



**2026**

**WORK PLAN AND BUDGET**

**January 2026 – December 2026**

**December 2025**

## 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.

# **TABLE OF CONTENTS**

Purpose, Goals and Objectives

Organizational Chart/Agency Affiliations

Work Plan Elements

Agency Administration

Budget

Contact Information

***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: Building Appalachian Businesses**

Strengthen and diversify the Region's economy through inclusive economic development strategies and investments in entrepreneurship and business development.

### **Goal 2: Ready Workforce**

Expand and strengthen community systems (education, healthcare, housing, childcare, and others) that help Appalachians obtain a job, stay on the job, and advance along a financially sustaining career pathway.

### **Goal 3: Critical Infrastructure**

Ensure that the residents and businesses of Appalachia have access to reliable, affordable, resilient, and energy efficient utilities and infrastructure in order to successfully live and work in the Region.

### **Goal 4: Natural and Cultural Assets**

Strengthen Appalachia's community and economic development potential by preserving and investing in the Region's local, cultural heritage, and natural assets.

### **Goal 5: Leadership and Community Capacity**

Invest in the capacity of local leaders, organizations, and communities to address local challenges by providing technical assistance and support to access resources, engage partners, identify strategies and tactics, and conduct effective planning and project execution.

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, Maryland Department of Commerce, the Maryland Video Lottery Terminal Small, Minority and Woman-Owned Business Account, National Association of Development Organizations, 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**  
Elizabeth Stahlman  
*elizabeth@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*

**Finance Director**  
Elaine Jones  
*ejones@tccwmd.org*

**Business Development Loan  
Officer**  
Chris Funk  
*cfunk@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 2026

Chairman	Paul Edwards, County Commissioner, Garrett County
Vice-Chairman	Jeff Cline, County Commissioner, Washington County
Secretary/Treasurer	Dave Caporale, County Commissioner, Allegany County

	APPOINTED	EMPLOYMENT/ POSITION	ELECTED OFFICIAL
<b>Allegany County</b>			
<b>Representing County</b>			
Dave Caporale	2022	County Commissioner	Yes
Bill Atkinson	2022	County Commissioner	Yes
David Nedved	2017	Econ & Com Dev	No
<b>Allegany County</b>			
<b>Representing Municipal</b>			
Eugene Frazier	2018	Cumberland Council	Yes
Todd Logston	2025	Frostburg Mayor	Yes
<b>Allegany County-Private Citizen</b>			
Kelli Allaway	2026	Private Sector	No
Stephen Nelson	2011	Private Sector	No
<b>Garrett County</b>			
<b>Representing County</b>			
Paul Edwards	2022	County Commissioner	Yes
Larry Tichnell	2014	County Commissioner	Yes
Kim Durst	2026	Economic Development	No
<b>Garrett County</b>			
<b>Representing Municipal</b>			
Spencer Schlosnagle	2011	Mayor of Friendsville	Yes
Jay Moyer	2015	Oakland town Council	Yes
<b>Garrett County-Private Citizen</b>			
David Moe	2023	Private Sector	No
Merlin Beitzel	2015	Private Sector	No

**Washington County  
Representing County**

Jeff Cline	2008	County Commissioner	Yes
Randal Leatherman	2025	County Commissioner	Yes
Linda Spence	2018	Business Development	No

**Washington County  
Representing Municipal**

Howard Long	2018	Boonsboro Mayor	Yes
Bill Green	2025	Williamsport Mayor	Yes

**Washington County-Private Citizen**

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

**WESTERN MARYLAND LEGISLATIVE DELEGATION**

Senator Mike W. McKay – Voting  
Senator Paul D. Corderman – Voting

Delegate Jim Hinebaugh – Voting  
Delegate Jason C. Buckel – Voting  
Delegate William J. Wivell – Voting

Delegate Mathew Schindler – Non-voting  
Delegate William R. Valentine – Non-voting  
Delegate Terry L. Baker – Non-voting

## 2025 Committees

### Executive Committee

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

Paul Edwards	Chairman	Garrett County Commissioner
Jeff Cline	Vice Chairman	Washington County Commissioner
Dave Caporale	Secretary/Treas.	Allegany 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
Maggie Robey	Clear Mountain Bank
Ronald Brezler	United Bank
Brian Selders	First United Bank & Trust
Julie Yoder	Garrett College
Trevor DeVore	M&T Bank

### State Lottery Terminal Fund (SLoT)

#### Loan Review Committee

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
Steve MacGray	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
Linda Spence	Washington County Dept. of Business Development
Siera Wigfield	Garrett County Planning and Land Management
Jeff Simcoe	Frostburg Outdoor Recreation Economy Institute

Staff

Elizabeth Stahlman	Executive Director
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 outlines the States targeted Investment Priorities.

