



DEPARTMENT OF PLANNING & ZONING  
COMPREHENSIVE PLANNING | LAND PRESERVATION | FOREST CONSERVATION | GIS

## AGENDA

### WASHINGTON COUNTY PLANNING COMMISSION

January 6, 2020, 7:00 PM

### WASHINGTON COUNTY ADMINISTRATIVE COMPLEX

100 WEST WASHINGTON STREET

2<sup>ND</sup> FLOOR, PUBLIC MEETING ROOM #2000

### CALL TO ORDER AND ROLL CALL

### MINUTES

1. December 2, 2019 Planning Commission meeting minutes \*

### OLD BUSINESS

1. **Heritage Huyett LLC [RZ-19-006]** – Proposed map amendment for Heritage Huyett LLC for 29.57 acres of property located at 16422 National Pike; Current Zoning: Planned Industrial/Business Local; Proposed Zoning: Planned Industrial; Planner: Jill Baker \*

### NEW BUSINESS

### MODIFICATIONS

1. **Keeptryst Properties, LLC [OM-19-008]** Modification for proposed 1 lot without public road frontage for property located at 18846 Arthur Lane, Knoxville MD; Zoning: RV – Rural Village & EC – Environmental Conservation; Planner: Lisa Kelly \*

### SITE PLANS

1. **Shenandoah Mobile LLC Tower Site [SP-19-003]** – Proposed construction of a cell tower to be located at 20030 Professional Blvd; situated along the south side of Yale Drive and west of HCC; Zoning: ORI (Office, Research and Industrial); Planner: Ashley Holloway \* (Lisa Kelly will be presenting this plan for Ashley Holloway)

### OTHER BUSINESS

1. **Update of Staff Approvals** – Rebecca Calimer
2. **Comprehensive Plan – Economic Development**; Jill Baker \*

### ADJOURNMENT

### UPCOMING MEETINGS

1. Monday, February 3, 2020, 7:00 p.m., Washington County Planning Commission regular meeting, Washington County Administrative Complex, 100 W. Washington Street, 2<sup>nd</sup> Floor, Public Meeting Room #2000, Hagerstown, Maryland

### *\*a t t a c h m e n t s*

The Planning Commission reserves the right to vary the order in which the cases are called. Individuals requiring special accommodations are requested to contact the Washington County Planning Department at 240-313-2430, to make arrangements no later than ten (10) days prior to the meeting. *Notice is given that the Planning Commission agenda may be amended at any time up to and including the Planning Commission meeting.*

100 West Washington Street, Suite 2600 | Hagerstown, MD 21740 | P: 240.313.2430 | F: 240.313.2431 | TDD: 7-1-1

**WASHINGTON COUNTY PLANNING COMMISSION  
PUBLIC REZONING INFORMATION MEETING  
AND REGULAR MEETING  
December 2, 2019**

The Washington County Planning Commission held a public rezoning information meeting and its regular monthly meeting on Monday, December 2, 2019 at 7:00 p.m. at the Washington County Administration Building, 100 W. Washington Street, Room 2000, Hagerstown, MD.

Commission members present at the meeting were: Clint Wiley, Denny Reeder, David Kline, Jeremiah Weddle, and Ex-officio County Commissioner Randall Wagner. Staff members present were: Washington County Department of Planning & Zoning: Jill Baker, Director; Travis Allen, Comprehensive Planner; and Debra Eckard, Administrative Assistant; Washington County Department of Plan Review & Permitting: Rebecca Calimer, Chief of Plan Review.

**CALL TO ORDER**

The Chairman called the public rezoning information meeting to order at 7:00 p.m.

**RZ-19-007 – Heritage Huyett LLC**

**Staff Presentation**

Ms. Baker presented a map amendment application submitted by Heritage Huyett LLC for property located along the west side of MD Route 63 (Greencastle-Williamsport Pike) approximately 0.1 mile north of US Route 40 (National Pike). The property consists of two parcels approximately 90.34 acres in size. Parcel 393 is 82.05 acres and Parcel 561 is 8.29 acres. The property is currently zoned PI (Planned Industrial; 60.77 acres) and BL (Business Local; 29.57 acres). The current zoning on the property was established in 2015 at the request of the applicant. Applicants for new PI zoning districts are required to first hold a preliminary consultation with the Planning Commission. A preliminary consultation was held on June 20, 2019 with the Department of Plan Review & Permitting; however, a summary of that meeting has not been presented to the Planning Commission.

Both subject parcels are located within the Urban Growth Area that surrounds the City of Hagerstown, the Town of Williamsport and the Town of Funkstown. The population analysis for the last 30 year period shows an increase in this election district of 83% per year while the overall county population has increased only 30% per year. Public water and public sewer are available within a reasonable distance from the subject site. The City of Hagerstown has a pre-annexation agreement with the property owners for water service.

Emergency Services would be provided by the Williamsport Volunteer Fire Company and Maugansville Goodwill Fire Company. Rescue services would be provided by the Williamsport Volunteer Ambulance Service. Kevin Lewis, Director of Emergency Services, commented that during the review of a proposed residential subdivision on this property several years ago, a request was made that the developer set aside land within the development for the establishment of a new sub-station for fire and/or emergency services. This provision is still being requested.

There would be no impact on schools because the requested zoning (PI) would not permit any residential development.

There has been a significant increase in traffic since the 1980s in this area. There is no public transportation provided to the site.

The area surrounding the subject parcels contains a mixture of residential, institutional and commercial uses. The majority of the property is bordered by large lot residential uses as well as a scattering of institutional uses within a one mile radius of the site. Commercial uses dominate the intersection of MD 63 and US 40. There are several historic structures within a ½ mile radius of the site.

The County's adopted Comprehensive Plan shows this area as being in the Industrial Flex sub-policy area which reflects a hybrid policy area comprised of different types of economic development associated land uses.

Ms. Baker explained that in a piecemeal rezoning, Maryland law requires the applicant to meet the test of the change or mistake rule. The applicant must provide substantial facts showing a change in the character of the neighborhood or a mistake by the local legislative body during the last rezoning of the property. In this particular case, the current zoning was established in 2015 at the request of the applicant. Ms. Baker stated that the applicant has not provided justification to either a claim that there has been a change in the character of the neighborhood or that a mistake in the 2015 zoning was made.

**Discussion and Comments:** Commissioner Wagner asked what the property was zoned prior to the 2015 rezoning. Ms. Baker stated that the property was zoned RT (Residential Transition) during the Comprehensive rezoning in 2002, at the request of the property owner at the time. The developer had plans for a residential development of 100+ lots. In 2015, the applicant (Heritage Huyett LLC) requested a change in the zoning from RT to BL (Business Local) and PI (Planned Industrial).

#### **Applicant's Presentation**

Mr. Brian Kurtyka, 201 Prospect Avenue, Hagerstown (21742), legal counsel for the applicant, stated that a justification for the rezoning has not been established yet. The applicant would like to rezone the portion of property currently zoned BL to PI for several reasons, as follows: 1) to have contiguous PI zoning across the entire property which would make it easier to market; 2) the PI designation would conform to the County's adopted Comprehensive Plan; 3) the current market is more conducive to the PI zoning designation; 4) the proposed zoning would be less traffic intensive; 5) there is public water and sewer available to the site; and 6) traffic studies have been verbally approved and the applicant has agreed to traffic signalization and roadway improvements as necessary.

Mr. Kurtyka expressed his opinion that the current zoning, which was requested in 2015, was not a mistake; however, he believes that the proposed zoning would be a better fit for the County's original intent of the area. He also stated that he doesn't believe the applicant could provide substantial proof for a change in the character of the neighborhood. At this time, the applicant needs more time to meet the requirements for the change or mistake rule.

**Discussion and Comments:** Mr. Kline asked what the applicant's intent was for the BL zoning in 2015. Mr. Kurtyka stated that the applicant was proposing some office and retail uses; however, those plans did not come to fruition.

Mr. Terry Randall, 13101 Fountainhead Road, Hagerstown, President of Heritage Capital (owner of Heritage Huyett LLC), stated that when the property was purchased, the biggest drawback for development was the lack of public sewer services to the property; however, the portion of the property currently zoned BL could be developed without public sewer. Mr. Randall stated that within the last two years, sewer services have been extended to the property. He contends that the extension of the sewer constitutes a change in the neighborhood and has expanded the possibilities for the property. Mr. Randall stated that a 730,000 square foot building is being proposed on the site and the developer has prepared a site plan, a grading plan, etc. to ensure that the proposed use could be accomplished on this site.

#### **Public Comment**

- Kyle Walters, 16400 National Pike – Mr. Walters had no public comment either in opposition or in favor of the request. However, he had several questions and was asked to speak to the applicant directly.

Mr. James Snyder of Snyder, Secary and Associates, 2000 Littlestown Road, Harrisburg, PA, briefly discussed the proposed retaining wall which would prevent the fill slope from encroaching on the adjacent property.

Ms. Baker recommended that when the applicant has provided staff with more information, a second public meeting should be held to obtain public comment and Commission members can make an informed decision to send forward to the County Commissioners.

The public rezoning information meeting concluded at 7:30 p.m.

#### **MINUTES**

**Motion and Vote:** Mr. Kline made a motion to approve the minutes of the November 4, 2019 meeting as presented. The motion was seconded by Mr. Weddle and unanimously approved.

#### **-NEW BUSINESS**

##### **FOREST CONSERVATION**

###### **Ridenhour Family Lot 3**

Mr. Allen presented for review and approval a request to utilize the payment in lieu fee to meet forest mitigation for the Ridenhour Family Lot 3. The property is located at 22740 Stevenson Road within the Town of Smithsburg. The total acreage of the current parcel is 7.12 acres; the applicant is proposing to subdivide and create a 1.26 acre lot. Approximately 0.12 acres of planting is required for this subdivision to meet Forest Conservation Ordinance requirements. Generally, with a planting requirement of this size, the express procedure could be used without approval from the Planning Commission. However, because there is a floodplain area on this site, which is a priority area targeted for retention or new forest per the Ordinance, the Planning Commission must review and approve the forest mitigation being proposed. Mr. Allen noted that planting 0.12 acre of forest would offer limited benefits to water quality, it would not qualify as forest, and the trees in such a small cluster may not survive long-term because there is very limited forest cover along the stream as it stands currently.



**Motion and Vote:** Mr. Weddle made a motion to approve the request to utilize the payment in lieu of fee as presented. The motion was seconded by Mr. Kline and unanimously approved.

#### **OTHER BUSINESS**

##### **Thomas J. Gilbert III**

Ms. Calimer introduced a request from Thomas J. Gilbert III to remove an intra-family restriction on property located at 4738 Horizon Lane, Keedysville. In 2006, approval was given to build a second dwelling on the property. In July 2016, a plat was recorded with the 10 year immediate family restriction.

Mr. William C. Wantz, 123 W. Washington Street, Hagerstown, MD, legal counsel for the applicant, gave a brief summation of the history of this property. In 2015, Dr. Gilbert sought approval from the Planning Commission to convey Lot 1 without the immediate family restriction. The request was treated as a petition for modification, which was denied by the Planning Commission. The applicant then filed an administrative appeal [AP-2015-021] with the Board of Appeals which in turn applied a more onerous "extraordinary hardship" standard. Mr. Wantz briefly explained that circumstances since the 2015 decision have changed due to the death of Dr. Gilbert's father; and, therefore, the request to remove the restriction.

**Motion and Vote:** Mr. Kline made a motion to approve the applicant's request to remove the ten year immediate family restriction as presented. The motion was seconded by Mr. Weddle and unanimously approved with Mr. Wiley abstaining from the vote.

##### **Update of Staff Approvals**

Mr. Holloway was not present at the meeting; however, a written report was distributed to Commission members prior to the meeting

#### **-ADJOURNMENT**

Mr. Kline made a motion to adjourn the meeting at 7:50 p.m. The motion was seconded by Mr. Weddle and so ordered by the Chairman.

#### **-UPCOMING MEETINGS**

1. Monday, January 6, 2020, 7:00 p.m., Washington County Planning Commission regular meeting, Washington County Administration Building, 100 W. Washington Street, Room 2000, Hagerstown, MD 21740

Respectfully submitted,

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Clint Wiley, Chairman



Noel S. Manalo  
301.698.2321  
nmanalo@milesstockbridge.com

December 19, 2019

Via Hand Delivery & Electronic Mail

Board of County Commissioners  
Planning Commission  
Washington County, Maryland  
c/o Ms. Jill Baker, Deputy Director  
Washington County Planning & Zoning  
100 West Washington Street, Suite 2600  
Hagerstown, Maryland 21740

Re: Case RZ-19-007 - Justification Statement Supplement

Honorable Commissioners:

I am writing on behalf of Heritage Huyett, LLC ("Applicant") regarding the above-referenced matter. As you recall, we filed the above Zoning Map Amendment earlier this year. The Planning Commission heard our case on December 2, 2019. At that meeting, we discussed with the Planning Commission that we would provide supplementary information to elaborate on the justification of the Zoning Map Amendment.

Under Maryland law, government bodies with zoning authority may rezone property due to a "mistake" in zoning. *Boyce v. Sembly*, 25 Md. App. 43, 334 A.2d 137 (1975).

The request for rezoning the subject 30 acres from Business Local (BL) to Planned Industrial (PI) is justified, given the mistake of originally zoning the 30 acres. A mistake in zoning may be found where the governing body relied upon "assumptions or premises that 'were invalid.'" *Peoples Counsel for Baltimore County v. Williams*, 45 Md. App. 617, 415 A.2d 585 (1980).

When the County rezoned the property to BL, the assumption or premise relied upon at the time was that public sewer would not be available in the near

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Washington County, Maryland  
December 19, 2019  
Page 2

future to serve that 30 acres. As such, the County considered that the limited uses available under BL were more appropriate.

In actuality, the facts and circumstances were such that sewer was more immediately available. Had that been known at the time, the County could have more appropriately zoned the 30 acres for its highest and best use, instead of the mistaken BL.

Maryland courts have further held that in “mistake” findings, “a more liberal standard is applied when the property is being reclassified from one commercial subcategory to another.” *Tennison v. Shomette*, 38 Md. App. 1, 379 A.2d 187 (1960). In the present case, the request from BL to PI involves reclassification from one commercial category to another, and therefore, under Maryland law, the County has additional discretion in rectifying the previous mistake.

As we discussed at the Planning Commission meeting of December 12, we are excited about locating end users at the property who will contribute to the tax base and add local jobs. In that way, the property and associated projects may contribute to the modern economy of Washington County.

For the above reasons, we respectfully request the rezoning based on “mistake”. We look forward to further discussing the application with the Planning Commission and Board of County Commissioners at the appropriate work sessions and public hearings, and we will supplement the record of the case as needed.

Sincerely,



NOEL S. MANALO

cc: Heritage Huyett, LLC

OM-19-008

RECEIVED

OCT 31 2019

WASHINGTON COUNTY  
PLAN REVIEW DEPARTMENT

WASHINGTON COUNTY PLANNING COMMISSION

APPLICATION FOR SUBDIVISION ORDINANCE MODIFICATION

APPLICANT

NAME Keeptryst Properties, LLC c/o John Rhodes  
MAILING ADDRESS 20629 Bent Willow Road, Rohrsersville, MD 21779  
TELEPHONE 301-416-2518  
(home) (work) (cell)

PROPERTY OWNER

NAME Same as above  
MAILING ADDRESS \_\_\_\_\_  
TELEPHONE \_\_\_\_\_  
(home) (work) (cell)

CONSULTANT

NAME Frederick, Seibert & Associates  
ADDRESS 128 S Potomac St, Hagerstown, MD 21742  
TELEPHONE 301-791-3650

DESCRIPTION OF PROPERTY

PARCEL REFERENCE: MAP 87 GRID 19 PARCEL 220  
PROPOSED LOT ACREAGE .46 Ac TOTAL SITE ACREAGE 3.0 Ac  
ZONING DISTRICT RV & EC ROAD FRONTAGE(FT) 25 Feet

**LOCATION / ADDRESS**

18846 Arthur Lane, Knoxville

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**EXISTING AND PROPOSED USE OF PROPERTY** Existing 3 acre lot with an existing dwelling located on the property which is in disrepair.

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**LOT TO BE CONVEYED TO IMMEDIATE FAMILY MEMBER** NO

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**SUBDIVISION MODIFICATION INFORMATION**

**MODIFICATION TO SUBDIVISION ORDINANCE SECTION** 405.11.B

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**MODIFICATION IS TO ALLOW** The existing 3 acre parcel has 25 feet of road frontage where Arthur Lane Dead Ends onto the applicants property. The applicant would like to create a lot around the existing dwelling and leave the remaining lands to be sold at a later date.

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**STATEMENT OF JUSTIFICATION TO THE REQUESTED MODIFICATION** (quantify modification – i.e. hardship resulting from irregular shape; safety hazard; topographic conditions; extraordinary hardship; other

Steep slopes where the applicants parcel connects to Arthur Lane have prevented the construction of a cul-de-sac. Had a cul-de-sac been constructed the need for a modification would not be necessary. This is the only public road frontage this parcel has and there is no further subdivision potential beyond what is proposed.

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(Attach additional sheets if necessary)

In addition, two (2) sketch plans, drawn to scale must accompany this application showing: the dimensions and shape of proposed lot with acreage; size and location of existing and/or future structures; existing/proposed roadways and associated access right-of-ways or easements; existing/proposed entrance/exit to property; natural or topographic peculiarities of the lot in question.

To the best of my knowledge, the information provided in this application and other material submitted is correct.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Date

  
Property Owner's Signature

  
Date

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**STAFF USE ONLY:**

STAFF PLANNER: \_\_\_\_\_ DATE RECEIVED: \_\_\_\_\_

NUMBER: \_\_\_\_\_

MEETING DATE: \_\_\_\_\_



## **PROCEDURE FOR REQUESTS FOR A MODIFICATION TO THE STANDARDS OF THE SUBDIVISION ORDINANCE**

1. Modification request applications shall be filed with the Washington County Planning Department, Washington County Administrative Annex, 80 West Baltimore Street, Hagerstown, Maryland 21740, Phone: 240-313-2430, between the hours of 7:30 a.m. and 4:30 p.m., Monday through Friday. Copies of the application forms can be picked up at this location or can be printed off of the Planning Department website at [www.washco-md.net/planning/plan.shtm](http://www.washco-md.net/planning/plan.shtm). A Filing fee of \$115.00 dollars is required and can be paid by cash or check made payable to the Washington County Treasurer. Incomplete applications will not be accepted.

2. The Planning Commission meets on a monthly basis (schedule attached) in Conference Room 1A of the County Administrative Annex, 80 West Baltimore Street, Hagerstown. Applications must be filed at least 25 days prior to the scheduled meeting of the Planning Commission.

3. Upon receipt of the modification application, the Planning Staff will review for completeness and then set up an individual file for the application. Once review is complete, the assigned Planner will present the modification request to the Planning Commission at its regularly scheduled meeting. The Commission will take action the night of the meeting unless more information for review is requested. Staff would then schedule the modification request for a future Planning Commission meeting.

4. In requesting a modification from Subdivision Ordinance regulations, the Applicant and/or their Consultant should be prepared to tell the Planning Commission why the property is unique or the minimum terms of the Ordinance that cannot be complied with. A modification may only be granted by the Commission upon a showing of criteria of practical difficulty or undue hardship listed below (but not limited to):

(a) There are special circumstances or conditions affecting the property such that the strict application of the provisions of the Subdivision Ordinance would deprive the applicant of the reasonable use of their land.

(b) The hardship is not the result of the applicant's own actions – that is, special circumstances or conditions causing the hardship exist through no fault of the property owner.

(c) Granting the modification would be in harmony with the general purpose of the Ordinance and preserve its spirit.

(d) That the modification is to correct inequities resulting from a physical hardship such as topography.

(e) The granting of the modification will not be detrimental to the public health, safety and welfare or injurious to other property in the territory in which property is situated.

5. The Planning Director shall have the authority to consider administratively the following modifications from Subdivision Ordinance requirements:

(a) Where it is impractical to dedicate the full right-of-way required by the Washington County Engineering – Land Development or State Highway Administration are satisfied with the acquired right-of-way.

(b) Where the existing structure, septic system, or other appurtenance is within the right-of-way to be dedicated and for which the relocation of same may create a future hardship.

(c) When the property access or driveway intersects with a State maintained road and the access permit issued by the State requires the property access or driveway to be located such that it fails to meet the Subdivision Ordinance spacing requirements. The Director can grant a modification

from the County's Highway Plan spacing requirements up to 25% from the current spacing requirements if: a physical hardship or safety condition is identified; does not create a condition which allows for more lots than would be permitted if the modification was not granted; location must be approved by Engineering – Land Development and/or State Highway; and have no negative impact on neighboring properties.

(d) Panhandle Length – up to 50% from current maximum length of 400 feet based upon a physical hardship, no negative impact on neighboring properties; and the local fire department concurs with site.

(e) Public Road Frontage – Up to 25% from the current standard of 25 feet based upon a physical hardship, safety condition, existing condition where there is less than 25 foot of frontage identified. The driveway geometry associated with the new frontage/access configuration shall be approved by the County Engineering – Land Development and/or State Highway Administration. There is no negative impact on neighboring properties.

(f) The Planning Director shall have the ability to grant the creation of a lot without road frontage in those cases where the proposed subdivided lot(s) contain existing structures and an attempt is being made to comply with the Zoning Ordinance provision of one principle use on one zoning lot.

6. On the submitted Preliminary and Final Subdivision Plat, include modification reference number, description of modification request and approval, any conditions and the date request was granted by the Planning Commission. Submit modification approval letter with plat submittal.

7. Appeal by any person aggrieved from any action of the Planning Commission or the Planning Director shall be to the Board of Zoning Appeals pursuant to the provisions of Article 25 of the Washington County Zoning Ordinance. (Section 109 – Subdivision Ordinance). The BZA is located within the Department of Permits and Inspections, 80 West Baltimore Street, Hagerstown, Maryland 21740 Phone: 240-313-2460 [www.washco-md.net/permits/zoning.shtm](http://www.washco-md.net/permits/zoning.shtm)



## SUBDIVISION MODIFICATION APPLICATION CHECKLIST

The following items are required as part of the Subdivision Modification application:

Applicant	Staff	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	A complete Application Form, signed by the applicant, property owner, and consultant (if applicable). All information must be typed or clearly printed on the application. <b>Please include this checklist.</b>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	A filing fee of \$115.00. Make check payable to: <b>Washington County Treasurer</b> . Include fee worksheet.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Twelve (12) sketch plans, drawn to scale, showing:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	a. dimensions & shape of proposed lot with acreage;
<input checked="" type="checkbox"/>	<input type="checkbox"/>	b. size & location of existing and/or future structures;
<input checked="" type="checkbox"/>	<input type="checkbox"/>	c. existing/proposed roadways and associated access right of way or easements;
<input checked="" type="checkbox"/>	<input type="checkbox"/>	d. existing/proposed entrance/exit to property;
<input checked="" type="checkbox"/>	<input type="checkbox"/>	e. natural or topographic peculiarities of the lot in question.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Any additional drawings, pictures, or information that will assist the Planning Commission in making its decision.



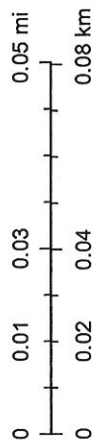
# Frederick Seibert & Associates, Inc.



10/31/2019, 11:08:48 AM

- FSA Database
  - HL Database
- Parcels

1:2,129



Esri, HERE, Garmin, (c) OpenStreetMap contributors, MD iMAP, DoIT



**Kelly, Lisa**

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**From:** Abbott, Gail  
**Sent:** Tuesday, December 10, 2019 9:46 AM  
**To:** Kelly, Lisa  
**Subject:** OM-19-008 Keeptryst Properties LLC

Lisa,

I have reviewed the request for the Ordinance Modification Section 405.11.B and have the following comments regarding this request;

1. The roadway width leading to this proposed subdivision is only 10 feet wide which does not meet the minimum road width requirement of 16 feet according to the A Policy for Determining Adequacy of Existing Highways.
2. The proposed subdivision would not meet public road frontage for Lot 1 and Remaining Lands.

