



Tri County Council
For Western Maryland

FY 2023

WORK PLAN AND BUDGET

January 2023 – December 2023

December 2022

INTRODUCTION

The Tri-County Council for Western Maryland, Inc. (TCCWMD), operating as an Appalachian Regional Commission Local Development District and an Economic Development Administration Development District, represents a working partnership of federal, state, and local governments. Tri-County Council serves three counties and twenty-four municipalities.

The Council is a currently funded grantee of the Economic Development Administration and the Appalachian Regional Commission planning assistance funds. In conformance with their program guidelines, the Tri-County Council utilizes planning assistance funds for administrative expenses, which directly support the formulation and implementation of economic development programs. These economic development programs are designed to create or retain full-time permanent jobs and improve income characteristics, particularly for the unemployed and under-employed, in the most distressed areas of the region.

The work program of the organization is specifically designed to enhance the quality of economic development activities in the region, strengthen relationships among the various units of local government, and enhance public awareness. This strategy will be achieved by the delivery of quality economic development activities and products in a timely manner and by coordinating the goals, objectives, and programs of Tri-County Council with other agencies in Western Maryland.

The Tri-County Council will employ a staff of seven persons to develop and coordinate the work activities directed by the governing body. The core staff will consist of an Executive Director, Assistant Director, Fiscal Director, Business Development Analyst, Business Development Loan Officer, Business and Program Planner, and an Economic Development Planner.

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PURPOSE, GOALS, AND OBJECTIVES

PURPOSE, GOALS, AND OBJECTIVES

The purpose of the Tri-County Council shall be to complement and support local government within the tri-county region. The Tri-County Council will support local governments in the areas of economic development, tourism promotion and intergovernmental cooperation.

The two primary goals of the work program are to:

- 1) Carry out a comprehensive economic development planning effort for the region.
- 2) Provide a forum to resolve issues that transcend traditional political boundaries and foster intergovernmental cooperation.

In support of these primary goals, the specific objectives of the work program are:

- 1) To assist local jurisdictions in the development of economic development strategies, public works project applications and related technical assistance, specifically designed to increase job opportunities and ultimately increase the median family income for the region.
- 2) To coordinate economic development planning activities and programs within the three-county region with various State and Federal agencies.
- 3) To provide project management capabilities to local jurisdictions and special districts when required in order to facilitate the delivery of services and improve the quality of economic development activities in the area.
- 4) To support businesses and industries locating or expanding within the three-county region, and coordinate these activities with other agencies, such as County and City economic development departments.
- 5) To provide services to local jurisdictions when to do so will improve the quality of those services and reduce the expenditures of tax dollars.
- 6) Promote intergovernmental cooperation within the region and work with the various local governments and agencies toward achieving greater effectiveness and efficiency and solving area-wide problems.

WORK PLAN GOALS

The Tri-County Council for Western Maryland Work Program supports the following Maryland ARC Goals.

Goal 1: Economic Opportunities

Invest in entrepreneurial and business development strategies that strengthen Appalachia's economy.

Goal 2: Ready Workforce

Improve the education, knowledge, skills, and health of residents to work and succeed in Appalachia.

Goal 3: Critical Infrastructure

Invest in critical infrastructure—especially broadband; transportation, including the Appalachian Development Highway System; and water/wastewater systems.

Goal 4: Natural and Cultural Assets

Strengthen Appalachia's community and economic development potential by leveraging the Region's natural and cultural heritage assets.

Goal 5: Leadership and Community Capacity

Build the capacity and skills of current and next-generation leaders and organizations to innovate, collaborate, and advance community and economic development.

The Goals, Objectives, and Strategies are cited for each project in the Annual Investment Package. The Local Development District's work activities described herein represent strategies for achieving the goals and objectives within each work plan component of Planning, Community and Economic Development Activities, Technical Assistance, Performance Measurement, and Agency Administration.

ORGANIZATIONAL CHART / AGENCY AFFILIATION

Federal and State Agency Relationships and Affiliations

Administrative & Planning Funding

Appalachian Regional Commission
US Department of Commerce Economic Development Administration
Maryland Department of Commerce
Maryland Transit Administration
Rural Maryland Council – Rural Maryland Prosperity Investment Fund

Program Affiliation and Program Funding Agencies

Revolving Loan Fund	Appalachian Regional Commission, US Department of Commerce Economic Development Administration, USDA Rural Development, Maryland Department of Commerce, the Maryland Video Lottery Terminal Small, Minority and Woman-Owned Business Account, National Association of Development Organizations, National Association of Development Companies, and the Rural Maryland Council – Rural Maryland Prosperity Investment Fund
Business Assistance	Small Business Development Center and the Rural Maryland Council – Rural Maryland Prosperity Investment Fund
Grants	Appalachian Regional Commission, US Department of Commerce Economic Development Administration, Maryland Department of Commerce, Maryland Transit Administration, Rural Maryland Council
Data Center	Maryland Department of Planning, U.S. Bureau of Census



Council Membership

Executive Committee

Executive Director

Leanne Mazer
leanne@tccwmd.org

Assistant Director

Guy Winterberg
guy@tccwmd.org

Economic Development Planner

Amy Jacobs
ajacobs@tccwmd.org

Business and Program Planner

Ryan Davis
rdavis@tccwmd.org

Business Development Analyst

Christie Wakefield
cwakefield@tccwmd.org

Business Development Loan Officer

Chris Funk
cfunk@tccwmd.org

Fiscal Director

Darlene Steyer, CPA
dsteyer@tccwmd.org

Tri-County Council Membership – 29 Members (26 Voting and 3 Non-Voting)
Includes local elected officials, county economic development staff, private sector members-at-large, and the Western Maryland Delegation

DISTRICT ORGANIZATION REPRESENTATION
FY 2022

Chairman	Jake Shade, County Commissioner, Allegany County
Vice-Chairman	Jim Hinebaugh, County Commissioner, Garrett County
Secretary/Treasurer	Jeff Cline, County Commissioner, Washington County

