travel	500	1,500	1,500	0%
6860 · Shop Supplies	2,000	2,000	3,000	50%
6890 · Utilities	28,000	28,000	28,000	0%
Subtotal	<b>1,160,518</b>	<b>1,223,753</b>	<b>1,342,680</b>	10%
6970 · Capital Outlay				
6979 · Highway User Projects	150,000	150,000	150,000	
6970 · Capital Outlay - Other	-	-	150,000	
Total 6970 · Capital Outlay	<b>150,000</b>	<b>150,000</b>	<b>300,000</b>	100%
<b>Total Expense</b>	<b><u>1,310,518</u></b>	<b><u>1,373,753</u></b>	<b><u>1,642,680</u></b>	20%

**Town of Bladensburg  
Budget Overview**

	Feb YTD	FY 26 Budget	% Expended	FY27 Budget
<b>Income</b>				
4000 · Property Taxes				
4020 · Real Estate Taxes	4,826,447	5,034,415	96%	5,250,487
4040 · Business Personal Property Tax	663,345	950,000	70%	1,000,000
4060 · Personal Property Tax - Other	426,683	390,000	109%	425,000
Total 4000 · Property Taxes	5,916,475	6,374,415	93%	6,675,487
4100 · Income Tax	347,548	650,000	53%	700,000
4200 · Other Local Taxes				
4220 · Admissions and Amusement Tax		20,000		5,000
Total 4200 · Other Local Taxes		20,000		5,000
4300 · Licenses and Permits				
4310 · Local Business Licenses	14,964	110,000	14%	100,000
4320 · County Traders License	3,937	15,000	26%	5,000
4370 · Cable Franchise Fees	41,580	80,000	52%	90,000
Total 4300 · Licenses and Permits	60,481	205,000	30%	195,000
4400 · Federal Funding				
4410 · Federal Earmark		1,000,000		
4400 · Federal Funding - Other		500,000		
Total 4400 · Federal Funding		1,500,000		
4500 · State Funding				
4510 · Highway User Revenues	89,259	327,766	27%	324,000
4520 · Police Aid	165,402	325,380	51%	330,000
4540 · Police Grants	135,920		100%	105,000
4550 · Bond Bill		1,200,000		
Total 4500 · State Funding	390,581	1,853,146	21%	759,000
4600 · County Funding				
4620 · County Disposal Fee Rebate		22,484		22,485
4640 · Bank Stock		2,372		2,372
Total 4600 · County Funding		24,856		24,857
4700 · Service Charges				
4720 · Local Fines/Fees	77,291	40,000	193%	40,000
4730 · Copier Fees	20	3,000	1%	2,000
4740 · Fingerprinting	459	1,000	46%	1,000
4760 · Reimbursements	85		100%	
4770 · Automated Traffic Enforcement	373,696	1,097,545	34%	800,000
4780 · Red Light Camera	614,255		100%	900,000
Total 4700 · Service Charges	1,065,806	1,141,545	93%	1,743,000
4800 · Other Revenues				
4810 · Insurance Reimbursement	103,792	50,000	208%	20,000
4820 · Bus Shelter Advertising	1,017			
4830 · Property Rental	26,250	42,000	63%	45,000
4840 · Vehicle Deployment	16,200	28,200	57%	24,000
4870 · Misc. Revenues	7,511	2,000	376%	5,000
4880 · Interest Earned	106,389	250,000	43%	180,000
4800 · Other Revenues - Other	1,641			
Total 4800 · Other Revenues	262,800	372,200	71%	274,000
4900 · Restricted Revenues				
4910 · ARPA Funded Projects	3,000			
4950 · Community Legacy - Restricted				
4960 · CDBG Construction Grant	228,166	188,750	121%	
4970 · Other Grants	20,750	49,000	42%	
4900 · Restricted Revenues - Other				
Total 4900 · Restricted Revenues	251,916	237,750	106%	
<b>Total Income</b>	<b>8,295,607</b>	<b>12,378,912</b>	<b>67%</b>	<b>10,376,344</b>
<b>Gross Profit</b>	<b>8,295,607</b>	<b>12,378,912</b>	<b>67%</b>	<b>10,376,344</b>
<b>Expense</b>				
6000 · Compensation				
6010 · Regular Pay	3,038,500	4,379,471	69%	4,874,820
6020 · Overtime	312,234	426,000	73%	470,000
6030 · FICA	245,504	367,092	67%	408,879
6040 · Health Insurance	624,286	924,408	68%	986,785
6050 · Pension	398,015	473,244	84%	661,824
6060 · Workers Comp	170,576	258,000	66%	272,000
Total 6000 · Compensation	4,789,115	6,828,215	70%	7,674,308
6100 · Tuition Reimbursement	1,272	23,000	6%	18,000
6120 · Uniforms	34,465	85,000	41%	60,000
6130 · Recruitment	3,646	16,000	23%	16,000
6140 · Professional Development				
6145 · Council Business Development	8,978	30,000	30%	30,000
6140 · Professional Development - Other	14,243	59,000	24%	62,000
Total 6140 · Professional Development	23,221	89,000	26%	92,000
6150 · Payroll Service	7,205	10,000	72%	11,000
6160 · Employee Recognition	6,930	25,000	28%	30,000
6210 · Council Projects		2,500		2,500
6220 · Community Initiatives				
6223 · Food Assistance	10,000		100%	10,000
Total 6220 · Community Initiatives	10,000		100%	10,000
6225 · Community Grants				
6226 · Fire Department Donation	21,667	50,000	43%	50,000
6227 · Scholarships		5,000		5,000
6225 · Community Grants - Other	2,000	12,000	17%	10,000

