

INSTITUTIONAL GOVERNANCE

MARCH 4, 2025

PRESENTERS:

- **COUNTY ADMINISTRATION**
- **DEPARTMENT OF HUMAN RESOURCES**
- **DEPARTMENT OF FISCAL & ADMINISTRATIVE SERVICES**
- **DEPARTMENT OF EMERGENCY SERVICES**



**GOALS &
OBJECTIVES
REPORTING**



Institutional Governance

Collaborate with County employees, agencies, and the community to manage operations more effectively, efficiently, and responsibly.

GOAL 1

Institutional Governance

Invest in and develop a diverse, highly skilled, and motivated workforce.

OBJECTIVES:

- A. **CREATE** recruitment and retention opportunities that keep us competitive with comparable jurisdictions.
- B. **PROVIDE** training opportunities in areas such as leadership, DEI, and job-specific skills.
- C. **ADDRESS** the organization's short term and long-term space needs to accommodate our growing workforce.

GOAL 1 OBJECTIVE A

Create recruitment and retention opportunities that keep us competitive with comparable jurisdictions.

Recruitment & Retention Initiatives

The HR Recruitment Division expanded its outreach efforts by identifying and participating in industry specific events that align with the needs of each hiring department.

These events include but are not limited to the following:

- DPW Truck Rodeo (1)
- College Job Fairs (3)
- Spring Tri-County Job and Career Fair (1)
- Charles County Public Library Job Fair (1)



Rev Up Your Career: Shift into Gear at the Truck Rodeo Job Fair!
Wednesday, October 2, 2024, 8:00 A.M. – 3:00 P.M.
Regency Furniture Stadium, 11765 St. Linus Drive, Waldorf, MD



GOAL 1 OBJECTIVE A

Create recruitment and retention opportunities that keep us competitive with comparable jurisdictions.

Recruitment & Retention Initiatives

In addition to participating in job fairs and hiring events, the HR Recruitment Division also worked with the Media Services Division to create marketing videos and design promotional items.

- Charles County Government Employee Referral Program
 - Promotional Cards
 - Promotional Video
- Discussion Tidbits – International Update your Resume Month
- Job Fair and Hiring Event Promotional Materials Re-Brand



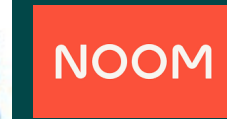
GOAL 1 OBJECTIVE A

Create recruitment and retention opportunities that keep us competitive with comparable jurisdictions.

Retention Initiative – Wellness

The County's Wellness Program is a structured health and wellness initiative centered on promoting physical, emotional, spiritual, intellectual, environmental, social, and occupational health and wellness. Our program is designed around the whole person.

- Burnalong
- Noom
- Work of Art
- Build A Terrarium
- Glass Etching
- Wreath Making
- Cookie Decorating
- Pickleball Workshops
- Basketball & Golf Tournaments
- On-site Vision Clinics
- Biometric Screenings



GOAL 1 OBJECTIVE A

Create recruitment and retention opportunities that keep us competitive with comparable jurisdictions.

Retention Initiative – Wellness

The County's Wellness Program's major accomplishments:

- Burnalong participation numbers continue to increase each year since its inception. In 2024 it was up by 23% in comparison to 2023.
- Noom reports the following positive impact:
 - ✓ 17% of enrollees lost more than 5% weight
 - ✓ 127 participants are enrolled in Diabetes Prevention
- Our medical insurance claims data showed diabetes was our #2 condition for our group in 2023. In 2024, diabetes cost decreased by 14%.
- In 2024, CCG received the Wellness Exemplar rating for Healthiest Maryland Businesses – Wellness at Work Recognition Program.



GOAL 1
OBJECTIVE B

Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

HR Training Initiatives & Summer Internship Program

- Training participation in the Leadership Academy and other instructor led courses increased to 13.48% in FY24.
- There are a total of 634 employees enrolled in the Leadership Academy.
- In FY24, 46 employees graduated from the Leadership Academy.
- In 2023 and 2024, the Charles County Government Summer Internship Program offered a total of 46 internship opportunities.
- A total of 7 interns that participated in the internship program are currently employed either full time or part-time with County.