	APPOINTED	EMPLOYMENT/ POSITION	ELECTED OFFICIAL
Allegany County Representing County			
Jake Shade	2014	County Commissioner	Yes
Creade Brodie	2019	County Commissioner	Yes
David Nedved	2017	Econ & Com Dev	No
Allegany County Representing Municipal			
Eugene Frazier	2018	Cumberland Council	Yes
Vacant			
Allegany County-At Large			
Robert Smith	1999	Private Sector	No
Stephen Nelson	2011	Private Sector	No
Garrett County Representing County			
James Hinebaugh	2014	County Commissioner	Yes
Larry Tichnell	2014	County Commissioner	Yes
Kim Durst	2020	Economic Development	No
Garrett County Representing Municipal			
Spencer Schlosnagle	2011	Mayor of Friendsville	Yes
Jay Moyer	2015	Mayor of Oakland	Yes
Garrett County-At Large			
Jonathan Kessler	2013	Private Sector	No
Merlin Beitzel	2015	Private Sector	No

**Washington County
Representing County**

Jeff Cline	2008	County Commissioner	Yes
Wayne Keefer	2018	County Commissioner	Yes
Linda Spence	2018	Business Development	No

**Washington County
Representing Municipal**

Howard Long	2018	Boonsboro Mayor	Yes
Donnie Stotemyer	2011	Town of Williamsport	No

Washington County-At Large

Roger Fairbourn	2012	Private Sector	No
Jack Miller	2013	Private Sector	No

WESTERN MARYLAND LEGISLATIVE DELEGATION

Senator George C. Edwards – Voting
Senator Paul Corderman – Voting

Delegate Wendell R. Beitzel – Voting
Delegate Jason C. Buckel – Voting
Delegate Neil C. Parrott – Voting

Delegate Michael W. McKay – Non-voting
Delegate William J. Wivell – Non-voting
Delegate Brenda Thiam – Non-voting

2022 Committees

Executive Committee

Providing management oversight for the Council's day to day operations

Jake Shade	Chairman	Allegany County Commissioner
Jim Hinebaugh	Vice Chairman	Garrett County Commissioner
Jeff Cline	Secretary/Treas.	Washington County Commissioner

Western Maryland Revolving Loan Fund Committee (RLF)

Providing oversight to the management of the Council's nine revolving loan funds

David Nedved	Allegany County Economic & Community Development
Al Delia	Frostburg State University
Jeff McCauley	Clear Mountain Bank
Tracey Bemiller	BB&T
Ronald Brezler	United Bank
Beverly Sines	First United Bank & Trust
John Will	Standard Bank
Brian Selders	First United Bank & Trust
Lucas Cade	First Energy
Julie Yoder	Garrett College

State Lottery Terminal Fund (SLoT)

Loan Review Committee

John Will	Standard Bank
Julie Peterson	First United Bank and Trust
Ronald Brezler	United Bank
Bob Brennan	MEDCO
Steve McHenry	MARBIDCO

Planning and Projects Committee

Roger Fairbourn, Chair	Private Sector
David Cotton	Maryland Department of Planning
Stu Czapski	Cumberland Economic Development Corporation
Kim Durst	Garrett County Department of Business Development
Jeremy Irons	Private Sector
Karen Johnson	Private Sector
Jonathan Kessler	Private Sector
Steve MacGray	Private Sector
Jeff McKenzie	Private Sector
Jack Miller	Private Sector
David Nedved	Allegany County Economic & Community Development
Stephen Nelson	Private Sector
Andrew Sargent	Maryland Department of Commerce
Spencer Schlosnagle	Mayor, Town of Friendsville
Cindy Sharon	Garrett County Finance Department
Robert Smith	Private Sector
Linda Spence	Washington County Dept. of Business Development
Elizabeth Stahlman	City of Frostburg
Staff	
Guy Winterberg	Assistant Director
Amy Jacobs	Planner

WORKPLAN ELEMENTS

PLANNING ACTIVITIES

The Tri-County Council for Western Maryland shall engage in planning activities in response to the needs of our member governments and their constituents during the program year. These activities provide the foundation of our Strategic Plans.

1. Appalachian Maryland State Implementing Strategy Statement – ARC

TCCWMD represents the only local development district in Maryland and therefore supports the entire Appalachian Maryland region. As a result, the TCCWMD staff work closely to assist the State Program Manager and the State Alternate to coordinate the development of the annual strategy statement. The implementing strategy consists of the following elements:

- Introduction
- Strategic Goals and Objectives
- Project review and selection process

Output Measurable:

- Assist State Program Manager with input to the Strategy Statement – March - July, 2023
- Assist State Program Manager with contacts and meetings – March - July, 2023

2. Comprehensive Economic Development Strategy – ARC, MD DOC, EDA

As the designated Economic Development District for Western Maryland, the Council is responsible for completing a Comprehensive Economic Development Strategy (CEDS). This document serves as a five-year plan and is required in order for Western Maryland to be eligible for project funding from EDA. Every five years the Council undergoes a series of public meetings, surveys and outreach to gain insight from the public on economic drivers to complete a five-year plan, which is then updated annually. The current CEDS in place will serve from 2023-2027.

Outputs Measurable:

- Complete Projects Committee meetings – January – December, 2023
- Updated CEDS Document – November 2023
- CEDS update approved by TCC Board of Directors – December 2023
- Completed GPRA – December 2023
- Submit major changes to the CEDS to EDA – December 31, 2023

3. Consortium of Regional Councils in Maryland – MD DOC, EDA

TCCWMD works with the Rural Maryland Council and the four other Regional Councils on the Eastern Shore and Southern Maryland. The communication between these Councils allows for a united view on several issues common to rural Maryland.