##### ***Outcomes Measurable:***

- Assist State Program Manager with input to the Strategy Statement – March - July, 2026
- Assist State Program Manager with contacts and meetings – March - July, 2026

#### **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.

##### ***Outcomes Measurable:***

- Complete Projects Committee meetings – January – December 2026
- Updated CEDS Document – November 2026
- CEDS update approved by TCC Board of Directors – December 2026
- Completed GPRA – December 2026
- Submit major changes to the CEDS to EDA – December 31, 2026

### **3. Rural Technology Network, Western Maryland – MD DOC, RMPIF**

TCCWMD works with the Maryland Tech Council to aid the Rural Technology Network for Western Maryland. Accelerate rural innovation by building partnerships between the private sector, local government, educational institutions and businesses.

#### ***Outcomes Measurable:***

- Support the work of the Maryland Tech Council
- Serve as Co-Chair for the Western Region Rural Technology Network
- Attend meetings as scheduled

### **4. Regional Leadership Meetings – MD DOC, RMPIF**

As an effective convener of regional leadership across Western Maryland, the importance of collaborating and sharing best practices is essential to being good stewards of the limited resources available.

#### ***Outcomes Measurable:***

- Regular meetings with County Administrators
- Regular meetings with County and municipal Economic Development
- Meetings with other area entities as necessary

### **5. 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.

#### ***Outcomes 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 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 2026 Project Package as well as those projects invited outside of those lists, including EDA projects.

#### *Outcomes 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.

#### *Outcomes Measurable:*

- Completed FY 2026 Investment Package – July 1, 2026
- Attend County public meetings, as requested
- Projects Committee Meetings
- Invite projects – August 2026
- Applications Due - November 2026

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

#### a. **TCCWMD Digital Outreach**

Tri-County Council maintains the [www.tccwmd.org](http://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.

***Outcomes 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

**3. Entrepreneurial Ecosystem (MD DOC, RMPIF)**

This is a regional initiative loosely based off a similar effort in West Virginia that has been highly successful. The idea is to build a ground up ecosystem that begins when entrepreneurs and resource providers share ideas all together in the same room.

***Outcomes Measurable:***

- Have members sign a charter
- Hire a consultant to oversee the exercises
- Have an inaugural meeting to introduce the partners
- Continue to hold regional events and meetings to design the ecosystem

**4. Economic Growth – ARC, EDA and MD DOC**

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

Tri-County Council continues to manage a successful revolving loan fund program available only to businesses 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.

***Outcomes 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

- Create new marketing brochures including client photos and testimonials
- Disburse four new loans totaling \$1,500,000. 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 (VLT, RMPIF)**

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.

***Outcomes Measurable:***

- The Council expects to close four loans throughout the course of the year for a total of \$1,500,000
- The Council expects a minimum of 50 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.

***Outcomes Measurable:***

- Continue to effectively market our lending programs
- Provide Technical Assistance Grants to at least 3 companies for professional services. Grants up to \$7,500 per company for professional services.
- Continue renovations to for 11 S. Lee Street office
- Contract with FTM for financial services as needed
- Updated logo and website
- New computers to replace Windows 10 machines no longer supported

**d. EDA CARESACT RLF (EDA)**

The Council was awarded a grant in the amount of \$930,000 through the EDA CARESACT in 2020. Funds were exhausted during calendar year 2021 but as those funds replenish, additional loans will be made.

***Outcomes Measurable:***

- Continue reporting as required.