Regards,  
Gail



Gail Abbott  
Plan Reviewer, Division Of Plan Review & Permitting  
80 West Baltimore St.  
Hagerstown, MD 21740  
P: (240) 313-2416  
[www.washco-md.net](http://www.washco-md.net)

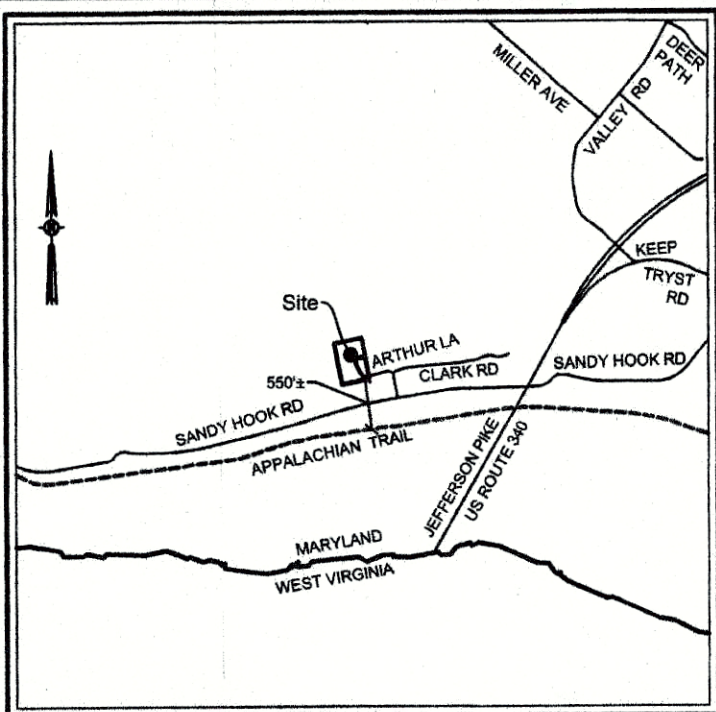
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VICINITY MAP  
SCALE 1" = 2000'

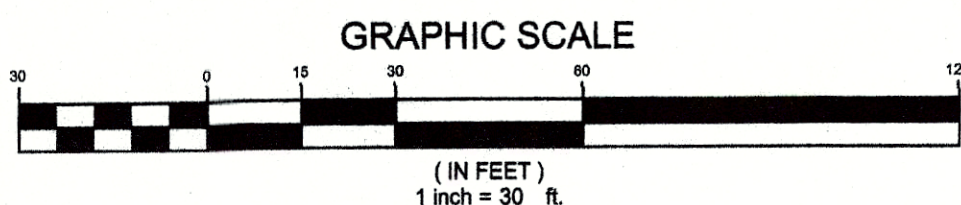
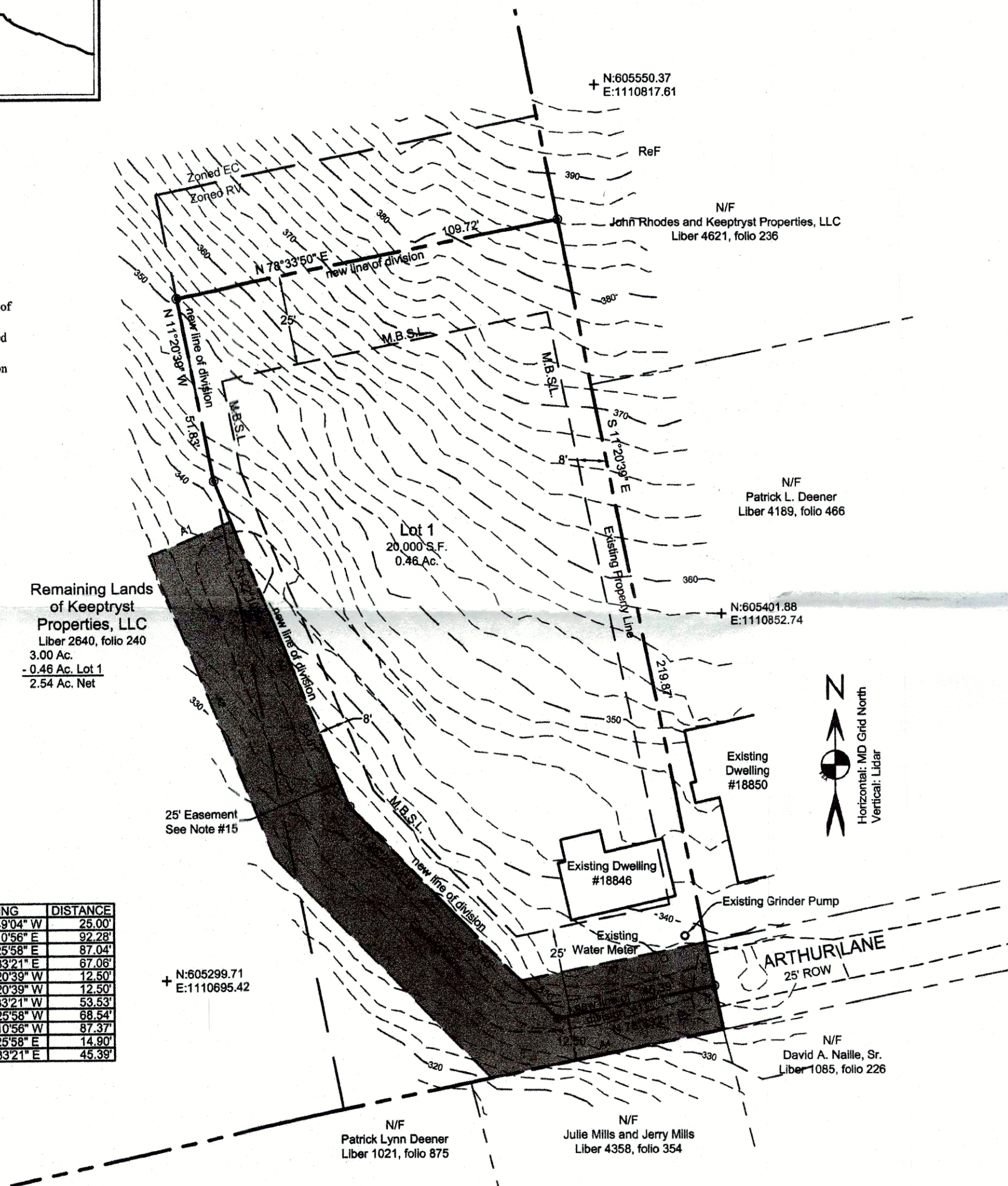
**Soil Table**

Soil	Area (Ac.)	%
ReF	0.5	100

**Maryland State Endangered Species Notice**  
Maryland Department of Natural Resources Natural Heritage Program indicates the potential for the existence of the habitat of a Maryland designated threatened or endangered species. Current and future owners are advised to contact the Natural Heritage Program for additional information on program guidelines or further determination of the existence of the habitat. No additional land use restrictions are imposed by Washington County.

Remaining Lands of Keeptryst Properties, LLC  
Liber 2840, folio 240  
3.00 Ac.  
- 0.46 Ac. Lot 1  
2.54 Ac. Net

LINE	BEARING	DISTANCE
A1	S 67°49'04" W	25.00'
A2	S 22°10'56" E	92.28'
A3	S 44°25'58" E	87.04'
A4	N 78°33'21" E	67.08'
A5	N 11°20'39" W	12.50'
A6	N 11°20'39" W	12.50'
A7	S 78°33'21" W	53.53'
A8	N 44°25'58" W	68.54'
A9	N 22°10'56" W	87.37'
A10	S 44°25'58" E	14.80'
A11	N 78°33'21" E	45.39'



Owner:  
Keeptryst Properties, LLC  
20629 Bent Willow Road  
Rohrersville MD 21779

Revised Per	Date

TAX MAP 87-19-220 DISTRICT 11	
DRAWING NUMBER 01 OF 01	
DRAWN BY: LEJ	DATE: 7.18.19
CHECKED BY:	DATE:
SCALE: 1" = 30'	

**FREDERICK SEIBERT & ASSOCIATES, INC.**

CIVIL ENGINEERS • SURVEYORS • LANDSCAPE ARCHITECTS • LAND PLANNERS  
128 SOUTH POTOMAC STREET, HAGERSTOWN, MARYLAND 21740  
20 WEST BALTIMORE STREET, GREENCASTLE, PENNSYLVANIA 17225  
505 SOUTH HANOVER STREET, CARLISLE, PENNSYLVANIA 17013  
5201 SPRING ROAD, SUITE 3, SHERMANSDALE, PENNSYLVANIA 17090  
(301) 791-3650  
(717) 597-1007  
(717) 701-8111  
(717) 275-7531  
www.fs-and.com



© 2019

JOB NUMBER: 5465

Certificate of Approval  
**FINAL APPROVAL GRANTED**

DATE: \_\_\_\_\_

By:  
Washington County Planning Commission  
Final Approval good for one hundred eighty (180) days from above date

**PLAT NO \_\_\_\_\_**  
**DATE \_\_\_\_\_**  
**WASHINGTON COUNTY**

Preliminary/Final Plat of Subdivision  
of  
Lot 1  
for  
Keeptryst Properties, LLC  
Located at 18846 Arthur Lane  
Knoxville  
WASHINGTON COUNTY, MARYLAND

**Dedication for Individuals**  
I/we do hereby certify, for ourselves and our personal representatives, heirs and assigns, that I/we are the legal and true owner(s) of the property shown and described on this plat and that I/we hereby adopt the plan of subdivision shown hereon, hereby establish the minimum building restriction lines shown hereon, hereby dedicate to public use all utility and drainage easement areas and all alley, street, and road rights of way designated on this plat, hereby agree to keep open all spaces and recreation areas shown hereon and hereby agree that said dedication shall not impose and responsibility on the Board of County Commissioners of Washington County regarding the subjects of such dedications until legal acceptance thereof by said Board, and I/we hereby reserve the fee simple title to the land underlying said easements, rights of way, open spaces and recreation areas and with regard to said easements and rights of way, hereby agree to convey the same to said Board for the use of said Washington County, without consideration, upon the legal acceptance of said easements and/or rights of way by said Board. This deed and agreement of dedication shall be binding upon my/our grantees, assigns, successors, heirs, and personal representatives. There are no sales, actions at law, leases, liens, mortgages, trusts, easements, or rights of way affecting the property included on this plan of subdivision except the following:  
and all parties having an interest therein have hereunto affixed their signatures, indicating their assent to this plan of subdivision.  
I/we do hereby assent to this plan of subdivision.

I/we also certify that the community water and community sewerage system proposed for this subdivision will be available to all lots offered for sale. I/we also certify that plans for the community water supply and community sewerage system facilities, including any necessary point of discharge, having been approved by the Department of Health and Mental Hygiene.

Witness our hands and seals this 30 day of OCTOBER, 2019.

*John H. Rhodes* (Seal)  
Owner: Keeptryst Properties, LLC  
*[Signature]*  
Witness

**Land Surveyor's Certification**  
I hereby certify that the plan shown hereon is correct; that it is a subdivision of part of the lands conveyed by John Rhodes and Brent Norton, to Keeptryst Properties, LLC, by deed dated April 28, 2005, recorded among the Land Records of Washington County, Maryland in Liber 2840, folio 240; and that stones marked 'O' have been placed as indicated. I hereby certify that these documents were prepared by me or under my responsible charge, and that I am a duly licensed Professional Land Surveyor under the Laws of the State of Maryland, License No. LS-10731 Expiration Date 01/16/2020.

Date: \_\_\_\_\_ Professional Land Surveyor

**Certificate of Approval of Community Water Supply and Community Sewerage System**  
I hereby certify that the use of the community water and/or community sewerage system for this subdivision is in conformance with the County Water and Sewerage Plan.

Date: \_\_\_\_\_ County Health Officer

**Real Estate Transfer Declaration of Intent**  
Account # 015859 District 11 Map 87 Grid 19 Parcel 220  
Name(s): Keeptryst Properties, LLC  
Location: 18846 Arthur Lane, Knoxville, Maryland 21758  
Current Deed Reference(s): Liber 2840 Folio 240  
I (We), Keeptryst Properties, LLC, the Owner(s) of the real property located at 18846 Arthur Lane, and described in the above referenced deed(s) hereby declare my (our) intention to invoke the real estate transfer exemption for the above property, in accordance with the provisions of the Washington County Forest Conservation Program and COMAR 08.19.01.04, for a period of at least five (5) consecutive full taxable years following this date.  
This declaration grants an exemption for a real estate transfer to provide a security, leasehold or other legal or equitable interest, including a transfer of title, of a portion of a lot or parcel based on the Washington County Forest Conservation Program. If the Owner makes application for an activity regulated under the Forest Conservation Program, clears more than 20,000 square feet of forest, or violates the requirements of a previous Forest Conservation Plan on all or part of the parcel within the five (5) year period, Washington County may require the owner to meet the forest conservation threshold established in the Forest Conservation Program and COMAR 08.19.03, and may also assess a noncompliance fee for forested areas out in violation of this exemption.  
(I/We) declare, under the penalties of law, that this declaration, including any accompanying forms and statements, has been examined by me (us) and the information contained herein, to the best of my (our) knowledge, information, and belief, is true, correct and complete.

Signature(s): *John H. Rhodes* Date: \_\_\_\_\_  
Keeptryst Properties, LLC

- General Notes**
- There is a 10 ft. wide drainage and utilities easement along all front lot lines and an 8 ft. wide drainage and utilities easement along all side and rear lot lines hereby reserved unless otherwise shown hereon.
  - Bearings, distances and coordinates are based on MD Grid NAD83.
  - Soil types are as shown hereon.
  - Minimum Building Setbacks: front yard-25'; side yard-8'; rear yard-25'. Minimum Building Setback Lines are based on the current Washington County Zoning Ordinance. Accessory structures may be constructed in accordance with Section 4.10 and Section 23.5 (b). Accessory Structures are not permitted within the placement of the principal permitted structure. Zoned RV - Rural Village.
  - Total upstream watershed affecting this subdivision: is less than 400 Acres.
  - Parcel does not lie in the 100 year flood plain per FEMA Flood Insurance Rate Map, Community Panel No. 24043C0458D, dated August 15, 2017, Flood Zone X.
  - Contours are based on Washington County Aerial Topography and boundary is based on a field survey performed by PSA, Inc.
  - There are no floodplains, streams, steep slopes, and other related buffers as required to be shown by Sections 303, 307 and 314 of the Washington County Subdivision Ordinance and Section 4.21 (C&D) of the Washington County Zoning Ordinance. This subdivision is not within 500' of the Appalachian Trail.
  - No other wells or septic systems lie within 100 feet of the proposed Lot Lines.
  - All grading on each lot, done either before or after the construction of a dwelling or their appurtenances, shall be the full responsibility of the lot owner.
  - No permanent structures (fences, sheds, play equipment, retaining walls, etc.) shall be permitted within any storm drainage easement, either shown or described, on the Final Plat of Subdivision.
  - This plat has been reviewed and approved per the RV Zoning District. Any development/construction shall be in accordance with the Washington County Zoning Ordinance currently being enforced.
  - This plat was prepared without the benefit of a title report and therefore may not indicate all encumbrances on this property.
  - Any development must comply with the Washington County Stormwater Management, Grading, Soil Erosion and Sediment Control Ordinance.
  - This ingress/egress and utilities easement is over Lot 1 and the Remaining Lands for the mutual benefit of the other.

*Sign & Return*



## Approvals

MD-ENG-6A 1/89  UTILITY NOTIFICATION The Soil Conservation District makes no representation as to the existence or nonexistence of any utilities at the construction site. Shown on these construction drawings are those utilities which have been identified. It is the responsibility of the landowners or operators and contractors to assure themselves that no hazard exists or damage will occur to utilities. It is suggested that Miss Utility be contacted at:  Phone No. 1-800-257-7777	USDA SCS  OWNER / DEVELOPERS CERTIFICATION "I/We certify all any parties responsible for clearing, grading, construction and/or development will be done pursuant to this plan and responsible personnel involved in the construction project will have a Certificate of Training at a Maryland Dept. of the Environment approved training program for the control of soil erosion and sediment."  DATE _____ PRINTED NAME _____  SIGNATURE _____  OWNER / DEVELOPERS CERTIFICATION "I/We hereby certify that all clearing, grading, construction and/or development will be done pursuant to this plan and in accordance with the Stormwater Management Ordinance of Washington County and the policy on construction of subdivision infrastructure for acceptance and ownership by Washington County (S-3)."  DATE _____ PRINTED NAME _____  SIGNATURE _____  ENGINEER / ARCHITECT DESIGN CERTIFICATION I hereby certify this plan for soil erosion and sediment control has been designed in accordance with local ordinances, COMAR 26.17.01.07, and Maryland Standards and Specifications for Soil Erosion and Sediment Control.  DATE _____ REG. NO. _____ SIGNATURE _____  Professional Certification I hereby certify that these documents were prepared or approved by me, and that I am a duly licensed professional engineer under the laws of the State of Maryland, License No. 14060, Expiration Date: 08-12-2020.
DISTURBED AREA QUANTITY  THE TOTAL AREA TO BE DISTURBED SHOWN ON THESE PLANS HAS BEEN DETERMINED TO BE APPROXIMATELY 0.9 ACRES AND THE TOTAL AMOUNT OF EXCAVATION AND FILL AS SHOWN ON THESE PLANS HAS BEEN COMPUTED TO BE APPROXIMATELY 100 CU YDS. OF EXCAVATION AND APPROXIMATELY 5 CU YDS. OF FILL.	
WASHINGTON COUNTY SOIL CONSERVATION DISTRICT SOIL EROSION AND SEDIMENT CONTROL PLAN APPROVAL  By: _____ Date: _____ (PLAN IS VALID FOR TWO YEARS FROM DATE OF APPROVAL)	
APPROVAL: WASHINGTON COUNTY DIVISION OF PLAN REVIEW AND PERMITTING  SIGNATURE _____ DATE _____	
ENGINEER'S STORMWATER MANAGEMENT CERTIFICATION  "I verify and affirm that the Construction for the Stormwater Management Facilities as performed either meets or exceeds the requirements and design intent of this plan, including all specifications and referenced standards, and has been completed in accordance with good construction practices. I also verify and affirm that I have reviewed the construction inspection documentation and the as-built information; that it has been done in accordance with Washington County requirements and at a level deemed necessary to assure the Verification made herein; and all discrepancies between the as-built information and approved plans have been noted and are considered acceptable to the Consultant."  SIGNATURE _____ DATE _____ SEAL _____	

## SITE PLAN

for

# SHENANDOAH MOBILE LLC TOWER SITE

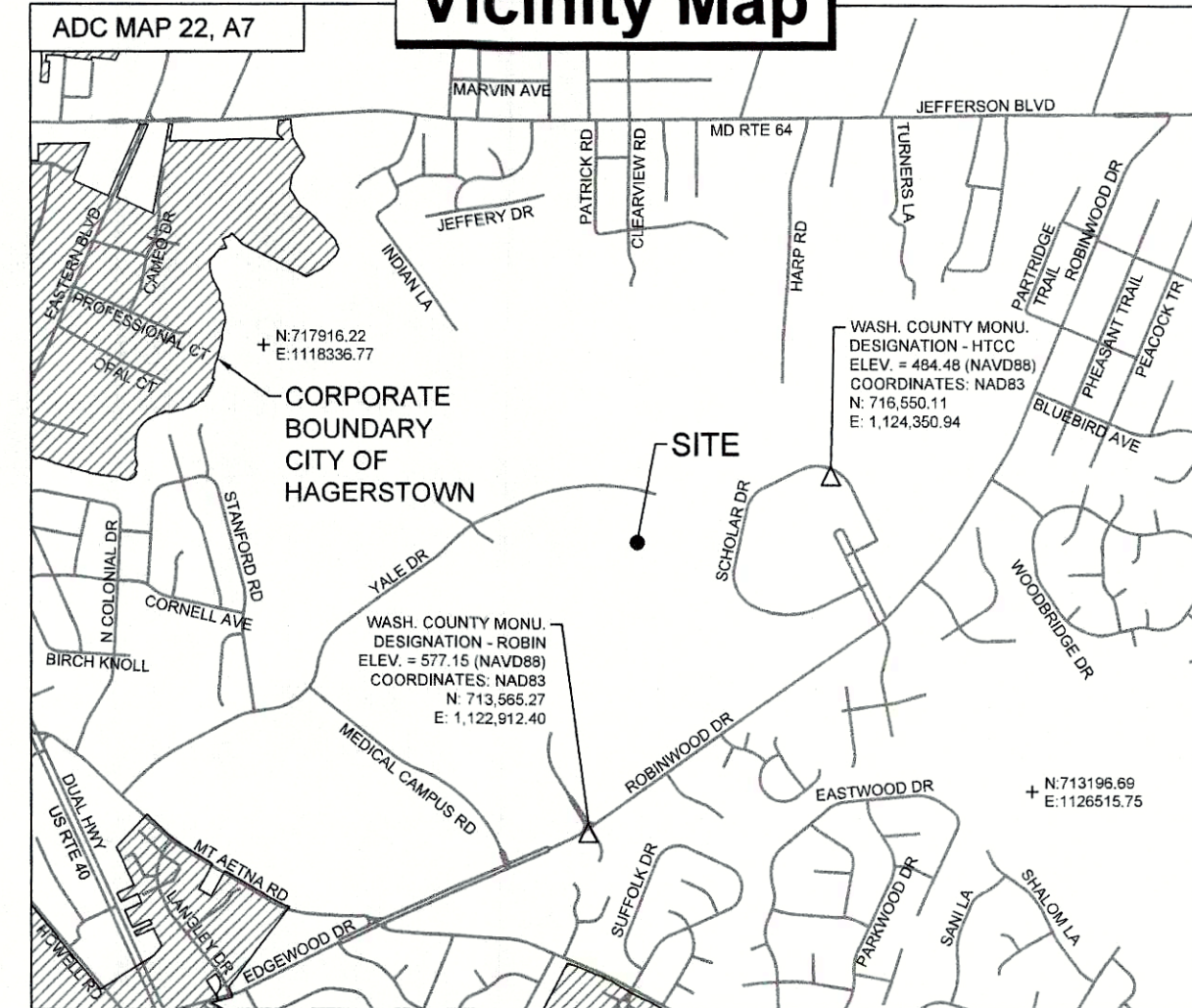
20030 PROFESSIONAL BLVD.

Situate at the southeast side of Yale Drive and  
west of Hagerstown Community College  
WASHINGTON COUNTY, MARYLAND

OWNER/DEVELOPER:  
Shenandoah Mobil, LLC  
500 Shentel Way  
Edinburg, VA 22824  
(540)-984-4141

OWNER:  
Hagerstown-Washington County  
Industrial Foundation, Inc.  
1 S. Potomac St.  
Hagerstown, MD 21740

## Vicinity Map



SCALE: 1" = 2,000'

## Sheet Index

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G-001	SHEET 1	COVER SHEET
V-101	SHEET 2	EXISTING CONDITIONS
C-101	SHEET 3	LEASE MAP
C-102	SHEET 4	SITE PLAN
C-103	SHEET 5	GRADING AND SEDIMENT EROSION CONTROL PLAN
C-501	SHEET 6	SITE DETAILS AND NOTES
C-502	SHEET 7	SEDIMENT EROSION CONTROL DETAILS AND NOTES
L-101	SHEET 8	LANDSCAPE & FORESTATION PLAN

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128 SOUTH POTOMAC STREET, HAGERSTOWN, MARYLAND 21740  
20 WEST BALTIMORE STREET, GREENCASTLE, PENNSYLVANIA 17225  
505 SOUTH HANOVER STREET, CARLSLE, PENNSYLVANIA 17013  
5201 SPRING ROAD, SUITE 3, SHERMANSDALE, PENNSYLVANIA 17090

(301) 791-3650

(301) 416-7478

(717) 597-1007

FAX (301) 739-4956

## Legend

SYMBOL	FEATURE
EXISTING	PROPOSED
PROPERTY LINE, CORNER	PROPERTY LINE, CORNER
PERMANENT EASEMENT	PERMANENT EASEMENT
CENTERLINE	CENTERLINE
CONTOURS	CONTOURS
TREE LINE	TREE LINE
EDGE OF PAVEMENT	EDGE OF PAVEMENT
CONCRETE CURB	CONCRETE CURB
FENCE LINE	FENCE LINE
STREAM OR DITCH	STREAM OR DITCH
FLOW LINE	FLOW LINE
WATER LINE	WATER LINE
SANITARY SEWER LINE, STUB	SANITARY SEWER LINE, STUB
GAS LINE	GAS LINE
FORCE MAIN	FORCE MAIN
STORM DRAIN, END SECTION	STORM DRAIN, END SECTION
ROOF DRAIN PIPE	ROOF DRAIN PIPE
WATER VALVE	WATER VALVE
WATER CAP, REDUCER, BEND	WATER CAP, REDUCER, BEND
FIRE HYDRANT, METER	FIRE HYDRANT, METER
OVERHEAD ELECTRIC LINE	OVERHEAD ELECTRIC LINE
GUARDRAIL	GUARDRAIL
RAILROAD TRACKS	RAILROAD TRACKS
BUILDINGS, HOUSES, GARAGES	BUILDINGS, HOUSES, GARAGES
SANITARY SEWER MANHOLE	SANITARY SEWER MANHOLE
STORM DRAIN INLET	STORM DRAIN INLET
UTILITY POLE	UTILITY POLE
HANDICAP PARKING	HANDICAP PARKING
POLE LIGHT	POLE LIGHT
ROAD SIGN	ROAD SIGN
SPOT ELEVATION	SPOT ELEVATION
SINGLE WATER METER	DOUBLE WATER METER
SINGLE SEWER CLEANOUT	DOUBLE SEWER CLEANOUT
DETAIL #	DETAIL REFERENCE
P.I. POINT OF INTERSECTION	P.O.L. POINT ON LINE
P.C. POINT OF CURVATURE	B.C. BOTTOM OF CURB
P.T. POINT OF TANGENCY	T.C. TOP OF CURB

## General Notes

- G. 1 Any damage to adjoining public roads, utilities, etc. during construction will be repaired in kind by the contractor.
- G. 2 No subsurface investigation has been performed by Frederick, Seibert and Associates, Inc. to determine ground water, rock, sinkholes or any other natural or man-made existing features.
- G. 3 FSA, Inc. assumes no liability for the location of any above ground and below ground utilities. Existing utilities are shown from the best available information. Contractor to field verify location and depth of all above and below ground utilities prior to construction.
- G. 4 The contractor shall locate existing utilities in advance of construction operations in the vicinity of proposed utilities.
- G. 5 The contractor shall take all necessary precautions to protect the existing utilities and to maintain uninterrupted service. Any damage incurred due to the contractor's operation shall be repaired immediately at the contractor's expense. Contractor to use caution in areas where low hanging wires exist.
- G. 6 All utilities shall be cleared by a minimum of 1'-0". All utility poles shall be cleared by a minimum of 2'-0" or tunneled if required.
- G. 7 The Contractor shall notify the following utilities or agencies at least five (5) days before starting work shown on these drawings:
 

Miss Utility	1-800-257-7777
Washington County Division of Public Works - Engineering & Construction	(240) 315-2400
Washington County Soil Conservation District	(301) 797-6821 Ext. 3
Potomac Edison	1-800-255-3443
Verizon	(301) 790-7124
Antietam Cable	(240) 420-2082
- G. 8 The contractor shall be responsible for coordination of his construction with the construction of other contractors.
- G. 9 Benchmarks as shown on plans. Elevations based on NAD83.
- G. 10 The contractor shall notify the Architect/Engineer, before construction, of any conflicts between the plans and actual field conditions.
- G. 11 The contractor shall protect all utilities and culvert pipes during construction by insuring proper cover, increasing cover, or constructing roadway and parking through base course before loading site with heavy vehicles.
- G. 12 Job site safety is the sole responsibility of the contractor. The Contractor shall perform all excavation in accordance with O.S.H.A. Regulations for trench safety.
- G. 13 The contractor shall perform his own field inspection and surveys (if necessary) to determine the limit of earthwork needed to complete this project. Any earthwork quantities that may be shown hereon are preliminary estimates only, and are intended for Soil Erosion Control plan review, if required. There has been no correction made to the earthwork quantities shown hereon due to the compaction of fill.
- G. 14 The contractor shall be aware that in the event of discrepancy between scaled and figured dimensions shown on the plan, the figured dimensions shall govern.
- G. 15 Sediment erosion control measures shall be installed per sediment erosion control plans, details and specifications.
- G. 16 Load bearing fills (Class 1) proposed for support of buildings, walls, and other structures whose function thereof would be especially impaired by the settlement shall be compacted at optimum moisture content to a 95% density.
- G. 17 Load bearing fills (Class 2) proposed for support of roadways, pavement, and structures which would not be especially impaired by moderate settlement shall be compacted at optimum moisture content to a 90% density.
- G. 18 All fills shall be placed in approximately horizontal layers each layer having a loose thickness of not more than eight (8) inches for class 1 and twelve (12) inches for class 2.
- G. 19 The entire area included within the proposed limits of cut and fill shall be stripped of all root material, trash and other organic and otherwise objectionable, non-complying and unsuitable soils and materials.
- G. 20 It shall be distinctly understood that failure to mention specifically any work which would naturally be required to complete the project shall not relieve the contractor of his responsibility to complete such work.
- G. 21 All handicapped parking spaces shall be designed, ramped and signed to meet the minimum requirements of the Maryland code for the handicapped.
- G. 22 The existing site contours shown hereon were obtained from an aerial survey completed and field verified by FSA (Contour accuracy is to plus or minus one half the contour interval).
- G. 23 Limit of disturbed areas are to be the limit of property ownership, unless otherwise noted.
- G. 24 Exterior lighting will consist of building mounted lights as shown on the architectural plans and pole mounted lights directed on site as shown on the site plan and electrical plan.
- G. 25 The contractor shall provide MOSH safety assistance for W.P.C. inspector.
- G. 26 Applicant to provide as built mylars at the completion of the project.
- G. 27 This project has a projected start date of January 2020 and a completion date of April 2020.
- G. 28 A complete set of approved plans and a copy of the grading permit must be on site and available for use by the inspector, or other representative of Washington County Division of Public Works.
- G. 30 The Board of Zoning Appeals has granted a special exception to allow a commercial communication tower be built per AP2019-018 on August 21, 2019.