Outputs Measurable:

- Support the work of the Maryland Broadband Cooperative
- Support the work of the Rural Maryland Council
- Maintain effective communications with the Consortium and the Western Maryland Delegation during the General Assembly session
- Maintain effective communications with the Congressional Delegation on issues relevant to the region and the State

4. Maryland Transit Administration – MTA, EDA

Tri County Council for Western Maryland, Inc. serves as a Regional Coordinating Body for the Maryland Transit Administration. The Council represents Western Maryland and includes Garrett, Allegany, and Washington Counties as well as rural parts of Frederick County and has the responsibility under the provisions of the Fixing America's Surface Transportation Act (FAST Act) for developing and carrying out a continuing, cooperative, and comprehensive transportation process for the region. With funding from the Federal Transit Administration, the MTA will disburse these funds to successful applicants who qualify for the 5310 Program.

Projects funded through this program must be derived from coordinated public transit-human services transportation plans for the respective region. The development of the Western Maryland Coordinated Transportation Plan has provided a framework for future regional coordinated planning activities and has resulted in a partnership between the MTA and Tri-County Council for Western Maryland. The Council provides technical assistance to applicants applying for transportation related grants and is responsible for determining that projects requesting funds are consistent with the regionally adopted long-range transportation plan. Furthermore, the Council coordinates the local review committee to review, score, and forward the applications to MTA for consideration.

The Council will provide information on the region's unmet transportation needs and issues as well as aid in the coordination of services among the region's providers. Some examples include limited transportation options for those who live outside the fixed-route service areas, long distance medical transportation, limited options for dialysis trips, limited options for 2nd and 3rd shift jobs, access to paratransit vehicles that can operate over difficult terrain, marketing of services, and educating clients and advocates on how to use transportation services. Other duties include attendance of meetings in Hanover, MD, assistance with the logistics for regional meetings, participation in regional and local meetings, and attendance of the annual Transportation Association of Maryland conference.

Outputs Measurable:

- Work with MTA on updates of the regional transportation plan
- Convene local MTA review board to review 5310 applications
- Make recommendations and forward documentation to MTA for funding consideration
- Attend meetings for MTA regional review
- Attend regional and local transportation committee workgroup meetings.

COMMUNITY AND ECONOMIC DEVELOPMENT

1. Infrastructure – ARC, EDA & MD DOC

a. Project Administration

When appropriate, TCCWMD staff assists local project applicants with grant sourcing, application development and coordination with state and federal agencies. TCCWMD will continue to provide coordination for projects listed in FY 2022 and FY 2023 Project Package as well as those projects invited outside of those lists, including EDA projects.

Outputs Measurable:

- Application assistance and administration of projects - as needed
- Monitor project application and implementation progress – ongoing

b. Annual Investment Package

TCCWMD staff begins preparing the Annual Project Package in February of each year. Meetings are generally held on an as needed basis with all three Counties and a process is implemented to ensure the most important projects of the region are given priority. After projects are ranked and reviewed by the Commissioners in each of the Counties, they are then passed on to the Council staff for review, regional ranking, and inclusion into the ARC annual Project Package which is presented to the Council membership for review and approval.

Outputs Measurable:

- Completed FY 2023 Investment Package – July 1, 2023
- Attend County public meetings, as requested
- Projects Committee Meetings
- Invite projects – August 2023

2. Local Capacity Development – ARC, EDA, & MD DOC

a. TCCWMD Digital Outreach

Tri-County Council maintains the www.tccwmd.org website so that up-to-date information can be made available to the public in a real time manner. The site also houses the current TCCWMD planning documents.

The “Council Connection” is an electronic newsletter published regularly by the Council. It provides timely information about grant announcements/opportunities, meeting notices, and RLF testimonials. This newsletter currently goes to over 700 recipients across the region. A second newsletter designed for commercial lenders currently goes to over 100 recipients across the region.

Outputs Measurable:

- Maintain TCCWMD website
- Maintain the Western Maryland Economic Future Investment Fund Website
- Provide CEDS, Appalachian Maryland Development Plan (AMDP), Annual Investment Package, and Strategy Statement on-line
- Distribute monthly electronic newsletter
- Expand the newsletter for regional lenders
- Provide online forms for applications to ARC

b. Workshops and Training

TCCWMD works with several federal and state agencies to host workshops and training via satellite downlink and in real time. During this program year, the TCCWMD expects to continue providing these opportunities to Western Maryland as they are available.

Outputs Measurable:

- Market and host regional meetings, as available.

3. Economic Growth – ARC, EDA and MD DOC

a. Tri-County Council Revolving Loan Fund (RLF)

Tri-County Council continues to manage a successful revolving loan fund program targeted to business and industry located in Western Maryland. The RLF program will provide additional opportunities for businesses to utilize low interest public financing.

TCCWMD utilizes an independent loan review board, which makes lending decisions and establishes terms and conditions. Staff acts to disseminate information on the program, assists in the preparation of applications to the loan committee, and recommends on the suitability of the project.

The Executive Director is also responsible for all reporting procedures as required by EDA, ARC, and the State of Maryland.

Outputs Measurable:

- Increase marketing of the fund via newsletter and other methods
- Visit existing clients to conduct site surveys, and gather testimonials (and insure compliance with loan requirements)
- Maintain a database of lenders and referral agents
- Maintain and update management plans and compliance records
- Maintain and update management processes, procedures manual and applicant checklist/flowchart
- Seek re-capitalization opportunities
- Disburse four new loans totaling \$1,000,000. These funds will be used to create or retain 50 new jobs and leverage \$1,000,000 in other investment.

b. Maryland Video Lottery Terminal Fund

TCCWMD continues to serve as a Fund Manager for the State of Maryland for the Small, Minority and Women-Owned Business Account. The primary target area for lending is Garrett, Allegany and Washington Counties in Maryland. We anticipate that this will remain the geographical focus of the Council as long as the region lags the State of Maryland in economic metrics and the need for funds in the region exists.