GOAL 1
OBJECTIVE B

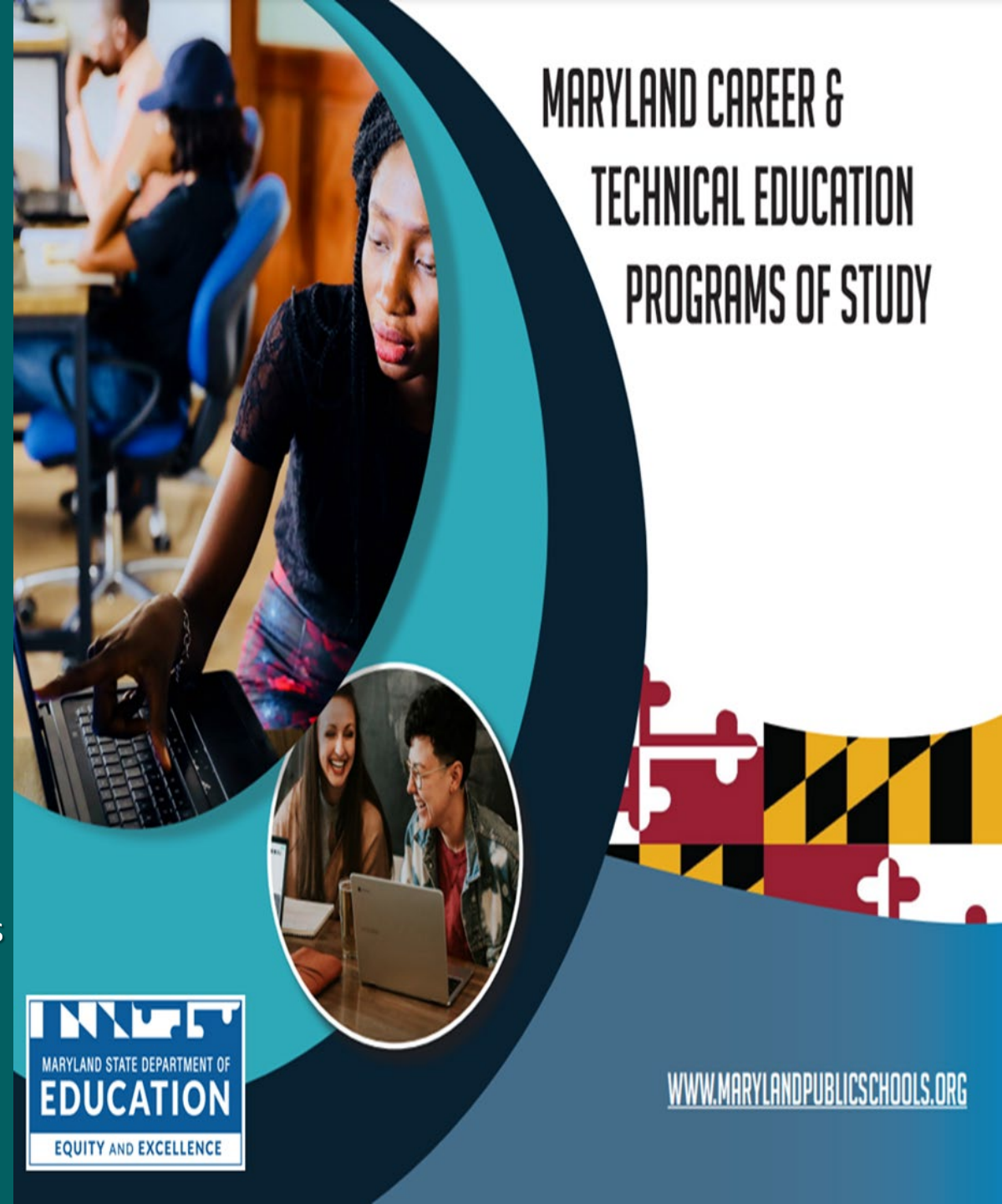
Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

Career and Technical Education (CTE)

A program that provides students with academic and technical skills focused on preparing them for specific career paths, often including hands-on learning and work-based experiences alongside traditional classroom instruction.

Benefits of the CTE Program:

- Satisfies CCPS graduation requirements
- Opportunity to earn college credits
- Opportunity to earn industry certifications
- Increase starting salary in a job
- Hands-on learning directly connected to industry needs
- Increased likelihood to graduate from high school
- Develop strong leadership and teamwork skills