**Town of Bladensburg  
Budget Overview**

	Feb YTD	FY 26 Budget	% Expended	FY27 Budget
Total 6225 · Community Grants	23,667	67,000	35%	65,000
6230 · Community Events	72,073	90,000	80%	80,000
6235 · Senior Citizen Projects	3,000	4,500	67%	4,500
6240 · Memorials		2,000		
6255 · Town Meetings	7,965	11,000	72%	10,000
6260 · Transportation		60,000		50,000
6270 · Historic Promotion	2,414	2,402	101%	2,402
6310 · Telephone	16,082	32,000	50%	16,000
6320 · Wireless Communications	37,571	60,000	63%	70,000
6330 · Communications Contracts	47,494	40,000	119%	47,000
6350 · Internet Access	5,837	10,000	58%	10,000
6420 · Computer Expense	13,538	40,000	34%	30,000
6440 · IT Support	66,400	100,000	66%	100,000
6460 · Software Contract	60,243	87,000	69%	90,000
6510 · Audit	21,000	15,000	140%	25,000
6520 · Bank Charges	2,502	5,000	50%	5,000
6530 · Bad Debts	2,858	8,000	36%	8,000
6545 · Insurance - Auto	57,656	70,000	82%	80,000
6550 · Insurance - Liability	69,160	79,000	88%	96,000
6560 · Legal	22,593	40,000	56%	40,000
6570 · Equipment Lease	17,383	18,000	97%	24,000
6580 · Contractual Services	183,626	245,000	75%	240,000
6590 · Automated Traffic Enforcement	70,329	125,000	56%	125,000
6620 · Fuel	80,898	135,000	60%	145,000
6640 · Vehicle Repairs and Maintenance	50,938	60,000	85%	70,000
6650 · Vehicle Body Repairs	20,212	25,000	81%	25,000
6670 · Equipment Maintenance	12,827	10,000	128%	15,000
6680 · Weapon Repairs and Supplies	5,313	15,000	35%	15,000
6710 · Building Maintenance	28,409	50,000	57%	60,000
6720 · Grounds Maintenance	20,380	30,000	68%	40,000
6740 · Street Lights	31,890	50,000	64%	50,000
6750 · Sanitation Contract	183,800	300,000	61%	325,000
6760 · Landfill Fees	5,326	15,000	36%	15,000
6770 · Building Supplies	3,105	12,000	26%	12,000
6790 · Janitorial Services	15,600	25,000	62%	25,000
6810 · Advertising	10,126	30,000	34%	25,000
6820 · Website		4,000		4,000
6825 · Membership	11,600	32,000	36%	29,500
6835 · Travel	8,333	29,000	29%	35,500
6850 · Office Supplies	15,026	25,000	60%	25,000
6855 · Postage	4,646	7,000	66%	8,000
6860 · Shop Supplies	1,503	2,000	75%	3,000
6865 · Supplies	759	20,000	4%	20,000
6870 · K9 Supplies	9,488	15,000	63%	15,000
6880 · Election Costs	25,615	8,000	320%	10,000
6885 · Finger Printing	1,318	1,000	132%	2,000
6890 · Utilities	37,688	55,000	69%	56,000
6900 · Grants - Restricted				
6920 · Community Legacy				
6925 · State Bond Bill Expenditures				
6930 · CDBG	351,282	188,750	186%	
6935 · Other Grants	169,635			
6940 · Highway User Projects	125,862		100%	
6900 · Grants - Restricted - Other				
Total 6900 · Grants - Restricted	<u>646,779</u>	<u>188,750</u>	<u>343%</u>	
Total Expense	<u>6,910,914</u>	<u>9,433,367</u>	<u>73%</u>	<u>10,161,710</u>
Net Ordinary Income	1,384,693	2,945,545	47%	214,634
6950 · Debt Service				
6960 · Debt Service - Interest		18,000		
6970 · Capital Outlay				
6972 · Long Term Capital Projects	79,826	2,200,000	4%	
6979 · Highway User Projects	48,828	150,000	33%	150,000
6970 · Capital Outlay - Other	190,502	577,545	33%	370,000
Total 6970 · Capital Outlay	<u>319,156</u>	<u>2,927,545</u>	<u>11%</u>	<u>520,000</u>
Net Income	<u>1,065,537</u>	<u>-</u>	<u>100%</u>	<u>-305,366</u>