Outputs Measurable:

- The Council expects to close two loans throughout the course of the year for a total of \$500,000
- The Council expects a minimum of 20 jobs to be created or retained as a result of these loans
- Reports for the loan program will be filed in a timely manner
- Assist with a coordinated effort of fund managers and MD DOC to maintain data that demonstrates the impact of the program to date.

c. Rural Maryland Prosperity Investment Fund (RMPIF)

The Rural Maryland Prosperity Investment Fund supports the Rural Maryland Council's activities and the Maryland Agricultural Education and Rural Development Assistance Fund (MAERDAF), which provides capacity-building funds to rural nonprofit service providers. It also supports the state's five regional planning councils, regional infrastructure projects, rural entrepreneurship development, rural community development, and rural health care organizations.

Outputs Measurable:

- Continue to effectively market our lending programs
- Provide Technical Assistance Grants to at least 3 companies
- Continue renovations to for 11 S. Lee Street office

d. EDA CARESACT RLF (EDA COVID)

The Council was awarded a grant in the amount of \$930,000 through the EDA CARESACT. TCC is committed to helping the region respond to the unprecedented challenge of COVID-19 by providing capital for a CARES revolving loan fund. This fund will provide quick turnaround, low interest loans to help the businesses across Western Maryland respond to the impacts of the pandemic. Funds were exhausted during calendar year 2021 but as those funds replenish, additional loans will be made.

Outputs Measurable:

- Disburse loans based upon available repayments to the fund.

e. Business Counseling

The Council continues to facilitate small business counseling through a partnership with the Western Maryland Region Small Business Development Center (SBDC).

Outputs Measurable:

- Referrals from TCCWMD financing programs to SBDC for counseling services
- Referrals from SBDC to TCCWMD for financing

4. Capital Project (RMPIF, Local, MD DOC)

The Council purchased an existing office building which required extensive renovations both interior and exterior. Purchasing of technology related items to ensure up to date infrastructure to support the agency will also be necessary.

Outputs Measurable:

- Exterior and Interior Renovations as needed including replacement of the front porch
- Roof replacement and gutters
- Purchase additional parking
- Chimney removal or replacement

5. Rural Maryland Economic Development Fund (RMPIF, MD DOC, RMEDF)

In February 2022, Governor Larry Hogan announced the passage of legislation that will create the Rural Maryland Economic Development Fund providing a total of \$50 to the five regional councils across the state. The grant program is designed to be flexible and allow each rural council to determine the best use of funds within the program's guidelines in coordination with the counties they represent. Eligible uses of the funds include developing infrastructure such as utilities, transportation, and broadband to support the attraction, retention, or expansion of businesses, as well as infrastructure related to specific industry sector development including manufacturing, cyber security, and the life sciences.

Outputs Measurable:

- Execute and fund grant agreements for up to \$10 million in approved projects.
- Monitor project status
- Report on projects

6. Western Maryland Economic Future Investment Fund (RMPIF, MD DOC, RMEDF, WMEDFIF)

Senate Bill 424 established the Western Maryland Economic Future Investment program and board and the Senator George C. Edwards Fund. The Tri-County Council for Western Maryland must staff the board and administer the fund. The purpose of the fund is to provide grants and loans for capital infrastructure projects and business development projects that improve economic conditions in the region; it may only be used for that purpose and administrative expenses. A (council) member county or local entity within a member county may apply for funding, as specified. From fiscal 2024 through 2026, the

Governor must annually appropriate at least \$10.0 million to the fund in the State operating or capital budget

Outputs Measurable:

- Staff the Board and Administer the fund
- Update the website and post meeting notices
- Collect NOIs and Applications
- Distribute Applications to County Economic Development Offices
- Fund projects approved by WMFEIF Board that are consistent with TCC policies
- Report on Projects
- Hire a contractual person to oversee the Fund as well as other duties associated with TCC

TECHNICAL ASSISTANCE

1. Preparation of Grants and Assistance – ARC, EDA & MD DOC

Project Development Assistance

TCCWMD staff assists applicants, when appropriate, in planning and developing projects culminating in the Investment Package process or other federal applications outside the ARC-EDA Investment process. The LDD staff continues to update and refine their project submittal guidelines on an ongoing basis, and plans for increased technical assistance to be delivered at project point-of-contact levels. Each county point-of-contact is a member of the CEDS Committee and thus is frequently updated on changes in policy and funding status. The Council works with many applicants to ensure that competitive proposals are submitted that will have the greatest chance of success in bringing both economic impact and grant funds into the region.

Outputs Measurable:

- Assist Counties in infrastructure development projects, as needed
- Assist with MTA, ARC, EDA and other grant opportunities to insure strong applications
- Assist with Loan Applications for RLF and VLT Clients

2. Census Data Affiliate Activities – ARC, EDA & MD DOC

The Tri-County Council is a member of the State Data Center for the Maryland Department of Planning. Upon request we strive to provide local governments, agencies and the private sector with responses to demographic information requested.

Outputs Measurable:

- Test new products for the Maryland Department of Planning, as needed
- Attend State Data Center meetings, as offered

3. Associations & Advocacy

TCCWMD staff and board maintain strong contacts with the following organizations:

- Development District Association of Appalachia, Board Member and Past President
- Rural Maryland Council, Executive Board
- Maryland Broadband Cooperative, Board of Directors
- The Greater Cumberland Committee, Liaison
- National Association of Development Organizations, Board Member and Past President
- Maryland Economic Development Administration
- Maryland Association of Counties
- Maryland Municipal League

- South East Regional Directors Institute
- Transportation Association of Maryland
- Continue coordination with Department of Commerce Western Maryland Regional Office
- Continue coordination with the Maryland Regional Councils
- Maintain effective communications with the Western Maryland legislative delegation
- Maintain contact and coordination, as necessary, with the Federal delegation regarding transportation, economic development and other regional issues.