MARYLAND CAREER & TECHNICAL EDUCATION PROGRAMS OF STUDY

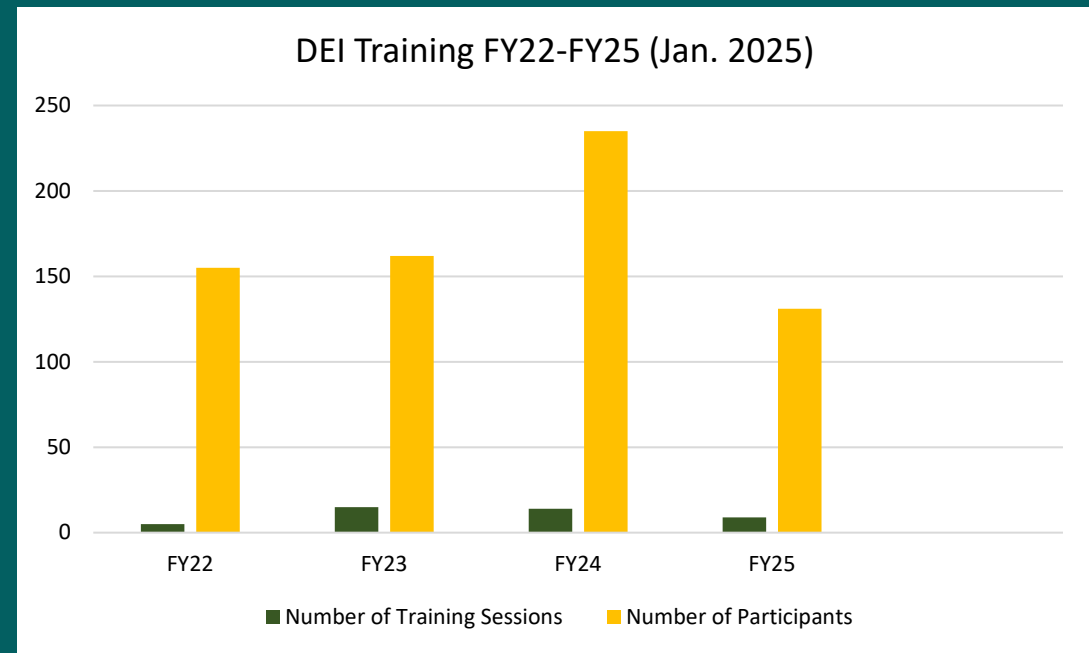


GOAL 1
OBJECTIVE B

Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

Office of Diversity, Equity, & Inclusion (ODEI) Training Initiatives

- In FY22, ODEI conducted 4 training sessions on diversity, equity, and inclusion with 155 participants.
- In FY23, ODEI expanded training to include Bystander Intervention and Workplace Inclusion.
- In FY24, ODEI expanded training to include understanding special considerations in working with Native American communities and created a Budget Equity Tool designed to prioritize budget requests based on equity needs for budget requests.
- In FY25, ODEI expanded training to include DEI Leadership Training composed of 3 cohorts that participated in 5 intensive trainings on equity-focused topics.



GOAL 1
OBJECTIVE B

Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

Apprenticeship Maryland

Apprenticeship Maryland is a youth apprenticeship program for students ages 16 and up and is designed to assist students who want to gain experience in the workplace and plan to continue in that industry after graduation.

In May and November 2023, Human Resources participated in CCBOE's Youth Apprentice Summit and conducted workshops on interviewing skills.

CCG hired 3 apprentices in August 2024:

- Electrical Technician Apprentice
- HVAC Technician Apprentice
- Planning & Growth Management Engineering Apprentice