## SWM Narrative

The site is currently owned by Hagerstown-Washington County Industrial Foundation, inc. and consists of row crops and woods. Recently the Yale Drive has been extended through this property for future commercial industrial development. There are planned connections for future development.

By this plan we are proposing a cell phone tower with and access drive in the future road right of way. For the purposes of this plan proposed drive is being proposed as a geo-synthetic grass re-enforcement material. Since this drive will be traveled very rarely once the construction is complete this approach is desirable. For the purposes of SWM calculations we will assume the driveway is gravel. The first 800' of the drive will be in the future right of way and SWM will be addressed when the roads are constructed. Water quality is being addressed by non-rooftop disconnection. The remaining 400' of drive will be addressed by non-rooftop disconnection and an infiltration berm.

There will be an 80'x80' gravel pad that will be fenced for the tower site. This area will be kept locked and only used for maintenance and inspection of the tower. Due to the fact this area will never be paved and generally untraveled and remain un-compacted we are treating it as pervious (except for areas occupied by equipment).

The required ESDv for this site is 3,920 cf. Non rooftop disconnections for the areas that qualify are providing 1,897 cf and the infiltration berm provides 4,383 cf. The infiltration berm has been raised to handle the 2yr and 10yr storm. A typical infiltration berm is 0.75' in height this berm is 1' to control the post development to predevelopment rates. The pre-development rates are 1.29 cfs 2yr and 4.61 cfs 10yr, the post development rates are 0.09 cfs 2yr and 4.59 cfs 10 yr.

### Downstream Impact:

The outflow from this structure will flow into an established drainage path. The post development discharge is less than or equal to the predevelopment rates. The impact on the off-site swale will be negligible.

Total DA (Site)	
Construction Type (circle one)	<input checked="" type="radio"/> New <input type="radio"/> Redevelopment <input type="radio"/> Restoration

**SWM NOTE:**  
In conformance with the Stormwater Management Ordinance of Washington County, a performance security and executed maintenance agreement shall be required from the developer prior to issuance of any building or grading permit for construction per these plans.

## Site Data

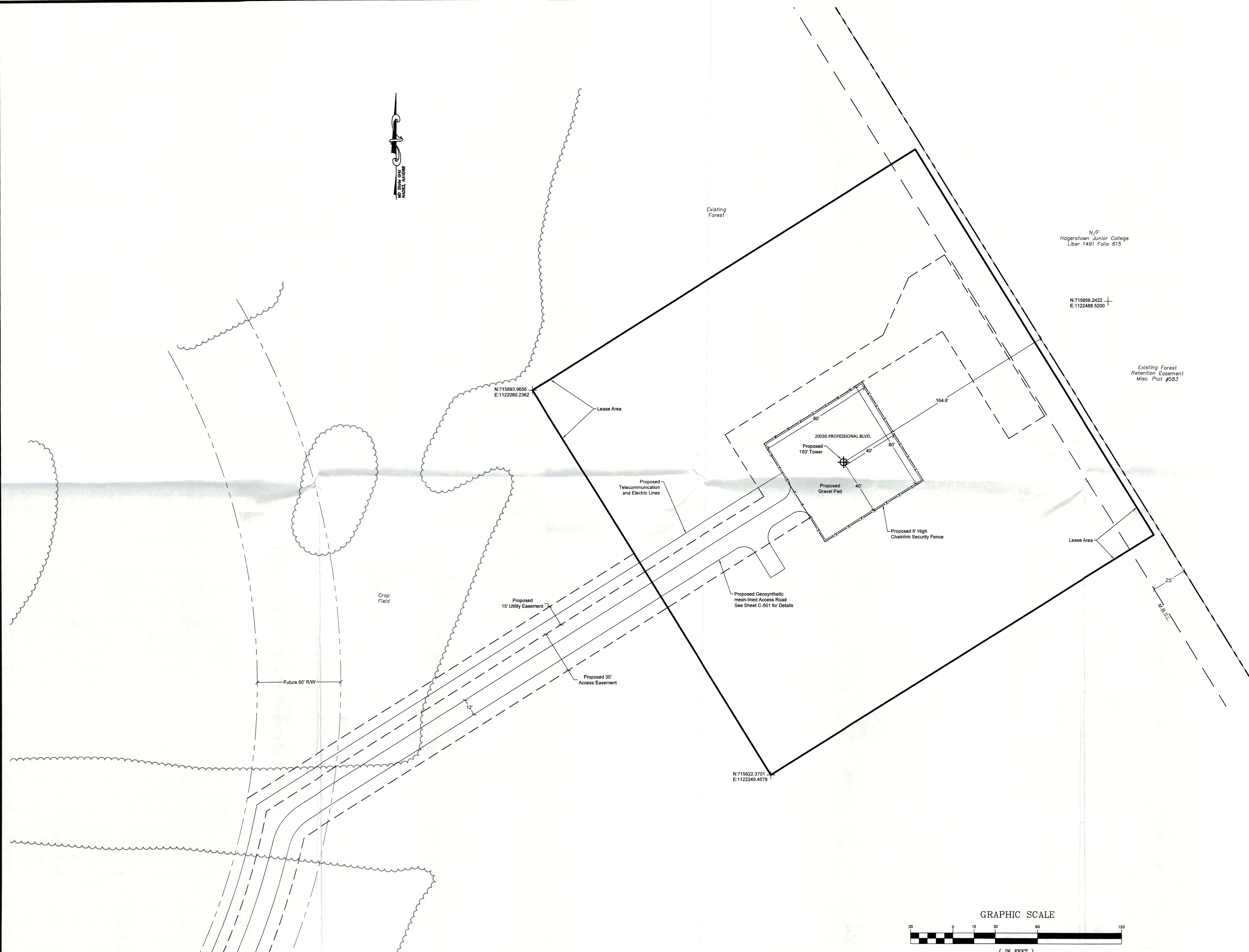
TAX MAP	0050-09-0295
ELECTION DISTRICT	18
ZONING	ORI - OFFICE, RESEARCH AND INDUSTRIAL DISTRICT
SETBACKS	FRONT- 50' SIDE- 25' REAR- 25'
MAX. BUILDING HEIGHT	100'
FUNCTIONAL DESCRIPTION	COMMERCIAL COMMUNICATION TOWER
NUMBER OF EMPLOYEES	NONE
DELIVERIES	MAINTENANCE TRUCK WEEKLY
PARCEL AREA	61.92 AC +/-
PROPOSED TOWER HEIGHT	150'
PROPOSED SITE LIGHTING	NONE
PROPOSED SIGNAGE	NONE
SENSITIVE AREAS	THERE ARE NO KNOWN FLOODPLAINS, STREAMS AND RELATED BUFFERS, OR HABITAT OF THREATENED OR ENDANGERED SPECIES IDENTIFIED BY THE U.S. FISH AND WILDLIFE SERVICE PER CFR 17 AS REQUIRED TO BE SHOWN BY SECTION 4.21 OF THE ZONING ORDINANCE.

	GRADING CHK BY: DATE:	PROJECT NUMBER: 7730
	SEC CHK BY: DATE:	COVER SHEET
	SWM CHK BY: DATE:	G-001
	PLAN CHK BY: DATE:	SHEET 1 OF 8
DESCRIPTION:	DATE:	SP-19-033









Existing  
Forest

N/F  
Hagerstown Junior College  
Liber 1491 Folio 615

N:715956.2422 +  
E:1122488.5200

Existing Forest  
Retention Easement  
Misc. Plat #583

Lease Area

### Proposed Telecommunication and Electric Lines

20030 PROFESSIONAL BLVD  
osed  
ower

Proposed  
Annual Budget

Proposed 6' High  
Chainlink Security Fence

Lease Area -

25  
M.B.S.L.

Proposed  
15' Utility Easement

Proposed Geosynthetic  
mesh-lined Access Road  
See Sheet C-501 for Details

Proposed 30'  
Access Easement


GRAPHIC SCALE



( IN FEET )  
1 inch = 30 ft.

**Professional Certification**  
I hereby certify that these documents were prepared or approved by me, and that I am a duly licensed professional engineer under the laws of the State of Maryland, License No. 14050, Expiration Date: 8-12-2020

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565 SOUTH HANOVER STREET, CARLE PLACE, PENNSYLVANIA 17013  
5201 SPRING ROAD, SUITE 3, HERMANSDALE, PENNSYLVANIA 17090

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ASSOCIATES[illegible]

*Shenandoah Mobile LLC Tower Site*

Situate at the southeast side of Yale Drive and west of Hagerstown Community College

WASHINGTON COUNTY, MARYLAND

CLIENT:  
Shenandoah Mobel, LLC

tel Way Edinburg, VA 22824  
(540)-984-4141

PROJECT NO: 7730

CAD DWG FILE:  
04-C-102-Site Plan.dwg

DWN BY DWH	DATE 09-26-201
CHK BY	DATE

TAX MAP 0050-09-0295	ELECTION D 18
-------------------------	------------------

0050-09-0295	18
SCALE	
1" = 30'	

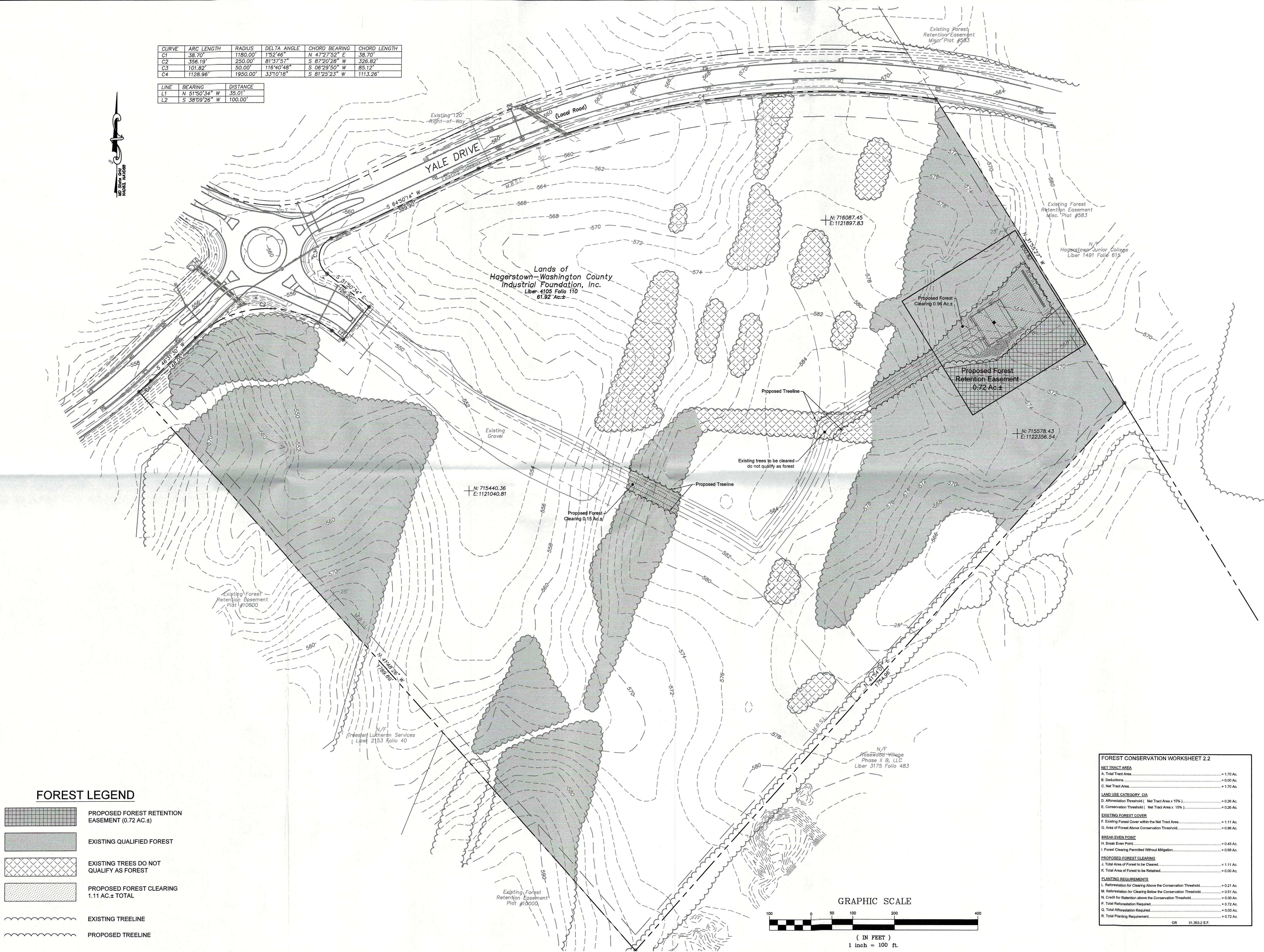
SHEET TITLE

SITE  
PLAN

C-102  
SHEET 4 OF  
SP-19-033




LINE	BEARING	DISTANCE
L1	N 51°50'34" W	35.01'
L2	S 38°09'26" W	100.00'



<b>NET TRACT AREA</b>	
A. Total Tract Area.....	= 1.70 Acres
B. Deductions.....	= 0.00 Acres
C. Net Tract Area.....	= 1.70 Acres
<b>LAND USE CATEGORY - OA</b>	
D. Afforestation (Threshold : Net Tract Area = 15% ).....	= 0.26 Acres
E. Conversion Threshold ( Net Tract Area = 15% ).....	= 0.26 Acres
<b>EXISTING FOREST COVER</b>	
F. Existing Forest Cover within the Net Tract Area.....	= 1.11 Acres
G. Area of Forest Above Conversion Threshold.....	= 0.86 Acres
<b>BREAK-EVEN POINT</b>	
H. Break Even Point.....	= 0.43 Acres
I. Forest Clearing Permitted Without Mitigation.....	= 0.68 Acres
<b>PROPOSED FOREST CLEARING</b>	
J. Total Area of Forest to be Cleared.....	= 1.11 Acres
K. Total Area of Forest to be Retained.....	= 0.00 Acres
<b>PLANTING REQUIREMENTS</b>	
L. Reforestation for Clearing Above the Conversion Threshold.....	= 0.21 Acres
M. Set-aside for Clearing Below the Conversion Threshold.....	= 0.51 Acres
N. Credit for Retention Above the Conversion Threshold.....	= 0.68 Acres
P. Total Reforestation Required.....	= 0.72 Acres
Q. Total Reforestation Required.....	= 0.72 Acres
R. Total Planting Requirement.....	= 0.72 Acres
OR 31.363 2.5 E	

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100 SOUTH HANOVER STREET | CARLEISLE, PENNSYLVANIA 17013  
601 SPRING ROAD, SUITE 3, SHERMANSBURG, PENNSYLVANIA 17090

[illegible]

*Shenandoah Mobile LLC Tower Site*

Situate at the southeast side of Yale Drive and west of Hagerstown Community College

**WASHINGTON COUNTY, MARYLAND**

CLIENT:

Shenandoah Mobil, LLC  
500 Shenlei Way Edinburg, VA 22824  
(540)-984-4141

PROJECT NO:		7730
CAD DWG FILE: 08-C-105-Forstation Plan.dwg		
DWN BY DWH	DATE 09-27-2019	
CHK BY	DATE	
TAX MAP 0050-09-0295	ELECTION DIS 18	
SCALE 1" = 100'		

FORESTATION  
PLAN  
C-105  
SHEET 8 OF 8  
SP-19-033



# Chapter ?

## Economic Development Element

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## Introduction and Purpose

The Economic Development element serves as a guide for future economic growth and development within the County. It establishes the vision and basic development policies, which should be implemented to ensure the orderly economic growth and development of Washington County. The purpose of this element is to maintain and strengthen the County's status as a regional center of economic activity by directing job growth where resources, infrastructure, and human capital already exist.

Washington County, Maryland offers one of the most dynamic and ideal business locations in the Eastern United States. This unique and vibrant economy is driven by many factors including:

- Location – Washington County is conveniently located at strategic crossroads of multiple modes of transportation including major interstates and national highways, rail lines and airways. It is also located within a one-hour drive of the international Port of Baltimore and the Washington DC metro area.
- Workforce – The County has a diverse and abundant workforce and a dynamic partnership with local educational facilities to prepare students for future careers.
- Fiscal Responsibility – Washington County has continued to maintain a strong economic base even through the recent recession. Currently, the County maintains an AA+ rating from Fitch relating to general obligation bonds, an Aa1 rating from Moody reflecting the County's strong financial profile, and an AA+ rating from Standard and Poor's also relating to bonding. These ratings demonstrate Washington County's commitment to be a leader in fiscal responsibility.
- Quality of Life – Rich history, scenic vistas, and cultural diversity make Washington County a great place to live, work, and play.

## Goals and Objectives

One of the four primary goals of the 2002 Comprehensive Plan is to “Promote a Balanced and Diversified Economy, Including Agriculture”. To expand upon this initiative, several specific goals and objectives have been developed in this element to advance the County's efforts to expand and improve our economic status. Consideration was given to County and State visions, public input, analysis of past and projected growth trends, and a SWOT analysis of the previous Comprehensive Plan to develop these goals.

### Economic Development Goals

- Promote the retention and expansion of existing businesses and industry.

- Support small business industries and proprietorships.
- Encourage the expansion and diversification of the County's economic base by supporting and recruiting businesses that provide a wide variety of skilled jobs.
- Provide locations for new industry to encourage use of existing infrastructure.
- Maximize the use of resources such as the airport and railroads to promote economic development.
- Support the agricultural and agricultural support industries in the County through land use and zoning policies that emphasize preserving farming as a way of life.
- Encourage and expand opportunities for recreation, education, and heritage tourism.
- Preserve mineral resource areas for continued and future production.
- Continue to support reuse of the former Fort Ritchie military base.
- Direct growth to designated growth areas with existing or planned services.

### *Objectives*

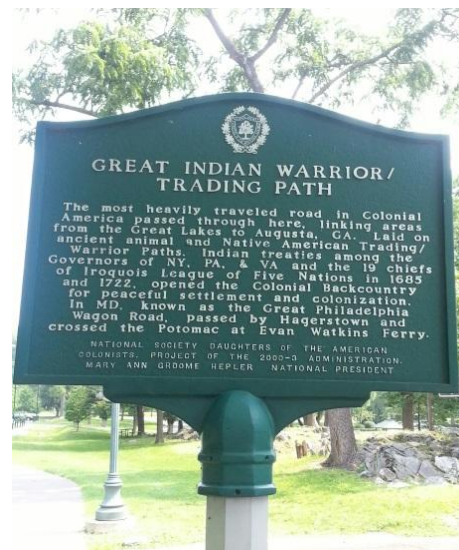
- Encourage location efficiency of planned growth areas by promoting mixed land uses and multimodal transportation investments to support concentrated economic growth
- Continue to sufficiently maintain and expand necessary infrastructure in Growth Areas to support existing and attract new businesses.
- Continue to participate and partner in the County Business Resource Network with local economic development groups such as the Hagerstown-Washington County Economic Development Commission, the Greater Hagerstown Committee, the Hagerstown-Washington County Chamber of Commerce, the Maryland Small Business Administration, and the Western Maryland Consortium.
- Work with the City of Hagerstown to continue and improve efforts to revitalize downtown areas.
- Work with local educational organizations to develop curriculum and facilities that meet the workforce needs of new or existing businesses.
- Maintain at least 50,000 acres of land in the County in agricultural production through land preservation and zoning policies.
- Continue to support and expand events and opportunities at the Agricultural Education Center and Rural Heritage Museum.

## Economic History

At its founding in 1776, Washington County had a predominantly agrarian economy. As westward migration continued through the late 1700s and into the early 1800s, several communities began to establish themselves as local trade centers. Hagerstown quickly became a large western trade market due to its crossroads location between the “Great Indian Warrior/Trading Path”<sup>1</sup> and the first National Road (US Route 40).

Transportation continued to be the driving force in economic growth over the two centuries spanning the 1800s and 1900s. Commodity transport via various forms of transportation such as the C&O Canal, railroads, and interstate systems helped grow the economies of inland trade centers like Hagerstown.

As with most areas of the country during the dawn of the Industrial Revolution in the early 1900s, Washington County began to evolve from a primarily agrarian economy to include manufacturing and industrial businesses. Aircraft manufacturing became the primary employment sector in the early to mid-1900s. After demand for aircraft manufacturing began to diminish, it was replaced with other forms of manufacturing such as large truck manufacturing, and clothing and ribbon manufacturing.



Moving into current day trends, transportation has again taken a front seat in the economic impacts of our area. In the late 1900s and early 2000s the country as a whole began to shift and expand to more of a global market rather than just a domestic market. Also, technology has created a demand for same day and next day services for commodities. This has raised the demand for warehousing and distribution centers, inland rail ports, and support industries like retail and service industries that are growing at faster rates than traditional industry sectors like manufacturing.

As technology and consumer demands continue to evolve, the retail and service industries are projected to lead the way in job growth in the future. Advances in medicine and health services are also projected to grow.

## Economic Profile

Washington County has a land area of 467 square miles (299,282 acres) and ranks 8<sup>th</sup> in

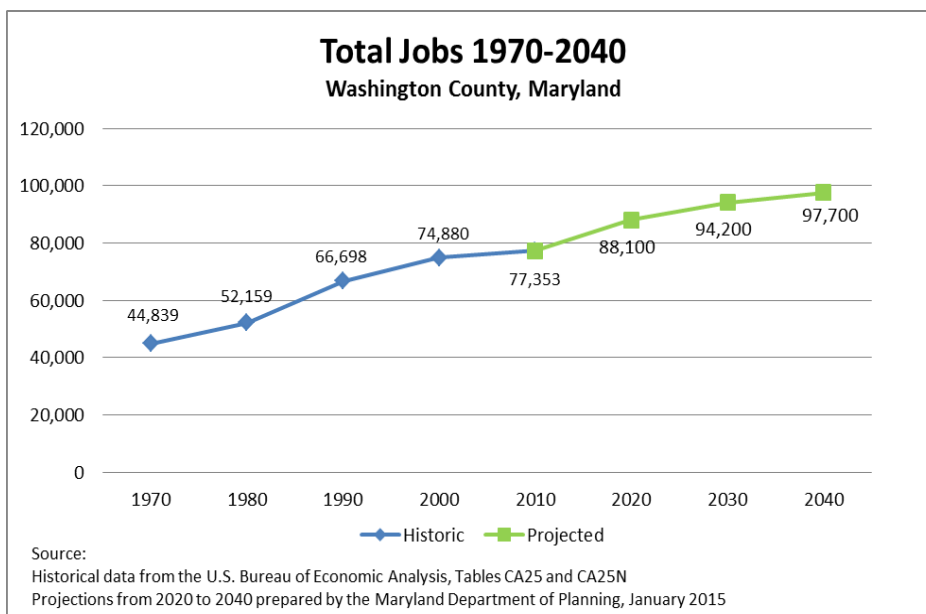
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<sup>1</sup> The “Great Indian Warrior/Trading Path” (aka the Seneca Trail) was the primary north/south trading route used by Eastern Native Americans during America's early colonial days. The path generally follows the current day location of US Route 11.

size among the 24 counties and county equivalents<sup>2</sup> in the State of Maryland.<sup>3</sup> The County remains mostly a rural area but has experienced modest urbanization over the last several decades.

## Jobs

According to the Bureau of Economic Analysis (BEA), Washington County had a significantly lower rate of job growth between 2000 and 2010 than has been experienced in previous decades. It should be noted that these figures represent jobs in Washington County regardless of where the job holder resides. As shown in the chart below, the decades leading up to 2000 experienced increases of 12% to 27% while there was only 3.3% growth between 2000 and 2010. This can be attributed to the major recession experienced during this decade prompted by a collapse of the national banking system.



According to the Maryland Department of Planning, the number of jobs are projected to increase again but at a slower rate than previously experienced. The latest estimates by the BEA shows that there are approximately 86,882 jobs in the County through 2016. It is projected that the number of jobs in Washington County will

rise to approximately 97,700 by 2040.