AGENCY ADMINISTRATION

Position Descriptions
Agency Wide Operating Budget



Tri County Council
For Western Maryland

POSITION DESCRIPTIONS

WORKING CONDITIONS AND PHYSICAL EFFORT COMMON TO ALL POSITIONS:

- Work is normally performed in a typical interior/office work environment.
- Some limited physical effort required such as lifting.
- No or very limited exposure to physical risk.
- Ability to maintain excellent ethical work practices and confidentiality.

This organization reserves the right to revise or change job duties and responsibilities as the need arises. This job description does not constitute a written or implied contract of employment. Programs of this agency are dependent on availability of funding.



Reports to: Executive Committee

SUMMARY

The Executive Director shall be responsible for implementing the goals and objectives of the Agency and shall perform the management and overall administrative duties necessary to accomplish this mission either personally or through subordinate employees.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. ADMINISTRATION

- Determine agency needs
- Participates in the development of the agency's annual budget
- Oversees administration of the agency budget
- Leads long-range planning for the agency
- Ensures program compliance and fiscal integrity
- Monitors report schedule and agency cash flow
- Ensures timely and accurate reports to funding agencies
- Develops and implements policies and procedures
- Oversees the small business loan programs
- Manages Summit Development Corp, a non-profit lending agency
- Plans, implements and evaluates programs
- Determines necessary staffing levels
- Recruits, trains and maintains a professional staff
- Directs staff activities and consultant services
- Maintains competitive fee structure for professional services – audit, insurance and banking
- Coordinates activities with other agencies
- Supervises the development of plans and projects

2. SUPERVISION

- Interviews candidates for agency positions and makes final hiring decisions
- Is responsible for the overall direction, coordination and evaluation of staff
- Directly supervises the Assistant Director
- Responsible for overall performance rewards and employee discipline
- Addresses overall complaints and resolves problems
- Authorizes overtime, travel and purchases
- Ensures compliance with personnel policies and procedures
- Authorizes professional development training plans
- Provides leadership and guidance to staff in fulfilling their responsibilities
- Ensures overall work program is completed in a timely and accurate manner
- Ensures effective communication of information to employees

3. COMMUNITY AND PUBLIC RELATIONS

- Promotes the concept of regional planning
- Represents the agency at public meetings, when appropriate
- Develops and maintains strong working relationships with all funding agencies
- Develops and maintains strong working relationships with federal, state, local, educational and non-profit partners and stakeholders
- Works with public and private groups to identify projects and obtain funding
- Responds to citizen concerns and resolves conflicts
- Informs the community of available resources and services

4. MISCELLANEOUS

- Maintains and increases knowledge and skills through attendance at meetings, conferences, and training.
- Participates in meetings and training opportunities with professional associations in order to gain knowledge of current activities and trends
- Performs additional duties and assignments, as they may be assigned

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

KNOWLEDGE

Knowledge of the following areas is essential to perform this job successfully:

- Agency goals and objectives
- Available resources
- Budget development
- Budget administration
- Grant administration requirements
- Financial and accounting processes
- Internal controls
- Organizational development principles
- Personnel administration
- Methods of informing the public and the media

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Ability to direct implementation of projects
- Ability to analyze and evaluate community strengths and resources
- Develop and maintain effective working relationships with federal, state and local leaders and the public
- Update and use relevant knowledge
- Interpret and apply laws, regulations and policies
- Organize, prioritize and coordinate multiple tasks and projects
- Develop and implement agency programs
- Identify future needs of the agency and develop plans to meet them
- Develop a budget for the agency
- Operate the agency within budgetary limits
- Allocate funds based upon availability and need
- Maintain a professional staff
- Maintain a positive work environment for employees
- Design a work plan that maximizes employee strengths and minimizes weaknesses
- Ensure that the work program is accomplished on time and on budget
- Resolve conflicts
- Maintain confidentiality

EDUCATION and/or EXPERIENCE

A Bachelor's degree in public or business administration or closely related field is required. A Master's degree in public or business administration is preferred.

And

Five (5) years of management experience with a demonstrated ability to plan and implement programs on a regional basis and excellent communication skills.



Tri County Council
For Western Maryland

ASSISTANT DIRECTOR Job Description

Reports to: Executive Director

SUMMARY

The Assistant Director shall be responsible for the preparation of planning documents and grant applications, and assisting local governments with planning and development functions by performing the following duties personally or through subordinate employees. Additionally, responsible for serving as a second in charge and assisting the Executive Director in a leadership role in directing the staff and agency.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. ADMINISTRATION

- Promotes the Council's planning program
- Assists in the development of the agency's annual budget
- Recommends funding priorities and methods of funding projects to the Executive Director
- Leads short and long-range planning for the region
- Plans, implements and evaluates projects within a regional context
- Manages/leads the Annual Investment Strategy and the Comprehensive Economic Development Strategy process
- Provides technical support to local governments for the development of community projects
- Grant writing and administration
- Ensures activities are coordinated among various agencies
- Recommends staffing levels
- Supervises the administration of all public improvement and business development projects
- Implements analysis/measurement methods to track effectiveness of programs
- Manages the technology infrastructure of the agency
- Produces spatial data products using GIS
- Manages census data center
- Serves as agency point of contact for clearinghouse reviews
- Provides timely and accurate reports to funding agencies to the Director for review
- Provides leadership for the small business loan programs
- Plans, implements and evaluates programs
- Coordinates activities with other agencies

2. SUPERVISION

- Directly supervises staff
- Interviews candidates for agency positions and recommends hiring decisions
- Ensures work is completed in a timely and accurate manner
- Reviews and approves employee time sheets and leave requests
- Monitors the work of employees and ensures compliance with policies and procedures
- Evaluates employee performance and maintains proper records
- Ensures effective communication of information to all employees
- Provides leadership and guidance to staff in fulfilling their responsibilities
- Trains employees
- Addresses complaints and resolves problems
- Ensures compliance with personnel policies and procedures
- Recommends professional development training plans
- Provides leadership and guidance to staff in fulfilling their responsibilities