GOAL 1
OBJECTIVE B

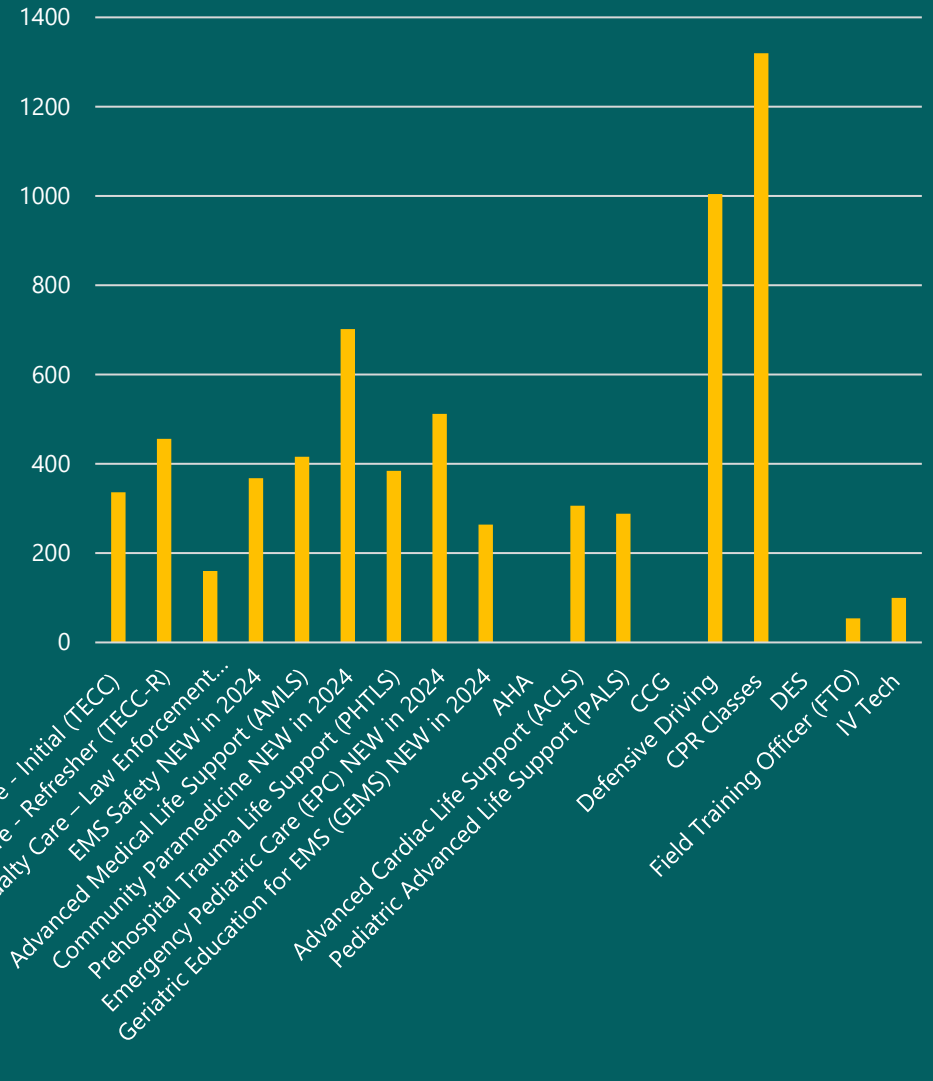
Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

Department of Emergency Services Training Data

EMS trainers host several nationally certified trainings to Charles County Government personnel and volunteers. These trainings include CPR, Defensive Driving, and various DES specific classes.

The Department of Emergency Services personnel cumulatively underwent over 4000 hours of both State and County mandated trainings needed for recertification in 2024.

Total Personnel Training Hours



GOAL 1
OBJECTIVE B

Provide training opportunities in areas such as leadership, DEI, and job-specific skills.

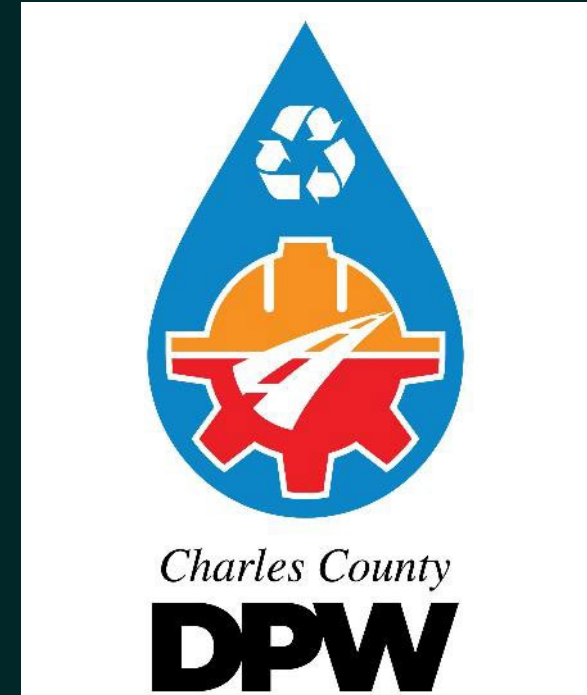
Commercial Driver's License (CDL) Training Program

The Department of Public Works (DPW), in partnership with the Recreation, Parks, and Tourism (RPT) Department launched a county funded Commercial Driver's License (CDL) Training Program in May 2024. The program sponsors eligible full-time employees to obtain a CDL.

Employees enrolled in the program are required to sign a 24-month continued service agreement.