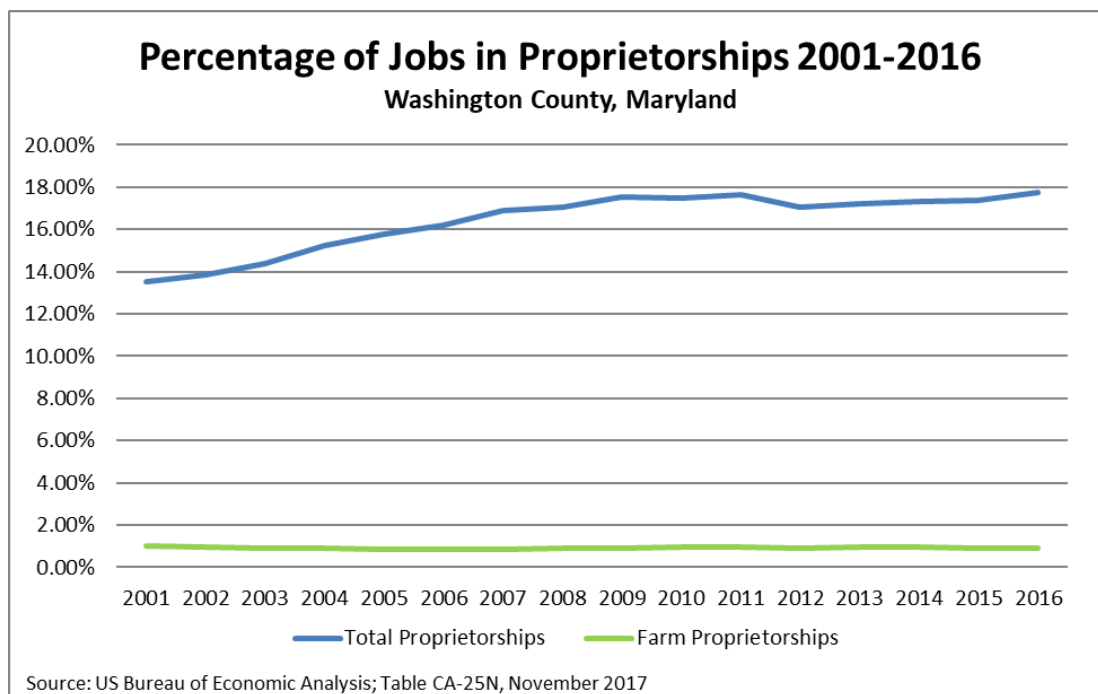
## *Wage and Salary v. Proprietor Jobs*

The methods by which employees get paid are generally irrelevant to land use planning efforts; however, these figures do give us a glimpse into the vitality of small business operations in the area. While small business may not generate the same amount of income and taxes as a large corporation, they are still a critical component to the local economy. These proprietorships are the building blocks of an economy and provide growth and innovation. As shown in the graphic below, Washington County has experienced healthy growth in jobs created by proprietorships. Farm proprietorships have remained stable but growth has stagnated over the last

<sup>2</sup> The City of Baltimore generally possesses the same powers and responsibilities as the counties within the State and is therefore counted as a county equivalent.

<sup>3</sup> Source: US Census Bureau TIGER/Geographic Identification Code Scheme, 2010.

decade.



### Economic Sectors

Analyzing types of jobs by industry in the community assists local economic leaders and planners in developing strategies for workforce development, land use codes, etc. To help organize, understand and plan for economic growth, a generally accepted method of job classification is the North American Industry Classification System (NAICS). Some form of this classification system has been in place since 1980 and provides a consistent statistical analysis of economic sectors.

As stated previously, there are about 86,882 jobs currently spread out over the 20+ economic sectors. Approximately 89% of these jobs are within the private sector while the remaining 11% are located within the governmental sector. When compared with the State, Washington County has a slightly higher ratio of private jobs v. non-private (or government) jobs, as shown in the table below.

NAICS Major Industry	Washington County Average Employment	Percentage	Maryland Average Employment	Percentage
<b>Total Employment</b>	<b>86,882</b>	<b>100%</b>	<b>3,662,827</b>	<b>100%</b>
Federal Government	1,067	1.2%	225,330	6.2%
State Government	2,265	2.6%	98,940	2.7%
Local Government	6,011	6.9%	244,173	6.7%
<i>Government Subtotal</i>	<i>9,343</i>	<i>10.8%</i>	<i>568,443</i>	<i>15.5%</i>
Farm Employment	1,247	1.4%	18,351	0.5%
Forestry, Fishing, Related Activities	(D)	0.2%	6,103	0.2%
Mining	(D)		4,746	0.1%
Construction	229	0.3%	11,320	0.3%
Manufacturing	4,406	5.1%	231,652	6.3%
Wholesale Trade	6,683	7.7%	114,049	3.1%
Retail Trade	3,044	3.5%	102,572	2.8%
Transportation & Warehousing	12,388	14.3%	351,893	9.6%
Utilities	5,158	5.9%	129,439	3.5%
Information	905	1.0%	51,508	1.4%
Finance & Insurance	6,764	7.8%	161,968	4.4%
Real Estate, Rental & Leasing	3,243	3.7%	184,239	5.0%
Professional & Technical Services	3,090	3.6%	362,129	9.9%
Management of Comp. & Enterp.	592	0.7%	29,570	0.8%
Administrative & Waste Services	4,731	5.4%	233,191	6.4%
Educational Services	1,171	1.3%	105,181	2.9%
Health Care & Social Assistance	11,593	13.3%	439,616	12.0%
Arts, Entertainment, & Recreation	1,606	1.8%	88,359	2.4%
Accommodation & Food Services	6,059	7.0%	247,252	6.8%
Other Services, Except Public Admin.	4,402	5.1%	221,246	6.0%
<i>Private Sector Subtotal</i>	<i>77,311</i>	<i>89.2%</i>	<i>3,094,384</i>	<i>84.5%</i>
U.S. BEA Table CA-25, November 2016				

As shown in the table above, the top three employment industries in Washington County are Transportation & Warehousing, Health Care & Social Assistance, and Finance and Insurance. Over one third of all jobs in the County are related to these three industries. Comparatively, the State's top three employment industries include Health Care and Social Assistance, Transportation & Warehousing, and Professional and Technical Services.

The table below shows specific major employers in Washington County (not including government jobs) that make up the derivation of industry types.



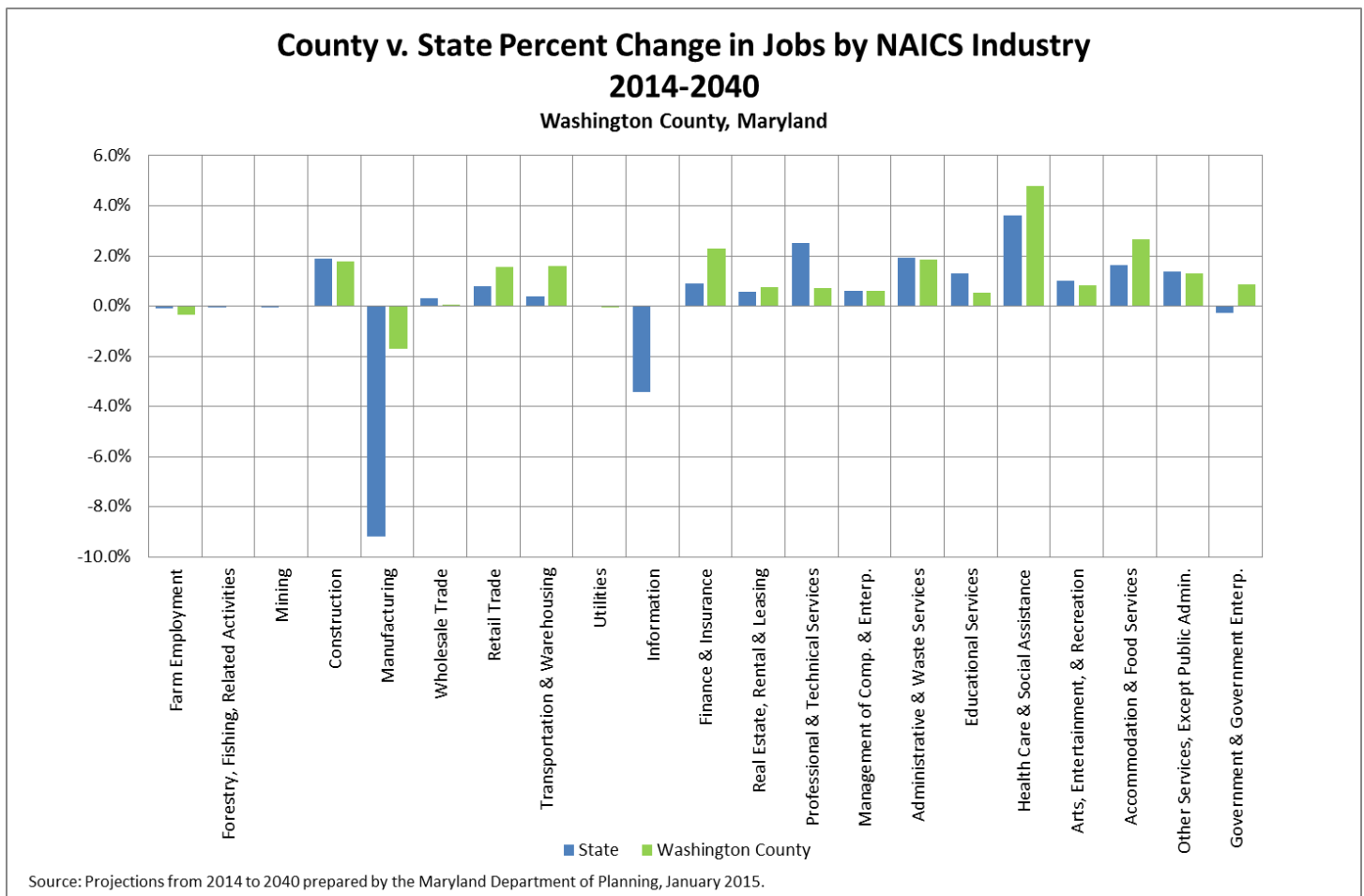
### Major Employers in Washington County, Maryland

Company	Number Employed	Product/Service	Industry
Meritus Health	2740	Medical Services	Health Care
First Data	2322	Credit Card Processing	Finance & Insurance
Citi	2100	Credit Card Processing	Finance & Insurance
Volvo Group	1517	Diesel Engines & transmissions	Manufacturing
Hagerstown Community College	890	Higher Education	Educational Services
The Bowman Group	745	Hotels management & logistics	Management of Companies
FedEx Ground	705	Mail & package delivery service	Transportation & Warehousing
Staples	597	Office supplies distribution & retailing	Retail Trade
Merkle Response Management Group	545	Data Entry & Fulfillment	Administrative Services
ARC of Washington County	500	Medical & Social Service	Health Care
Direct Mail Processors	500	Data Entry & Fulfillment	Administrative Services
Walmart/Sam's Club	485	Consumer Goods	Retail Trade
Sierra Nevada	450	Aircraft Maintenance	Manufacturing
Giant/Martins ®Food Markets	420	Groceries	Retail Trade
Weis Markets	400	Groceries	Retail Trade
Brook Lane Health Services	395	Medical Services	Health Care
Lehigh Phoenix	360	Printed book covers	Manufacturing
AC & T	350	Convenience stores & gas stations	Retail Trade
Susquehanna Bank (after merger with BB&T)	345	Banking & Loan services	Finance & Insurance
DOT Foods	312	Food distribution	Transportation & Warehousing
JLG Industries	300	Mobile aerial work platforms	Manufacturing
Home Depot	296	Home improvement products distribution & retailing	Retail Trade
Lowe's	276	Home improvement products distribution & retailing	Retail Trade
Thompson's Gas & Electric Service	275	Propane gas products & services	Retail Trade
United Parcel Service (UPS)	274	Mail & package delivery service	Transportation & Warehousing

Sources: Washington County Department of Business Development & Maryland Department of Commerce, October 2015

As shown in the graph below, the Maryland Department of Planning projects the percentage distribution of jobs to remain relatively the same; however, a few sectors are expected to shift significantly. Manufacturing jobs are projected to drop significantly over the next several decades both at the State and County levels. Also projected to drop sharply at the State level are Information sector jobs. Conversely, jobs in the Health Care and Social Assistance sector are projected to sharply increase. Increases are also predicted in the Professional and Technical Services sector at the State level and in the Financing and Insurance and Accommodations and

Food Services sectors at the County level.



### *Maryland Key Industries*

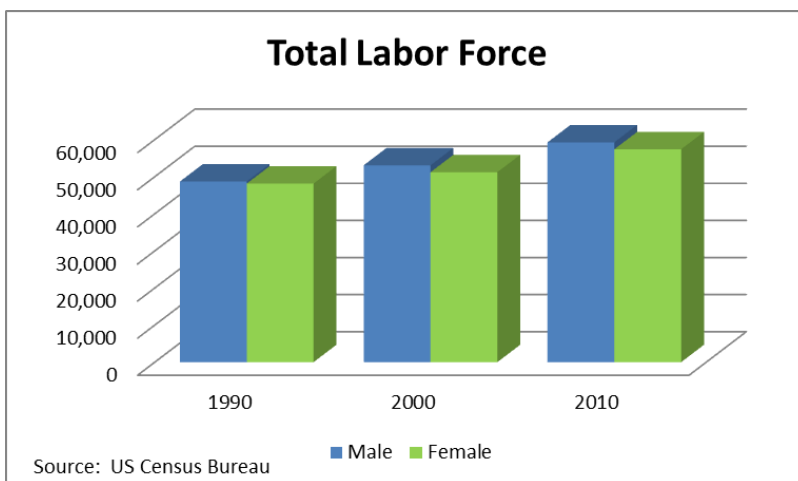
In order to weather the effects of the economic downturn and move Maryland forward in business development, the State has launched an aggressive and dynamic approach to retain and attract businesses. Focusing on the resources, benefits and incentives the State can provide, a targeted marketing directive has been set forth to entice industry sectors that can benefit most from Maryland's strategic location. Targeted industries include BioHealth & Life Sciences, Information Technology & Cybersecurity, Advanced Manufacturing, Military and Federal, Aerospace & Defense, Financial Services, Energy & Sustainability, and Agri-business.

Washington County has also updated business marketing strategies focused primarily on business and job retention and expansion. Manufacturing and Advanced Manufacturing businesses are one of the primary industries targeted by the County. In addition, the County has taken a proactive approach to Energy and Sustainability industry opportunities through commitments to install solar energy on many of the closed landfill sites and promotion of LEED

standards in development and construction of governmental facilities. Most recently, the County has seen an increased interest in agri-business and agri-tourism. The rural heritage and prominent agrarian areas make this industry well suited to the resources of the County.

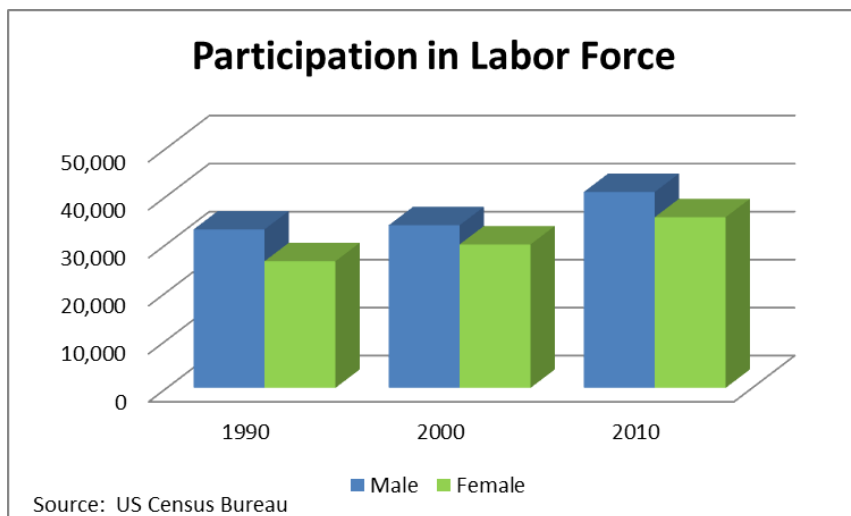
### Workforce Analysis

Labor force is defined by the United States Bureau of Labor Statistics as that portion of an area's population that is 16 years of age or older, employed or unemployed, that is neither part of a group quarter or on active duty in the Armed Forces. The review and analysis of labor force trends can give an indication of the availability of personnel that can participate in the workforce. It also gives us a glimpse into the economic health and vitality of our community.



### *Washington County Labor Force*

Since 1990, Washington County has steadily increased its available labor force by 20.5%. Comparatively, the County's population growth has been approximately 21.4% over the same period. Trends in gender participation in the labor force have also remained fairly steady over the



thirty year period. One noted point of change is in the female participation rates over the last twenty years. While overall female participation in the labor force has increased, the percentage of participation has dropped by about 2.2% between 1990 and 2010. While this not be a significant change it will be important to monitor future trends and effects.

### *Regional Labor Force*

Given Washington County's unique geographic location in the State, it is also important to recognize labor force data from neighboring states and counties. Washington County draws the

majority of its workforce from a multi-county, tri-state region which includes Franklin and Fulton Counties in Pennsylvania; Berkeley, Jefferson, and Morgan Counties in West Virginia; and Allegany and Frederick Counties in Maryland. As shown in the table below, the combined labor force of neighboring jurisdictions is just over 400,000 people.

State/County	Population*	Labor Force	Participation/ Employment
State of Maryland	5,975,346	3,145,300	2,898,697
Maryland <sup>1</sup> :			
Washington County	149,573	76,022	71,579
Allegany County	72,952	33,007	30,770
Frederick County	243,675	129,338	123,394
West Virginia <sup>2</sup> :			
Berkeley County	110,497	51,511	48,884
Jefferson County	55,713	26,814	25,672
Morgan County	17,453	7,362	6,956
Pennsylvania <sup>3</sup> :			
Franklin County	152,892	76,417	72,725
Fulton County	14,632	7,275	6,808
<b>Total Regional Workforce</b>	<b>817,387</b>	<b>407,746</b>	<b>386,788</b>

\* Source: US Census Bureau, 2014 Population Estimates

<sup>1</sup> Source: MD DLLR, Monthly Labor Review, Dec. 2015

<sup>2</sup> Source: WorkForce West Virginia

<sup>3</sup> Source: PA WorkStat, Center for Workforce Information and Analysis

## *Characteristics of the Labor Force*

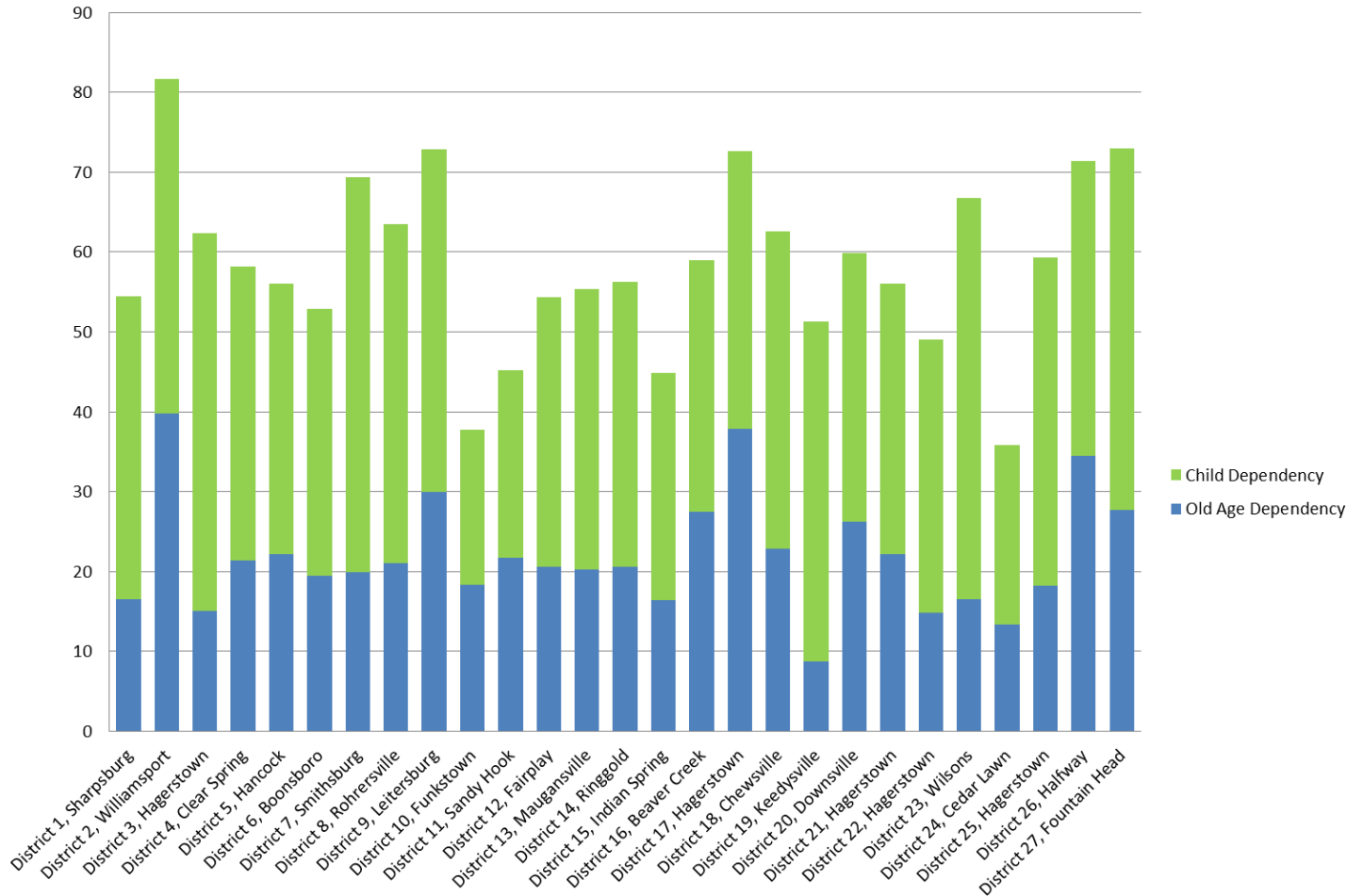
### Dependency Ratios

Labor Force dependency ratios measure the number of people who are not of working age (dependent) versus those who are of a working age (economically active). The purpose of defining the dependency ratio in a labor force is to measure the pressure on the productive population. A higher dependency ratio means that fewer people are carrying the burden of working and paying taxes to support the dependent population. Higher ratios can mean higher governmental expenditure on health, social security, and education, lower tax revenues and therefore higher tax rates, labor shortages, and negative impacts on retirement ages and pensions.

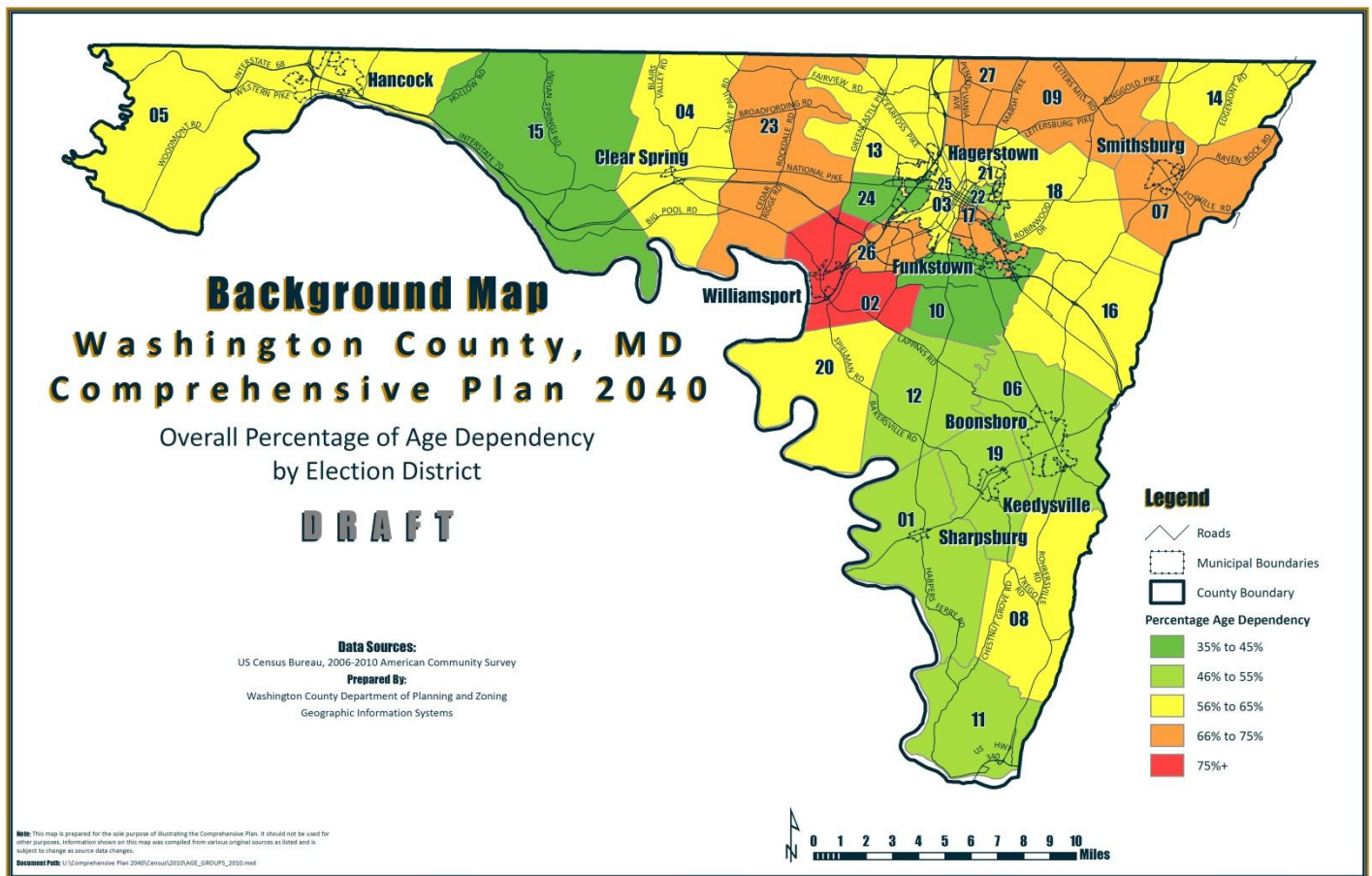
According to the US Census Bureau, Washington County had a dependency ratio of 0.59 meaning that 59% of the County's labor force is outside of the typical working ages of 20-64. As shown in the graph and corresponding map below, the majority of the dependency is related to

children (36.5%) as opposed to retirement age citizens (22.5%). Comparatively, the State has a dependency ratio of 0.56 and the United States as a whole has a ratio of 0.59. Therefore, Washington County appears to be statistically neutral in levels of overall age dependency.