- Ensures overall work program is completed in a timely and accurate manner
- Ensures effective communication of information to employees

3. COMMUNITY AND PUBLIC RELATIONS

- Promotes the concept of regional planning
- Represents the agency at public meetings, when appropriate
- Develops and maintains strong working relationships with all funding agencies
- Develops and maintains strong working relationships with federal, state, local, educational and non-profit partners and stakeholders
- Works with public and private groups to identify projects and obtain funding
- Responds to citizen concerns and resolves conflicts
- Informs the community of available resources and services

4. MISCELLANEOUS

- Maintains and increases knowledge and skills through attendance at meetings, conferences, and training.
- Participates in meetings and training opportunities with professional associations in order to gain knowledge of current activities and trends
- Performs additional duties and assignments, as they may be assigned

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

KNOWLEDGE

Knowledge of the following areas is essential to perform this job successfully:

- Agency goals and objectives
- Available resources
- Budget development
- Budget administration
- Grant administration requirements
- Financial and accounting processes
- Personnel administration
- Supervisory techniques

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Ability to direct implementation of projects
- Ability to analyze and evaluate community strengths and resources
- Develop and maintain effective working relationships with federal, state and local leaders and the public
- Update and use relevant knowledge
- Interpret and apply laws, regulations and policies
- Organize, prioritize and coordinate multiple tasks and projects
- Develop and implement agency programs
- Identify employee strengths and weaknesses
- Maximize employee performance
- Set annual goals and performance measures for staff
- Identify employee behavior that requires discipline
- Improve employee performance through guidance and professional development
- Ensure that the work program is accomplished on time and on budget
- Resolve conflicts
- Maintain confidentiality

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in planning, community development, public or business administration, geography, political science or closely related field and have a minimum of five (5) years of experience in public administration or regional planning. Demonstrated experience may be considered as partial substitution for education requirement.



Tri County Council
For Western Maryland

FISCAL DIRECTOR Job Description

Reports to: Assistant Director

SUMMARY

Under general direction, the Fiscal Director is responsible for the fiscal and budgetary management of the agency.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. ADMINISTRATION

- Develops the annual budget and fiscal plan for the agency
- Administers the annual budget and fiscal plan
- Plans, implements and evaluates fiscal procedures
- Ensures compliance with funding agency regulations and requirements
- Through analysis, determines agency financial needs
- Advises Executive Director on budget and fiscal issues
- Monitors fiscal policy and procedure and proposes improvements
- Maintains financial records in accordance with generally accepted accounting principles and auditing standards
- Prepares financial statements, reports, special analysis and information requests
- Assists in the development of agency grants and programs
- Manages all audits and monitoring of agency financial performance
- Monitors insurance coverages for the agency
- Administers benefits program for employees

2. BUDGET MANAGEMENT

- Makes recommendations to the Executive Director regarding budgetary matters
- Prepares monthly, quarterly, semi-annual and annual budget projections and reconciliations
- Fulfills financial reporting requirements of funding agencies and Executive Committee
- Monitors agency expenditures
- Represents the agency at public meetings, when appropriate

3. MISCELLANEOUS

- Maintains and increases knowledge and skills through attendance at meetings, conferences, and training.
- Participates in meetings and training opportunities with professional associations in order to gain knowledge of current activities and trends
- Performs additional duties and assignments, as they may be assigned

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

KNOWLEDGE

Knowledge of the following areas is essential to perform this job successfully:

- Agency goals and objectives
- Available resources
- Budget development

- Budget administration
- Grant administration requirements
- Generally accepted accounting principles
- Internal controls
- Audit procedures
- Personnel administration

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Update and use relevant knowledge
- Interpret and apply laws, regulations and policies
- Organize, prioritize and coordinate multiple tasks and projects
- Develop a budget
- Allocate funds based on availability and need
- Operate the agency within budgetary limits
- Develop and maintain effective working relationships with funding agencies
- Ensure that the work program is accomplished on time and on budget
- Ability to make evaluative financial and positive ethical judgments
- Ability to develop policy and procedure documentation
- Resolve conflicts
- Maintain confidentiality

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in accounting with five (5) years of experience in fund accounting, and a Master's degree or CPA is preferred.



BUSINESS DEVELOPMENT ANALYST Job Description

Reports to: Assistant Director

SUMMARY

The Business Development Analyst will be directly responsible for underwriting and analysis for the business financing programs, managing the technical assistance program, and supporting the lending programs and the agency as appropriate.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. LENDING PROGRAM ADMINISTRATION

- Performs underwriting, producing thorough and accurate analysis of loan applications, and develops credit presentations
- Evaluates loan applications for creditworthiness and compliance
- Collaborates with the loan officer to obtain required information
- Supports the loan officer in presentation of loan packages to review committee
- Assists with portfolio management for the small business finance programs
- Assists with data management and reporting for small business financing programs
- Manages the technical assistance program
- Complies with management plans and state and federal regulations
- Analysis of risk associated with loans, funds and portfolio
- Performs annual analysis of individual loans
- Produces annual risk analysis
- Assists in the development of new loan products as needed
- Supports the development of new programs and products, such as the SBA CDC
- Provides timely and accurate reports, as required by management or funders
- Collaborates on loan portion of audits, as appropriate

2. COMMUNITY AND PUBLIC RELATIONS

- Represents the agency at public meetings, when appropriate
- Promotes the concept of economic development financing
- Participates in regional business and community networking events to enhance awareness of TCCWMD technical assistance and loan products
- Develops and maintains strong working relationships with partners, referral agents and funding agencies

3. MISCELLANEOUS

- Maintains a current and thorough understanding of regulations and rules governing the lending programs and recommended best practices
- Maintains and increases knowledge and skills through professional development opportunities and local/regional/state stakeholder meetings
- Performs additional duties and assignments, as necessary

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

- Advanced knowledge and understanding of credit analysis and underwriting practices
- Intermediate understanding of deal structuring and economic development financing, including awareness of requirements and regulations
- Intermediate understanding of general lending policies, procedures, products and services
- Intermediate understanding of small to medium sized businesses and practices

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Analytical skills with attention to accuracy and detail
- Working knowledge of credit analysis procedures
- Strong communication skills as characterized by excellent writing and speaking skills
- Organizational skills, ability to prioritize and coordinate multiple tasks and projects
- Proficiency with Microsoft Office and ability to learn new software programs
- Ability to work both independently and as part of a team
- Proactive, innovative and creative in meeting client and agency needs
- Ability to maintain confidentiality
- Requires day and overnight travel

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in public or business administration, economics, accounting or a closely related field and five (5) years of experience in a commercial lending position.