# Agenda Item Summary Report

<b>Meeting Date:</b> March 2, 2026	<b>Submitted by:</b> Michelle Bailey Hedgepeth, Town Administrator
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**Item Title: Strategic Plan Update | Close Out – March 2026**

This item is a presentation on the DRAFT closeout of the Strategic Plan 2016-2021.

<b>Work Session Item</b> [X ] <b>Council Meeting Item</b> [X]	<b>Documentation Attached:</b> Strategic Plan 2016-2021 Closeout Report Strategic Plan 2016-2021
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**Recommended Action:**

This has been provided for Council consideration, and staff have reviewed the document and provided some updates to the previous plan. Council and public input are desired on this item.

**Summary:** The Town of Bladensburg's **2016-2021 Strategic Plan** established key priorities in **Economic Development, Public Safety, Infrastructure, and Collaboration and partnerships**, serving as a guiding framework for decision-making and resource allocation. Due to the pandemic and management transitions, several initiatives were delayed or adapted, necessitating a formal review of accomplishments and remaining priorities.

The closeout Strategic Plan Report will provide a roadmap for Bladensburg’s next steps and provide overdue closure on this project, which was delayed by the pandemic.

Why closeout the Strategic Plan 2016-2021 report?

The Council has changed significantly since the original plan was drafted. At that time, the Town adopted the following, which should be reviewed and updated by the Town Council periodically. Below is the current set of Core Values.

*Town of Bladensburg*

Core Values – 2016 – Present

**Mission:** The Town of Bladensburg is a vibrant and exciting destination that offers superior services and opportunities to all community stakeholders in a clean and safe environment, promoting redevelopment, investment, and diversity.

**Vision:** Bladensburg is an ethical and responsive government that provides high-quality customer service, committed to creating a culturally and economically viable community.

**Core Values:** Bladensburg CARES exemplifies the values we hold in delivering excellent public service to residents, property owners, and stakeholders of the Town. Collaboration – We value effective partnerships.

- Accountability – We recognize our individual and collective roles and responsibilities for service and program delivery.
- Responsiveness – We value prompt customer service.
- Ethics and Efficiency – We are ethical and efficient in our operations.
- Service Excellence to the Community – We value efficient, high-quality service in everything we do.

**Next Steps:**

1. **Council Input** on the Strategic Plan review and update process.
2. **Approve Closeout Report at March 9, 2026 Meeting**
3. **Budget for new Strategic Plan in FY 2027**
4. **Move Forward on the process for implementation and Action**

Council approval is requested to proceed with these steps, ensuring Bladensburg continues to build on past successes and effectively plans for the future. This summary is intended to provide background information and facilitate Council questions.

<b>Budgeted Item:</b> Yes [ ] No [ ] NA <b>Budgeted Amount:</b> <b>One-Time Cost:</b> TBD <b>Ongoing Cost:</b> NA	<b>Continued Date:</b>
<b>Council Priority:</b> Yes [ ] No [ ]	<b>Approved Date:</b>



**(2016 - 2021)**

# STRATEGIC PLAN CLOSEOUT REPORT

**Prepared:**

March 2026

**Submitted By:**

Michelle Bailey-Hedgepeth  
*Town Administrator*



# TOWN COUNCIL INFORMATION



# MESSAGE FROM THE TOWN ADMINISTRATOR

Dear Mayor, Town Council, and the residents of Bladensburg,

The Town of Bladensburg's 2016–2021 Strategic Plan established key priorities in Economic Development, Public Safety, Infrastructure, and Collaboration and Partnerships, providing an essential framework to guide policy direction, operational focus, and resource allocation. Over the course of the plan period, the Town experienced significant disruption, including the COVID-19 pandemic and management transitions, which delayed, modified, or incorporated several initiatives into ongoing operational work.

To ensure transparency and accountability, staff conducted a formal review of accomplishments and outstanding priorities. Draft updates were presented to the Town Council in February 2025 and September 2025 to support discussion and refinement of the closeout approach.

This document represents the formal closeout of the 2016–2021 Strategic Plan and is intended to provide a clear assessment of progress, identify initiatives that remain in progress, and establish the foundation for the Town's next strategic planning cycle. Closing out the prior plan will allow the Council to initiate a new process that better aligns community goals, organizational priorities, funding strategies, and implementation timelines.