Department	FY24 Actual Number of Participants	FY25 Projected* Number of Participants
DPW	6	7
RPT	3	3

*The number of CDL training opportunities each fiscal year will be subject to available funding

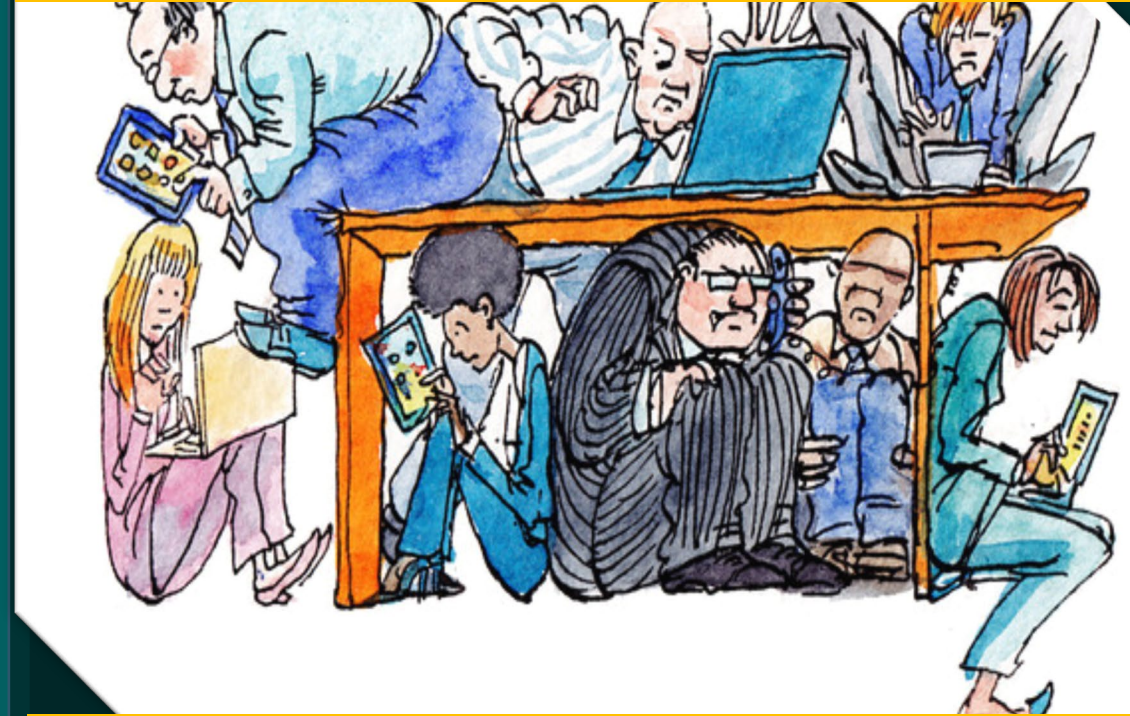


GOAL 1 OBJECTIVE C

Address the organization's short term and long-term space needs to accommodate our growing workforce.

Space Needs Update

- In October 2022, a taskforce composed of employees from DPW, PGM, HR, DFAS and the County Administration's Office was established.
- The mission of the taskforce is to collect and analyze data to create a plan for sustainable county government space needs, through a staff driven initiative.
- Encourage teleworking and employees sharing space while in our buildings.
- Work with County Administration to find real estate that will accommodate our needs.
(Office and Storage Space)



GOAL 2

Institutional Governance

Maintain the highest level of fiscal responsibility.

OBJECTIVES:

- A. **MAINTAIN** the AAA bond rating with all three major bond credit rating agencies.
- B. **COLLABORATE** with departments and partner agencies (ex: Board of Education, Sheriff's Office) to provide funding at an equitable level to meet their obligation to the community.
- C. **PROCURE, IMPLEMENT, AND SUPPORT** the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

GOAL 2 OBJECTIVE A

Maintain the AAA bond rating with all three major bond credit rating agencies.

- Virtual presentations in November 2024.
- Retained our AAA Bond Rating for an eighth consecutive year
- On December 3rd, sold \$73 million in general obligations bonds to fund the capital improvement program

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Charles County Maintains AAA Bond Rating | News Releases | Charles County, MD

News

Charles County Maintains AAA Bond Rating

Post Date: 12/03/2024 3:24 PM



News Release # 2024-119

Charles County announces that all three major national bond rating agencies: Fitch Ratings, S&P Global Ratings, and Moody's Investor's Service, have reaffirmed the county's AAA bond rating. Bond rating experts met with county leaders to review the health and stability of the county based on budget management, external audits, financial management, and economic development. This allows the county to maintain low interest rates when repaying bonds.