### 2010 Age Dependency by Election District



Source: US Census Bureau, 2006-2010 American Community Survey

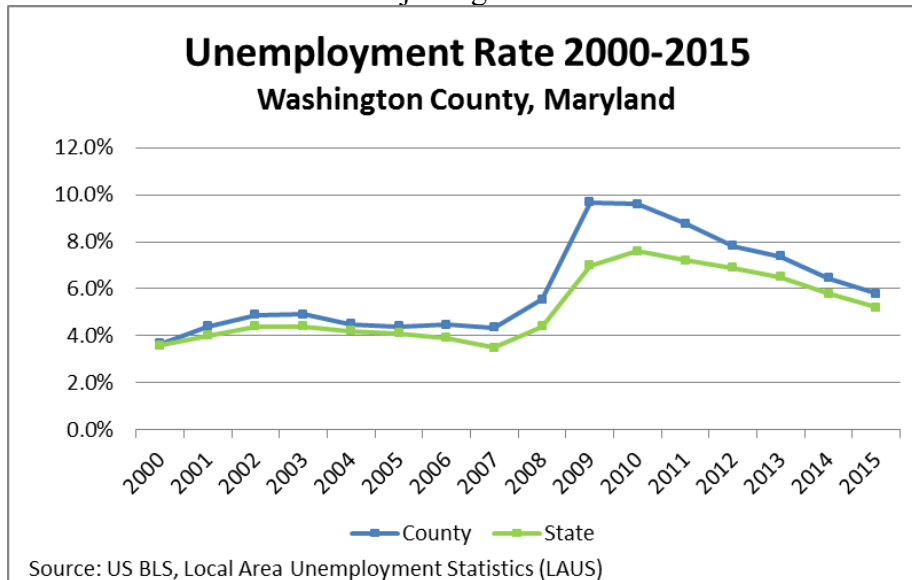


### Unemployment Rates

Unemployment rates are key indicators of labor market performance. When workers are unemployed, the most obvious implication is loss of wages. The loss of wages means loss of purchasing power that can lead to more unemployed workers. This trend can cause a cascading effect that ripples throughout the economy. These trends tend to be cyclical and can vary greatly

from year to year or even quarter to quarter.

While the cycles of high vs. low unemployment rates can typically be manageable, there have been historic cases of major highs and lows. The most recent example is the recession that



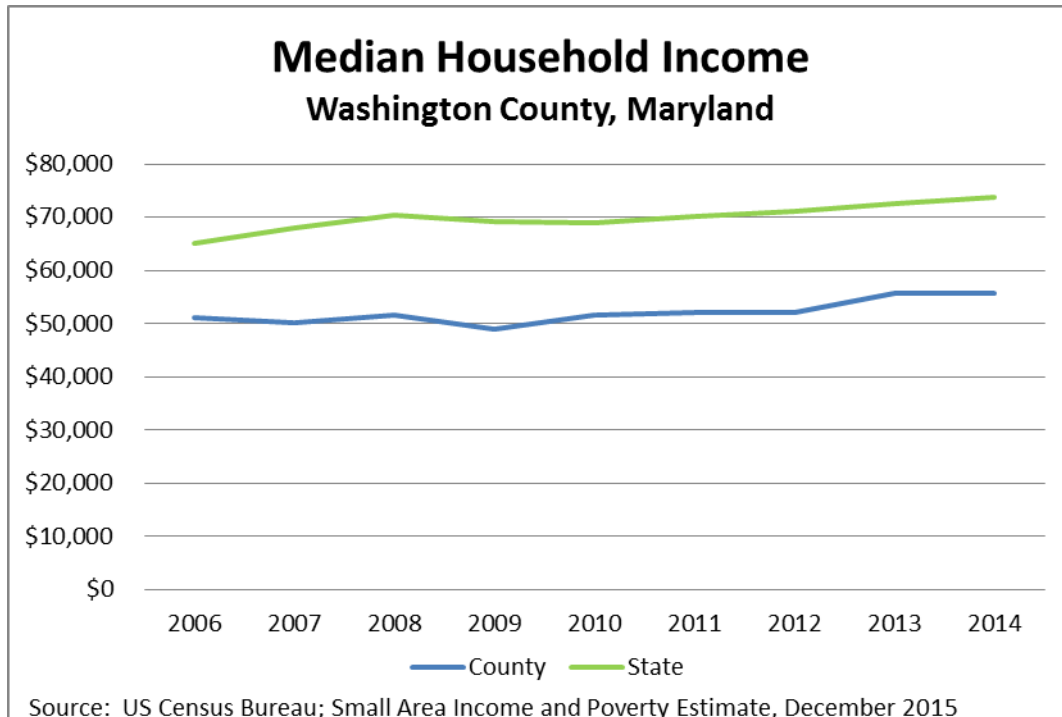
occurred in the late 2000s. As shown in the chart above, the County as well as the State, enjoyed a rather low unemployment rate that averaged around 4.5% in the early 2000s. Then the 2008 recession gripped the economy and unemployment rates jumped dramatically to almost 10%. As the

economy slowly normalizes you can see where unemployment rates are now returning to around 6%.

### Income

Household income provides another indicator of how the economy is faring. Median household income refers to the income level earned by a household where half of the homes in the area earn more and half earn less. Median income levels are usually preferred in economic analyses instead of average or mean incomes because they give a more accurate illustration of the area's economic status. Averages can be skewed greatly by anomalies in different income levels.

Median household income is most often used in real estate to determine the affordability of housing. The housing affordability index calculates the cost of the median price home relative to median incomes. Typically, a home is affordable if its monthly payment is 30% or less of its resident's income.



As shown in the chart above, the median household income in Washington County and the State has remained stagnant over the last several years. This is partly due to the after effects of the recession in the early 2000s. It appears that in more recent years the median household income has begun to slightly increase; however, there also appears to be a trend in larger disparities between the overall State median income versus that of the County.

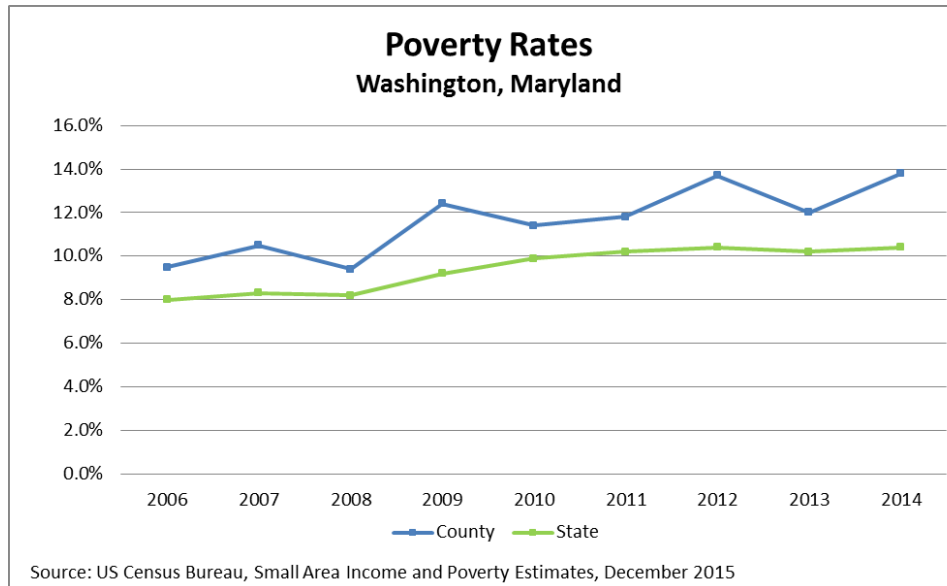
#### Poverty Rates

Another indicator of overall economic health are poverty rates. There are many factors that can impact the definition of poverty. For the purpose of determining eligibility for financial assistance such as subsidies, benefits and other programs the poverty level is based upon household size and household income. For example, in 2015 the poverty level for a single person household was \$11,770. However, for a household of four, the poverty level was \$24,250. As shown in the chart above nearly 14% of households in Washington County are below poverty level. Comparatively, a little over 10% of households across the State are below poverty level. Also indicated by the chart above is that Washington County is showing trends toward higher than the



State overall thus widening the financial gap between us and the rest of the State.

There are several ways poverty can affect the economy of an area. The most common



effect of poverty is on the supply and demand of goods. By definition that portion of a population living below the poverty line has less money to spend and therefore there is less demand for goods. This in turn affects the supply side of the

economy by lessening the money paid to others to produce, distribute, and sell. Poverty levels also affect the demand for government assistance. This means the government may need to increase taxes or run higher deficits.

### **Educational Attainment and Skill Levels**

Educational attainment and skills level analyses can offer additional insight into the makeup of the County's workforce and can assist businesses in assessing the potential of a workforce in a given area. As shown in the table below, a little over 83% of Washington County citizens have a high school diploma level of education or higher and about 26.7% have an Associate's degree or higher. Comparatively, the State of Maryland shows almost 88% of its citizenry with a high school diploma or higher level of education and approximately 42.1% with an Associate's degree or higher.

<b>Educational Attainment</b>		
<b>(Population 25 years and over)</b>		
	2010	
	County	State
Less than 9th grade	5.0%	4.4%
High School, no diploma	11.6%	7.8%
High School graduate	37.5%	26.4%
Some college, no degree	19.2%	19.3%
Associate's Degree	8.0%	6.3%
Bachelor's Degree	12.0%	19.8%
Graduate or Professional Degree	6.7%	16.0%
	100%	100%

While the County continues to lag behind the overall State workforce in higher education ratios, these figures are on the rise. The Washington County Public School system has increased educational and workforce development opportunities for all primary and secondary school students through enrichment programs such as magnet schools. These enrichment programs include focus areas such as global citizenship; integrated arts and technology; science, technology, engineering and math (STEM); humanities, media technology and writing, International Baccalaureate (IB), and the Academic Leadership Academy (ALA). These programs have led to increases in high school students taking Advanced Placement and International Baccalaureate classes and college placement testing. Another opportunity offered by the WCPS system is the Washington County Technical High School. This specialized school offers 32 academic courses and 17 career technology programs including biomedical science, pre-engineering, and skilled trades.

For citizens who wish to advance their academic careers, there are more than 30 institutions of higher learning within a 70-mile radius of Hagerstown that provide diverse opportunities. Hagerstown Community College offers a broad assortment of Associate degree programs in industries such as business, finance, medicine, and education. In addition, HCC continues to expand their educational influence and connection to business through the college's Technical Innovation Center. TIC provides opportunities for partnerships with local and regional businesses to establish business incubator programs at the college.

The University of Maryland has numerous campus locations including UMD at Hagerstown, Frostburg State University, Towson University, UMD at College Park, and UMD University College that are within a reasonable distance of Washington County and offer a wide variety of bachelor and graduate degree programs. Purdue Global University (formerly Kaplan University) has recently opened a location in Hagerstown that also offers bachelor and graduate degree programs. Colleges are closely monitoring local trends in economic sectors and adjusting programs to meet those demands.

Not included within general Census data are those who seek out higher education through trade schools that don't necessarily have traditional degree programs. Rather, these institutions provide specific instruction and workforce development in specialized fields of interest. Examples include the Barr Construction Institute, Pittsburgh Institute of Aeronautics, and Award Beauty School.

### *Workforce Development*

While educational and skill attainment can offer a snapshot of the workforce, there are still gaps between what employers need and what the workforce has to offer. To fill these gaps, the Governor's Office has developed a Workforce Development Board that provides assistance to the various regions of the State. Washington County is part of a three-county regional board known as the Western Maryland Consortium. These local development boards work with both employers

and job seekers to build connections. They offer services to employers such as information brokering, outplacement services for businesses that are downsizing, recruitment and hiring assistance, and specialized services such as on-the-job training. Services provided to job seekers include career counseling, resource libraries, training and education, equipment access to assist in their job search, and access to the Maryland Workforce Exchange. LDB's also provide youth services such as skills training, academic support, and employment assistance.

### *Commuting Patterns*

As noted earlier in the chapter, Washington County has a unique geographical location that lends itself easy access to workforce populations in a tri-state region. Employer's access to a greater workforce and conversely, a job seekers greater opportunity for work creates commuting patterns that are important to the local economy. Workers access and close proximity to their place

of work make them more likely to work thus reducing unemployment rates.

According to the 2010-2014 American Community Survey, about one third (1/3) of Washington County commuters traveled outside of the County for work. Only about 12% travelled outside of the State. Correspondingly, about 38% of commuter's travel over 30 minutes to their place of work. The majority of commuter's travel via single occupancy vehicle or through a carpool. About 4% of the workforce work from home.

<b>Travel Time to Work</b>	<b>Total</b>	<b>Percent</b>
Less than 30 minutes	41,547	62.4%
30-44 minutes	11,851	17.8%
45-59 minutes	4,594	6.9%
60 minutes or more	8,589	12.9%
	66,581	100.0%
<b>Place of Work</b>	<b>Total</b>	<b>Percent</b>
Work in State of residence	58,857	88.4%
Work in County of residence	44,343	66.6%
	66,581	
<b>Means of Transportation</b>	<b>Total</b>	<b>Percent</b>
Car, Truck, or Van	60,855	91.4%
Drive Alone	56,660	85.1%
Carpool	6,592	9.9%
Public Transportation (excluding taxicab)	799	1.2%
Walk	1,332	2.0%
Bike	133	0.2%
Taxicab, motorcycle, other	666	1.0%
Work at home	2,796	4.2%
	66,581	100.0%

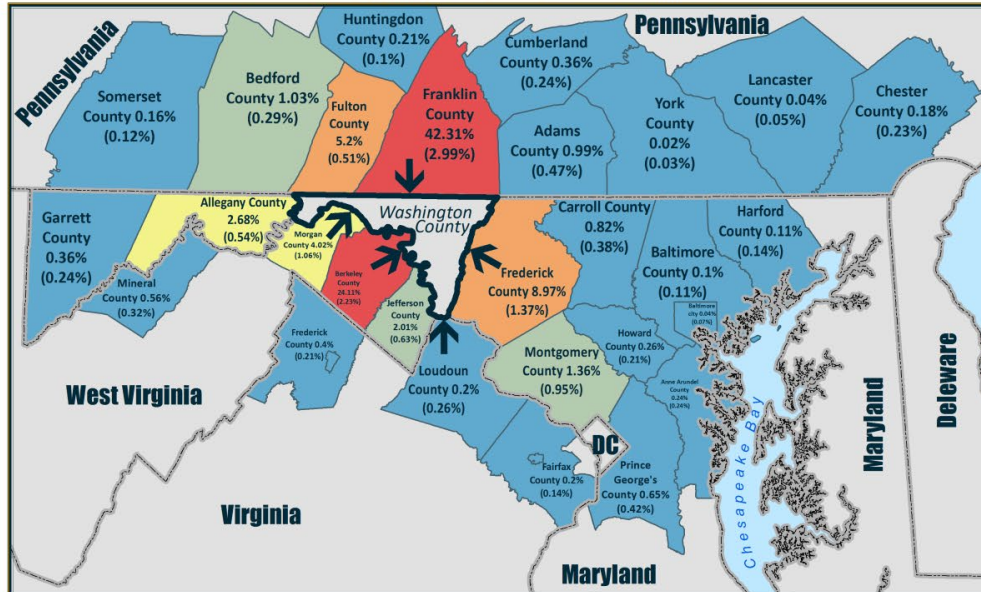
US Census Bureau; American Community Survey 2010-2014;  
Commuting Characteristics



# Commuting Patterns

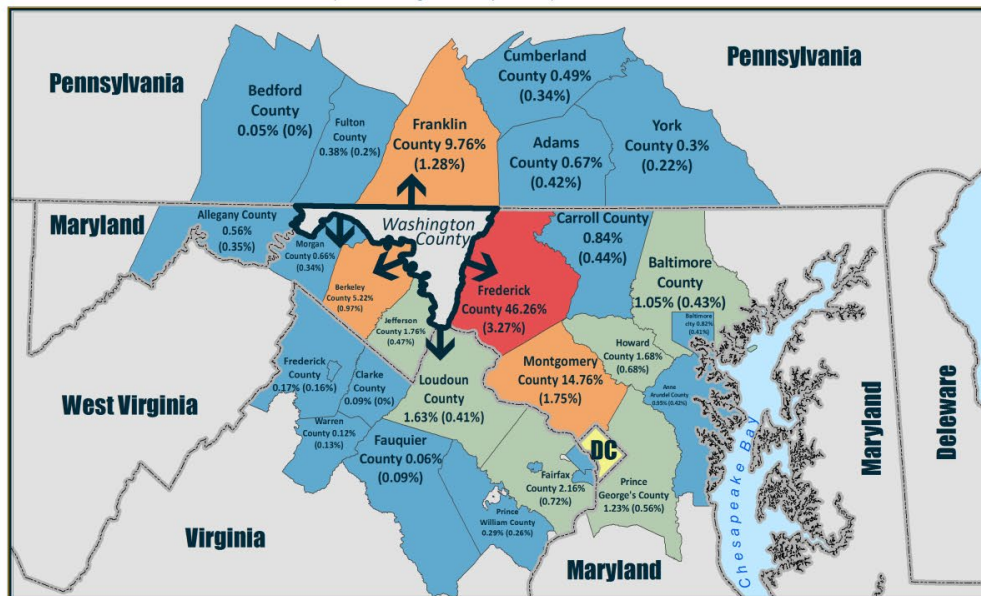
## Residence of Washington County Workers

46,261 Washington County 21,943 Other Counties



## Places of work for Washington County Residents

46,261 Washington County 23,448 Other Counties



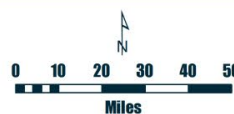
### Data Sources:

Maryland Department of Planning  
United States Census Bureau, Journey to Work 2010

### Prepared By:

Washington County Department of Planning and Zoning

Document Path: U:\Comprehensive Plan 2040\Transportation\CommuterData.mxd



### Legend

Percentage of Workers

- up to 1%
- 1% to 2.5%
- 2.6% to 5%
- 5.1% to 15%
- 15.1% and up

(+/- Margin of Error)

## Economic Trends and Analysis

To identify strategies to retain and attract jobs in the County, it is important to understand short and long-term industry trends at a national, regional, and local level. Historic data can be used to observe what the composition of our local economy has been in the past. This data helps planners to predict short term economic trends, but longer-term trends require analysis of not just local trends but also regional and national trends as well. To assist the County in comparing the local economy to regional and national industrial trends, a shift-share analysis and a location quotient analysis will be used to project potential changes in future trends.

It is also important to study earnings and income data for different industries. Income levels determine the purchasing power of residents and the degree to which they can contribute to the local economy. This in turn can influence the affordability index as it relates to home ownership, cost of living expenditures and disposable income.

### Shift Share Analysis

A shift share analysis is a standard model to determine how much of a jurisdiction's economy can be attributed to national growth trends and how much can be attributed to unique regional factors. The model assumes that changes in employment over time can be explained by three things:

- **National Share** of growth – This factor assumes that if all things are equal, any changes that occur in the national economy should also be felt at a regional level and distributed across the entire country. Any increase or decrease in the national job average should have an equal impact locally. For example, if the national economy is growing at a steady rate of 3% then any region in the country should also experience overall economic growth of 3%.
- **Industrial Mix** of employment – The industrial mix effect examines the portions of an area's economic growth that can be attributed to a specific industry's growth at a national level. Industrial Mix is calculated by subtracting the fluctuations in a specific industry with changes in overall national growth rates.
- **Regional Shift** in employment – Regional shifts indicate a locality's competitive advantage in specific industries. When regional growth outpaces that of national trends then there is an indication that the region has a competitive advantage that causes some industries to thrive in the area. Factors that can generate regional competitiveness include geography, legislation/regulation, population characteristics, infrastructure availability or natural resources.

Once each of these factors is calculated, they are added together to determine actual employment growth for a region.

### Actual Growth = National Growth + Industry Mix + Regional Shift

For this analysis, two different time frames are being evaluated to help understand short and long-term trends in the region. For long term purposes an evaluation period from 1994 to 2014 was used while an evaluation period from 2004-2014 was completed to analyze short term trends.

#### 1994-2014

As shown in the table below, Washington County has experienced a modest amount of employment growth over the long-term period between 1994 and 2014. The bulk of existing jobs and job growth has been in the Trade, Transportation and Utilities section. This isn't a surprising revelation given the County's geographical location at the crossroads of two major interstates. Increases in traffic volumes in the area over the last several decades have comparatively increased the need for retail services and the demand for wholesale distribution and transportation services.

While the Trade, Transportation and Utility sector grew more individual jobs over the time period, several other industry sectors stand out as growing more rapidly than these industries in Washington County. Professional/Business Services, Financial Services, Education and Health Services, and Leisure and Hospitality Services have all experienced a greater than 50% increase in employment over the long term.

<b>Changes in Employment (Washington County, Maryland), 1994-2014</b>				
<b>Industry Sector</b>	<b>1994</b>	<b>2014</b>	<b>Change/Growth</b>	<b>% Change</b>
Natural Resources and Mining	154	196	42	27.3%
Construction	3,099	2,730	-369	-11.9%
Manufacturing	8,865	6,197	-2,668	-30.1%
Trade, Transportation, and Utilities	12,109	17,138	5,029	41.5%
Information	1,116	803	-313	-28.0%
Financial Activities	3,857	6,702	2,845	73.8%
Professional and Business Service	3,195	5,708	2,513	78.7%
Education and Health Services	6,454	10,431	3,977	61.6%
Leisure and Hospitality	4,182	6,314	2,132	51.0%
Other Services	1,802	1,575	-227	-12.6%
Public Administration	8,015	8,978	963	12.0%
<b>Industries, Total</b>	<b>52,848</b>	<b>66,772</b>	<b>13,924</b>	<b>26.3%</b>

*Source: US Bureau of Labor Statistics; Quarterly Census of Employment and Wages*

While this basic analysis is helpful in determining long term job growth, a shift share analysis helps illustrate what is influencing industry sector job growth in our specific area. As stated previously, there are three factors that are evaluated as part of a shift share analysis: National Share, Industrial Mix and Regional Shifts. By comparing local changes in job growth to national and industry trends, local planners can extrapolate which industries are growing or declining based

upon these influencing factors.

<b>Shift Share Analysis 1994-2014</b>				
<b>Industry Sector</b>	<b>National Share</b>	<b>Industry Mix</b>	<b>Regional Shift</b>	<b>Total change in employment, 1994-2014</b>
Natural Resources and Mining	33	0	9	42
Construction	657	62	-1,088	-369
Manufacturing	1,879	-4,388	-159	-2,668
Trade, Transportation, and Utilities	2,567	-727	3,188	5,029
Information	237	-250	-300	-313
Financial Activities	818	-285	2,313	2,845
Professional and Business Service	677	1,150	685	2,513
Education and Health Services	1,368	2,982	-373	3,977
Leisure and Hospitality	887	979	267	2,132
Other Services	382	-88	-521	-227
Public Administration	1,699	-617	-119	963
<b>Industries, Total</b>	<b>11,204</b>	<b>-1,183</b>	<b>3,903</b>	<b>13,924</b>

According to data obtained from the US Bureau of Labor Statistics, the national employment rate grew by approximately 21.2% between 1994 and 2014. Applying this information generically to Washington County, there is an assumption that approximately 11,204 of the new jobs created in this County can be attributed to national trends in employment.

Next, job growth per industry sector was calculated and compared to the average national employment growth rate. The difference between these two illustrates the influence of changes in industrial sectors to national averages. As shown in the chart above, Manufacturing, Professional and Business Services and Education and Health Services sectors had large changes over the twenty-year period between 1994 and 2014.

Impacts on regional job growth are calculated by determining the difference between the industry changes and national changes in job growth by industrial sector. This calculation separates what affects our region by national and industrial fluctuations in job growth. As shown on the chart, there is a significant regional influence on regional employment due to job growth in the Construction, Trade, Transportation and Utilities, and Financial Activities industry sectors.

Finally, all three influencing factors are added together to determine the overall change in job growth per industry sector for our County. As shown in the chart, the Manufacturing Industry suffered significant decrease in job growth mainly attributed to industrial level influences. The Trade, Transportation, and Utilities and Financial Activities industries had large job growth over the period due primarily to local/regional influences. Professional and Business Services and Education and Health Services also experienced large gains in job growth mostly attributable to industry level influences.

### 2004-2014

The shorter-term analysis shows a much more unpredictable picture of changes in job growth across all three influencing factors. These changes are more unstable than would be typically experienced because of the abnormal economic recession experienced during this time frame. While this data is difficult to defend as a true picture of short-term trends because of the enormity and scale of the economic recession, there can be some benefit in completing this analysis. The advantage of this analysis is that we can see, albeit at an exaggerated scale, the industries in our region which are more prone to experience impacts of recessionary periods.

As shown in the chart below [Changes in Employment 2004-2014], a much lower rate of job growth was experienced than over the longer-term period. Sharp declines were experienced in the Information, Construction and Manufacturing sectors; each decreasing in job growth by over 30%. To counter these decreases, there were modest increases in the Trade, Transportation and Utilities, Professional and Business Service, and Educational and Health Service sectors.

<b>Changes in Employment (Washington County), 2004-2014</b>				
<b>Industry Sector</b>	<b>2004</b>	<b>2014</b>	<b>Change/Growth</b>	<b>% Change</b>
Natural Resources and Mining	147	196	49	33.3%
Construction	3,924	2,730	-1,194	-30.4%
Manufacturing	9,351	6,197	-3,154	-33.7%
Trade, Transportation, and Utilities	14,460	17,138	2,678	18.5%
Information	1,436	803	-633	-44.1%
Financial Activities	6,203	6,702	499	8.0%
Professional and Business Service	4,067	5,708	1,641	40.3%
Education and Health Services	9,036	10,431	1,395	15.4%
Leisure and Hospitality	5,545	6,314	769	13.9%
Other Services	1,661	1,575	-86	-5.2%
Public Administration	8,055	8,978	923	11.5%
<b>Industries, Total</b>	<b>63,885</b>	<b>66,772</b>	<b>2,887</b>	<b>4.5%</b>

*US Bureau of Labor Statistics; Quarterly Census of Employment and Wages*

Again, using the shift share analysis to interpret this data can help illustrate what is influencing industry sector job growth in our specific area. As was the case in the long-term analysis, the short-term analysis (as shown below) shows that the majority of job growth in our area can be attributed to national job growth trends. According to the US BLS, the country experienced a lower growth rate of 4.5% between 2004 and 2014. Modest job growth came from the National Share and occurred in the Trade, Transportation, and Utilities, Manufacturing, and Education and Health Services sectors.