As the Town moves forward, this work is grounded in the Town's Core Values and the principles of Bladensburg CARES, which emphasize service excellence, accountability, responsiveness, equity, and stewardship. These guiding principles will continue to shape the Town's approach to strategic planning, community engagement, and long-term decision-making.

Over the last two and a half years, I have worked to close out many of the Town's goals, actions, and priorities. This report has provided an opportunity to celebrate accomplishments, reassess what could be done differently, and reflect on where the Town should be in 2035. I have provided a roadmap; the journey is yours to take. Respectfully submitted,

Michelle Bailey Hedgepeth, Town Administrator



01

# EXECUTIVE SUMMARY

The closeout review indicates that the Town made substantial progress across all four goal areas, with several initiatives completed, many continuing as ongoing operational priorities, and a limited number requiring renewed focus during the next strategic planning cycle.

Key findings include:

- **Economic Development:** Significant momentum was achieved through the hiring of an economic development consultant, formation of regional partnerships, redevelopment planning, and advancement of cultural and signature events. Many initiatives remain ongoing due to their long-term nature.
- **Public Safety:** Major policy improvements and facility planning occurred, including adoption of a new Property Maintenance Code and integration of infrastructure-related safety initiatives such as lighting and pedestrian improvements.
- **Infrastructure:** The Town completed baseline assessments, secured funding for capital improvements, implemented roadway and safety upgrades, and advanced gateway enhancements. Development of a Complete Streets framework remains a future priority.
- **Collaboration and Partnerships:** Strong progress was made in intergovernmental coordination, educational outreach, cultural programming, and communications expansion, with multiple initiatives fully completed.

Overall, the Strategic Plan successfully guided investment, partnerships, and operational priorities despite disruptions caused by COVID-19. The closeout highlights the need for a refreshed strategic framework that integrates capital planning, economic redevelopment, service delivery, and community engagement into a unified long-range vision.

02

# CORE VALUES

The Council has changed significantly since the original plan was drafted. At that time, the Town adopted the following, which should be reviewed and updated by the Town Council periodically.

Below is the current set of Core Values. Bladensburg CARES exemplifies the values we hold in delivering excellent public service to residents, property owners, and stakeholders of the Town.

**Mission**

The Town of Bladensburg is a vibrant and exciting destination that offers superior services and opportunities to all community stakeholders in a clean and safe environment, promoting redevelopment, investment, and diversity

**Collaboration**

We value effective partnerships

**Accountability**

We recognize our individual and collective roles and responsibilities for service and program delivery.

**Responsiveness**

We value prompt customer service

**Ethics and Efficiency**

We are ethical and efficient in our operations

**Service Excellence**

We value efficient, high-quality service in everything we do

**Vision**

Bladensburg is an ethical and responsive government that provides high-quality customer service, committed to creating a culturally and economically viable community.



# 03

## METHODOLOGY & OTHER FACTORS

The closeout report was developed through

Each strategy was categorized as Completed, In Progress, Ongoing, or Reassigned. The report provides an update for each area and action. Due to the Town's changing priorities, some items have been completed, and others have shifted as a result of the pandemic, which severely delayed some matters.

- ◆ **Review of strategic plan tracking worksheets**
- ◆ **Status updates from departments and partner agencies**
- ◆ **Evaluation of completed projects, policy adoptions, and program outcomes**
- ◆ **Identification of initiatives transitioned into ongoing operational work**
- ◆ **Identification of deferred or partially completed initiatives**

**04**

# GOAL A: ECONOMIC DEVELOPMENT

## Objective

Improve economic sustainability and redevelopment capacity

## Progress Highlights

- Engagement of an Economic Development consultant to guide redevelopment strategy
- Advancement of annexation analysis and corridor planning
- Legislative advocacy to expand municipal revenue tools
- Formation of regional economic partnerships, including Port Town collaborations
- Development of marketing initiatives and expansion of cultural tourism efforts
- Preservation initiatives related to historic assets.
- Expansion of signature community events and inclusive business policies

## Status Summary

- Majority of strategies: In Progress or Ongoing
- Nature of work reflects long-term redevelopment cycles rather than one-time completion

## Remaining Priorities

- Implementation of redevelopment policies
- Continued annexation strategy execution
- Business attraction tools and housing policy alignment
- Formal economic development implementation roadmap