**e. Business Counseling**

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

***Outcomes Measurable:***

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

**5. 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.

***Outcomes Measurable:***

- Exterior and Interior Renovations as needed including replacement of the front porch and refacing rear property wall
- Purchase additional parking if available

**6. 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 million 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.

***Outcomes Measurable:***

- Submit final reports for grants not extended.
- Monitor project status for grants extended
- Disburse redistributed funds
- Report on projects
- Collect final reports – December 2026

**7. 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 will help 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.

***Outcomes Measurable:***

- Staff the Board and Administer the fund
- Work with Executive Director to provide meeting and reporting information
- Fund projects approved by WMFEIF Board that are consistent with TCC policies
- Work with the Executive Director of the fund to ensure reports to Maryland DOC are submitted as required

**8. EPA Brownfields Assessment Coalition Grant -**

TCCWMD has engaged Montrose Environmental Group, Inc. to apply for and oversee the grant, which if awarded would provide up to \$1.5 million for cleanup and restoration of priority sites in Western Maryland.

***Outcomes Measurable:***

- Create Brownfields Advisory Committee
- Host Stakeholder Engagement meetings
- Conduct Phase I and Phase II ESA's
- Create market studies and a resource roadmap
- Create area wide plans as well as remedial plans and site reuse plans for specific properties

**9. Tri County Council Annual Report 2025**

To showcase the impacts on the surrounding region, we will be gathering information from calendar year 2025 to quantify the work the agency has undertaken.

***Outcomes Measurable:***

- Engage a consulting firm to compile the data and complete the report
- Gather statistical data from the various programmatic elements in the work plan
- Provide photos and text to the consultant
- Completed report

## **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.

#### ***Outcomes Measurable:***

- Assist Counties in infrastructure development projects, as needed
- Assist with MTA, ARC, EDA and other grant opportunities to ensure 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 or provide assistance to where the information can be obtained.

#### ***Outcomes 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
- Rural Maryland Council, Executive Board
- Maryland Broadband Cooperative, Board of Directors
- The Greater Cumberland Committee, Liaison
- National Association of Development Organizations, Board Member
- Maryland Economic Development Administration
- Maryland Association of Counties
- Maryland Municipal League

- South East Regional Directors Institute
- Transportation Association of Maryland
- Maryland Rural Water Association
- IT Center for Excellence
- 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.*



<p><b>EXECUTIVE DIRECTOR Job Description</b></p>
--

**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.



## 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.



## FINANCE DIRECTOR Job Description

**Reports to:** Assistant Director

### **SUMMARY**

Under general direction, the Fiscal Director is responsible for fiscal management to include preparation of the operating budget, program budgets and short and long-term fiscal planning.

### **DUTIES AND RESPONSIBILITIES**

Includes, but is not limited to the following:

- Develops and administers the agency's annual operating budget in accordance with agency fiscal policies and procedures
- Manages all phases of the agency's financial accounting system including management of grants, bank accounts, payroll and expenditures in accordance with generally accepted accounting principles and auditing standards
- Analyzes agency financial position on a monthly basis
- Prepares program budgets, reports, special analysis and information requests
- Monitors agency budget and advises Executive and Assistant Director on fiscal position
- Ensures compliance with funding agency regulations and requirements
- Responsible for all audits and agency financial performance
- Maintains insurance coverages and employee benefits for the agency
- Represents the agency at public meetings, when appropriate

### **QUALIFICATIONS/SKILLS**

The requirements listed below are representative of the knowledge, skills and abilities required.

- Proven knowledge of financial analysis and strategy
- Knowledge of generally accepted accounting principles
- Knowledge of standard audit procedures
- Ability to design effective internal controls
- Knowledge of grant administration requirements
- Ability to organize, prioritize and coordinate multiple tasks and projects
- Ability to ensure that the work program is accomplished on budget
- Ability to make evaluative financial and positive ethical judgments
- Ability to work both independently and as part of a team
- Ability to maintain confidentiality
- Attention to detail
- Excellent verbal and written communication and presentation skills
- Proficient in MS Office Suite particularly MS Word and Excel

### **EDUCATION and/or EXPERIENCE**

Must possess a Bachelor's degree in accounting or related field with five (5) years of experience in fund accounting. A Master's degree or CPA is preferred. Experience with MIP/Community Brands accounting software is a plus.