Tri County Council
For Western Maryland

BUSINESS DEVELOPMENT LOAN OFFICER

Job Description

Reports to: Assistant Director

SUMMARY

The Business Development Loan Officer will be directly responsible for promoting the business financing programs, working with partners and clients to package loan applications, and supporting the lending programs and the agency as appropriate.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1 LENDING PROGRAM ADMINISTRATION

- Promotes the Council's lending and technical assistance programs
- Proactively meets with lenders and partners to generate loan activity
- Collaborates with other lenders as necessary to structure loan deals
- Works with applicants to determine program eligibility
- Guides applicants in developing complete loan applications
- Works alongside the SBDC and applies an understanding of TCCWMD credit policy and business practices in the development of an accurate loan package
- Provides coordination with business financing analyst throughout underwriting process
- Presents loan packages to review committee
- Documents the detail and requirements of loan decisions, including conditions to close
- Coordinates loan closing procedures
- Establishes collateral due diligence checklist
- Provides coordination for portfolio management of the small business finance programs
- Coordinates procedures and client correspondence for delinquent and default accounts
- Manages data and reporting of marketing efforts and outreach for small business financing programs
- Complies with management plans and state and federal program regulations
- Provides assistance and coordination, as needed, for reporting to funders
- Coordinates, prepares, and follows up on the loan portion of audits
- Assists with the development of new loan products, as appropriate

2. COMMUNITY AND PUBLIC RELATIONS

- Promotes the concept of economic development financing
- Represents the agency at public meetings, when appropriate
- Participates in regional business and community networking events to enhance awareness of TCCWMD technical assistance and loan products
- Develops and maintains strong working relationships with partners, referral agents and funding agencies

3. MISCELLANEOUS

- Maintains a current and thorough understanding of regulations and rules governing the lending programs and recommended best practices
- Maintains and increases knowledge and skills through professional development opportunities and local/regional/state stakeholder meetings
- Performs additional duties, as assigned

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

- Intermediate understanding of deal structuring and economic development financing, including awareness of requirements and regulations
- Intermediate understanding of general lending policies, procedures, products and services
- Intermediate understanding of small to medium sized businesses and practices

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Analytical skills with attention to accuracy and detail
- Strong communication skills as characterized by excellent writing and speaking skills
- Organizational skills, ability to prioritize and coordinate multiple tasks and projects
- Proficiency with Microsoft Office and ability to learn new software programs
- Ability to work both independently and as part of a team
- Effective listening skills with patience and willingness to help clients solve problems while maintaining a positive attitude
- Proactive, innovative and creative in meeting client and agency needs
- Ability to maintain confidentiality
- Requires day and overnight travel

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in public or business administration, economics, accounting or a closely related field (or equivalent education and experience) and have two years of experience in economic development or lending.



Tri County Council
For Western Maryland

BUSINESS AND PROGRAM PLANNER

Job Description

Reports to: Assistant Director

SUMMARY

The Business Development Planner will be directly responsible for supporting the planning and business financing programs of the Council and shall provide administrative support to the Executive and Assistant Directors.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. PLANNING PROGRAM ADMINISTRATION

- Promotes the Council's planning program
- Provides technical support to the Assistant Director in program development and maintenance
- Grant writing and administration
- Provides administrative support in fulfilling reporting requirements for agency programs
- Manages Maryland Transit Administration program
- Maintains agency website

2. LENDING PROGRAM ADMINISTRATION

- Promotes the Council's lending and technical assistance programs
- Books loans into Portfol, ensures required documentation is on file
- Provides portfolio management for the business financing programs
- Reviews and processes any and all loan payments, billings, past due notifications, etc.
- Maintains ongoing tracking of loan compliance documents - collateral, insurance, etc.
- Requests and tracks annual loan requirements – tax returns, financial statements, job surveys
- Manages data and reporting for small business financing programs
- Provides administrative support in reporting requirements for agency programs
- Records minutes of loan committee meetings
- Grant writing and administration

3. COMMUNITY AND PUBLIC RELATIONS

- Promotes the concept of regional planning
- Promotes the concept of economic development financing
- Represents the agency at public meetings, when appropriate
- Participates in regional business and community networking events to enhance awareness of TCCWMD technical assistance and loan products
- Develops and maintains strong working relationships with partners, referral agents and funding agencies

4. MISCELLANEOUS

- Maintains a current and thorough understanding of rules and regulations governing the planning and economic development program of the Council
- Maintains a current and thorough understanding of rules and regulations governing the lending programs and recommended best practices
- Maintains and increases knowledge and skills through professional development opportunities and local/regional/state stakeholder meetings
- Performs additional duties and assignments, as necessary

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

- Grant administration requirements
- Economic development financing
- Small business lending program funding agency regulations
- Software applications for web site maintenance

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Develop and maintain effective working relationships with federal, state and local leaders and the public
- Update and use relevant knowledge
- Organize, prioritize and coordinate multiple tasks and projects
- Ensure that the work program is accomplished on time and on budget
- Maintain confidentiality

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in planning, community development, public or business administration, geography, political science or closely related field and have a minimum of two (2) years of experience in a closely related field. Demonstrated experience may be considered as partial substitution for education requirement.