Strategy	Status	Update
<p>Develop an economic development/redevelopment plan for key commercial areas in the Town (Coordinate with Collaboration and Partnerships, priority #10).</p>	<p>In Progress</p>	<p>The Town hired an ED Consultant in November 2023, and this person has taken steps to meet with Commercial Property owners. The Town revived the Business Roundtable in 2024, and the group has been meeting quarterly.</p>
<p>Identify and explore annexation alternatives and opportunities to expand the tax base of the Town.</p>	<p>In Progress</p>	<p>In 2023-2024, the Town updated previous material on Annexation, and we have worked on the annexation of county-owned parcels that will help expand the town's reach to other areas.</p>
<p>Work with the State legislators, Maryland National Capital Park and Planning, and Prince George’s County Planning Department to create and pass legislation that will provide Bladensburg with greater zoning and land use authority.</p>	<p>Ongoing and In Progress</p>	<p>Over the last few sessions, there has been legislation on this matter, and the Town has been supportive of these efforts. The Town will continue to support this matter.</p>
<p>Develop policies to attract quality housing opportunities.</p>	<p>In Progress</p>	<p>The Port Town Sector Plan, released in 2026, outlines opportunities and strategies for developing and redeveloping housing and mixed-use projects.</p>

Strategy	Status	Update
<p>Develop a marketing plan to promote and position Bladensburg as a commercial business destination, attract investment opportunities, and address job creation and workforce development.</p>	<p>In Progress</p>	<p>The BCCE Port Town CDC has been formed and met in Nov 2025 and Feb 2026. As part of their work, they assist the Town in marketing and developing materials for investments in jobs and the workforce. In 2025, the Town joined PGGDA Prince George's County Gateway Development Area). This group was formed to develop commercial and development issues in the Towns of Bladensburg, Colmar Manor, Cottage City, Mount Rainer, Brentwood, and North Brentwood.</p>
<p>Market and preserve the historic and cultural assets of the Town and region to attract visitors to Bladensburg.</p>	<p>In Progress</p>	<p>The work on the Bostwick house is underway. Bond Bill funding awarded in 2022 has been applied for access to funding while completing a portion of stabilization projects and the development of feasibility and use study. In May 2025, the Town held an outdoor event to invite people to the site and open it up as a place to gather and celebrate. Work with the Aman Memorial Trust has continued on opportunities to generate revenue so that Bostwick House can be more self-supporting.</p>

Strategy	Status	Update
Create and host an annual signature event for the Town.	Ongoing	This has been accomplished with the Independence Day and Bladensburg Day events. We have continued to work on various community events.
Develop inclusive policies, procedures, and programs that promote sustainability.	Ongoing	The Town has a series of policies and activities regarding green infrastructure and sustainability. The Town joined the Sustainable Maryland Program in 2019 and renewed in 2024. The Port Town is a Sustainable Community with DCHD. In 2024-2025, the Town was designated as a Tree City.
Develop and expand partnerships (local, regional, and state) that will support increased economic development	Ongoing	The BCCE Port Towns CDC has been formed, and projects have been funded by DCHD for a Façade Program and funding for wayfinding.



**05**

# GOAL AREA B: POLICE & PUBLIC SAFETY

## Objective

Use best practices to enhance public safety services and community trust

## Progress Highlights

- Advancement of police facility planning within broader Town Hall improvements.
- Expansion of community policing initiatives and outreach programs.
- Strengthened partnerships with regional safety stakeholders.
- Adoption of a new Property Maintenance Code.
- Safety initiatives integrated into infrastructure projects (lighting, pedestrian improvements).

## Status Summary

- Several initiatives | Completed
- Others transitioned into Infrastructure planning or ongoing operational work

## Remaining Priorities

- Facility modernization
- Data-driven policing strategies
- Continued neighborhood safety improvements

## Goal Area B: Police & Public Safety Update

Section 3, Item C.

Strategy	Status	Update
Expand the Police Department's facilities to better meet the needs of the department and the community.	In Progress	This is part of the overall Town Hall Plan. This will be moved to the new Strategic Plan as an action item.
Improve community-based policing and outreach to establish and build relationships.	Ongoing	The Town has developed community events and activities, and has a Community Services Division that organizes various events and activities that build relationships with our residents.
Develop and enhance partnerships with local, county, regional, and national public safety agencies, as determined by the needs of the community.	Ongoing	The Town has developed significant partnerships with state, local, and federal partners over the past few years.

## Goal Area B: Police & Public Safety Update

Section 3, Item C.

Strategy	Status	Update
Assess the need for additional street lighting.	Complete	The town has completed a plan for 57th Avenue lighting and has implemented Phase 1 and Phase 2 in late 2025 -2026.
Update the Property Maintenance Code to reflect the needs of the community.	Complete	New Property Maintenance Code adopted in May 2025. The Town has also begun the implementation of a new software package that will allow the Town to more effectively enforce items like Rental Licenses, Property Inspections, and follow up on other Code-related issues



06

# GOAL AREA C: INFRASTRUCTURE & ROADS

## Objective

Assess conditions and implement capital improvements supporting safety and quality of life

## Progress Highlights

- Completion of baseline infrastructure condition assessments.
- Securing bond and grant funding for capital projects.
- Continued pay-as-you-go improvements and roadway upgrades.
- Installation of safety enhancements, including LED signage and pedestrian improvements.
- Gateway and placemaking investments.