**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.



**BUSINESS  
DEVELOPMENT LOAN  
OFFICER**

**Reports to:** Assistant Director

**Job Description**

**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.



## **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.



<p><b>ECONOMIC DEVELOPMENT PLANNER Job Description</b></p>
--

**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.  
ADMINISTRATIVE BUDGET  
FOR THE CALENDAR YEAR 2026**

**REVENUES**

<u>Account</u>	<u>Description</u>	<u>Subtotal</u>	<u>Total</u>
40100	Grant Revenue - EDA (Federal)	\$ 70,000	
40100	Grant Revenue - Department of Commerce	200,000	
40200	Grant Revenue - ARC (Federal)	175,000	
40700	Grant Revenue - Maryland Transit Administration	26,000	
40800	Rural Maryland Council	485,000	
41600	Loan Analysis Services	9,600	
41700	County Dues	120,000	
42300	Loan Interest Received	500,475	
45000	Loan Application Fees	8,000	
45100	Loan Placement Fees	30,000	
49900	Interfund Reimbursement	8,390	

**TOTAL REVENUES** \$ 1,632,465

**EXPENDITURES**

<u>Account</u>	<u>Description</u>	<u>Subtotal</u>
50000	Salaries	\$ 661,350
50500	Fringe (Combined)	441,990
52010	Contractual	104,000
53000	Travel	24,750
53100	Vehicle Operating Costs	1,000
53200	Conference Fees	4,500
53300	Training	3,000
53500	Supplies	5,480
54500	Membership	6,750
54800	Fees	500
55000	Equipment	7,100
55500	Subscriptions	1,400
56000	Audit	3,000
56800	Technical Assistance	25,000
57000	Sponsored Events	2,000
57100	Meeting Expenses	17,000
57200	Marketing	7,300
58500	Legal	12,000
59000	Insurance	2,100
90000	Capital	80,000
	Indirect Expenditures	93,745

**TOTAL EXPENDITURES** 1,503,965

**EXCESS OF REVENUES OVER EXPENDITURES** \$ 128,500

## Staff

Executive Director:

Elizabeth Stahlman  
[elizabeth@tccwmd.org](mailto:elizabeth@tccwmd.org)  
Administrative Management  
Overall Program Management  
Liaison Activities

Assistant Director:

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

Finance Director:

Elaine Jones  
[ejones@tccwmd.org](mailto:ejones@tccwmd.org)  
Accounting / Fiscal Operations  
Audit  
Employee Benefits  
General Administration

Business Development Analyst:

Christie Wakefield  
[cwakefield@tccwmd.org](mailto:cwakefield@tccwmd.org)  
Loan Underwriting and  
Packaging / Reporting  
Technical Assistance

Business Development Loan Officer:

Christine Funk  
[cfunk@tccwmd.org](mailto:cfunk@tccwmd.org)  
Revolving Loan Fund  
Video Lottery Terminal Fund  
Program Administration

Business and Program Planner:

Ryan Davis  
[rdavis@tccwmd.org](mailto:rdavis@tccwmd.org)  
Portfolio Management  
MTA Grant Administration  
MTA Programming Implementation  
Grant Administration / Reporting

Economic Development Planner:

Amy Jacobs  
[ajacobs@tccwmd.org](mailto:ajacobs@tccwmd.org)  
Planning/CEDS  
Projects Support  
Website/Newsletter  
General and Grants Administration /  
Reporting

Web-Sites

Tri-County Council for Western Maryland, Inc.

[www.tccwmd.org](http://www.tccwmd.org)

Allegany County

<https://www.alleganygov.org>

Allegany County Economic & Community Development

[www.alleganyworks.org](http://www.alleganyworks.org)

Garrett County

[www.garrettcountry.org](http://www.garrettcountry.org)

Garrett County Economic Development

<https://business.garrettcountry.org>

Washington County

[www.washco-md.net](http://www.washco-md.net)

Washington County Business Development

<https://www.washco-md.net/business-development/>

**Postal Address of District:**

Tri-County Council for Western Maryland, Inc.

11 S. Lee Street

Cumberland, MD 21502