"Retaining our AAA Bond Rating for the eighth consecutive year highlights the strength and stability of Charles County's financial stewardship. This achievement is a testament to the hard work and dedication of our county staff, who ensure we remain fiscally responsible and administratively sound," Commissioner President Reuben B. Collins II, Esq said. "It also reaffirms the resilience and promise of our community. On behalf of myself and my fellow Commissioners, we remain committed to setting equitable policies that address the needs of all residents and uphold the trust placed in us to secure a thriving future for Charles County,"

S&P Global Ratings report stated that their rating was supported by the county's "long history of sound, conservative budgeting practices and maintenance of formalized fiscal policies, with positive operations. We expect ongoing commercial and residential development within the Waldorf area, along with the revitalization of the town of Indian Head, which will improve certain economic metrics that currently trail peers."

Moody's evaluation says that Charles County "has ongoing redevelopment that will be beneficial to its credit profile. The reserve position remains strong at over 60% of revenues and should hold based on preliminary fiscal 2024 results." Moody added "The stable outlook reflects the growing likelihood that the county's local economy continues to be strong while fund balance and leverage hold steady."

Fitch Ratings added that Charles County's "rapid rate of amortization of existing debt and continued economic growth are expected to result in stable to slightly improved long-term liability metrics in the near term."

On Dec. 3, the county sold \$73 million in consolidated public improvements bonds to fund capital improvements.

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<https://www.charlescountymd.gov/Home/Components/News/News/5521/400?npage=3>

1/2

GOAL 2 OBJECTIVE B

Collaborate with departments and partner agencies (ex: Board of Education, Sheriff's Office) to provide funding at an equitable level to meet their obligation to the community.

- FY2025 budget was adopted in May 2024.
- Provided record funding to the Board of Education and Sheriff's Office.
- Increase funding and new positions for County Departments and other partner agencies
- Budget included no tax increases.



ABOUT THE CHARLES COUNTY BUDGET Your Tax Dollar at Work

A quick-look summary of the **Fiscal Year 2025** general fund budget for Charles County. We believe a good budgeting process engages those who are responsible for adhering to the budget and implementing the organization's objectives in creating the budget. Budgeting decisions are driven both by mission priorities and fiscal accountability.

FISCAL 2025 APPROVED BUDGET: \$561,338,600



GOAL 2 OBJECTIVE C

Procure, implement, and support the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

- Implemented Open Gov – Vendor Self Service eProcurement Portal, Budget Planning and Performance Measurements.
- Implemented HR/Payroll Software.
- Pursuing new Tax Software.
- Implementing SLBE/MWBE compliance management software.

Charles County Government
La Plata, MD
All dates and times in Eastern Time

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Questions?
[Visit Help Center](#)

Procurement Portal

Projects Calendar

All Departments |
Active |
Search Advanced Search

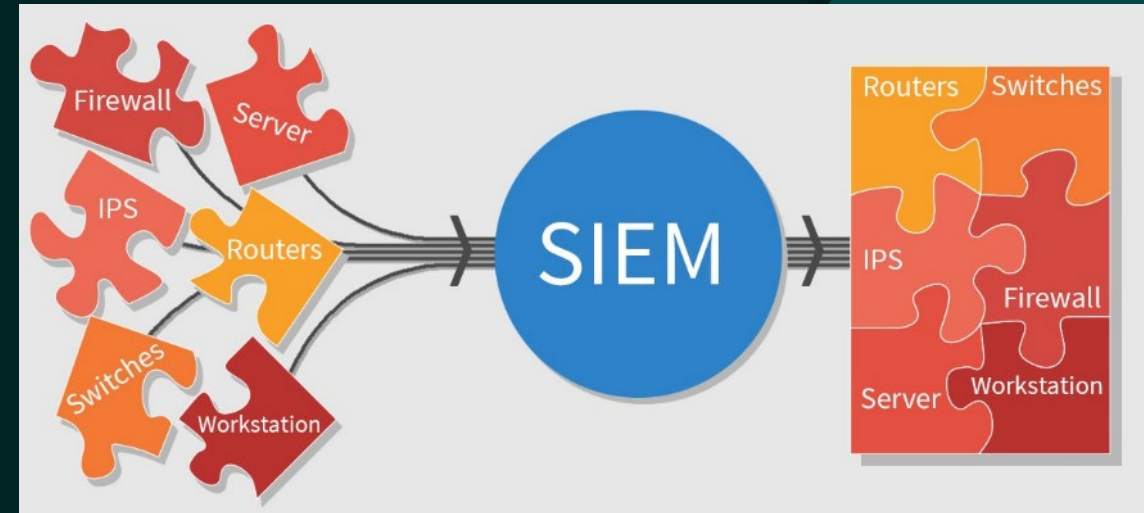
Project Title	Addenda	Release Date	Due Date
Charles County Stormwater Management Ordinance Update 2025 OPEN	1	1/30/2025	3/12/2025
Building Permit Plan Review Services OPEN	1	1/23/2025	2/28/2025
Radio Tower Shelter HVAC Preventative Maintenance and Service/Repair OPEN	0	1/29/2025	2/24/2025
Mill Hill Road Improvements & Water Line Extension OPEN	0	1/14/2025	2/20/2025
Yard Waste Curbside Collection Services OPEN	0	1/22/2025	2/19/2025