## Status Summary

- Multiple strategies | Completed
- Capital Improvement Plan Development | In Progress
- Complete Streets initiative: Limited progress/identification as future priority

## Remaining Priorities

- Formal CIP adoption and funding strategy
- Complete Streets framework
- Stormwater and resilience planning
- Traffic management strategy

## Goal Area C: Infrastructure & Roads Update

Section 3, Item C.

Strategy	Status	Update
<p>Conduct a baseline conditions assessment of all buildings and facilities owned by the Town</p>	<p>Completed</p>	<p>The Town has successfully secured Bond Bill funds and is working toward replacing the Town Hall and Police facilities. Neighborhood Design Center has been providing professional support for this project since 2023 and has completed the Town Hall Project assessment.</p>
<p>Advocate for the development of a Stormwater Management Plan.</p>	<p>Completed</p>	<p>Throughout COVID and over the last several years, the Town has engaged the County on the plan for the Quincy / Edmonston Channel Projects. In 2023, the Town entered into an MOU with Prince George's to provide \$500,000 in ARPA funds for this project.</p>
<p>Develop a Capital Improvement Plan to fund facilities maintenance, purchase equipment and construct new infrastructure.</p>	<p>In Progress</p>	<p>The Town has continued with Pay-Go projects, but over the last several years, it has been successful in securing capital and traffic improvement projects</p>
<p>Assess the need for traffic improvements, including traffic calming and safety alternatives for streets maintained by the Town.</p>	<p>Ongoing</p>	<p>In 2023-2024, the Town installed LED stop signs and crosswalks, and the Town has taken on pavement markings. The Town has sought and received funding for various infrastructure projects, including sidewalk replacements, street overlays, and green infrastructure planning.</p>

Strategy	Status	Update
<p>Create a sense of place for key gateways and development areas by identifying the highest and best uses and accompanying improvements, including signage, landscaping, lighting, street furniture, etc.</p>	<p>Ongoing</p>	<p>Over the last few years, the Town has replaced its gateway signage and improved the landscaping at the gateways. They have invested in new trash cans and installed benches at key bus stops and throughout the town. The Town has also installed additional community art benches and focused its efforts on Beautification.</p>
<p>Develop a Complete Streets Plan to support multi-modal transportation access and options (Coordinate with Police and Public Safety, priority #4).</p>	<p>In Progress</p>	<p>There has been some progress on this Complete Street Plan, and we have worked with our engineering team on critical infrastructure improvements.</p>
<p>Improve the connectivity of pedestrian and vehicle traffic through enhanced traffic safety measures (Coordinate with Infrastructure and Roads, priority #6).</p>	<p>In Progress</p>	<p>The Town has implemented and will implement several sidewalk and roadway projects. Since FY 2024, several more are planned by the SHA (State Highway Administration) through FY 2027</p>



07

# GOAL AREA D: COLLABORATION & PARTNERSHIPS

## Objective

- Cultivate new partnerships and strengthen existing relationships

## Progress Highlights

- Expanded coordination with county, state, and regional organizations.
- Growth in workforce and trade partnerships.
- Increased cultural programming and community events.
- Strengthened relationships with educational institutions.
- Major expansion of communications capacity and social media presence.
- Completion of several partnership-focused initiatives

## Status Summary

- High rate of Completed initiatives
- Remaining items transitioned into ongoing relationship management

## Remaining Priorities

- Institutionalizing partnership frameworks
- Leveraging partnerships for economic and capital funding
- Continued regional advocacy

## Goal Area D: Collaboration & Partnerships Update

Strategy	Status	Update
Work with and encourage the Maryland-National Capital Park and Planning to identify ways to promote Bladensburg waterfront recreational opportunities and increase the number of visitors to the park.	Ongoing	Staff and the Town Council have worked with MNCPPC to support and create new events and activities at Bladensburg Waterfront Park.
Partner with Prince George’s County and Maryland agencies to protect Bladensburg’s historic and cultural assets	Ongoing	The Town has been active with the County and other MD agencies on various historical sites. The Town has made significant steps and progress on the Bostwick House project.
Identify and build relationships to increase workforce development opportunities	In Progress	The Town has been active with the Trade School Project and is currently working with Employ Prince George's on workforce development activities within the Town. In 2021, the Town received a \$1M earmark towards the development of a facility and workforce training for Bladensburg and area residents.
Support the expansion of cultural events and celebrations, especially in the Town of Bladensburg.	Ongoing	The Town has developed cultural and community events with the addition of the marketing specialist. We have grown and expanded our outreach to the community.