<b>Shift Share Analysis 2004-2014</b>				
<b>Industry Sector</b>	<b>National Share</b>	<b>Industry Mix</b>	<b>Regional Shift</b>	<b>Total change in employment, 2004-2014</b>
Natural Resources and Mining	8	27	14	49
Construction	224	-683	-735	-1,194
Manufacturing	533	-1,908	-1,779	-3,154
Trade, Transportation, and Utilities	824	-347	2,201	2,678
Information	82	-253	-462	-633
Financial Activities	354	-521	666	499
Professional and Business Service	232	464	946	1,641
Education and Health Services	515	2,006	-1,126	1,395
Leisure and Hospitality	316	643	-190	769
Other Services	95	-115	-66	-86
Public Administration	459	-362	826	923
<b>Industries, Total</b>	<b>3,641</b>	<b>-1,049</b>	<b>294</b>	<b>2,887</b>

The Industry Mix component of the analysis shows that the Construction, Manufacturing, and Financial Activities sectors of the economy experienced sharp decreases in job growth while the Education and Health Services saw a significant increase in growth. The Leisure and Hospitality sector also experienced a modest increase in job growth at the industry level.

From a regional perspective, the County had sharp decreases in Manufacturing, Education and Health Services and Construction sectors. Increases were experienced in the Trade, Transportation, and Utilities, Professional and Business Services, and Public Administration sectors.

Overall it appears from the short-term analysis that this region is more susceptible to a job growth recession in the Manufacturing and Construction sectors. Job growth in the Trade, Transportation, and Utilities, Professional and Business Service, and Education and Health Services sectors appear to be less prone to recessionary effects.

### Location Quotient

A location quotient analysis is a popular method of identifying trade flows in a locality. This analysis helps identify exporting vs. importing job sectors by measuring the concentration of an industry in a particular locality and then comparing it to larger areas such as the State or nation as a whole. The location quotient is a ratio of an industry's share of the local employment divided by its share of the comparable area (state, nation, region, etc.). A location quotient equal to one indicates that local employment in a specific industry matches the proportion of employment in the comparative area. A location quotient less than one indicates that the concentration of local employment is lower than the comparative area and a location quotient greater than one indicates that the concentration of local employment is higher than the comparative area.

Industry Sector	Total Employment by Sector, Washington County						Location Quotient, National Comparison			Location Quotient, State Comparison		
	1994	% of Total	2004	% of Total	2014	% of Total	1994	2004	2014	1994	2004	2014
Natural Resources and Mining	154	0.3%	147	0.2%	196	0.3%	0.19	0.18	0.19	0.99	0.85	1.17
Construction	3,099	5.9%	3,924	6.1%	2,730	4.1%	1.33	1.15	0.91	0.95	0.86	0.70
Manufacturing	8,865	16.8%	9,351	14.6%	6,197	9.3%	1.11	1.32	1.04	1.99	2.52	2.29
Trade, Transportation, and Utilities	12,109	22.9%	14,460	22.6%	17,138	25.7%	1.14	1.16	1.34	1.14	1.20	1.46
Information	1,116	2.1%	1,436	2.2%	803	1.2%	0.86	0.94	0.60	1.00	1.10	0.79
Financial Activities	3,857	7.3%	6,203	9.7%	6,702	10.0%	1.22	1.59	1.78	1.10	1.53	1.87
Professional and Business Service	3,195	6.0%	4,067	6.4%	5,708	8.5%	0.56	0.50	0.61	0.48	0.42	0.51
Education and Health Services	6,454	12.2%	9,036	14.1%	10,431	15.6%	1.12	1.13	1.04	1.01	1.04	0.98
Leisure and Hospitality	4,182	7.9%	5,545	8.7%	6,314	9.5%	0.88	0.90	0.88	0.90	0.95	0.93
Other Services	1,802	3.4%	1,661	2.6%	1,575	2.4%	1.05	0.78	0.76	0.94	0.72	0.68
Public Administration	8,015	15.2%	8,055	12.6%	8,978	13.4%	0.92	0.78	0.87	0.80	0.70	0.71
Industry Totals	52,848	100.0%	63,885	100.0%	66,772	100.0%						

As shown in the chart above, employment by job sectors in Washington County is about the same as those at a State and national level. There does appear to be a slightly higher concentration of jobs in the Trade, Transportation, and Utilities, and Financial Activities sectors at both the State and national level and a much higher concentration of Manufacturing jobs compared to the State. In contrast, the County seems to have a much lower density of jobs in the Professional and Business Service sector both at a State and national level.

## Wages

For most people in the workforce wages and salaries are the primary source of household income. Others, such as self-employed or enterprise owners, receive a more direct income from selling goods and services or through rent, interest or other financial gains. To analyze wages among different job occupations reference was made to the Standard Occupational Classification (SOC) system used by federal agencies to classify workers into occupational categories. These figures represent an average estimate of occupational classifications across multiple industries.

As shown in the table below, the State of Maryland has higher median hourly wages in nearly all occupational categories when compared to Washington County and the United States. The County and State share the highest wage in the Production category while the County maintains the highest wage in the Transportation and Material Moving category. Also noticeable is that the higher the hourly wage, the larger the disparity seems to grow for County wages.

Occupational Categories	Median Hourly Wage		
	County	State	National
All Occupations	\$17.49	\$21.49	\$18.58
Management Occupations	\$44.45	\$56.94	\$50.11
Business and Financial Operations	\$29.98	\$36.64	\$32.86
Computer and Mathematical	\$34.38	\$47.05	\$41.51
Architecture and Engineering	\$34.51	\$44.01	\$38.55
Life, Physical, and Social Science	\$28.17	\$42.38	\$31.77
Community and Social Service	\$20.65	\$23.56	\$21.62
Legal	\$29.73	\$33.64	\$38.85
Education, Training and Library	\$24.91	\$28.13	\$23.89
Arts, Design, Entertainment, Sports and Media	\$15.34	\$24.91	\$23.70
Healthcare Practitioners and Technical	\$31.30	\$35.82	\$31.94
Healthcare Support	\$15.12	\$15.26	\$14.30
Protective Service	\$21.86	\$22.26	\$19.54
Food Preparation and Serving	\$10.06	\$11.04	\$11.09
Building and Grounds Cleaning and Maintenance	\$12.01	\$13.47	\$12.91
Personal Care and Services	\$11.25	\$11.93	\$11.74
Sales and Related	\$11.86	\$13.45	\$13.55
Office and Administrative Support	\$16.53	\$18.30	\$17.19
Farming, Fishing, and Forestry	\$12.50	\$14.93	\$12.20
Construction and Extraction	\$19.64	\$22.27	\$22.12
Installation, Maintenance and Repair	\$20.81	\$23.99	\$21.89
Production	\$17.49	\$17.49	\$16.86
Transportation and Material Moving	\$16.94	\$16.68	\$15.74
Source: US Bureau of Labor Statistics; Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, Hagerstown-Martinsburg Area (May 2018)			

## Conclusions

When analyzing jobs and income they shouldn't be evaluated as mutually exclusive. To have a thriving economy it is important to not just have jobs but to have jobs that pay wages that allow consumers the opportunity to have a higher standard of living. This is primarily observed in the interaction of wages with productivity. With higher wages consumers have more money to spend on more discretionary items. This in turn provides a boost in productivity and helps increase the overall standard of living. Conversely, lower wages cause consumers to spend less and leads to less productivity.

Due to the numerous variations of occupations to job industry it is difficult to identify specific occupations in specific industries as being targeted for promotion. For example, if a person is hired by a hotel chain to be an accountant, the job is listed in the Leisure and Hospitality Industry code because the job is part of the hotel business. However, as an occupation, an accountant would be classified as financial specialist. So, what is essentially being compared is

our competitiveness in wages across occupations and what industries are more prevalent in our area. Therefore, using the previous example, a person applying for accounting jobs would want to know what industries are likely to locate and succeed in a certain area.

For Washington County, our observations of the data show that we have a higher national average wage in the production and transportation occupational groups. Similarly, the County has seen positive rates of job growth, and a higher probability of jobs in the Transportation industry. In other industry categories such as Professional Services and Education where the County is seeing a positive increase in job growth, we are also lower than the average State wage rates for those occupations.

## Development Capacity and Financial Sustainability

### Development Capacity

Evaluation of land available for non-residential development is an essential component in the economic prosperity of any jurisdiction. Ensuring that there is enough properly zoned land available for businesses to locate and/or expand in a community can increase opportunities for residents to have jobs closer to home thereby reducing the need to commute for work. Having enough land available for non-residential development is also essential to grow the local tax base that supports public services.

The dynamic nature of business and the advancement of technology make it difficult to estimate the amount of land needed for non-residential uses. Industrial sites are typically driven by specialized needs for infrastructure, parcel size, building configuration, and access. Commercial development is particularly difficult because it is mostly driven by changes in the market and shifts locations based upon short term needs. In general, industrial uses are shifting away from heavy manufacturing and moving more toward computerized, high-tech manufacturing. To account for some of these variables, sites identified for industrial, commercial, or office uses should generally conform to the following parameters:

- Infrastructure and utilities should be either available or capable of being provided;
- Access to the interstate system should be over arterial highway routes that do not require the movement of heavy traffic through residential neighborhoods;
- The ability to mitigate developmental impacts on sensitive environmental, historical or cultural features;
- Contain sufficient land area to accommodate development including buildings, parking, storm water management, buffering, and screening if required;
- Avoidance of areas where there is a high probability of incompatibility with existing residential development;
- Locate where mixed uses can provide opportunities for transitioning from heavy industrial or commercial uses to institutional or residential uses;
- Use adaptive reuse of existing sites or buildings as a catalyst for rehabilitation or

- preservation of historic or environmental resources;
- Locate retail commercial sites where they best serve the market niche being targeted whether regional, community wide or neighborhood; and
- When feasible, associate development with an approved or proposed incentive area such as Enterprise Zones or Foreign Trade Zones.

As noted in previous sections of this element, it is projected that Washington County will gain about 11,000 jobs between 2020 and 2040. Currently, there is approximately 11,000 acres of land in the County zoned for commercial, industrial, and employment uses. As shown in the chart below, nearly 40% of the non-residential acreage in the County is located within the Highway Interchange (HI) district. This seems appropriate given our geographical location at the intersection of two major interstates. It is apparent that the interstates also have influence over types of jobs coming to the area. According the shift-share analysis, the majority of new jobs coming to the area through regional influence are in the Trade and Transportation sectors. This is supported in the location quotient analysis that shows the County have a slightly higher attraction of transportation related businesses than the State and country.

Zoning District	Acreage Improved	Acreage Unimproved	Total Acreage	% of Total	%Vacant
Airport (AP)	142.5	173.3	315.8	2.9%	54.9%
Business General (BG)	352.6	306.6	659.2	6.0%	46.5%
Business Local (BL)	224.9	167.9	392.7	3.6%	42.7%
Highway Interchange (HI)	1,821.5	2,450.6	4,272.1	38.9%	57.4%
Industrial General (IG)	1,368.4	620.3	1,988.6	18.1%	31.2%
Industrial Restricted (IR)	52.0	185.3	237.3	2.2%	78.1%
Office, Research & Industry (ORI)	86.0	511.7	597.7	5.4%	85.6%
Office, Research & Technology (ORT)	41.3	21.1	62.3	0.6%	33.8%
Planned Business (PB)	127.5	5.7	133.2	1.2%	4.3%
Planned Industrial (PI)	360.5	1,960.2	2,320.7	21.1%	84.5%
Totals	4,577.2	6,402.5	10,979.7	100.0%	58.3%

In support of the County's manufacturing industry, there is slightly over 40% of non-residential zoned land in industrial zoning districts (i.e. Industrial Restricted, Industrial General, and Planned Industrial). While there have been sharp decreases in employment all over the country in the manufacturing sector in recent years, Washington County has a strong workforce for manufacturing jobs. As shown in the location quotient analysis, the County is also twice as likely to attract jobs in the manufacturing sector than in the State of Maryland.

In addition to traditional commercial and industrial zoning districts, the previous 2002 Comprehensive Plan highlighted the need for employment-based zoning districts. Employment areas are intended to provide for major office, business, technology, and light manufacturing uses in business park and campus areas near major transportation centers. To accommodate for this,

the County adopted three new zoning districts to promote the establishment of business parks and campuses. These districts include:

Office, Research & Technology (ORT) – The purpose of the ORT district is to attract medical, corporate offices, technology, and research and development-based businesses to the County. It also promotes maintenance of “desirable development activities in a setting that is in harmony with surrounding areas, preserves open space by creating a campus-like setting, and promotes architecturally attractive buildings and structures”.

















































Office, Research & Industry (ORI) – The ORI district provides appropriate locations for a broader mixture of uses than are permitted in the ORT district. This district is intended to attract office and research business but also adds light manufacturing as a component in development of these districts.

Education, Research & Technology (ERT) – The ERT district was developed to incorporate new trends in collaborations between businesses and institutions of higher learning. The purpose of the district is to support traditional higher education related activities but also allow incorporation of employment areas for incubator or accelerator businesses that provide direct learning and work experience for enrolled students.











Of the nearly 11,000 acres of non-residentially zoned land, there is approximately 6,400 acres (or 58%) still available for new development. As shown in the chart above, light industrial districts (IR, ORI, & PI) have higher vacancy rates. The majority of the vacant land available is in the PI district and was created by design. As part of the previous Comprehensive Plan, a distinct need for additional industrial/employment zoned land was discovered. In response to this need, the County designated several hundred acres on the western boundary of the UGA as potential land for future non-residential growth. The area was later rezoned to PI through a comprehensive rezoning process. The remainder of the non-residential zoning districts have between 30% and 50% vacancy rates; therefore, it appears that the County should have enough land to accommodate projected job growth.

### *Business/Industrial Parks*

In order to better accommodate business development and job growth, the County also has several business/technology/industrial parks with available land for future non-residential development. By concentrating non-residential development into designated areas, the County can better concentrate efforts to supply the necessary infrastructure at a more efficient cost. All of the designated parks in the County and City of Hagerstown = have public water and sewer facilities available. Many of the areas located in the County also have potential for interstate exposure. Other amenities offered in the various parks include: railroad siding, natural gas, and fiber optic access. The chart below lists parks located within the UGA both in the City and County.

Description	Location	Total Acreage	Infrastructure
County Business/Technology Parks			
Airport Business Park	Airpark Road/ Henson Blvd.	205	    
HGR Aviation Technology Park	Henson Blvd.	162	    
Bowman Airpark	Showalter Road	56	    
Top Flight Airpark	Showalter Road	56	    
Vista Business Park	Showalter Rd./ Crayton Blvd.	177	    
Showalter Road Center	Showalter Rd. adjacent to I-81	89	    
Orchard Business Park at Label Lane	Label Lane	20	    
Hub Business Park	Label Lane	130	    
Mt. Aetna Farms Technology Park	Professional Blvd/Yale Dr	261	  
Friendship Technology Park	MD 632/Technology Blvd	435	   
Greencastle Pike Business Park	Transportation Circle	127	   
Hunter's Green Business Park	Hunter's Green Parkway	242	    
Hunter's Green Business Park II	Halfway Blvd/Newgate Blvd	434	 
Huyetts Business Park	Business Parkway	66	    
Gateway Business Park	Western Maryland Parkway	65	    
County Industrial Parks			
Antietam Industrial Park	Oak Ridge Place	27	
Earley Industrial Park	Sharpsburg Pike/Hetzer Dr	160	  
Interstate Industrial Park	Governor Lane Blvd	457	    
Interstate 70/81 Industrial Park	Elliott Parkway	178	   
Newgate Industrial Park	Hopewell Rd/Halfway Blvd	161	     
Washington County Business Park	Western Maryland Parkway	212	    



Crossroads Business Park	Hopewell Road	122	
City Business/Industrial Parks			
Hagerstown Business Park	Sweeney Drive	90	
Hagerstown Industrial Park	Commonwealth Ave/Willow Circle	251	
Hunt Ridge Business Park	Insurance Way	57	
Light Business Park	Imperial Drive	24	
MKS Business Park	Eastern/Professional Blvd	81	
Valley Business Park	Wesel Blvd	273	
Town Business/Industrial Parks			
Orchard Business Park (aka Hancock Industrial Area)	Town of Hancock/Warfordsburg Road	185	
Rayloc Business Park	Town of Hancock/Rayloc Rd	55	
Potomac Parkway/Lockwood Business Area	Town of Williamsport/Lockwood and Powerhouse Rd	53	

### *Supporting Infrastructure*

While reviewing the amount of capacity available for economic development, it is also important to have an inventory of available public infrastructure. In addition to the typical infrastructure needs such as water, sewer, and transportation, some businesses require additional specific resources such as airport access, rail access, or broadband services.

In 2013, the Washington County Economic Development Commission established an Infrastructure Committee to compile an infrastructure inventory for the County and the City of Hagerstown. In developing the *“Infrastructure Assessment for Washington County and the City of Hagerstown”*, nine general regions were evaluated due to their relationship with land use, zoning, and economic development potential. The areas include: Airport region, Maugans Avenue/I-81 region, Friendship Business Park, Fort Ritchie, City of Hagerstown, Interstate Business Park region, Hopewell Valley region, North Hopewell Valley, and Technology and Research Park region. In addition to a basic inventory, the committee ranked the level of service in each of these areas to determine if infrastructure seemed sufficient to meet demand. Portions of the findings of this report are included in the following narrative.

### Public Water and Wastewater

Public water and wastewater treatment are pivotal resources any jurisdiction needs to provide to have success at attracting prospective development. This section provides a brief

overview of service for the County. Additional information regarding public water and wastewater service in Washington County can be found in the Water Resources Element.

Public water within the Urban Growth Area is provided by the City of Hagerstown. In addition to providing potable water to areas within the incorporated limits, the City serves areas within the UGA under County jurisdiction and to the Towns also located within the UGA including Williamsport and Funkstown. Each of the other Towns within Washington County also have public water service that is either provided by the Town or another nearby jurisdiction.

The City owns and operates two potable water treatment plants: the R.C. Willson Plant (WTP) and the W.M. Breichner Plant (BTP). The WTP draws its water from the Potomac River in Williamsport and is the City's main source of water. WTP has a maximum treatment capacity of 20 MGD, with a permitted appropriation for surface water from the Potomac River of 15 MGD. The BTP draws its water from the Edgemont Reservoir near Smithsburg, MD and is primarily used to supplement production during high demand periods and when system maintenance reduces available supplies from the WTP. The BTP has a maximum treatment capacity of 4.5 MGD and a permitted appropriation for surface water from the Edgemont Reservoir of 700,000 gpd.

Public wastewater treatment and collections within the UGA are provided jointly by the City of Hagerstown and the County Division of Water Quality. In general, the City provides service to property within the City limits and areas to the northeast of the City in the UGA. Areas north of the City of Hagerstown are jointly served with collection being handled by the County and treatment handled by the City. Areas south of the City are generally served by the County. Each of the other incorporated municipalities in the County also have wastewater collection and treatment systems. Operation and maintenance of these facilities are generally handled by each jurisdiction, the County, or a combination of both.

There are two main treatment facilities that service the UGA; the Conococheague WwTP owned and maintained by the County and Hagerstown WwTP owned and operated by the City. The Hagerstown Wastewater Treatment Plant is located in the southern part of the City along the Antietam Creek. The plants present capacity is 10.5 MGD (million gallons per day). The Conococheague WwTP is located southwest of the City of Hagerstown in the I-70/I-81 Interstate Business Park. The plant has recently undergone Enhanced Nutrient Removal (ENR) upgrades that has increased the plant's capacity to 8.0 MGD.

### Highway Transportation Network

Washington County has a unique privilege of being located at the crossroads of three major interstates. Interstate 70 runs east to west through the County and serves as a primary corridor for access to two major metropolitan areas of the country; Baltimore and Washington DC. Interstate 81 runs north to south through the County and is considered a major freight corridor for goods movement along the east coast of the United States. Interstate 68 is in the western portion of

Washington County and provides an alternate east-west corridor through the Appalachian Mountains. This interstate was constructed as part of the Appalachian Development Highway System (ADHS) program and is intended to provide local and regional access to areas of the region that have been historically isolated.

In terms of economic development, this amount of interstate access and exposure is a major asset in business retention and attraction. Nearly all of the targeting economic areas in the County and City of Hagerstown are within a 10-minute drive to interstate access. There are also numerous parcels still available for development that are adjacent to one of these interstates thus providing the added opportunity of marketing and promotion for businesses.

However, increasing traffic volumes are causing increased congestion and safety issues on these roadways. Interstate 81 is especially vulnerable to degrading conditions. When first designed in the early 1960s, Interstate 81 was designed to handle between 15-20% truck traffic. Over time, I-81 has become an alternate route for freight traffic diverting from heavy congestion experienced on the Interstate 95 corridor near Baltimore and Washington DC and truck capacity has reached nearly 40%. As a critical component of the County's road network and economic development strategies, it will be important for local elected officials to seek support from State and federal resources to build capacity and ensure better safety in this corridor.

#### Making Connections Campaign

In 2018 the County announced a new transportation effort to help support and improve local economic development efforts. This campaign, known as Making Connections, is focused on four public-private partnership projects including: Crayton Boulevard Extended, Halfway Boulevard, Professional Boulevard, and Colonel Henry K. Douglas Drive. Each of these projects are in areas of burgeoning commercial and industrial development.

Not only do these projects open large tracts of undeveloped commercial and industrial land for new economic prospects, they also provide important transportation connections in the community to improve our existing transportation network, public safety response times, and pedestrian access.

#### Airport Access

Washington County owns and operates the Hagerstown Regional Airport, located north of the City of Hagerstown. The airport terminal supports regional commuter type air service and has room for four airlines and several rental car agencies. The Transportation Security Administration (TSA) provides passenger security screening.

A 2018 study by the Maryland Aviation Administration found that Hagerstown Regional Airport (HGR) was second in business revenue and income impact among Maryland's 35 public use airports. HGR generated \$130.1 million in business revenue and collected \$21.4 million in

state and local taxes. The business activity generated by the Airport helped to employ 842 people and bring in \$130.1 million in total personal income.<sup>4</sup>

### Rail Access

As outlined in the Transportation element of this Plan there are currently three major railroad companies operating in Washington County. Norfolk-Southern and CSX own the majority of line miles in the County while the Winchester and Western Railroad operate a short railroad line that runs from Gore, VA to Hagerstown, MD. Combined, the three railroad companies send over 30 trains per day through Washington County. These numbers are expected to increase over time as the industry moves to more intermodal freight opportunities.

### Broadband Service

As stated in the Community Facilities element, there are effectively three types of broadband service available in Washington County: cable broadband (fiber-optic), mobile broadband (3G or 4G mobile phone signal), and Digital Subscriber Line (DSL) broadband (telephone line). The location and coverage areas of these services are variable and constantly change as high-speed internet service continues to increase in demand. In addition, much of the technology is provided through private business (i.e. Verizon, AT&T, Sprint, etc) and is therefore proprietary data that is not available for public consumption.

While the expansion of high-speed internet has been successful, the next upgrades in technology are beginning to emerge; ultra high-speed internet. Also known as gigabyte access, ultra high-speed internet is the latest improvement in telecommunications. Companies such as Antietam Broadband, Hagerstown Fiber LLC, and Fiber Optics have acknowledged this important opportunity and have succeeded in making the City of Hagerstown a Gigabyte City. This status helps give Hagerstown and Washington County a competitive edge in our economic development efforts.

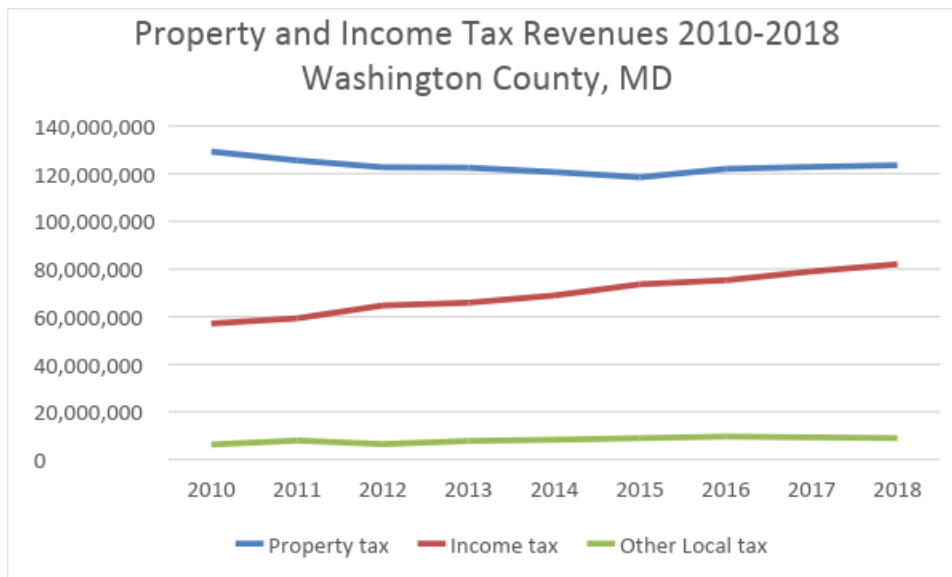
### Financial Sustainability

With additional growth and development comes the need for infrastructure and services to support the needs of businesses and citizens. As noted in the Community Facilities element of this plan, the County supports growth with a variety of necessary infrastructure and services including public water, public sewer, a robust highway network, educational facilities, emergency services, social services, cultural and recreational amenities and more. To provide these services, the County relies heavily upon tax and fee revenue, grants, bonding, and loans. In some instances, the County requires developer contributions from new development to help pay for the added costs to infrastructure.

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<sup>4</sup> Martin Associates with Landrum and Brown. *The Economic Impacts of Public Use Airports in Maryland*. (Baltimore, MD: Maryland Aviation Administration)2018, Page 3.

Nearly 70% of County government revenues come from property tax, income tax, and other local taxes. Property tax revenue alone accounts for about 40% of the overall budget.



As shown in the chart above, the County has continued to suffer declines in property tax values because of the economic downturn experienced during the economic recession of the previous decade. Between FY 2010 and FY 2017 the County saw a \$2.2 billion decrease in total taxable assessment base resulting in a loss of \$6.3 million of property tax revenue. Property values seem to have reached their low in 2015 and are slowly increasing. With sharp declines in property taxes, the County has had to rely on small increases in income tax revenue and sharp cuts in funding to maintain a balanced budget. The County has also experienced sharp cuts in State funding, such as highway user funds, due to the economic downturn.