**GOAL 2
OBJECTIVE C**

Procure, implement, and support the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

CYBERSECURITY - SCADA

- Security Information Event Management tool designed specifically for the SCADA environment.
- A new IT security position created with the primary focus on the SCADA network.
- Instituted an annual vulnerability assessments focused on the County's SCADA network.



**GOAL 2
OBJECTIVE C**

Procure, implement, and support the software and hardware technology resources that meet the County's needs while maintaining the highest level of security.

CYBERSECURITY – COUNTY

- Implemented Multi-Factor Authentication
- Annual vulnerability assessment
- Maryland State and Local Cybersecurity Grant Program
- Cybersecurity Summit

Multi-Factor Authentication (MFA)



GOAL 3

Institutional Governance

Review and update policies and procedures on a regular basis for adequacy, relevance, and applicability.

OBJECTIVES:

- A. **DEVELOP** a framework to ensure policy making processes and procedures reflect equity consideration.
- B. **IDENTIFY, SELECT, AND ANALYZE** opportunities for process improvement in order to streamline and simplify.
- C. **REVIEW** and update regulatory documents, codes, ordinances, and best practices on an established schedule.

GOAL 3 OBJECTIVE B

Develop a framework to ensure policy making processes and procedures reflect equity consideration.

- Intentionally prioritizes a pervasive approach to embedding equity in the development of all policies, programs, and initiatives.
- Educate and empower staff to effectively promote consistent implementation and utilization of the equity framework.
- Establish DEI Ambassadors Group that includes staff representatives from every County Department/Division to assist with quality and accountability reviews.



GOAL 3
OBJECTIVE B

Identify, select, and analyze opportunities for process improvement in order to streamline and simplify.

- OpenGov software will also allow tracking of Key Performance Indicators, or KPIs
- A KPI committee is being convened to manage this initiative County-wide
 - Consistent presentation of data
 - Streamlined reporting process
- Will engage with a consultant to assist the KPI committee in developing the program



GOAL 3
OBJECTIVE C

Review and update regulatory documents, codes, ordinances, and best practices on an established schedule.

Several updates on major policies and codes are being conducted simultaneously across the organization:

Document	Current Status	Estimated Completion
Disparity Study	Program Deployment	Spring 2025
Artificial Intelligence (AI) SOP	Original Draft	Spring 2025
Personnel Policies & Procedures Manual	Updated Draft	Fall 2025
Zoning Code	Updated Draft	Spring 2026
Comprehensive Plan	Kick-Off	Early 2027

GOAL 4

Institutional Governance

Promote accessible and transparent government operations.

OBJECTIVES:

- A. **ENGAGE** with residents to inform and solicit input via social media, surveys, videos and podcasts, and the Citizens Academy program.
- B. **INCREASE** the availability of online resources and information regarding services available to the community.
- C. **WORK WITH** the cross-departmental work group to promote and disseminate information in a strategic and timely manner across a variety of platforms.

GOAL 4 OBJECTIVE A

Engage with residents to inform and solicit input via social media, surveys, videos and podcasts, and the Citizens Academy program.

- The IAP2 Model for Public Participation: *Our process and our promise*
- Stay Engaged, Charles County: *A one-stop shop for information and feedback*
- Stay Connected, Charles County: *A variety of tools for a variety of residents*
- Citizens Academy: *Capitalizing on Ambassadors of all ages as one of our county's most valuable assets*
- CCGTV and Inside Your County Government: *Intentional, proactive and relevant programming*

Sports and Wellness Complex

RECREATION, PARKS AND TOURISM

On Wednesday, July 24, The Charles County Board of Commissioners was joined by the Charles County Department of Recreation, Parks and Tourism and the Charles County Economic Development Department to celebrate the county's purchase of the former Sears Building at the St. Charles Towne Center. The building will be converted into a sports and wellness complex serving the entire community.