## Goal Area D: Collaboration & Partnerships Update

Strategy	Status	Update
Increase and strengthen existing partnerships	Ongoing	The town has continued to strengthen all community and local partnerships
Improve and strengthen relationships with county, state, and federal legislatures and agencies.	Completed	Town Council and staff have worked to strengthen relationships with governmental partners through the engagement of a legislative consulting team, and in 2025, the Town compiled a formal report outlining the Town's Legislative Priorities over the last two years.
. Improve outreach to educational institutions and community organizations.	Completed	This has been an ongoing process for the Town and has worked collaboratively with schools and community organizations. The Town has successfully worked with UMD on various projects, including work with PALS (Student-led Projects), EFC (Environmental Finance Center), and the School of Architecture on Classes and events at Bostwick House.

## Goal Area D: Collaboration & Partnerships Update

Section 3, Item C.

Strategy	Status	Update
Expand social media networks and platforms to inform and promote outreach to residents and stakeholders.	Completed	In 2017, the Town hired a marketing specialist, and since then, this position has expanded the Town's reach on social media and engagement.
Partner with the Maryland-National Capital Park and Planning Commission and the Prince George's County Planning Department to develop a master plan for Bladensburg (Coordinate with Economic Development, priority #1	Completed	In 2022, the Town completed an Economic Development Study, and in 2023, the Town began the Port Towns Sector Plan that includes Bladensburg, Cottage City, Colmar Manor, and Edmonston. The Port Towns Sector Plan, completed in 2026, is now in the public comment phase.



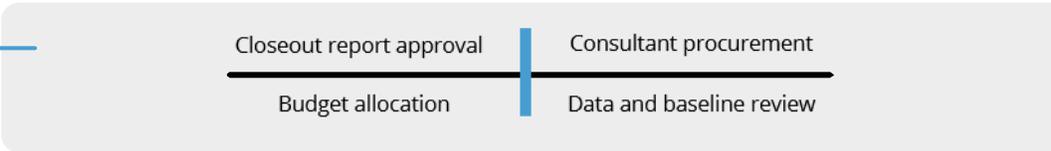
# STRATEGIC PLANNING PROCESS MAP & COMMUNITY INPUT



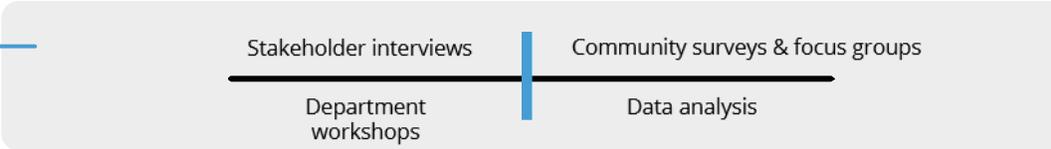
08

The next strategic planning cycle will build on lessons learned from the previous plan while strengthening community engagement and accountability for implementation.

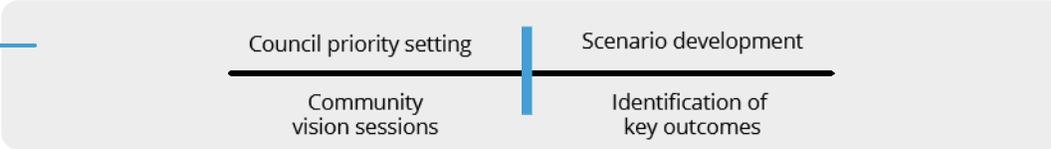
## Phase 1 - Preparation



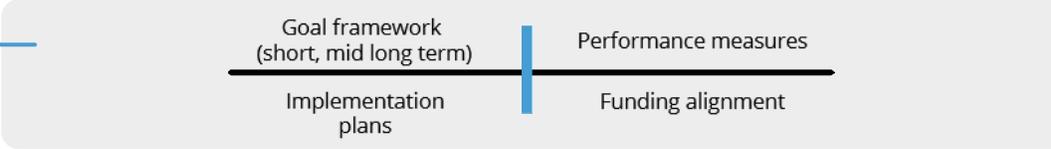
## Phase 2 - Discovery



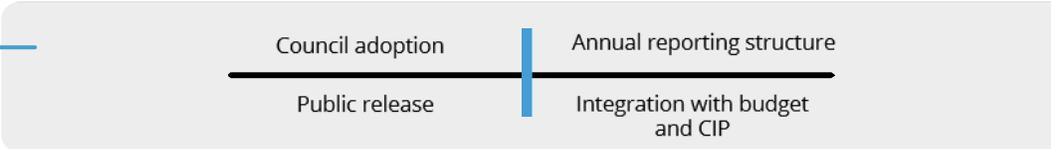
## Phase 3 - Visioning



## Phase 4 - Strategy Development



## Phase 5- Adoption & Implementation



09

# COMMUNITY INPUT APPROACH

Community input should directly shape priorities, metrics, and investment sequencing



Resident surveys (digital & paper)