### *Tax Capacity and Effort Analysis*

Because local governments rely so heavily upon property and income taxes as revenue to finance operations and capital projects, it is important to periodically evaluate the jurisdictions' tax capacity and tax effort.

#### Tax Capacity

According to the Advisory Commission on Intergovernmental Relations (ACIR), tax capacity can be defined as the capability of a local government to finance its public services. When measured as an index rather than a conceptual notion, capacity represents potential tax revenues that could accrue to a local government if it were to use average statewide tax rates. Communities with higher property values and incomes naturally would have higher tax capacity index readings.

Combined Tax Capacity Index State of Maryland Fiscal Year 2015							
County	Population	Property Hypothetical Yield	Income Hypothetical Yield	Combined Hypothetical Yields	County Yield Per Capita	Tax Capacit y Index	Rank
Allegany	73,008	45,202,466	29,070,306	74,272,773	1,017	48	23
Anne Arundel	560,286	904,138,955	527,287,464	1,431,426,419	2,555	120	6
Baltimore City	623,711	417,111,713	289,508,687	706,620,400	1,133	53	22
Baltimore	827,794	906,450,322	695,739,003	1,602,189,325	1,935	91	15
Calvert	90,562	142,142,030	76,686,875	218,828,905	2,416	114	8
Caroline	32,525	30,359,799	14,712,671	45,072,470	1,386	65	20
Carroll	167,682	214,792,183	144,489,045	359,281,228	2,143	101	10
Cecil	102,135	112,353,925	61,229,777	173,583,702	1,700	80	16
Charles	154,687	189,682,366	112,023,745	301,706,111	1,950	92	14
Dorchester	32,527	33,599,429	14,354,196	47,953,625	1,474	69	19
Frederick	243,475	303,963,832	206,058,166	510,021,998	2,095	98	11
Garrett	29,652	51,848,995	14,194,987	66,043,981	2,227	105	9
Harford	249,949	310,913,074	198,433,988	509,347,062	2,038	96	12
Howard	308,705	527,216,007	376,724,159	903,940,166	2,928	138	4
Kent	19,793	34,281,319	13,720,068	48,001,387	2,425	114	7
Montgomery	1,030,476	1,962,113,014	1,304,309,432	3,266,422,446	3,170	149	3
Prince George's	903,357	890,463,984	499,263,809	1,389,727,793	1,538	72	17
Queen Anne's	48,726	88,936,704	41,785,382	130,722,086	2,683	126	5
St. Mary's	110,350	140,576,766	82,623,458	223,200,224	2,023	95	13
Somerset	25,632	16,626,322	6,908,569	23,534,891	918	43	24
Talbot	37,560	99,155,203	36,220,385	135,375,588	3,604	169	2
Washington	149,423	143,252,185	81,877,254	225,129,439	1,507	71	18
Wicomico	101,768	70,705,232	47,372,901	118,078,133	1,160	55	21
Worcester	51,563	172,638,937	36,466,011	209,104,948	4,055	191	1
<b>Total</b>	<b>5,975,346</b>	<b>7,808,524,761</b>	<b>4,911,060,339</b>	<b>12,719,585,100</b>	<b>2,129</b>	<b>100</b>	

Source: Maryland Department of Legislative Services, Office of Policy Analysis

Any index value below 100 indicates that a jurisdiction has less capacity than the State average. Any value over 100 indicates a jurisdiction has greater capacity, which means that it is associated with higher per capita income levels, higher property values or both. As shown in the table above, Washington County ranks 18<sup>th</sup> out of the 23 Maryland Counties and the City of Baltimore. Currently, the County tax capacity index is 71, or 29% less than the Statewide average. This indicates that the County has lower income and/or property values than the Statewide average.

According to Maryland Department of Legislative Services (DLS), Washington County ranks 19<sup>th</sup> in property tax capacity and 17<sup>th</sup> in income tax capacity. Both sources of revenue can be heavily impacted by economic trends that are largely outside the purview and control of the local government. For this reason, the County has strived to reduce expenditures and look for more efficient and innovative ways to fund and build local infrastructure.

### *Tax Effort*

The ACIR defines tax effort as the extent to which a local government is utilizing its tax capacity. In other words, tax effort measures the extent to which the local tax base is actually being taxed. Tax effort is impacted by a jurisdiction's wealth base, available revenue sources, demand for local services, tax limitation measures, acceptance of higher taxes, and fees. It is an indicator of how aggressively a county leverages their tax revenues.

As shown in the table below, Washington County ranks 11<sup>th</sup> in the State in terms of tax effort. Similar to the tax capacity analysis, an index value higher than 100 indicates a higher tax effort while a value less than 100 indicates a lower tax effort. Washington County has an index value of 99 indicating that it is nearly equal to the Statewide average.



Combined Tax Effort Index									
State of Maryland									
Fiscal Year 2015									
County	Population	Property Hypothetical Yield	Income Hypothetical Yield	Combined Hypothetical Yields	Property Tax Revenues	Income Tax Revenues	Combined Tax Revenues	Tax Effort Index	Rank
Allegany	73,008	45,202,466	29,070,306	74,272,773	57,096,057	28,645,941	85,741,998	115	4
Anne Arundel	560,286	904,138,955	527,287,464	1,431,426,419	702,730,128	450,145,365	1,152,875,493	81	23
Baltimore City	623,711	417,111,713	289,508,687	706,620,400	780,246,108	300,013,840	1,080,259,948	153	1
Baltimore	827,794	906,450,322	695,739,003	1,602,189,325	874,586,717	696,334,824	1,570,921,541	98	16
Calvert	90,562	142,142,030	76,686,875	218,828,905	142,522,064	72,201,617	214,723,681	98	14
Caroline	32,525	30,359,799	14,712,671	45,072,470	30,988,020	12,910,008	43,898,028	97	17
Carroll	167,682	214,792,183	144,489,045	359,281,228	210,826,863	145,436,651	356,263,514	99	13
Cecil	102,135	112,353,925	61,229,777	173,583,702	115,524,432	56,619,620	172,144,052	99	12
Charles	154,687	189,682,366	112,023,745	301,706,111	217,653,645	111,424,938	329,078,583	109	5
Dorchester	32,527	33,599,429	14,354,196	47,953,625	38,558,847	12,511,272	51,070,119	106	7
Frederick	243,475	303,963,832	206,058,166	510,021,998	330,023,050	206,271,930	536,294,980	105	9
Garrett	29,652	51,848,995	14,194,987	66,043,981	50,860,885	12,303,646	63,164,531	96	18
Harford	249,949	310,913,074	198,433,988	509,347,062	313,332,626	198,251,666	511,584,292	100	10
Howard	308,705	527,216,007	376,724,159	903,940,166	557,932,251	394,985,296	952,917,547	105	8
Kent	19,793	34,281,319	13,720,068	48,001,387	33,140,701	13,955,221	47,095,922	98	15
Montgomery	1,030,476	1,962,113,014	1,304,309,432	3,266,422,446	1,639,132,856	1,349,302,683	2,988,435,539	91	19
Prince George's	903,357	890,463,984	499,263,809	1,389,727,793	1,071,025,470	546,616,582	1,617,642,052	116	3
Queen Anne's	48,726	88,936,704	41,785,382	130,722,086	67,374,054	43,554,671	110,928,725	85	21
St. Mary's	110,350	140,576,766	82,623,458	223,200,224	105,084,581	81,467,547	186,552,128	84	22
Somerset	25,632	16,626,322	6,908,569	23,534,891	18,042,360	7,089,245	25,131,605	107	6
Talbot	37,560	99,155,203	36,220,385	135,375,588	48,247,710	30,212,721	78,460,431	58	24
Washington	149,423	143,252,185	81,877,254	225,129,439	146,450,889	77,211,436	223,662,325	99	11
Wicomico	101,768	70,705,232	47,372,901	118,078,133	89,801,374	48,416,351	138,217,725	117	2
Worcester	51,563	172,638,937	36,466,011	209,104,948	167,343,073	15,177,268	182,520,341	87	20
<b>Total</b>	<b>5,975,346</b>	<b>7,808,524,761</b>	<b>4,911,060,339</b>	<b>12,719,585,100</b>	<b>7,808,524,761</b>	<b>4,911,060,339</b>	<b>12,719,585,100</b>	<b>100</b>	

Source: Maryland Department of Legislative Services, Office of Policy Analysis

According to DLS, Washington County ranks 11<sup>th</sup> in the State in property tax effort with an index value of 102. In income tax effort the County ranks 16<sup>th</sup> in the State with an index of 94. So while the County is slightly above effort in property tax it is significantly lower in income tax effort.

### Conclusions

The conclusion to this analysis is that Washington County has less capacity to generate revenue from its own sources when compared to other Maryland counties but maintains an average effort in collecting tax revenue. As infrastructure costs continue to rise and the State continues to push more unfunded mandates at local governments, the County will need to find ways to supplement existing revenues.

The County continues to promote economic development as a way to build the tax base and generate more revenue, but the recent economic downturn has resulted in a slow recovery

fiscally that is not keeping pace with budgetary needs. Additional actions will need to be taken to grow the County's tax base over time so that revenues can increase without additional increase in tax effort.

### *Adequate Public Facilities Ordinance (APFO)*

Enacted in 1990, the Washington County Adequate Public Facilities Ordinance (APFO) was adopted as a growth management tool to help mitigate the impacts of new development on infrastructure. As is the case with most APFOs, its purpose is to effectively time growth in a manner that will allow for the development of new infrastructure as well as updates or improvements to existing infrastructure. This may require phasing or delays in development approvals until adequate service levels can be put in place or reasonably assured.

When new projects are submitted to the County, they are evaluated to see if there are existing infrastructure facilities in place to absorb the impacts of the new development. For economic development purposes, which are mainly commercial and industrial uses, the APFO outlines standards for public roads, water, sewer and fire protection. The APFO also has provisions for management of school capacities but those are usually associated with residential development and not necessarily pertinent to economic development.

Mitigation of public facilities can be in various forms. In some cases, the County requires the developer(s) to mitigate impacts immediately by having them upgrade existing infrastructure or build new infrastructure. For example, a developer may be required to widen and/or build portions of roadways, install pump stations for sewerage collection, or install boosters or regulators to control water pressure and flow before issuing final building permits. In other cases, mitigation may be in the form of monetary contributions. This is usually true for large scale, high cost projects where new infrastructure is needed and possibly already planned for in the Capital Improvement Plan. In these cases, the County typically requires developers to contribute a portion of the cost of the total improvement and then uses that money with capital funds and/or other developer contributions to construct the new or upgraded infrastructure.

### *Building Excise Tax*

In 2003, the Board of County Commissioners adopted a building excise tax. At the time of the adoption the County was experiencing growth at an historically rapid rate. It was determined that the need for infrastructure would substantially increase and that additional revenue sources were needed to mitigate these impacts. The tax was assessed on both residential and non-residential uses at the time of building permit application.

Since its adoption the Building Excise Tax Ordinance has had several revisions. The primary changes to the ordinance have been in the fee structure. While the excise tax performed its intent when the ordinance was first adopted, changes in the economy related to the financial

recession in the mid to late 2000s created pressure to continually lower the tax rate. Lowering the tax rate allowed the County to be competitive with surrounding jurisdictions and to ease pressure on new development faced with their own financial challenges. Currently, the County charges new residential construction \$1 per square foot of habitable gross square footage.

While the excise tax does provide some revenue to support capital infrastructure projects, it is also a very volatile source of funding. Its connection to the building industry, which has historically experienced unpredictable trends, makes it nearly impossible to reasonably predict or rely on these types of funds as a stable revenue source.

## Existing Economic Strategies

Economic Development strategies need to sustain and expand existing businesses and industries; attract new firms which can diversify the industrial/commercial base; promote increased opportunities as well as economic mobility for the labor force, all while remaining sensitive to high standards of environmental quality. To accomplish these objectives, County economic development strategies have placed emphasis on:

- Increasing efforts to retain and expand existing businesses;
- Expanding educational opportunities to facilitate development of a prepared workforce to meet future demands;
- Development and implementation of strategic marketing to attract higher technology and higher wage jobs;
- Encouraging the development of new industrial parks;
- Developing strategic partnerships that can foster economic growth through development of financial and regulatory incentives;
- Diversifying the County's economy to insulate against cyclical economic swings;
- Preserving sufficient area to promote agriculture as a viable economic industry;
- Promoting recreational and heritage tourism;
- Encouraging redevelopment, revitalization, or rehabilitation of existing developed areas or sites where appropriate; and
- Targeting specific areas for economic development and providing the needed infrastructure to support new development.

In the Economic Trends and Analysis section of this element, a detailed analysis was performed to determine which sectors have experienced job growth and the proportionality of specific industries locating to this area when compared to state and national trends. Below is a list of targeted economic sectors in Washington County based on these analyses.

## Targeted Economic Sectors

### *Advanced Manufacturing*

Washington County has had a long rich history of manufacturing industries that continues today. While manufacturing continues to thrive in today's economy, it is important to note that traditional definitions of processing and assembly line work are advancing with technology. Computers are taking the place of manual labor and we must adapt to those changes in order to continue to thrive. As of 2015, there are over 150 individual manufacturing businesses operating in Washington County. They vary from producing car parts, to plastic wares, to wood products. Manufacturing is also evolving as a global market. Improved trade routes and freight movement have made manufacturing more competitive than ever. Washington County's location along two major interstate systems that have both north/south and east/west connections makes our area prime for new investment and easy transport.

### *Manufacturing Roundtable*

In 2016, the Washington County Department of Business Development and the Maryland Department of Commerce helped facilitate the establishment of a manufacturing roundtable group. The purpose of the group is to give local manufacturing businesses a forum in which to share ideas and resolve problems. It also provided an opportunity for local businesses to network and create customer relationships. While facilitated by the County, the group is led and organized entirely by local businesses. The intent is to let industry professionals discuss issues on their terms without government interference.

### *Aerospace and Defense*

Hagerstown and Washington County are historical aviation centers that have been a hub of aviation business since before World War II. Once the home of Fairchild Industries, a major manufacturer of airplane parts for federal government contracts, the Hagerstown Regional Airport (HGR) still has infrastructure in place to support these types of businesses. With an increased demand and decreasing supply of hanger space at major east coast airports, HGR hosts approximately 500,000 square feet of private hangar space and more than 100 acres of available land with runway accessibility for future development.

The County has continued to protect airport resources primarily through zoning and land use regulation. Building height restrictions have been installed at the end of runways and in approach zones. Residential development near the airport has been limited to prevent noise complaints. Most recently, the County adopted a Hazardous Wildlife Attractant Management District. Development that occurs within these designated areas receive additional review to determine if the proposed use would attract wildlife that could interfere in airport operations.

### *Biotechnology*

The State of Maryland has one of the highest concentrations of biotech and life science industries in the country. There are over 500 biotech companies and over 2300 life science firms

located throughout the State. Washington County is on the outer edge of this growth being located only an hour away from Washington DC's biotechnology corridor and less than 30 minutes from the well-known national biodefense facility at Fort Detrick in Frederick, Maryland. As the biotech industry continues to grow, it is reasonable to expect that Washington County will begin to attract more of these types of businesses.

### *Technical Innovation Center*

Located on the campus of Hagerstown Community College, the Technical Innovation Center (TIC) is Western Maryland's largest and most comprehensive technology-based business incubator. The TIC has 4,000 square feet of wet lab space with 5 startup research and production firm leasees. In addition to providing affordable space for startup companies, the TIC provides access to services such as business counseling, access to interns from HCC, access to funding, and marketing services.

### *InnovaBio-MD*

InnovaBio-MD is an innovative partnership of corporations and educators working to build a skilled workforce to support Maryland's biotechnology industry. Housed in the TIC, InnovaBio-MD is a contract research organization that contracts projects from regional biotech agencies and uses interns to conduct the work. Under the supervision of InnovaBio-MD scientific staff, students can receive research experience and internship credit to jumpstart their careers.

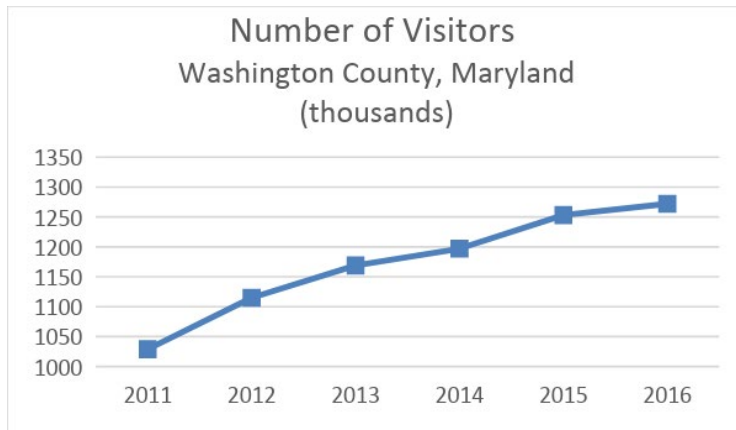
### *Agriculture*

While this economic sector does not have a high number of jobs associated with its operations, it remains the primary land use in Washington County. The economic benefits from agricultural businesses are smaller than other industries but they have wide-spread impacts on various sectors. One of the key approaches to support the agricultural industry is through the protection of farmland. Protection from both conversion and encroachment are important to protect agricultural operations. Use of land preservation programs and implementation of a County Right-to-Farm Ordinance have advanced the support and protection of this industry. A more in-depth analysis of agricultural assets and economic impact is included in the Agriculture and Forestry element.

### *Tourism*

Washington County has become a prime location for tourism and tourism related businesses over the last several decades. Located at the crossroads of two major interstate systems, commercial business such as retail sales, lodging facilities, and restaurants have continued to expand to accommodate travelers in and around Hagerstown and Washington County. In addition to being a transportation hub, there are numerous attractions in the County including scenic views, historic and cultural resources, and recreational attractions that bring millions of visitors here each

year. As shown in the chart, the number of visitors to Washington County continues to rise each year.



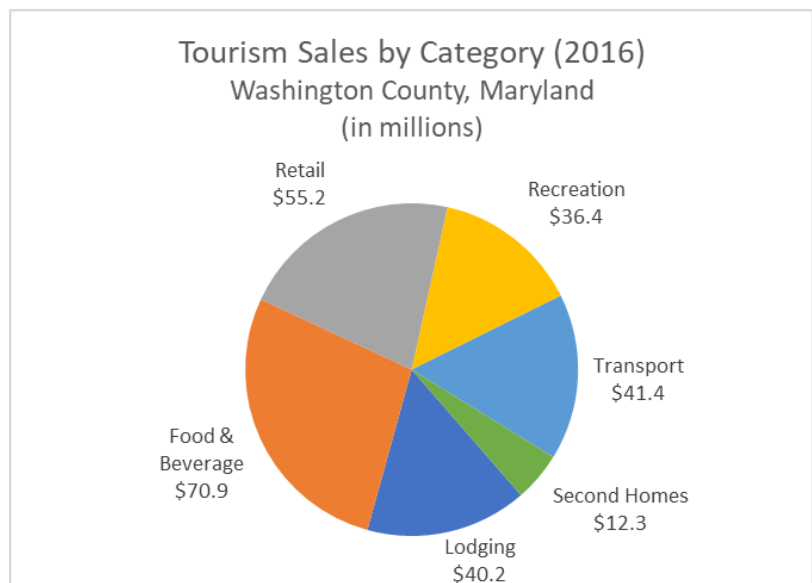
According to statistics from the Maryland Department of Commerce, sales in the tourism industry were over \$250 million each year between 2014-2016. Included as part of tourism sales are dollars spent in lodging, food and beverage, retail sales, recreation, transportation, and second homes. In 2016, the majority of sales were in the food and beverage category (see chart).

### Agri-tourism

Tourism related to agricultural resources is not necessarily a new form of tourism but its popularity has grown tremendously in the past 10 to 15 years. Newly formed agricultural related businesses such as farm wineries and breweries, U-pick operations, corn mazes, creameries, and petting zoos have started to attract visitors to the County's rural areas and exposing them to our rural agricultural tradition. This has helped to raise the profile of the agricultural industry and its impact on our local economy.

### Heritage tourism

Washington County's wealth of historic and cultural resources continue to attract visitors to our area. With our deep connection to the American Civil War, numerous stone arch bridges, scenic hiking and biking trails, and rich agricultural history, Washington County is a prime location for heritage tourism visitors. The primary attractors in the County tend to be in our federal park system. Washington County is home to three national park units including Antietam National Battlefield, the Appalachian National Scenic Trail and the Chesapeake & Ohio National Historic Park. Combined, these three parks attract nearly 1 million visitors each year to the Washington County area.



## Economic Development Initiatives

### *Hagerstown-Washington County Economic Development Coalition*

Formerly known as the Washington County Economic Development Commission, this group has recently reorganized into a standalone agency from Washington County's local government. As previously organized, the Commission was formed under the purview of the Board of County Commissioners as an advisory group on economic development initiatives. The reorganization is meant to provide more flexibility to develop public-private partnerships and allow more independence from government operations. The model for the new Coalition will be to have a core of four officers who will be elected by members of the group to provide administration. In addition to the elected officers, the executive committee would be comprised of membership from other economic organization in the County such as Chamber of Commerce, Greater Hagerstown, and the Maryland Department of Commerce.

### *Commissioner Visitation*

To further the County's objective of retaining and expanding existing businesses, the County started a program of County Commissioner business visitations. The purpose of these visits is to connect with local businesses on a personal level and hear directly from business owners about their success stories and challenges. It has also been an opportunity for the County to educate businesses on services provided by the County such as marketing, advertising, and tax incentives.

### *Incentive Programs*

#### Enterprise Zones

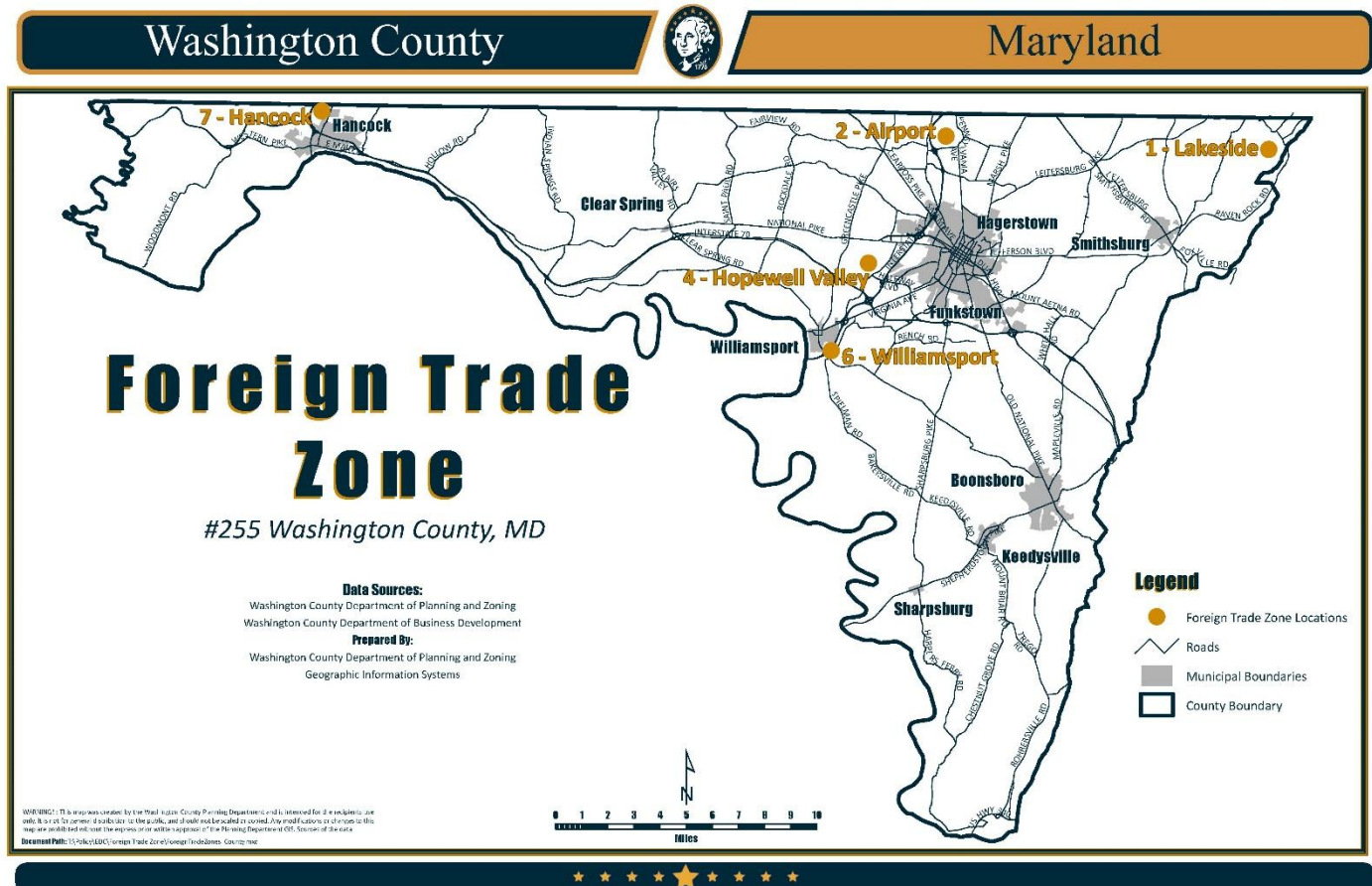
This is a coordinated County and State tax credit program that allows property tax credits for businesses that locate within a specified geographic location in return for job creation and investments. This program can provide property tax credits for up to 10 years on capital improvements. The credits are assessed on the value of increased assessment due to capital investments. The credit starts at 80% of the increase on assessed value for the first 5 years of the program and decrease 10% annually for the final 5 years of the program. There are also credits available for new job creation and hiring of "disadvantaged" employees.

#### Foreign Trade Zones

FTZs are sites designated by the U. S. Foreign-Trade Zones Board in which special United States Customs Service procedures may be used. These procedures allow domestic activity



involving foreign material to take place prior to formal Customs entry. Duty-free treatment is accorded items that are re-exported and duty payment is deferred on items sold in the U.S. market.



Washington County contains one of only four foreign trade zones in the State of Maryland. FTZ #255 is made up several parcels located in five separate sites in the County including: Hancock, Hopewell Valley, Williamsport and Cascade Town Center.