Tri County Council
For Western Maryland

ECONOMIC DEVELOPMENT PLANNER Job Description

Reports to: Assistant Director

SUMMARY

Under general direction, this position is responsible for supporting the agency's planning program and shall provide administrative support to the Executive and Assistant Directors.

DUTIES AND RESPONSIBILITIES

Includes, but is not limited to the following:

1. ADMINISTRATION

- Assists in the development of agency grants and programs
- Plans and evaluates programs and projects within a regional context
- Provides administrative support for the Comprehensive Economic Development Strategy and Annual Investment package processes
- Grant writing and administration
- Ensures activities are coordinated among various agencies
- Maintains agency inventory records
- Plans meetings and events
- Provides administrative support to the fiscal director

2. COMMUNITY AND PUBLIC RELATIONS

- Manages the agency's social media
- Publishes the agency's electronic newsletters
- Represents the agency at public meetings, when appropriate

3. MISCELLANEOUS

- Maintains and increases knowledge and skills through attendance at meetings, conferences, and training.
- Participates in meetings and training opportunities with professional associations in order to gain knowledge of current activities and trends
- Performs additional duties and assignments, as they may be assigned

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each of the duties listed above satisfactorily. The requirements listed below are representative of the knowledge, skills and abilities required.

KNOWLEDGE

Knowledge of the following areas is essential to perform this job successfully:

- Agency goals and objectives
- Available resources
- Grant administration requirements
- Basic accounting principles
- Marketing and graphic design techniques

SKILLS AND ABILITIES

To perform this job successfully, one must be able to demonstrate that they possess the following skills and abilities:

- Update and use relevant knowledge
- Interpret and apply laws, regulations and policies
- Organize, prioritize and coordinate multiple tasks and projects
- Develop and maintain effective working relationships with funding agencies
- Maintain confidentiality

EDUCATION and/or EXPERIENCE

Must possess a Bachelor's degree in public or business administration, planning, community development, geography, political science or related field or a high school degree and two (2) years of experience in a closely related field. Demonstrated experience may be considered as partial substitution for education requirement.



Tri-County Council for Western Maryland, Inc.

2023 Administrative Budget

DRAFT

Draft 3	Account	Account	2023
	Number	Name	Original Budget
R e v e n u e	31000	ARC - federal	\$ 180,000
	31500	EDA - federal	70,000
	34400	Maryland Rural 50	50,000
	31550	EDA CARES Act RLF	14,000
	31600	MTA - Maryland Transit Administration	26,000
	34000	TCCWMD VLT	95,000
	34303	Maryland Dept of Commerce	200,000
	35900	RMPIF - Rural Maryland Prosperity Investment Fund	600,000
	38300	RLF - Revolving Loan Funds	95,000
	38500	Local Funds	120,000
	Total Revenue:		\$ 1,450,000
E x p e n d i t u r e s			
	50000	Salaries	\$ 559,066
	50500	Fringe Benefits	352,888
	52010	Contractual	43,544
	53000	Travel	33,804
	53100	Vehicle Operating	790
	53200	Conference Fees	5,675
	53300	Training	9,308
	53500	Supplies	11,996
	53700	Postage	1,193
	54500	Membership	8,950
	54800	Fees	600
	55000	Equipment	25,400
	55500	Publications	1,800
	56000	Audit	5,000
	56500	Accounting	10,000
	56800	Technical Assistance	25,000
	57100	Meeting Expenses	20,224
	57200	Marketing / Sponsored Events	15,450
	58500	Legal	11,000
	59000	Insurance	1,963
	99900	Indirect Costs	106,350
90000	Capital	200,000	
	Total Administration Expenditures:		\$ 1,450,000
Undesignated Funds Remaining:			\$ (0)

Staff

Executive Director:

Leanne D. Mazer
leanne@tccwmd.org
Administrative Management
Overall Program Management
Liaison Activities

Assistant Director:

Guy J. Winterberg
guy@tccwmd.org
Planning
Grant Administration
Business Financing Programs
Census Data Center/GIS
Information Technology & Database
Management

Fiscal Director:

Darlene Steyer
dsteyer@tccwmd.org
Accounting / Fiscal Operations
Audit
Employee Benefits
General Administration

Business Development Analyst:

Christie Wakefield
cwakefield@tccwmd.org
Loan Underwriting and
Packaging / Reporting
Technical Assistance

Business Development Loan Officer:

Christine Funk
cfunk@tccwmd.org
Revolving Loan Fund
Video Lottery Terminal Fund
Program Administration

Business and Program Planner:

Ryan Davis
rdavis@tccwmd.org
Portfolio Management
MTA Grant Administration
MTA Programming Implementation
Grant Administration / Reporting

Economic Development Planner:

Amy Jacobs
ajacobs@tccwmd.org
Planning/CEDS
Projects Support
Website/Newsletter
General and Grants Administration /
Reporting

Executive Committee 2022

Commissioner Jacob Shade
Chairman, TCCWMD
Allegany County Board of Commissioners
commissioner.shade@alleganygov.org

Commissioner James Hinebaugh
Vice-Chairman, TCCWMD
Garrett County Board of Commissioners
jhinebaugh@garrettcountry.org

Commissioner Jeffrey Cline
Secretary/Treasurer, TCCWMD
Washington County Board of Commissioners
jeffccline@washco-md.net

Web-Sites

Tri-County Council for Western Maryland, Inc.

www.tccwmd.org

Allegany County

<http://www.alleganygov.org>

Allegany County Economic & Community Development

www.alleganyworks.org

Garrett County

www.garrettcountry.org

Garrett County Economic Development

<http://www.gcedonline.com/>

Washington County

<http://www.washco-md.net>

Washington County Business Development

www.hagerstownedc.org

Postal Address of District:

Tri-County Council for Western Maryland, Inc.

11 S. Lee Street

Cumberland, MD 21502