The purchase of the property, which totals 8 acres, was tied to the result of a comprehensive study conducted two years ago by the Department of Parks, Recreation, and Tourism on county recreation opportunities. The study found a great need for increased sports and wellness activities, especially in the Waldorf area.

Visit [here](#) for the full press release.

Community Engagement

The first community meeting on this project was held on Wednesday, January 29 at St. Charles Towne Center. Check out the video below for a recording of this meeting. You can also access the presentation under "Supporting Documents", located on the right hand side of this page.

We want to hear from you! Provide input on how you envision this new facility to serve the entire community by participating in the online survey below.

Sign up for notifications to stay informed on this project and receive updates.



OPEN

Share Your Thoughts: What Do You Envision for the New Sports and Wellness Complex?

Closes: February 17, 2025 at 6:59 PM

Provide your input on the development process of the future Sports and Wellness Complex. Your input is valuable to the success of this project!

Participate Now

Approximate time to complete



"We are inviting everyone in our community to help us re-imagine recreation and leisure activities here in Charles County."

Kelli Beavers
Director of Parks, Recreation, and Tourism

SUPPORTING DOCUMENTS

[Sports And Wellness Complex Community Presentation](#)



International Association of Public Participation (IAP2)

Increasing Level of Public Impact

Orange represents the public. Blue represents the county.



Our Process

County informs of project, progress, alternatives and/or solutions.

County acknowledges concerns on analysis, issues and alternatives.

Project decisions reflect ideas and concerns of the public.

Public ideas will be in the decisions as much as possible.

The final decision will be in the hands of the public.

Our Promise

We will keep you informed.

We will keep you informed, listen to & acknowledge concerns, and provide feedback on how public input influences the decision.

We will work with you to ensure that your concerns & aspirations are directly reflected in the alternatives developed & provide feedback on how public input influenced the decision.

We will look to you for advice & innovation in formulating solutions & incorporate your advice & recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

**GOAL 4
OBJECTIVE B**

Increase the availability of resources and information regarding services available to the community.

Collaborative Community Improvement Project Pilot: Bryans Road

- Provide community members with education about existing and available resources and programs that can benefit the community.
- Encourage and facilitate dialogue and build relationship between Charles County Government and community members
- Implement a measurable project that aligns with Commissioner Goals & Objectives
- Use resident wants and needs to help determine funding allocation for projects and improvements.
- *“Nothing about us without us”*

Collaborative Community Improvement Projects Stakeholders



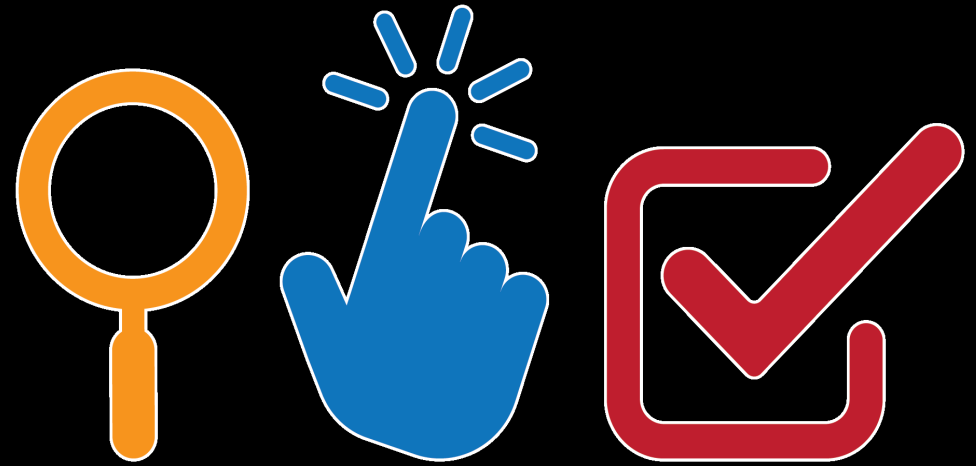
Recommended Implementation Timeline



GOAL 4
OBJECTIVE C

Work with the cross-departmental work group to promote and disseminate information in a strategic and timely manner across a variety of platforms.

- New **See.Click.Report** customer relationship management system to facilitate efficient, cross-departmental response to citizen requests for service. Anticipated to launch in Spring 2025.
- Media is working with DPW and RPT to create **Hybrid Meeting Space** at Centennial Street building where hybrid public meetings can be recorded. Anticipated completion in Spring 2025.



SEE CLICK REPORT

Questions?





Charles County Government

200 Baltimore Street, La Plata, MD
MD Relay Service: 7-1-1

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