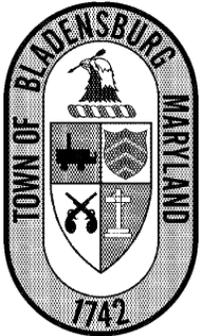
Resident surveys (digital & paper)



Youth engagement sessions



Interactive dashboards for transparency



Partner organization workshops



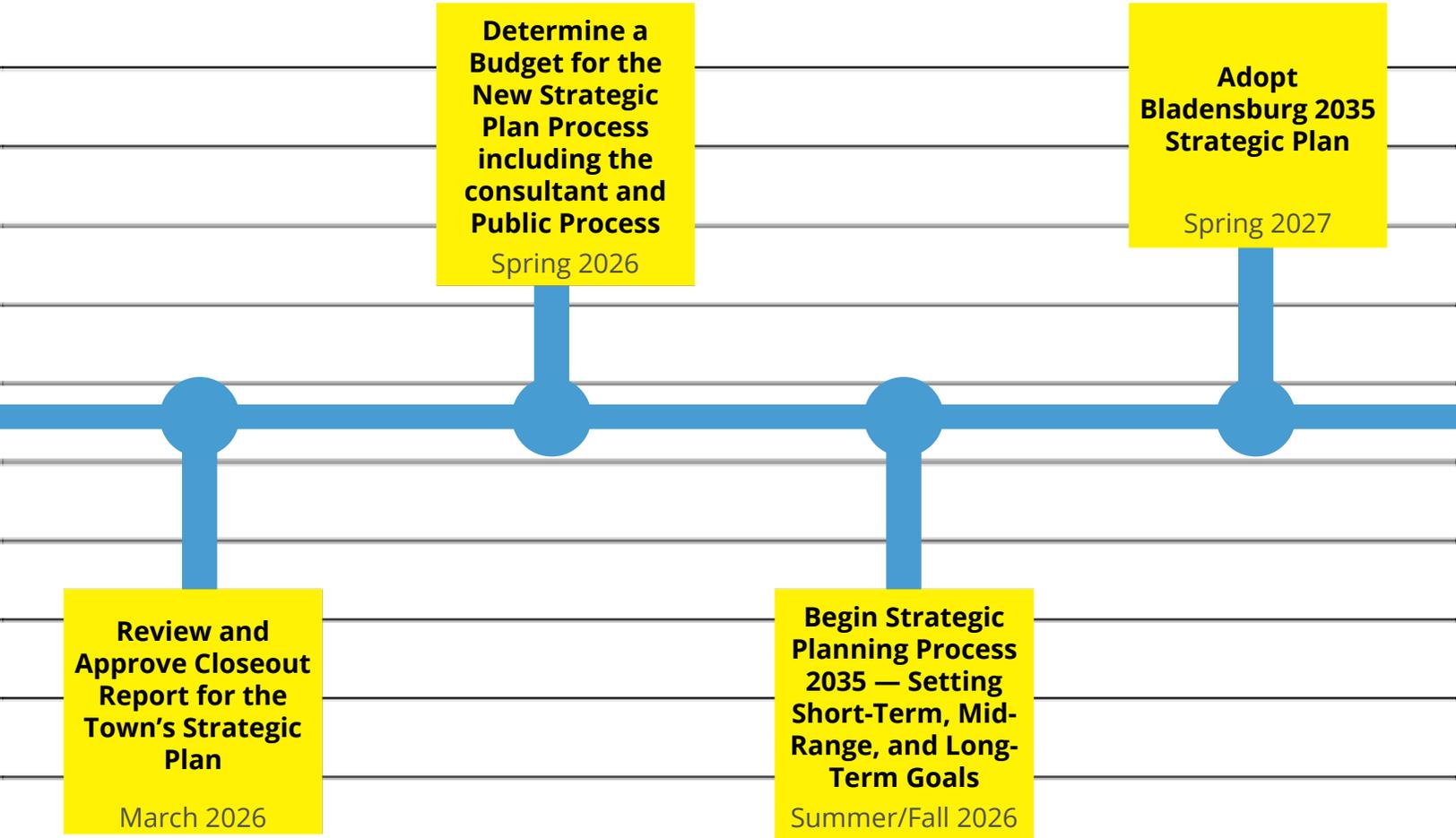
Multilingual outreach



Pop-up engagement at events

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# NEXT STEPS



The 2016–2021 Strategic Plan provided an effective framework that guided the Town through a period of disruption while advancing redevelopment, infrastructure investment, policy modernization, and partnerships. The closeout demonstrates measurable progress, confirms the maturation of several initiatives into ongoing operations, and identifies critical priorities that should anchor the next strategic planning cycle. A new strategic plan will allow the Town to align fiscal capacity, capital investment, service delivery, and community vision into a coordinated roadmap through 2035



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