### New Jobs Tax Credit/Businesses that Create New Jobs Credit

This program was initiated by the Washington County Board of County Commissioners to help attract companies and promote expansion of existing businesses that offer well-paying jobs. To be eligible for the program, a business must:

- Either construct or expand its operation in Washington County by a minimum of 10,000 square feet;
- Employ at least 25 persons in new permanent full-time positions located in the new or expanded premises;

- Pay at least half of those new jobs a minimum of 135% of the Average Weekly Wage of a Washington County Worker (per reporting from Maryland Department of Labor, License, and Regulation); and
- Be located within a Priority Funding Area

In exchange for meeting these criteria, the County may apply a credit to the County real property tax. Credits may be claimed against County taxes imposed on the assessed value of the new or expanded premises for a period of up to 6 years.

In addition, if the company is eligible for the County *New Jobs Tax Credit* they may also be eligible for the State of Maryland *Businesses that Create New Jobs Credit*. The State program may apply credits against corporate income tax, personal income tax, or insurance premiums tax.

#### High Performance Commercial Building Tax Incentive Program

Washington County recognizes the need to establish more energy efficient and environmentally sound development practices. To promote these efforts, the County has implemented the High Performance Commercial Building Tax Incentive Program. The intent of program is to incentivize more builders to achieve a Leadership in Energy and Environmental Design (LEED) certification. LEED is the most widely used green building rating system in the world. In exchange for building owners who construct new or renovate old buildings that achieve a LEED Platinum, Gold, or Silver certification, the County will apply a 3-year credit against Washington County's real property tax.



#### Pad-Ready Site Commercial Stimulus Program

To keep pace with the needs and timing of business development, the Board of County Commissioners adopted the Pad Ready Site Commercial Stimulus Program. The program is designed to encourage builders and developers to bring undeveloped land to a shovel-ready state. It is also intended for sites with existing buildings in need of redevelopment. Undeveloped parcels of land, demolitions, renovations and expansions of buildings may qualify for this program. This program applies only to sites with commercial, industrial, or industrial flex zoning districts and may entitle the applicant to priority plan review, deferred application and review fees, and a 3-year real estate tax credit once the buildings are constructed and occupied.

#### More Jobs for Marylanders Act of 2017

This bill, passed in 2017, is the cornerstone of Governor Hogan's *Jobs Incentive*. It is intended to incentivize manufacturers to create more jobs throughout the State of Maryland. Under this program, incentives are offered for up to 10 years for the creation of family supporting wages and workforce development programs. The incentives include income tax credits, property tax credits, a sales tax refund and exemption from the State of Maryland Department of Assessments and Taxation corporate filing fees.

### *Workforce Training and Development*

One of the reoccurring comments received as part of stakeholder and public input meetings held prior to the development of the Comprehensive Plan is the need for a better prepared workforce. Current education and experience levels in the County may be a limiting factor in the attraction and expansion of businesses. To help improve workforce development efforts, the County has begun to build meaningful collaborations with private sector businesses to define their needs; local educational institutions to provide a wider variety of educational and internship opportunities; and local workforce investment boards to support disadvantaged and dislocated employees in obtaining new and improved skills to reenter the workforce.

### *Western Maryland Consortium*

First established in 1974, the Western Maryland Consortium (WMC) has been a primary resource for workforce development in Allegany, Garrett and Washington Counties. They have placed an emphasis on working with individuals who have significant barriers to employment, dislocated workers, and trade-impacted workers. Services include job search assistance, resume development, interest testing and evaluation, case management, and skills training. The WMC is also a partner in the Washington County Business Resource Network. This network provides resources and support to new startup businesses and entrepreneurs. The partnership is meant to connect businesses with skilled workers in the community. Partners in the Business Resource Network include Washington County Department of Business Development, City of Hagerstown Department of Community and Economic Development, the Greater Hagerstown Committee, Hagerstown Community College Technical Innovation Center, Maryland Small Business and Technology Development Center, and the Hagerstown-Washington County Chamber of Commerce.

### *OnTrack*

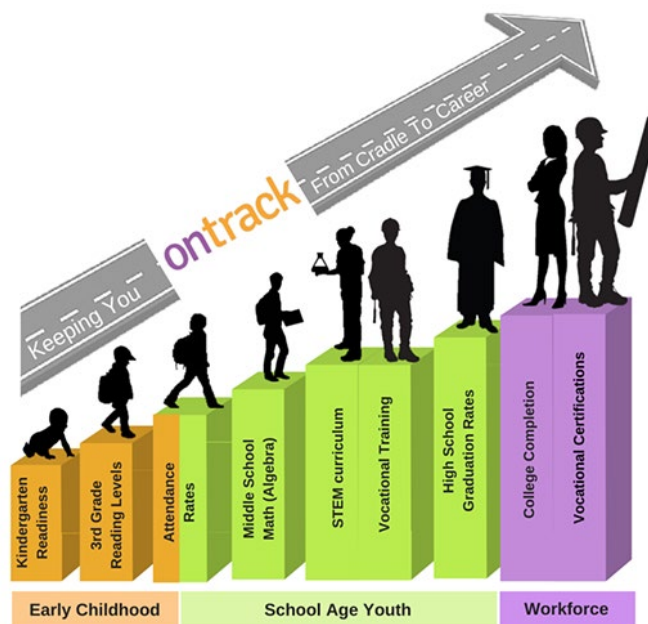
Hosted by the Washington County Chamber of Commerce, OnTrack is a non-profit coalition of 38 independent community partners who are focused on supporting and improving educational attainment levels in Washington County in order to strengthen our overall workforce and quality of life.

The group is broken up into three Teams that focus on primary areas of educational development:

**Early Childhood Success Team** - The focus of this group is to support and improve school readiness. This includes academic, emotional, and social development skills to improve kindergarten readiness, reading levels, and attendance rates.

**School Age Youth Team** – This group works to support students with their development progress through to graduation. They work to engage at-risk youth and families to keep them on the path to graduation and a satisfying career.

**Workforce Readiness & Career Success Team** – As individuals prepare to enter, or re-enter, the workforce, this group focuses on helping identify educational and career goals and obtain the necessary training and education to attain success.



### Washington County Board of Education

As the business world continues to evolve, so must the educational systems. Education forms the foundation upon a qualified and prepared workforce. The Washington County Board of Education has continued its commitment to provide a “work class education” to all students through a variety of coursework and experience. Along with general studies, the BOE has provided opportunities for specialized education including magnet programs, career readiness programs, college preparation and early college programs, and advanced placement courses.

In addition to providing students a world class education, the Washington County Board of Education (BOE) has also recognized the need for hands-on job training. Washington County Technical High School provides an instructional program that offers current, relevant, industry-based curriculum in 17 different career and technology programs.

### Hagerstown Community College

Hagerstown Community College (formerly Hagerstown Junior College) was founded in 1946 as Maryland’s first community college. In its seventy years of existence, the college has continued to grow and expand its programs of study. Currently, there are over 100 programs of study available to individuals who want to advance their education for college credit, career preparation, or personal advancement. Accredited by the Middle States Association of Colleges and Schools, HCC can award associate degrees, certificates, and letters of recognition.

In addition to traditional post-secondary programs, local partnerships with the Washington County Board of Education have provided an opportunity for high school students to earn college credits and credentials while completing their high school diploma. STEMM (Science, Technology, Engineering, Math, and Medical) Technical Middle College allows Washington County High School students to earn at least 30 college credits and to complete requirements for certificates and associate's degrees.

Another invaluable resource related to HCC is their continuing education and workforce development programs. In partnership with Maryland Department of Commerce, HCC and other community colleges around the State are participating in Maryland's WorkSmart program. This partnership is intended to provide customized training for businesses across the State. Each college can coordinate and customize classes that meet employer's needs. An example of this coordination is the transportation and driver education program. This program provides certified driving courses for individuals seeking driving permits for automobiles, motorcycles, and Commercial Drivers Licenses.

### *Technical and Trade Schools*

Washington County is home to several post-secondary technical and trade schools that provide specialized education and training in various fields of study. Examples include:

**Pittsburgh Institute of Aeronautics** – In 2010, the Pittsburgh Institute of Aeronautics (PIA) located an FAA-approved Aviation Maintenance Technician education program at HGR. Ranked by Forbes as the No. 1 Top Two-Year Trade school in 2017 and 2018, PIA graduates acquire skills in aviation, mechanical systems, hydro-mechanical systems, and green technology. This opportunity provides a built-in workforce for aviation businesses looking to locate in Washington County.

**Barr Construction Institute** – The Barr Institute offers education and training for trades related to the construction industry. They offer craft, maintenance, and apprenticeship training in the fields of carpentry, electrical, HVAC, and plumbing. This training program is recognized by the US Department of Labor, Bureau of Apprenticeship and Training, and is accredited by the National Center for Construction Education and Research.

## Identifying Areas for Economic Growth

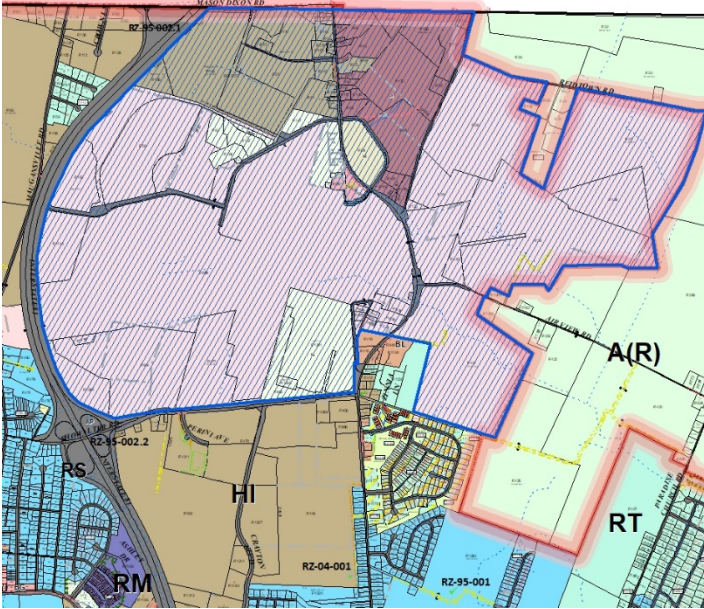
Planning for the location and expansion of business opportunities is a critical component in economic growth and development in a community. It also necessitates a careful balance between proximity to infrastructure and proximity to workforce.



## Targeted Economic Development Areas

### *Airport*

The area including and surrounding the Hagerstown Regional Airport has been a long term targeted economic development area (TEA) for the County. The airport proper includes nearly 500 acres of land with access to the 2<sup>nd</sup> longest runway in the State of Maryland. Since the adoption of the last Comp Plan in 2002 the airport TEA has expanded to include the lands purchased by Washington County to extend the east/west runway 9/27.

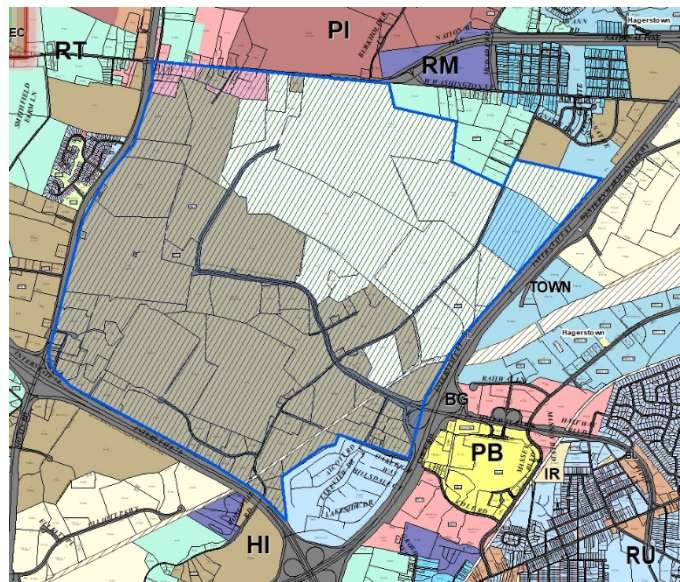


The majority of land located within this TEA is zoned Airport District with permitted uses that are primarily associated with manufacturing and support services related to the airport operation. This area is a prime TEA based upon the abundance of infrastructure available and the amount of vacant land available for development. Infrastructure available in the area includes public water and sewer, natural gas, and broadband internet. It's location between Interstate 81 and US Route 11 also provides excellent access to local and regional transportation routes.

### *Hopewell Valley*

The Hopewell Valley TEA is strategically located in the northwest quadrant of the Interstate 70 and Interstate 81 Interchange. It is bounded on the west by Maryland Route 63 and on the north by US Route 40/W. Washington St.

This area was also delineated as a priority TEA in the 2002 Comprehensive Plan and is planned to provide land area for manufacturing facilities, warehouse and distribution centers, and freight transportation support facilities. Its location at the intersection of two major interstate networks provides one of the best regional transportation access points on the eastern seaboard. Zoning districts in this area include Highway Interchange and Industrial General that support the

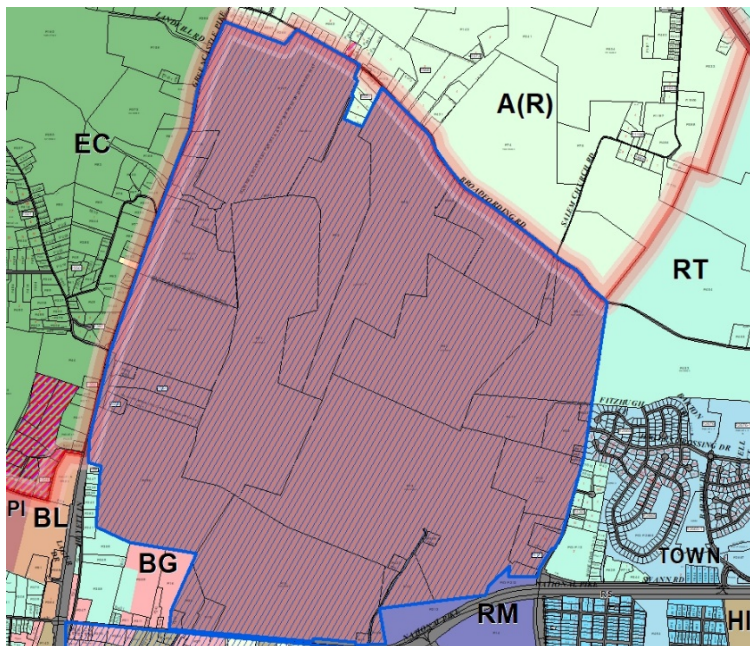




establishment of uses that are associated with highway transportation needs and general manufacturing type uses. In addition to highway access the area has numerous other forms of infrastructure including public water and sewer, natural gas, and broadband internet services.

### *Hopewell Valley North*

As the description implies, the Hopewell Valley North TEA is a northern extension of the original Hopewell Valley TEA. It is located in the northeast quadrant of MD 63 (Williamsport-Greencastle Pike) and US Route 40 (National Pike). It is bounded on the north by Broadfording Road and on the east by McDade Road.



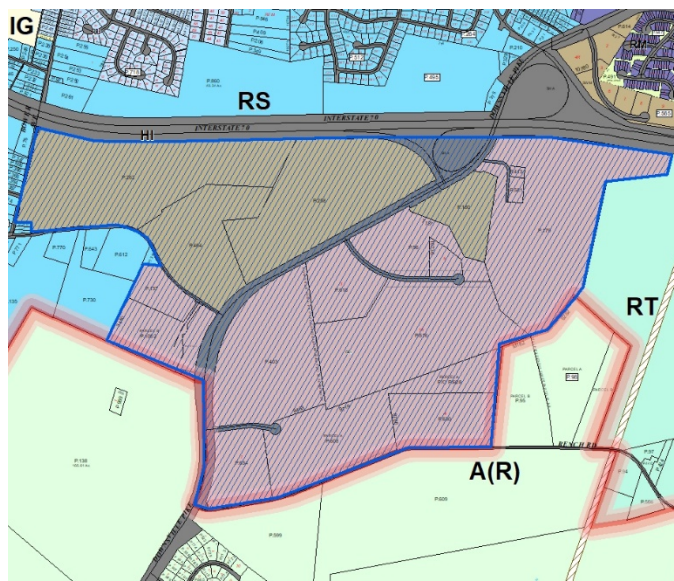
This area was identified in the 2002 Comprehensive Plan as an Industrial Flex reserve area. After an analysis of available commercial and industrial land for economic development, it was found that the County lacked adequate area for this type of development. Because this area is near existing commercial and industrial development and had a significant availability of larger undeveloped/underdeveloped parcels, the area was included within the growth area as a potential economic development area for the future.

undeveloped/underdeveloped parcels, the area was included within the growth area as a potential economic development area for the future.

There is currently little public infrastructure available to the area but is adjacent to existing services and is a logical area for future expansion of services. The existing highway network also provides ample connection to local and regional transportation systems.

### *Friendship Technology Park*

Located on the south side of Interstate 70 along the MD 632 (Downsville Pike) corridor, the Friendship Technology Park TEA is another carryover from the 2002 Comprehensive Plan. In the late 1990s a new interchange was constructed in this area to provide better access to the southern portion of the City of Hagerstown and to promote opportunities for more hi-tech jobs in the County.



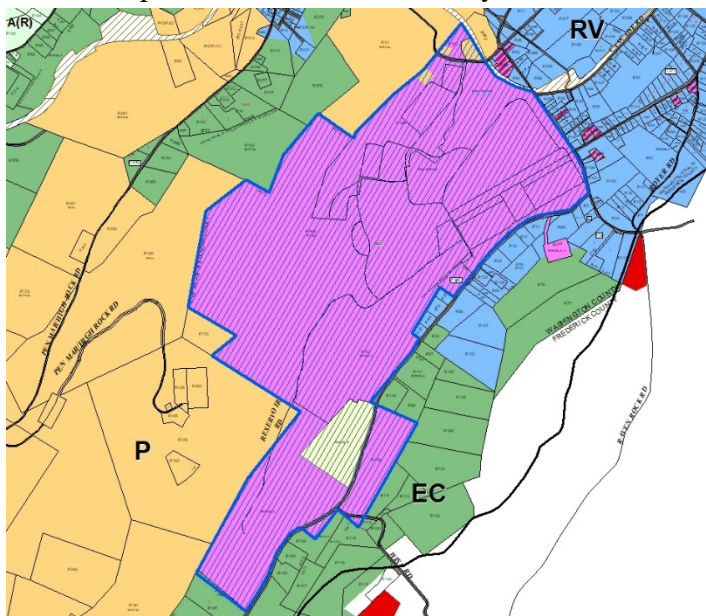


After the interchange was complete the areas to the south of Interstate 70 a new zoning district was established and applied to these areas to promote office and light industrial development. The Office, Research and Technology (ORT) zoning district was written with the intent to attract businesses with higher paying jobs and to promote these businesses to develop in campus like settings so that retail and support services could also be established and create a more wholesome and sustainable business community.

Public infrastructure in this area includes public water, public sewer, access to high speed broadband, and an existing highway network that allows easy connections to local and regional transportation. There are also several parcels directly adjacent to Interstate 70 that provide excellent business visibility.

### *Cascade Town Centre*

In 1998, Fort Ritchie military base in Cascade was closed as part of the 1995 Base Realignment and Closure Commission (BRAC) recommendations. To help facilitate the redevelopment of the site the County rezoned the land encompassing the former fort with a Special



Economic Development district. It is also located in part of a Foreign Trade Zone #255.

Since its closure the former base has had a variety of groups interested in redevelopment of the site. Currently, the property is owned by the Board of County Commissioners. The Commissioners have contracted with JG Business Link International to help market the 591 acres into a mixed-use development centered around 6 themes including: Residential; Resort/Entertainment; Mixed Use Retail; Commercial; Academic/Cultural; and

Health & Wellness.

Because of its previous use as a military base, this area mimics that of a small town. Available infrastructure in the area includes public water, public sewer, natural gas, and its own internal road network. There are also numerous structures left on the site that are available for possible reuse such as Lakeside Hall (former officers club), the Castle (former Colonel's headquarters), the former youth center, dining hall, post exchange, and commissary.

## *Other Economic Development Priorities*

### *Urban Revitalization/Municipalities*

Urban revitalization generally refers to a set of policies aimed at redevelopment of previously developed areas that have fallen into decline for economic or social reasons. Most often these policies are directed at portions of cities and towns that have deteriorated over time but still have infrastructure and resources available to restore its economic vitality.

The City of Hagerstown being the largest municipality in the County as well as being the County seat has drawn the most attention to these types of initiatives. Hagerstown was once the central location for sales, services, and business opportunities. As is the story with communities all over the country, the popularity of the automobile coupled with a desire for a more suburban lifestyle pushed development away from central urbanized areas. The development of the Valley Mall in the mid-1970s was the first major setback in downtown retail businesses. This downturn continued as automobiles became more affordable and citizens continued their suburban sprawl.

In 2013 the City hired an economic and planning consultant to do an economic analysis and identify projects to help spur downtown redevelopment. The plan endorsed 8 catalytic projects and actions steps to implement the projects over a 10-year period. The County has helped support several of these initiative through funding and staff cooperation including financial support for the expansion of the Maryland Theater, expansion of the University of Maryland Systems-Hagerstown campus, and staff coordination with the Department of Business Development to expand operations of the City Farmers Market. As these projects continue to progress, the City has experienced some revitalization of the downtown areas with new restaurants and retail businesses locating in the area.

Other municipalities are also working on economic plans and projects to help revitalize downtown/main street areas of their communities. The Town of Smithsburg has recently completed an economic development study of their main street areas to identify projects and policies that will help revitalize their Town Center area.

### *Brownfields*

The EPA defines a brownfield as "...a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant". Currently, there is no definitive accounting of the number of brownfield sites in Washington County. Often the judgements are made on a case-by-case basis and are not fully evaluated until there is a pending development plan for the property.

Many environmental regulations have been adopted over the last several decades to help reduce the occurrence of land pollution and contamination. So, most of the remediation efforts being conducted today are a result of previous development. Examples of brownfield areas include former gas stations or auto repair facilities that still have leaking fuel tanks or improperly disposed

of oil. Superfund sites, such as the Central Chemical site in Hagerstown, are also considered brownfields.

Because of the breadth of public safety issues pollution and contamination cause, regulations pertaining to remediation are often dictated by State or Federal agencies rather than local authority. While the County may not necessarily regulate the remediation process, efforts are made by County staff to help property owners navigate through the regulatory process and promote the redevelopment of these areas.

### Zoning and Land Use

Locating appropriate areas to zone for non-residential land uses requires a careful balance between availability to infrastructure, availability to workforce, and analysis of potential incompatibilities between land uses. The County has made a concerted effort to achieve this delicate balance. Most recently, the County completed a comprehensive rezoning of the Urban and Town Growth Areas. As part of the rezoning process, efforts were made to update land use categories and zoning districts that better reflect the new technologies and business models of the 21<sup>st</sup> Century. Bulk requirements were reviewed to ensure proper setbacks and buffering requirements between incompatible land uses. New sections were also added to the zoning ordinance to provide guidance on screening, landscaping, and lighting requirements to reduce nuisance complaints between incompatible uses.

### Targeting Growth Near Infrastructure/Priority Funding Areas

As a complement to the landmark Economic Growth, Resource Protection and Planning Act legislation passed by the Maryland General Assembly in 1992, the Priority Funding Areas Act was enacted in 1997 to help reinforce basic Smart Growth principles. The purpose of the PFA Act is to ensure that State funding provided to local jurisdictions for growth related infrastructure is directed to areas where there is existing growth or in areas where logical expansion of services should occur. PFAs were established by local jurisdictions and are periodically updated to delineate updates or expansions in services.

To take advantage of State funding, the County has designated nearly 222 acres of PFAs in the Urban and Town Growth Areas as well as specifically designated rural villages. Municipalities were automatically designated as PFAs as part of the initial legislation.

### Reinvest Maryland

One key component in Maryland smart and sustainable growth efforts is to promote the infill, redevelopment and revitalization of older urban and suburban communities throughout the State. These policies put additional focus on locating development to areas where infrastructure is available instead of expanding into currently undeveloped areas. Similar to many communities all over the country, long established urbanized cores have been abandoned for vacant greenfields causing sprawl and suburbanization. Reinvest Maryland is a targeted approach to encourage development back into these underutilized areas.

The shining example of reinvestment efforts in Washington County is occurring in the City of Hagerstown City Center. This is the result of a coordinated effort between the County and the City of Hagerstown to revitalize the downtown area. Primary efforts have been centered around a two-block radius from the intersection of West Washington Street and Potomac Street. This intersection has been the nucleus of the City from its inception. Similar to many other rural communities in the region, this area is known as “The Public Square”. Aptly named for the layout of the intersection, with larger building setbacks that open up the intersection, this allows for more space for pedestrian interaction. Investments already made in this area include the Barbara Ingram School for the Arts (including an expansion currently under construction), remodel of the Washington County Free Library (Central Library), and the remodel and expansion of the Maryland Theater.

There are many numerous overlapping incentive programs that are assigned to this area. The incentive programs are mostly City driven, however, there are also State incentive programs associated with the area as well. Some of the programs include an Arts and Entertainment District, a Partners in Economic Progress District, the City/County Enterprise Zone, and a specialized City Center Mixed Use Zoning District.

## Recommendations

- Continually monitor business needs in relationship to land use to ensure enough available resources for the expansion of existing and establishment of new businesses.
- Review, and where appropriate, amend permitted land uses in non-residential zoning districts along with the locations of said districts to better match infrastructure needs of particular businesses to ensure appropriate location and use of limited infrastructure resources such as railroad sidings, interstate access, and airport access.
- Maintain and update, as needed, the “Infrastructure Assessment for Washington County and the City of Hagerstown” as a vital resource for attracting and retaining businesses.
- Support and expand land preservation programs in the County by maximizing local match funding and support agricultural marketing efforts.
- Review and where necessary amend local ordinances to support new agricultural business opportunities.
- Ensure that the annual Capital Improvement Program (CIP) for the County furthers efforts to maintain and expand necessary infrastructure to attract and retain business.
- The County will need to continue to partner with municipalities to help support downtown and main street revitalization efforts and help bolster the overall County economy.
- The County should consider financial incentives for remediation and

redevelopment of brownfield sites such as tax incentives or fee waivers.

- Explore public-private partnerships as a method to create reinvestment and infill opportunities in the growth areas.
- Align transportation expenditures and community facility siting to maximize the impact of County spending in order to promote economic growth.